



# Fiscal Year 2022 Budget and Annual Report

**TRANSIT AUTHORITY OF RIVER CITY**  
APRIL 27, 2021

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## INTRODUCTION

This document describes TARC's annual report and budget for the period July 1, 2021 to June 30, 2022 or Fiscal Year (FY) 2022. The annual report focuses on the accomplishments of the preceding and opportunities. The document includes an overall budget, the capital budget, and the operating budget for each of the functional departments at TARC. Within the departmental budgets, a brief overview of the department along with annual projects and initiatives is included. The progress of the budget is reviewed monthly at the TARC Board of Directors meetings through the review of monthly financial statements. A Glossary of Terms is included.



## WHAT A YEAR!

TARC's year was eventful to say the least. The debut of a new rapid bus line, transition to a new paratransit contractor, significant disruption and change at the executive level, local civic engagement and discourse, all the while working to respond to the COVID-19 pandemic.

## COVID RESPONSE

The past 15 months have been focused primarily on continuing safe and effective operations in the midst of a global pandemic.

## OUTLOOK

Where we are, where we are going

The set of challenges of the past year and our team's resiliency and success in response leave us energized and optimistic for the road ahead. A renewed focus on our mission and critical success factors provides the structure for targeted projects and initiatives over the next fiscal year. TARC remains committed to transparency and a high degree of coordination with our local, state and federal partners.

The start of Fiscal Year 2022 has TARC, in the short term, a stable position. Significant support from the federal government from the CARES and CRRSAA funds has allowed TARC to survive the increased challenges of the COVID response. The relative stability of the Jefferson County Occupational License Fee, or Mass Transit Trust Fund, means that TARC's ending balances are at a reasonable level, and expected support from the Kentucky Transportation Cabinet places TARC in a stable near-term position.

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## ACCOMPLISHMENTS

Awarded \$22 million for fleet replacement from Volkswagen settlement

Reduced preventable accidents

Added 32 new bus shelters, 16 benches and 3 ramps

Shuttle service for primary and general elections

Celebrated Class of 2020 with a bus wrap

Managed operations and executed remote work to follow state guidance

Met Centers for Disease Control and state orders for safety protocols and developed numerous procedures to maintain safe operations for employees

Awarded \$650,000 to local non-profits for transportation for seniors and people with disabilities

Increased social media engagement by 14%

As our regional economy continues to expand—with employment opportunities and housing options covering a multi county, bi-state traveler and commuter workshed—TARC acknowledges that high quality public transportation is not consistently or conveniently available to the full region. The ability for TARC to deliver this level of service is directly related to the amount of revenue received and quite simply the pace of growth geographically has not led to a commensurate rate increase in revenue. Coupled with the growth of costs for paratransit service, maintenance, health insurance and pensions, the ability to keep pace with suburban and exurban development, TARC has not had the luxury of resources to expand service to keep up with the pace of regional development.

Our region absolutely deserves a modern, high quality, well used transit system that gives our citizens options to travel to work, to school, to take care of children, to visit with friends and family, without always being dependent on a car.

The FY 2022 budget and the associated project initiatives focus the TARC team on delivering transportation services that enhance the Greater Louisville community.

Our team will continue efforts to increase and lock in increased funding; complete a long range plan update, redesign our routes and schedules, increase employee engagement, and plan for a low or no emissions bus fleet. We hope that you will join us on our journey and on board in FY 2022.

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**MISSION STATEMENT & CRITICAL SUCCESS FACTORS**

**Deliver  
transportation  
services that  
enhance the  
Greater Louisville  
community**

**DELIVER QUALITY SERVICES-SAFE, ACCESSIBLE, SUSTAINABLE**

**FOCUS ON RIDER NEEDS**

**SUPPORT THE COMMUNITY'S WELL BEING**

**MAINTAIN ADEQUATE FINANCIAL RESOURCES**

**ENGAGE AN EFFECTIVE TEAM**

**EXPLORE VISIONARY OPPORTUNITIES**

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## GLOSSARY OF TERMS

ADA	AMERICANS WITH DISABILITIES ACT
ADP	AUTOMATIC DATA PROCESSING
APTA	AMERICAN PUBLIC TRANSIT ASSOCIATION
BRT	BUS RAPID TRANSIT
CARES	CORONAVIRUS AID RELIEF AND ECONOMIC SECURITY ACT
CEERS	CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT
CMAQ	CONGESTION MITIGATION AND AIR QUALITY
COA	COMPREHENSIVE OPERATIONAL ANALYSIS
CRRSAA	CORONAVIRUS RESPONSE AND RELIEF SUPPLEMENTAL APPROPRIATIONS ACT
DBE	DISADVANTAGED BUSINESS ENTERPRISE
ELLIPSE	ENTERPRISE ASSET MANAGEMENT SOFTWARE SYSTEM
FTA	FEDERAL TRANSIT ADMINISTRATION
INDOT	INDIANA DEPARTMENT OF TRANSPORTATION
KIPDA	KENTUCKIANA REGIONAL PLANNING AND DEVELOPMENT AGENCY
NIA	KWANZA TERM MEANING PURPOSE
NTD	NATIONAL TRANSIT DATABASE
MPO	METROPOLITAN PLANNING ORGANIZATION
OTP	ON TIME PERFORMANCE
STP	SURFACE TRANSPORTATION PROGRAM OF THE FEDERAL HIGHWAY ADMINISTRATION
TITLE VI	TITLE VI OF THE CIVIL RIGHTS ACT OF 1964

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## CAPITAL BUDGET

TARC's budget begins with a thorough assessment of capital needs and available capital funds. The Federal Transit Administration (FTA) administers these funds in accordance with the federal transportation authorization act; usually a multi-year bill subject to annual appropriations by congress. Federal dollars run on a federal fiscal year, starting in October and require a non-federal, i.e. state or local funds as a match. Most funds are also distributed on a reimbursement basis, i.e. TARC spends the dollars and is then reimbursed for the expenses. For TARC's FY 2022 budget year, Federal funds will be programmed for the following uses: preventative maintenance of the fleet and facilities, and a portion of the cost of the contracted paratransit service in addition to a number of key capital projects.

As budget preparations began, there was a transition at the federal level for executive and congressional leadership. There is no multi-year federal transportation act, which means that the estimates for a six-year capital program are based on the prior bill, the Fixing Americans Surface Transportation Act. An adjustment to the Capital Program of Projects will be submitted to the Board of Directors once apportionments are announced, or if there is no future transportation act.

In the midst of the COVID-19 pandemic, critical federal funds for operating expenses were made available to TARC to respond to the pandemic through the following: Coronavirus Aid, Relief and Economic Security Act (CARES), Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and as budget preparations were concluding, the American Rescue Plan Act. These funds differ from the federal dollars that TARC typically receives in two ways: the funds do not require a non-federal share and are a one-time only appropriation, meaning that TARC cannot 'count' on these dollars to continue into the future.

### **CAPITAL PROGRAM OF PROJECTS**

The following lists TARC's Capital Program with projects grouped, either by function and/or by funding source. Note: some projects may have multiple funding sources and may be represented in the budget line item in multiple places. A description of each project follows the budget.

#### **Fleet Replacement Program**

Paratransit  
Fixed Route  
Electric  
Non-Revenue  
Bus Components

#### **Facilities Rehabilitation and Expansion**

Architectural and Engineering Services, General Services  
Sustainability Program:  
Solar Array and Energy Storage (multiple projects)  
Security and Access Control Design/Build (NEW) – includes access control cards



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**Planning and Development Program**

Long Range Plan (previously funded, implemented this year)  
Transit Infrastructure Enhancements

**Business Improvement / Technology Program**

Passenger Information Systems  
Asset Management Software  
Human Resource and Payroll Software  
Financial and Budgeting Software

**Capital Fund Reimbursement of Eligible Operation Expenses**

Non-Fixed Route ADA Paratransit  
Capital Cost of 3rd Party Contracting  
Capital / Preventative Maintenance

**Projects for Future Years / Possible Discretionary Awards**

T&O Expansion Project (NEW)  
Union Station Customer Service Center Upgrade (NEW)  
On-Board and Mobile Fleet Technology Upgrade (NEW)

## FY 2022 CAPITAL BUDGET

	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
<b>Projects That Use Local Funds</b>						
Paratransit Vehicles (Municipal Lease 5/3 add year)	140,841	0	140,841	0	0	0
Sub-total	140,841	0	140,841	0	0	0
<b>Projects That Use Formula Funds</b>						
Bus Components	195,132	156,105	39,027	0	0	0
Architectural & Engineering Services	295,680	236,544	59,136	0	0	0
MIS Hardware/Software	98,570	78,856	19,714	0	0	0
Security Enhancements	549,902	439,922	109,980	0	0	0
Rehab Storage Facility	1,500,000	1,200,000	300,000	0	0	0
Operations Planning	100,000	80,000	20,000	0	0	0
Sub-total	2,739,284	2,191,427	547,857	0	0	0
<b>Projects That Use Other (5339 &amp; Flex) Formula Funds</b>						
Diesel Bus Purchase (5339a – 2 Buses)	967,538	385,581	96,395	432,512	53,050	0
A & E Services (5339)	1,989	1,591	398	0	0	0
MIS Hardware/Software (5339)	805,170	644,136	161,034	0	0	0
Fare Collection Equipment (STP)	218,516	174,813	43,703	0	0	0
Support Vehicles (5339)	200,000	160,000	40,000	0	0	0
ITS Equipment (STP ITS)	1,987,999	1,590,400	397,599	0	0	0
Facility Rehabilitation Projects	2,352,741	1,882,193	470,548	0	0	0
Transit Enhancements (STP)	371,340	308,840	12,500	0	50,000	14,710
Transit Enhancements (STP TAP)	267,818	214,255	50,471	0	3,092	0
Sub-total	7,173,111	5,361,809	1,272,648	432,512	106,142	14,710
<b>Projects That Use Discretionary Funds</b>						
Diesel Bus Purchase (5339b – 28 Buses)	13,402,116	10,708,077	0	2,694,039	0	0
Architectural & Engineering Services (Solar Projects)	28,798	23,038	5,760	0	0	0
Facility Rehabilitation (Solar Projects)	227,272	181,818	45,454	0	0	0
Solar Project(s)	695,297	625,767	69,530	0	0	0
Sub-total	14,353,483	11,538,700	120,744	2,694,039	0	0
<b>SUB-TOTAL - All Capital Projects</b>	<b>24,406,719</b>	<b>19,091,936</b>	<b>2,082,090</b>	<b>3,126,551</b>	<b>106,142</b>	<b>14,710</b>
<b>Capital Eligible Expense Reimbursements</b>						
	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
<b>Projects That Use Formula Funds</b>						
Non-Fixed Route ADA Paratransit	2,123,900	1,699,120	424,780	0	0	0
Capital Cost of Contracting (Fixed Route)	46,500	37,200	9,300	0	0	0
Capital Maintenance	5,011,865	4,009,492	552,373	450,000	0	0
Sub-total	7,182,265	5,745,812	986,453	450,000	0	0
<b>Projects That Use CARES &amp; CRRSA Act Funds</b>						
CARES Act Non-Fixed Route ADA Paratransit	0	0	0	0	0	0
CARES Act Emergency Operations	13,000,563	13,000,563	0	0	0	0
CRRSA Act Emergency Operations	18,237,895	18,237,895	0	0	0	0
Sub-total	31,238,458	31,238,458	0	0	0	0
<b>Projects That Use CMAQ Funds</b>						
CMAQ Sponsored Service	800,000	640,000	160,000	0	0	0
Sub-total	800,000	640,000	160,000	0	0	0
<b>SUB-TOTAL - All Contributions to Operations</b>	<b>39,220,723</b>	<b>37,624,270</b>	<b>1,146,453</b>	<b>450,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>63,627,442</b>	<b>56,716,206</b>	<b>3,228,543</b>	<b>3,576,551</b>	<b>106,142</b>	<b>14,710</b>

**CAPITAL PROJECTS THAT USE LOCAL FUNDS****Paratransit Vehicles** **\$140,841**

TARC purchased 10 new cutaway buses in March and April 2018 with funding arranged by Fifth/Third Bank. We received a favorable interest rate of approximately 3.8% from our Bank. The amount indicated here represents the third year of five of twelve payments on these 10 vehicles. Funded by Municipal Loan from 5/3 Bank.

**CAPITAL PROJECTS THAT USE URBANIZED AREA FORMULA FUNDS****Bus Components** **\$195,132**

We have set aside this amount to replace energy storage units (batteries) on hybrid or electric buses. We anticipated that these batteries would need to be replaced after seven years in service. The funds may also be used to purchase other major bus components such as engines and transmissions when economical for bus repair. Funded by grants KY2017008, KY2018013 and TARC's FFY 2021 5339 allocation.

**Architectural & Engineering Services** **\$295,680**

These funds will be used on an as needed basis for design and engineering work associated with rehabilitation of TARC facilities. A portion will be used for environmental engineering services associated with the preparation of permits and plans necessary to maintain compliance with Federal, State and local regulations, or to help TARC with National Environmental Protection Act (NEPA) analyses where required for facilities projects. Funded by grants KY2018013, KY2019004, and KY2020009.

**MIS Hardware/Software** **\$98,570**

These funds will be used for software upgrades as needed for various existing computer systems, as well as for additional and replacement computer hardware as needed. TARC has several implementations underway or planned, including our new data warehouse and business intelligence system. Funded by grants KY2018013, KY2019004 and KY2020009.

**Security Enhancements** **\$549,902**

TARC will use these funds to improve our security infrastructure. The project may include integration and upgrades of our facility surveillance and access control systems, as well as physical improvements to better control access to our facilities. Funded by grants KY2018013, KY2019004, and KY2020009.

**Storage Facility Rehabilitation** **\$1,500,000**

TARC will use these funds to replace the heating and ventilation system in our bus storage facility. That system, installed in 1996, has reached end of life. Its condition is very poor. Funded by our FFY 2021 5307 allocation.

**Operations Planning Projects** **\$100,000**

TARC will use these funds to address short term planning projects that improve our service to the community while also improving the efficiency and effectiveness of our operations. Funded by TARC's FY 2022 5307 allocation.

**CAPITAL PROJECTS THAT USE BUS AND BUS FACILITY FORMULA AND FHWA FUNDS****Bus Purchase** **\$967,538**

These funds will be used to acquire two additional 35-foot buses. The new buses will replace buses in service since 2004 that are well past their useful lives. Funded by VW Settlement funds from the Commonwealth of Kentucky and by TARC's FFY 2019 5339 allocation.

**Architectural & Engineering Services** **\$1,989**

These funds will be used on an as needed basis for environmental engineering services associated with the preparation of permits and plans necessary to maintain compliance with Federal, State and local regulations. Funded by FFY 2018 5339 allocations.

**MIS Hardware/Software** **\$805,170**

These funds will be combined with the Urbanized Area Formula funds identified above for software upgrades to existing computer systems, improvements to our asset management system (Ellipse), as well as for additional and replacement computer hardware as needed. Funded by FFY 2019 5339 allocations and KY2016017 [FHWA Surface Transportation Program (STP) transfer].

**Fare Collection Equipment** **\$218,516**

TARC intends to use these funds to acquire a new mobile ticketing solution. Some portion may also be used to upgrade our MyTARC fare collection system from a card-based to an account-based method of financial transactions. Local matching funds will be provided from the MTTF. Funded by \$218,516 from grant KY95X011.

**Support Vehicles** **\$200,000**

These funds will be used to replace some of TARC's current fleet of supervisory vehicles, which are well beyond their useful life. Funded by TARC's FFY 2020 5339 allocation.

**Intelligent Transportation System (ITS) Equipment** **\$1,987,999**

These funds are set aside for the acquisition, installation and implementation of ITS systems such as computer aided dispatching or passenger information systems. Funded by KY2016017 (STP transfer).

**Facility Rehabilitation** **\$2,352,741**

TARC will use these funds to expand Union Station's maintenance facility, and on other prioritized facility rehabilitation or renovation projects. One project that has been identified is improvement of our lot on 30<sup>th</sup> Street so that it may be used for bus operating training. Other projects may include pavement repairs, and replacement of TARC vehicle hoists. Funded by TARC's FFY 2019 and 2020 5339 allocation.

**Transit Enhancements** **\$371,340**

TARC will leverage these funds to remove barriers to TARC fixed route service. We will continue to use non-TARC sources for the local match. Most of this funding will go to the construction or renovation of

sidewalks and boarding areas where they do not currently exist or where they are in such poor condition that they present obstacles to users of mobility devices. A portion of the funding will be provided by Council Districts where the improvements are located. \$406,706 of this amount is obligated to bus stop access projects along Spring Street in Jeffersonville and at Park Place Mall on Dixie Highway. Funded by STP grants KY2018017 and KY2018022.

**Transit Enhancements – Transportation Alternative Program (TAP) \$267,818**

These funds are obligated to bus stop access projects along Spring Street in Jeffersonville and at Park Place Mall on Dixie Highway. Funded by FHWA TAP awards.

**CAPITAL PROJECTS THAT USE DISCRETIONARY FUNDS**

**Bus Purchase \$13,402,116**

In November 2019 TARC received an award of \$17.3 million from the FTA's 5339 (b) Bus and Bus Facilities Discretionary (competitive) program. After receipt of the first 17 buses associated with this award during fiscal year 2021, TARC will use the remaining funds to purchase 28 diesel powered buses that will be delivered in TARC fiscal year 2022. The Federal funds will be matched by an allocation of funds from Kentucky's Volkswagen settlement. Funded by KY2020020 and VW Settlement funds.

**Architectural & Engineering Services \$28,798**

This amount from fiscal year 2015 TARC's Low or No Emission (LowNo) award is for architectural and engineering services associated with installation of the new photovoltaic (solar) array and energy storage solution on one or more of our facilities. Funded by LowNo grant KY260005.

**Facility Rehabilitation \$227,272**

These LowNo funds will be used on modifications to the TARC buildings necessary to accommodate new solar arrays. Funded by LowNo grant KY260005.

**Purchase Electric Power Distribution \$695,297**

These funds from the Low or No Emissions Vehicle program will be used to acquire and install solar arrays on one or more of our facilities. The goal of that solution is to reduce TARC's peak energy demand. Funded by LowNo grant KY260005.

**CAPITAL ELIGIBLE EXPENSE REIMBURSEMENTS  
PROJECTS THAT USE FORMULA FUNDS**

**Non-Fixed Route ADA Paratransit \$2,123,900**

According to Federal regulations TARC may capitalize up to 40% of the cost of contracted service where the FTA has invested in the vehicles operated. This amount represents 40% of our contract with First Transit for demand responsive (paratransit) service. Funded by FFY 2021 5307 allocation.

**Capital Cost of 3rd Party Contracting – Fixed Route \$46,500**

For many years this service has been operated through a third-party contract to TARC. TARC will consider discontinuing this service or operating it directly in FFY 2021. Funded by FFY 2021 5307 allocation.

**Capital Maintenance****\$5,011,865**

This is the amount of TARC's maintenance budget that we will capitalize. Federal statute allows transit agencies to use Federal capital assistance funds to pay for (capitalize) up to 80% of the cost of performing maintenance on buses. Funded by FFY 2021 5307 allocation.

**PROJECTS THAT USE CARES & CRRSA ACT FUNDS****CARES Act Emergency Operations****\$13,000,563**

TARC will expend the balance of its CARES Act allocation to support operations during fiscal year 2022. CARES Act funds may be expended on Personal Protective Equipment (PPE), other COVID related expenses, and to cover transit agency operating deficits. The funds require no local match.

**CRRSA Act Emergency Operations****\$18,237,895**

Just as with CARES Act funds, funds allocated to TARC from the Coronavirus Response and Relief Supplemental Appropriations Act are available for operating expenses of transit agencies related to the response to a COVID-19 public health emergency, including reimbursement for operating costs to maintain service and lost revenue, as well as the purchase of PPE. CRRSAA funds require no local match.

**PROJECTS THAT USE CMAQ FUNDS****CMAQ Sponsored Service****\$800,000**

These funds from the FHWA's Congestion Mitigation and Air Quality program have been allocated to TARC by KIPDA and the Commonwealth of Kentucky to support new service to employment destinations in southern Indiana and in south Louisville. The funds require a 20% local match.

## OPERATING BUDGET

The Fiscal Year 2022 Operating Budget reflects our mission to deliver transportation services that enhance the Greater Louisville community. The dramatic impact of ridership loss and associated fare revenue resulting from the disruption of the COVID-19 pandemic continues to challenge TARC and other transit agencies. Much needed financial support came through the CARES, CRRSAA and the new American Relief Act, which helps provide some relief. These funds allow TARC to continue service while moving to the recovery phase of the pandemic. However, in order for TARC to maintain long term financial sustainability, we must continue to focus on our quality of service, rider needs and maintaining adequate financial resources, while exploring visionary opportunities.

The budget was developed with a focus on critical success factors and the Departmental budgets that follow include strategies and objectives organized around these success factors. The budgets also include Targets, which serve as key performance indicators to measure success and failures throughout the year. Some of the targets are new or are listed as 'to be determined' as part of the continuous improvement process this year.



### TARGET

Measures or indicators that can be tracked and reported on throughout the year. Ridership, safety and accidents, views on website, attendance at community events are typical.



### KEY PROJECTS

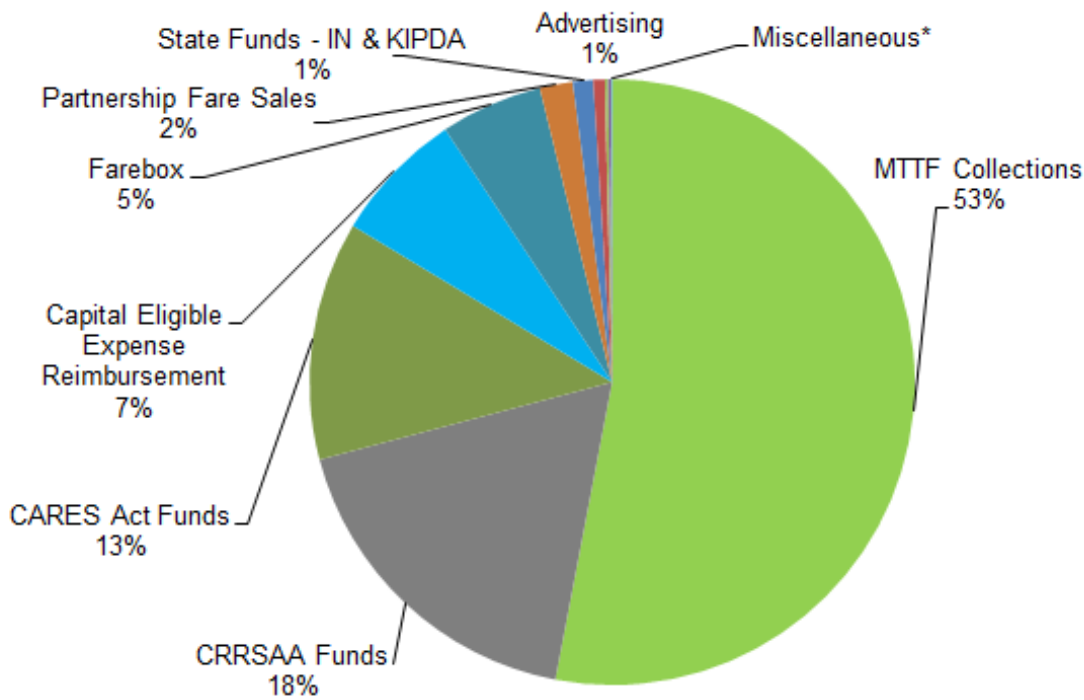
Activities, which may or may not include a capital need. These actions typically include multiple departments and are under a longer time frame to complete.



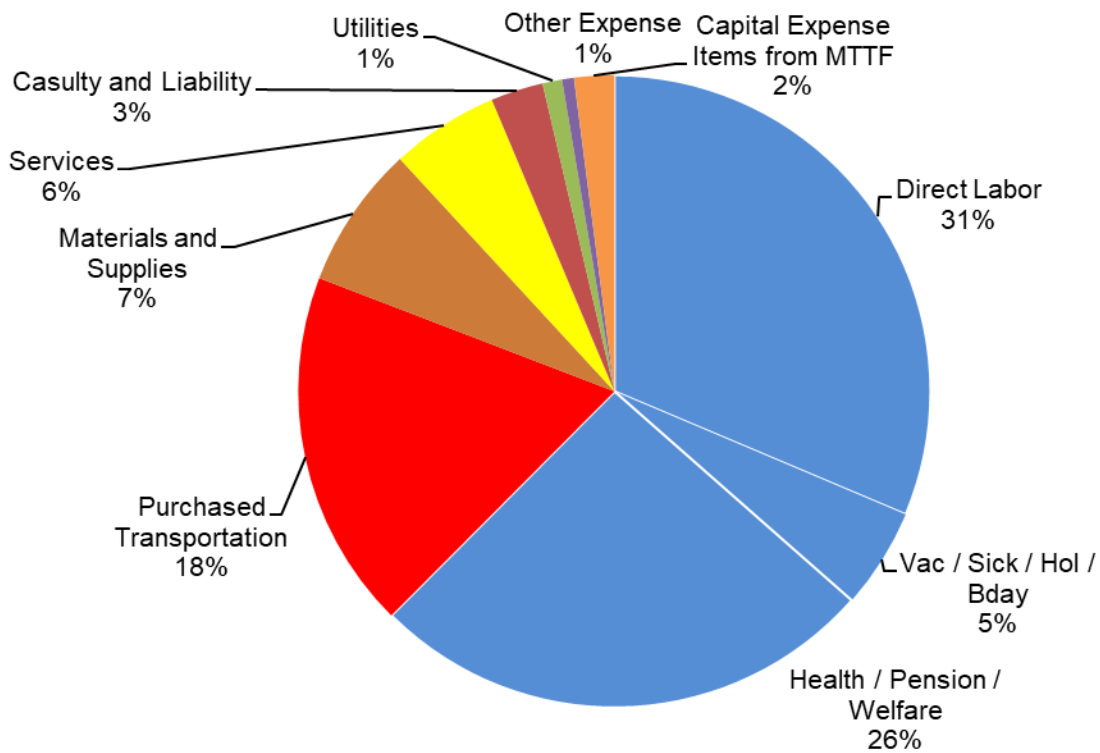
### SUCCESS FACTORS

Actions with a strategic purpose that serve to meet TARC's mission. May include recurring actions and some departments have specific regulatory requirements.

**OPERATING BUDGET BY OBJECT CLASS: REVENUE**



**OPERATING BUDGET BY OBJECT CLASS: EXPENSES**





<b>BUDGET BY OBJECT CLASS</b>	<b>FY20 ACTUAL</b>	<b>FY21 BUDGET</b>	<b>FY21 ESTIMATE</b>	<b>FY22 BUDGET</b>
BEGINNING MTTF BALANCE	\$14,205,466	\$12,910,397	\$14,038,469	\$14,038,469
<b>OPERATING REVENUE</b>				
FAREBOX	\$7,228,489	\$8,356,711	\$5,297,711	\$5,562,597
SPECIAL FARES	\$1,771,409	\$2,087,100	\$1,818,520	\$1,796,605
CHARTER	\$0	\$290,700	\$0	\$150,000
ADVERTISING	\$624,167	\$634,165	\$624,000	\$624,000
OTHER AGENCY REVENUES	\$1,418,698	\$183,300	\$153,300	\$183,300
TOTAL RECOVERIES - INSURANCE	\$89,789	\$70,000	\$65,000	\$65,000
MTTF COLLECTIONS	\$56,345,944	\$53,101,155	\$56,101,155	\$54,092,106
MTTF INTEREST	\$27,346	\$20,000	\$1,500	\$2,000
STATE GOVERNMENT FUNDS	\$1,786,447	\$1,252,666	\$1,103,856	\$1,103,856
FED REIMB FUNDS-ACCESS TO JOBS	\$384,500	\$384,500	\$384,500	\$384,500
MTTF PRINCIPAL	\$166,997	\$1,313,759	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$69,843,786</b>	<b>\$67,694,056</b>	<b>\$65,549,542</b>	<b>\$63,963,964</b>
<b>OPERATING EXPENSES</b>				
DIRECT LABOR	\$28,465,942	\$28,539,806	\$30,098,590	\$32,000,848
FRINGE BENEFITS:				
VAC/HOL/SICK/BDAY	\$4,825,939	\$4,812,204	\$5,139,760	\$5,232,062
HEALTH/WELFARE/PENSION	\$22,537,355	\$22,217,454	\$25,035,070	\$26,501,995
SERVICES	\$5,547,999	\$5,336,874	\$5,499,658	\$5,639,222
MATERIAL & SUPPLIES	\$6,852,225	\$6,843,550	\$6,596,840	\$7,458,185
UTILITIES	\$906,156	\$958,796	\$901,100	\$1,016,796
CASUALTY & LIABILITY	\$3,011,088	\$2,646,356	\$2,696,770	\$2,736,426
PURCHASED TRANSPORTATION	\$16,023,819	\$19,597,253	\$15,419,540	\$18,740,930
INTEREST EXPENSE	\$34,873	\$15,568	\$13,320	\$7,860
OTHER EXPENSE	\$582,120	\$715,070	\$441,500	\$621,820
<b>TOTAL OPERATING EXPENSE</b>	<b>\$88,787,516</b>	<b>\$91,682,931</b>	<b>\$91,842,148</b>	<b>\$99,956,144</b>
CAPITAL ELIGIBLE EXPENSE				
REIMBURSEMENT	(\$18,156,620)	(\$19,752,312)	(\$3,381,739)	(\$7,982,265)
CARES ACT FUNDING	(\$4,341,151)	(\$9,602,228)	(\$24,234,285)	(\$13,000,563)
CRRSAA FUNDING	\$0	\$0	\$0	(\$18,237,895)
<b>NET OPERATING EXPENSE</b>	<b>\$66,289,745</b>	<b>\$62,328,391</b>	<b>\$64,226,124</b>	<b>\$60,735,421</b>
MTTF CAPITAL SHARE	\$3,554,041	\$5,365,665	\$1,323,418	\$3,228,543
<b>TOTAL OPERATING/CAPITAL</b>	<b>\$69,843,786</b>	<b>\$67,694,056</b>	<b>\$65,549,542</b>	<b>\$63,963,964</b>
ENDING MTTF BALANCE	\$14,038,469	\$11,596,638	\$14,038,469	\$14,038,469

<b>BUDGET BY DEPARTMENT</b>	<b>FY20 ACTUAL</b>	<b>FY21 BUDGET</b>	<b>FY21 ESTIMATE</b>	<b>FY22 BUDGET</b>
BEGINNING MTTF BALANCE	\$14,205,466	\$12,910,397	\$14,038,469	\$14,038,469
<b>OPERATING REVENUE</b>				
FAREBOX	\$7,228,489	\$8,356,711	\$5,297,711	\$5,562,597
SPECIAL FARES	\$1,771,409	\$2,087,100	\$1,818,520	\$1,796,605
CHARTER	\$0	\$290,700	\$0	\$150,000
ADVERTISING	\$624,167	\$634,165	\$624,000	\$624,000
OTHER AGENCY REVENUES	\$1,418,698	\$183,300	\$153,300	\$183,300
TOTAL RECOVERIES - INSURANCE	\$89,789	\$70,000	\$65,000	\$65,000
MTTF COLLECTIONS	\$56,345,944	\$53,101,155	\$56,101,155	\$54,092,106
MTTF INTEREST	\$27,346	\$20,000	\$1,500	\$2,000
STATE GOVERNMENT FUNDS	\$1,786,447	\$1,252,666	\$1,103,856	\$1,103,856
FED REIMB FUNDS-ACCESS TO JOBS	\$384,500	\$384,500	\$384,500	\$384,500
MTTF PRINCIPAL	\$166,997	\$1,313,759	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$69,843,786</b>	<b>\$67,694,056</b>	<b>\$65,549,542</b>	<b>\$63,963,964</b>
<b>OPERATING EXPENSES</b>				
TRANSPORTATION	\$38,516,234	\$37,478,341	\$41,512,130	\$44,076,806
MAINTENANCE	\$15,535,723	\$16,797,008	\$16,824,940	\$18,220,336
PARATRANSIT/CUST SERVICE	\$17,920,483	\$21,200,074	\$17,165,120	\$20,610,946
MARKETING/COMMUNICATION	\$786,016	\$660,081	\$706,250	\$904,890
PLAN/SCHED	\$996,135	\$1,609,377	\$1,162,840	\$1,315,852
EXECUTIVE OFFICE	\$2,758,123	\$2,129,757	\$2,108,270	\$2,109,591
GRANTS	\$443,299	\$434,901	\$439,320	\$464,263
SAFETY	\$5,594,578	\$4,878,187	\$4,990,200	\$5,081,922
PURCHASING	\$890,649	\$934,936	\$906,800	\$1,067,799
IT	\$3,148,748	\$3,206,554	\$3,316,938	\$3,511,466
FINANCE	\$1,320,702	\$1,525,261	\$1,574,520	\$1,604,130
HUMAN RESOURCES	\$795,777	\$828,454	\$1,134,820	\$988,143
TRAINING	\$81,049	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENSE</b>	<b>\$88,787,516</b>	<b>\$91,682,931</b>	<b>\$91,842,148</b>	<b>\$99,956,144</b>
<b>CAPITAL ELIGIBLE EXPENSE</b>				
REIMBURSEMENT	(\$18,156,620)	(\$19,752,312)	(\$3,381,739)	(\$7,982,265)
CARES ACT FUNDING	(\$4,341,151)	(\$9,602,228)	(\$24,234,285)	(\$13,000,563)
CRRSAA FUNDING	\$0	\$0	\$0	(\$18,237,895)
<b>NET OPERATING EXPENSE</b>	<b>\$66,289,745</b>	<b>\$62,328,391</b>	<b>\$64,226,124</b>	<b>\$60,735,421</b>
MTTF CAPITAL SHARE	\$3,554,041	\$5,365,665	\$1,323,418	\$3,228,543
<b>TOTAL OPERATING/CAPITAL</b>	<b>\$69,843,786</b>	<b>\$67,694,056</b>	<b>\$65,549,542</b>	<b>\$63,963,964</b>
<b>ENDING MTTF BALANCE</b>	<b>\$14,038,469</b>	<b>\$11,596,638</b>	<b>\$14,038,469</b>	<b>\$14,038,469</b>

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## TRANSPORTATION BUDGET

TARC's largest in budget and by number of employees department is transportation, with over 400 employees. Running service nearly 24 hours a day, seven days a week, 365 days per year. This department is the core function of TARC and our service. The Transportation team works diligently to promote positive customer relations and continuously work to improve customer service quality.

### TARGETS

- a) Reduce customer complaints annually by 5%.
- b) Respond to complaints within 8 days.
- c) To provide On-Time Performance of 85%.
- d) Eliminate missed trips / 100% service out of the gate, every day.

### DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Review and analyze operational data collected from the Trapeze Novus system to check on on-time performance and reliability with regard to running time.
- Increase service reliability by ensuring staffing levels are maintained through attendance, absentee, retention and training.
- Meet or exceed compliance with the Americans with Disabilities Act and address any deficiencies through counseling, new technology and/or training.
- To improve Radio Communication and response times by adding a team member during afternoon and evening hours.
- Develop consistent employee and departmental communications using verbal, print and visual media (Marketing as partner).

### FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Provide neighborhood level service for customers through TARC Shoppers.
- Provide transportation for regional and national events such as, Derby, Thunder Over Louisville, St. James Art Fair, University of Louisville, and Emergency Services for Metro Louisville.

### MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Manage departmental labor costs by overtime reductions and paid sick leave.
- Meet and maintain staffing levels for Coach Operators (Human Resources as partner)
- Review and update the Attendance Policy from 2002
- Then, manage and enforce the Attendance Policy through addressing concerns around absenteeism, the point system and rewarding employees for attendance.

### ENGAGE AN EFFECTIVE TEAM

- Explore team building opportunities to improve morale.
- Develop a departmental training program to prepare the team for future challenges and professional opportunities (Human Resources as partner)

- 
- Develop new Dispatch and Road Supervisors by providing ongoing professional development opportunities
  - Develop a skills course to enhance Coach Operator driving skills.
  - Start a mentorship program to help new hires transition to the road.
  - Continue weekly operational meetings with Supervisors and departmental managers.

### **EXPLORE VISIONARY OPPORTUNITIES**

- Build relationships with peer transit agencies to learn best practices and new service methods in fixed route operations.
- Research e-learning programs in order to manage and enhance employee professional development.

### **KEY PROJECTS**

Dispatch Office Renovations

Build out “skills” course for new hire and on-going Coach Operator training

## DEPARTMENT:

## TRANSPORTATION

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$17,854,165	\$19,354,160	\$20,187,922
FRINGE BENEFITS	\$15,813,684	\$18,488,420	\$19,370,719
SERVICES	\$0	\$0	\$0
MATERIAL & SUPPLIES	\$3,619,768	\$3,539,460	\$4,290,845
UTILITIES	\$160,000	\$112,310	\$162,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$30,720</u>	<u>\$17,780</u>	<u>\$65,320</u>
SUB TOTAL	\$37,478,337	\$41,512,130	\$44,076,806
CEER	<u>(\$6,172,748)</u>	<u>(\$10,902,525)</u>	<u>(\$20,038,458)</u>
TOTAL	<u><u>\$31,305,589</u></u>	<u><u>\$30,609,605</u></u>	<u><u>\$24,038,348</u></u>

**CATEGORY: SALARIES & WAGES**

<b>JOB TITLE: NON-BARGAINING</b>	<b>FY 21 #</b>	<b>FY 22 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIR. OF TRANSPORTATION	1	1		
ASST. DIR. OF TRANS	0	1		
TRANS TRAINING MGR	1	1		
TRAINING SUPERVISOR	0	1		
OPERATIONS MANAGER	2	1		
DISPATCH MANAGER	1	1		
DISPATCH COORDINATOR	1	1		
DISPATCH SUPERVISORS	3	3		
DATA ANALYST MANAGER	0	1		
RELIEF SUPERVISOR	1	1		
CONTROL CENTER MANAGER	1	1		
PM CONTROL CENTER MGR	0	1		
OPERATION SUPERVISORS	10	10		
SERVICE DELIVERY COOR	1	1		
ADMIN OFFICE COOR	1	1		
<b>TOTAL NON-BARGAINING</b>	<b>24</b>	<b>26</b>	<b>\$1,613,312</b>	<b>\$1,389,342</b>
<b>JOB TITLE: BARGAINING-UNION</b>				
CLERK	3	3		
OPERATORS	360	376		
PART-TIME OPERATORS	7	4		
RADIO	4	3		
JANITOR	1	1		
<b>TOTAL BARGAINING POSITIONS</b>	<b>375</b>	<b>387</b>	<b>\$21,902,826</b>	<b>\$18,798,580</b>
<b>TOTAL SALARIES &amp; WAGES</b>	<b>399</b>	<b>413</b>	<b><u>\$23,516,138</u></b>	<b><u>\$20,187,922</u></b>

CATEGORY:	FRINGE BENEFITS		
	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
FICA	\$1,601,200	\$1,728,196	\$1,798,984
PENSION	\$4,021,948	\$5,435,334	\$6,288,551
HOSPITALIZATION	\$5,201,955	\$5,883,700	\$6,143,668
VISION	\$77,904	\$71,730	\$59,832
DENTAL	\$262,044	\$245,160	\$212,580
LIFE INSURANCE	\$63,360	\$62,410	\$66,060
DISABILITY	\$141,692	\$158,300	\$105,828
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$1,200,000	\$1,500,000	\$1,200,000
SICK PAY	\$992,836	\$1,052,840	\$1,097,696
HOLIDAY PAY	\$703,437	\$703,440	\$802,232
VACATION PAY	\$1,236,338	\$1,336,340	\$1,268,588
OTHER PAID ABSENCES	\$143,970	\$143,970	\$159,700
UNIFORM ALLOWANCES	\$165,000	\$165,000	\$165,000
OTHER FRINGES	\$2,000	\$2,000	\$2,000
TOTAL FRINGE BENEFITS	<u>\$15,813,684</u>	<u>\$18,488,420</u>	<u>\$19,370,719</u>

**CATEGORY: MATERIALS & SUPPLIES**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIESEL FUEL	\$2,798,864	\$2,648,860	\$3,315,585
DIESEL EXHAUST FLUID	\$24,000	\$19,000	\$24,000
TIRE LEASE	\$616,836	\$607,530	\$658,692
OFFICE SUPPLIES & COVID SUPPLIES	\$9,000	\$109,000	\$109,000
PRINTER SUPPLIES	\$5,000	\$5,000	\$5,000
STATE EXCISE TAX ON DIESEL	\$118,068	\$102,070	\$130,568
LUBRICANTS FOR BUSES	\$48,000	\$48,000	\$48,000
<b>TOTAL MAT / SUPPLIES</b>	<u><u>\$3,619,768</u></u>	<u><u>\$3,539,460</u></u>	<u><u>\$4,290,845</u></u>

**DIESEL FUEL** \$1.642 July  
**DIESEL FUEL** \$1.79 Aug - June  
**TAX** \$0.07  
**MPG** 4.75

	Total Miles	Gallons @ 4.75 mpg	Fuel Cost
<b>July</b>	745,073	156,857	\$257,559
<b>August</b>	719,242	151,419	\$271,040
<b>September</b>	745,417	156,930	\$280,905
<b>October</b>	730,274	153,742	\$275,198
<b>November</b>	786,190	165,514	\$296,270
<b>December</b>	723,427	152,300	\$272,617
<b>January</b>	698,031	146,954	\$263,048
<b>February</b>	770,382	162,186	\$290,313
<b>March</b>	731,289	153,956	\$275,581
<b>April</b>	716,989	150,945	\$270,192
<b>May</b>	763,719	160,783	\$287,802
<b>June</b>	729,910	153,665	\$275,060

**TOTAL 8,859,943 1,865,251 \$3,315,585**

One cent increase in fuel = \$17,083



**CATEGORY:**

**UTILITIES**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
PROPULSION POWER	\$160,000	\$112,310	\$162,000
TOTAL UTILITIES	<u>\$160,000</u>	<u>\$112,310</u>	<u>\$162,000</u>

## CATEGORY:

## OTHER

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
CHARGING STATION RENTAL	\$720	\$720	\$720
BUS ROADEO	\$10,000	\$0	\$10,000
TRANSPORTATION TRAINING	\$20,000	\$17,060	\$54,600
TOTAL OTHER	<u>\$30,720</u>	<u>\$17,780</u>	<u>\$65,320</u>

## CATEGORY:

## CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
TIRE LEASE	(\$550,000)	\$0	\$0
CARES FUNDING	(\$5,622,748)	(\$10,902,525)	(\$1,000,563)
CRRSAA FUNDING	\$0	\$0	(\$18,237,895)
CMAQ SPONSORED SERVICE*	\$0	\$0	(\$800,000)
TOTAL CEER	<u>(\$6,172,748)</u>	<u>(\$10,902,525)</u>	<u>(\$20,038,458)</u>

\* 2 Cross River routes – INDOT  
1 Outer Loop route - KYTC

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## MAINTENANCE DEPARTMENT BUDGET

The Maintenance Department's 129 team members keep service running each and every day through fleet and facilities maintenance, cleaning, fueling and servicing the 378 vehicles in the fleet.

### TARGETS

- a) Enforce established preventative maintenance intervals.
- b) Maintain at least 3,200 miles between chargeable road calls.
- c) Take delivery of 46 or more clean diesel buses.
- d) Improve the cleanliness and cosmetic appearance of coaches.
- e) Perform, at a minimum, an interior cleaning of the active fleet every 30 days (100 %).

### DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Continuously work to promote efficient and effective vehicle and facilities maintenance while maintaining quality service.
- Ensure that providing safe coaches to customers remains the top priority and that reliability is the number one objective
- Active supervision on job assignment, monitoring performance and completion.
- Continually update preventative maintenance programs to meet the needs of current and future fleets.
- Ensure that maintenance teams are aggressive in performing preventative maintenance.
- Perform quality assurance inspections.
- Empower and encourage each team member to be an environmental steward.
- Continue switching to more environmentally friendly materials and products to reduce waste and negative impact to our environment.
- Adhere to recycling processes.

### FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Ensure that an appropriate number of coaches are available to meet peak mark-out requirements.
- Promptly repair vandalism damage.
- Ensure facilities and grounds are kept in a neat and professional appearance.
- Continue to assist non-profits and sub-recipients with their maintenance needs.
- Support efforts towards cultural vitality, social equity and economic prosperity.
  - Participate in fund raising opportunities for arts and cultural events.
  - Ensure all employees are treated fairly and afforded the same opportunities.
  - Encourage employee growth through education and awareness.

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**MAINTAIN ADEQUATE FINANCIAL RESOURCES**

- Challenge maintenance staff to reduce overtime and cost reduction of materials, supplies, parts and waste.
- Explore and implement sustainable business practices that protect the environment and conserve energy.
- Ensure the use of sustainability as a tool for improvement.
- Active participation in the reduction of waste (i.e. time, materials, water and energy).
- Continue utilizing the annex maintenance building to maximize the use of natural lighting and energy consumption reduction.

**ENGAGE AN EFFECTIVE TEAM**

- Ensure maintenance team receives training on the latest technologies incorporated on current and future coaches.
- Provide familiarization training to all new maintenance team members prior to job assignments.
- Allow service division team members the opportunity for advancement and career development through the maintenance training and apprenticeship programs.
- Promote teamwork by providing cross-training for the current maintenance management team.
- Build employee morale through respect, communication, freedom and flexibility.
- Promote work life balance.
- Encourage team members to interact outside the office.
- Implement TARC apprenticeship program.

**EXPLORE VISIONARY OPPORTUNITIES**

- Continue to refine and update TARC's Transit Asset Management plan.
- Explore more fuel-efficient transit vehicle options.
- Work with outside vendors to test the latest technologies to improve engine performance, fuel mileage and exhaust emissions.

**KEY PROJECTS**

Complete T&O building extension to the west side of the maintenance shop.

**DEPARTMENT: MAINTENANCE**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$6,059,022	\$6,059,000	\$6,726,377
FRINGE BENEFITS	\$6,764,128	\$6,871,540	\$7,428,359
SERVICES	\$449,200	\$460,200	\$502,200
MATERIAL & SUPPLIES	\$2,809,658	\$2,739,200	\$2,812,400
UTILITIES	\$670,000	\$670,000	\$726,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$45,000</u>	<u>\$25,000</u>	<u>\$25,000</u>
SUB TOTAL	\$16,797,008	\$16,824,940	\$18,220,336
CEER	<u>(\$15,622,770)</u>	<u>(\$10,970,251)</u>	<u>(\$17,011,865)</u>
TOTAL	<u><u>\$1,174,238</u></u>	<u><u>\$5,854,689</u></u>	<u><u>\$1,208,471</u></u>

**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE: NON-BARGAINING</b>	<b>FY 21 #</b>	<b>FY 22 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR OF MAINTENANCE	1	1		
ASST. DIR. OF MAINTENANCE	1	1		
DIVISION MNT. SUPERVISOR	2	2		
SUPV. MNT. BODY SHOP	1	1		
VEH. MNT. SUPERVISOR	6	6		
GENERAL MNT. SUPERVISOR	1	1		
SERVICE MNT. SUPERVISOR	2	2		
ADMINISTRATIVE ASSISTANT	1	1		
MAINTENANCE ASSET MGR.	1	1		
MAINTENANCE TRAINER	1	1		
<b>TOTAL NON-BARGAINING</b>	<b>17</b>	<b>17</b>	<b>\$1,076,725</b>	<b>\$908,781</b>
 <b>JOB TITLE: UNION POSITIONS</b>				
APPRENTICE	3	3		
BODY VANDALISM	1	1		
BODY REPAIR ACCIDENT	2	2		
BUILDING MAINTENANCE	5	5		
FAREBOX MAINTENANCE	3	3		
GAR MECH-AC-BODY-SHOP	63	69		
GARAGE OPERATION-CLEAN	26	27		
MECHANIC SERV VEHICLES	2	2		
<b>TOTAL UNION POSITIONS</b>	<b>105</b>	<b>112</b>	<b>\$6,733,613</b>	<b>\$5,817,596</b>
 <b>TOTAL SALARIES &amp; WAGES</b>	 <b>122</b>	 <b>129</b>	 <b><u>\$7,810,338</u></b>	 <b><u>\$6,726,377</u></b>

## CATEGORY:

## FRINGE BENEFITS

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
FICA	\$538,566	\$539,330	\$597,486
PENSION	\$1,683,023	\$1,696,260	\$2,092,760
HOSPITALIZATION	\$2,628,696	\$2,716,320	\$2,731,596
VISION	\$27,648	\$26,660	\$25,236
DENTAL	\$91,728	\$89,080	\$85,872
LIFE INSURANCE	\$19,320	\$19,530	\$20,112
DISABILITY	\$31,560	\$30,760	\$28,836
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$650,000	\$650,000	\$650,000
SICK PAY	\$298,092	\$298,090	\$326,660
HOLIDAY PAY	\$227,715	\$227,720	\$253,166
VACATION PAY	\$407,556	\$417,560	\$452,134
OTHER PAID ABSENCES	\$47,724	\$47,730	\$52,001
UNIFORM ALLOWANCES	\$112,000	\$112,000	\$112,000
OTHER FRINGES	\$500	\$500	\$500
TOTAL FRINGE BENEFITS	<u>\$6,764,128</u>	<u>\$6,871,540</u>	<u>\$7,428,359</u>



## CATEGORY:

## SERVICES

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
TOWING	\$60,000	\$54,000	\$48,000
ELEVATOR	\$10,000	\$8,000	\$6,000
RADIO MAINTENANCE	\$100,000	\$100,000	\$100,000
OUTSIDE SERVICES***	\$279,200	\$298,200	\$348,200
TOTAL SERVICES	<u>\$449,200</u>	<u>\$460,200</u>	<u>\$502,200</u>

## \*\*\* OUTSIDE SERVICES

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
CAR WASH	\$4,500	\$4,500	\$5,400
JANITORIAL	\$36,000	\$60,000	\$85,000
LAWN	\$5,000	\$5,000	\$10,000
REPAIR:OFF/BLDG/GRDS/EQ	\$72,000	\$72,000	\$72,000
REVENUE VEHICLES	\$24,000	\$24,000	\$24,000
NON-REVENUE VEHICLES	\$7,000	\$5,000	\$5,000
SEWER	\$24,000	\$24,000	\$24,000
SVC MAINT AGREEMENT	\$7,200	\$6,000	\$6,000
PARTS TANK	\$42,000	\$42,000	\$48,000
PEST CONTROL	\$25,000	\$25,000	\$36,000
TRASH	\$15,000	\$13,200	\$13,200
WATER TREATMENT	\$4,200	\$4,200	\$4,800
UNION STATION A/C MAINT	\$4,800	\$4,800	\$4,800
FIRE EXT SERVICE	\$8,500	\$8,500	\$10,000
TOTAL OUTSIDE SERVICES	<u>\$279,200</u>	<u>\$298,200</u>	<u>\$348,200</u>

## CATEGORY:

## MATERIALS &amp; SUPPLIES

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
GASOLINE-SVC VEH – CARS & TRUCKS	\$60,000	\$55,000	\$48,000
MAINT OFFICE SUPPLIES	\$6,000	\$6,000	\$6,000
REV VEH SVC – CLEANING	\$50,000	\$45,000	\$50,000
REV VEH INSP & MAINT	\$2,150,458	\$2,260,000	\$2,260,000
SVC VEH - CARS, TRUCKS, VANS & FORKLIFTS	\$72,000	\$72,000	\$79,200
A/C PARTS INSP & MAINT	\$20,000	\$20,000	\$20,000
MAINT- BUILDING, GROUNDS	\$402,000	\$250,000	\$300,000
EQUIPMENT	\$24,000	\$24,000	\$24,000
FAREBOX/CAMERA	\$18,000	\$0	\$18,000
NON-PROFIT AGENCIES	\$7,200	\$7,200	\$7,200
<b>TOTAL MAT/SUPPLIES</b>	<b><u>\$2,809,658</u></b>	<b><u>\$2,739,200</u></b>	<b><u>\$2,812,400</u></b>

**CATEGORY:**

**UTILITIES**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
LIGHT & HEAT	\$550,000	\$550,000	\$606,000
WATER & SEWER	\$120,000	\$120,000	\$120,000
TOTAL UTILITIES	<u>\$670,000</u>	<u>\$670,000</u>	<u>\$726,000</u>

## CATEGORY:

## OTHER

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
NIA CENTER EXPENSE	\$20,000	\$0	\$0
TRAINING MATERIAL	\$25,000	\$25,000	\$25,000
TOTAL OTHER	<u>\$45,000</u>	<u>\$25,000</u>	<u>\$25,000</u>

## CATEGORY:

## CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
CEER	(\$13,222,770)	(\$970,251)	(\$5,011,865)
CARES FUNDING	(\$2,400,000)	(\$10,000,000)	(\$12,000,000)
TOTAL CEER	<u><u>(\$15,622,770)</u></u>	<u><u>(\$10,970,251)</u></u>	<u><u>(\$17,011,865)</u></u>

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## PARATRANSIT AND CUSTOMER SERVICE BUDGET

This department has two distinct functions of customer service and paratransit: providing professional and courteous customer service with a focus on a positive customer experience AND efficient and safe paratransit service. With the first year of the paratransit contract with MV transportation concluded, there is an opportunity to redefine the organizational functions of this department to more closely align with the new structure of the paratransit services contract, which shifted the reservations and scheduling functions to the contractor. This shift allows TARC Customer Service to focus solely on the customer experience. The team is comprised of 25 employees.

### TARGETS

- a) Standard On Time Performance is 90%.
- b) Productivity is 1.5.
- c) Call handle duration is 00:03:00.
- d) Increase community outreach (e.g. the voice of the customer).

### DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Manage and oversee the MV contract to ensure that paratransit service meets or exceeds regulations and guidelines of the ADA, FTA and TARC policies.
- Enhance TARC Trapeze system to version 18 or higher.
- Evaluate and improve ADA eligibility process (i.e., electronic filing, account management system, hire mobility support manager...)
- Evaluate and assess contractor's training and safety program.

### FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Develop content and provide communications for riders and community partners.
- Revise and publish TARC3 Rider's Guide
  - Participate and attend community meetings
- Participate in TARC Board of Directors committee efforts and provide an avenue for customer concerns and feedback
- Provide support on rider and customer service issues for TARC website information, community meeting coordination, and/or material distribution.
- Provide paratransit and fixed route service updates to riders and community partners.

### MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Monitor contractor (MV) trip costs
- Develop Fleet Replacement Plan for vehicles used for paratransit service.
- Collect and analyze (daily/monthly) trip performance, call volume, reservations, and high-level complaint deficiencies.
- Assess, evaluate and implement cost saving measure for the annual contract Process Model Improvement (PMI).

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- Develop and integrate pilot cost saving initiatives to offset contract cost (i.e., TNC, voucher programs...)

### **ENGAGE AN EFFECTIVE TEAM**

- Establish training and professional development program and schedule for Customer Service and Eligibility team members, including New Hire/On Boarding, Customer Service curriculum, managerial skills, de-escalation techniques.
- Implement employee engagement activities

### **EXPLORE VISIONARY OPPORTUNITIES**

- Research and analyze cost effectiveness of a paratransit diverse fleet (sedan, vans, cut-a-ways)
- Research and evaluate best industry practices
- Consultant program assessment
- TARC3 Map upgrade
- Enhance call center phone system to deploy best practice with live data showing real-time call volume performance, tracking agent's performance and using Team Lead to provide just-in-time coaching.

### **KEY PROJECTS**

- 1) TARC3 Fleet Replacement Plan
- 2) Upgrade Trapeze version

**DEPARTMENT: PARATRANSIT & CUSTOMER SERVICE**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
DIRECT LABOR	\$929,180	\$899,180	\$949,219
FRINGE BENEFITS	\$943,991	\$968,860	\$981,789
SERVICES	\$49,920	\$38,080	\$13,220
MATERIAL & SUPPLIES	\$22,200	\$13,680	\$17,520
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$19,239,215	\$15,232,000	\$18,641,338
OTHER EXPENSES	<u>\$15,568</u>	<u>\$13,320</u>	<u>\$7,860</u>
SUB TOTAL	\$21,200,074	\$17,165,120	\$20,610,946
CEER	<u>(\$7,502,399)</u>	<u>(\$5,715,315)</u>	<u>(\$2,123,900)</u>
TOTAL	<u><u>\$13,697,675</u></u>	<u><u>\$11,449,805</u></u>	<u><u>\$18,487,046</u></u>



## CATEGORY:

## SALARIES &amp; WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
PARATRANSIT DIRECTOR	1	1		
ASSISTANT DIRECTOR	1	1		
CALL CENTER SUPERVISOR	1	1		
ELIGIBILITY SPECIALIST	3	3		
CUSTOMER SERVICE REP-FT	11	11		
CUSTOMER SERVICE REP-PT	2	2		
LEAD CUSTOMER SVC REP	1	1		
OFFICE COORDINATOR	1	1		
TRAPEZE ANALYST	1	1		
CUSTOMER RELATIONS COOR	1	1		
CUSTOMER SERVICE CASHIER	2	2		
<b>TOTAL SALARIES &amp; WAGES</b>	<b>25</b>	<b>25</b>	<b><u>\$1,099,499</u></b>	<b><u>\$949,219</u></b>

## CATEGORY:

## FRINGE BENEFITS

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
FICA	\$82,033	\$82,190	\$84,111
PENSION	\$258,004	\$258,490	\$296,314
HOSPITALIZATION	\$425,196	\$419,500	\$421,708
VISION	\$4,320	\$4,310	\$4,296
DENTAL	\$16,212	\$16,210	\$16,212
LIFE INSURANCE	\$3,648	\$3,650	\$3,648
DISABILITY	\$11,424	\$9,360	\$5,220
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$37,680	\$59,680	\$38,724
HOLIDAY PAY	\$33,870	\$33,870	\$34,804
VACATION PAY	\$65,586	\$75,580	\$70,626
OTHER PAID ABSENCES	\$6,018	\$6,020	\$6,126
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
 TOTAL FRINGE BENEFITS	 <u>\$943,991</u>	 <u>\$968,860</u>	 <u>\$981,789</u>

**CATEGORY:****SERVICES**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
	<hr/>	<hr/>	<hr/>
INTERPRETER SERVICES (Responsible for all Interpreter Services)	\$3,040	\$3,000	\$3,040
TARC 3 FUNCTIONAL ASSESSMENTS	\$7,500	\$0	\$4,500
RIDERS GUIDE/ VOICE TAPES/MEDIA	\$1,500	\$2,000	\$5,000
CONSULTING SERVICE	\$35,000	\$0	\$0
COLLEGE WORK STUDY	\$2,880	\$0	\$3,000
TEMPORARY HELP	\$0	\$36,080	\$0
TOTAL SERVICES	<hr/> <u>\$49,920</u>	<hr/> <u>\$38,080</u>	<hr/> <u>\$13,220</u>

## CATEGORY:

## MATERIALS &amp; SUPPLIES

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
OFFICE SUPPLIES (Telephone Equipment, Tapes/Media)	\$8,100	\$8,780	\$10,440
KIOSK'S SUPPLIES (access cards, pvc cards, ID film & ribbons)	\$5,000	\$2,070	\$4,580
PRINTER SUPPLIES & PAPER (Toner & Ink)	\$1,300	\$1,730	\$1,570
FAREBOX SUPPLIES	\$7,800	\$1,100	\$930
TOTAL MAT / SUPPLIES	<u>\$22,200</u>	<u>\$13,680</u>	<u>\$17,520</u>

**CATEGORY: PURCHASED TRANSPORTATION**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
TRANSPORTATION	\$10,926,253	\$8,159,040	\$9,218,195
SUBCONTRACTORS	\$7,887,054	\$6,719,000	\$8,990,536
DIESEL FUEL	\$45,343	\$2,160	\$0
GAS	\$437,875	\$386,460	\$449,107
PENALTIES & INCENTIVES	(\$57,310)	(\$63,220)	(\$66,000)
NEW EQUIPMENT FOR VEHICLES/COVID SUPPLIES	\$0	\$28,560	\$49,500
<b>TOTAL PURCHASED TRAN</b>	<b>\$19,239,215</b>	<b>\$15,232,000</b>	<b>\$18,641,338</b>

Expected hourly rate	\$44.15	Jul - Jan		
	\$45.19	Feb - Jun	<b>New Contract</b>	
			<b>Year</b>	
Gas with Tax	\$2.50	Jul - Jun	Subs	\$44.15 Jul - Jan
				\$45.19 Feb - Jun New Con Yr

	<b>Monthly Hours</b>	<b>Veh Miles</b>	<b>Gas* Cost</b>	<b>Gas Refund</b>	<b>Hourly Cost</b>	<b>Fixed Facility</b>	<b>Monthly Total</b>
<b>July</b>	24,090	96,360	27,288	(2,085)	965,384	317,172	1,307,759
<b>August</b>	24,090	96,360	27,288	(2,085)	965,384	317,172	1,307,759
<b>September</b>	24,090	96,360	27,288	(2,085)	965,384	317,172	1,307,759
<b>October</b>	27,655	110,620	31,328	(2,393)	1,108,253	317,172	1,454,360
<b>November</b>	23,983	95,930	27,165	(2,075)	961,102	317,172	1,303,364
<b>December</b>	24,671	98,680	27,946	(2,135)	988,695	317,172	1,331,678
<b>January</b>	46,024	184,100	52,136	(3,983)	1,354,610	317,172	1,719,935
<b>February</b>	44,852	179,410	50,808	(3,882)	1,351,272	321,975	1,720,173
<b>March</b>	48,460	193,840	54,893	(4,194)	1,459,953	321,975	1,832,627
<b>April</b>	48,416	193,660	54,843	(4,190)	1,458,643	321,975	1,831,271
<b>May</b>	48,476	193,900	54,908	(4,195)	1,460,450	321,975	1,833,138
<b>June</b>	44,463	177,850	50,366	(3,848)	1,339,522	321,975	1,708,015
<b>Total</b>	<b>429,270</b>	<b>1,717,070</b>	<b>486,257</b>	<b>(37,150)</b>	<b>14,378,652</b>	<b>3,830,079</b>	<b>18,657,838</b>

\*One cent increase in gas \$1,535

**CATEGORY:****OTHER**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
LEASE INTEREST 2018	\$15,568	\$13,320	\$7,860
<b>TOTAL OTHER</b>	<b>\$15,568</b>	<b>\$13,320</b>	<b>\$7,860</b>

## CATEGORY:

## CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
TARC 3 PARATRANSIT SERVICE	(\$5,922,919)	(\$2,383,555)	(\$2,123,900)
CARES FUNDING	(\$1,579,480)	(\$3,331,760)	\$0
TOTAL CEER	<u>(\$7,502,399)</u>	<u>(\$5,715,315)</u>	<u>(\$2,123,900)</u>

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## MARKETING AND COMMUNICATIONS

The Marketing and Communications Department develops and implements internal and external communications strategies and materials to build awareness, understanding, and support for TARC's mission. The department includes five team members. The team serves as a community resource, providing an avenue to gather input and feedback about TARC services and plans that are focused on rider needs, and ensure the organization is responsive to community needs.

### TARGETS

- a) Improve internal communications methods and awareness.
- b) Produce and deliver quarterly newsletter.
- c) Increase corporate partnerships.
- d) Increase social media engagements and impressions.

### DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Implement comprehensive internal and external communications programs.
- Raise awareness of TARC programs and services using a variety of communications tools including print, electronic, and web-based, advertising, media relations, online (website, social media, video) and through a wide network of partners and passengers.
- Improve and expand materials including online information and messaging to increase awareness and community response to restructured and new routes before and during schedule adjustments.
- Improve ease of use, accessibility and dissemination of schedules and other customer information.
- Maintain, update and enhance TARC website
- Ensure critical rider information, detours and service changes is delivered timely.
- Raise awareness of public transportation benefits relating to job growth, educational opportunities, a cleaner environment, congestion and traffic mitigation, cost savings, needs of older adults and people with disabilities.
- Coordinate communications and build awareness of TARC projects and public transportation plans with Louisville Metro's transportation initiatives.
- Publish department specific content to internal monitors
- Identify opportunities for employee recognition

### FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Develop and coordinate public involvement initiatives including public meetings, ridership surveys, panel participation, and other community outreach relating to scheduled routing changes and assess feedback to ensure decisions reflect passenger needs as much as possible.
- Maximize use of technology to assess customer comments, ideas and complaints for improved service and customer satisfaction.



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- Collect and respond to employee suggestions in a timely manner.
  - Coordinate and streamline community and corporate partners program.
  - Implement a multifaceted communications program regarding fare media
  - Expand and improve ridership tools and their promotion to make riding TARC more accessible and easier.
  - Develop and implement effective communications tools, community outreach/partnerships, and public involvement initiatives relating to TARC programs and services.
  - Identify opportunities and implement programs to improve communications with TARC's many audiences: passengers, potential passengers, partner organizations and non-profits, government agencies and elected officials, business, civic and neighborhood organizations, schools and universities, news media, and the general public.
  - Continue annual Design-A-Bus contest.
  - Coordinate Summer Youth Pass sales campaign and strengthen distribution outlets.
  - Provide enhanced communication through the new external newsletter designed to highlight and inform employees, stakeholders, customers, and the general public.
  - Provide enhanced communication to ADA community with bi annual newsletter specifically targeting TARC3 customers, with collective support from the TARC Accessibility Advisory Council.
  - Target employers to increase fare media sales.
  - Coordinate TARC volunteer efforts and support for community campaigns.

### **MAINTAIN ADEQUATE FINANCIAL RESOURCES**

- Continuously work to plan and promote efficient and effective marketing and communications strategies while maintaining quality service.
- Increase ridership through improved partnership program.
- Continue to support efforts and work in coordination with government agencies advancing revenue options that could lead to sustainable improvements in TARC service.
- Provide support for TARC long-range planning projects
- Support national campaigns and committee work generated by the American Public Transportation Association (APTA).
- Implement special event marketing campaigns and engage in partnerships for promotions with Conventions and Visitor's Bureau, Louisville Metro, St. James Art Fair, Kentucky State Fair and others.
- Manage vendor contracts to create best value for TARC or maximize revenue.

### **ENGAGE AN EFFECTIVE TEAM**

- Improve internal communications, set the framework for internal departments to enhance communication efforts to staff members, and providing communications support.

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- Build relationships within the department and between departments through enhanced and targeted communications channels.
  - Provide communications support and counsel to departments, and develop content for internal and external use.
  - Reinforce TARC's mission, critical success factors, and shared values

### **EXPLORE VISIONARY OPPORTUNITIES**

- Continue collaboration with national, external partners (e.e. FTA, APTA, Bus Coalition) to drive the future of mobility
- Lead organizational efforts to understand industry trends.
- Seek programs and services that can increase TARC's ridership, servw the needs of the community or add value to existing services.

### **KEY PROJECTS**

- 1) Redesign of corporate strategic program
- 2) Upgrade methods and media for internal communications

**DEPARTMENT:                      MARKETING & COMMUNICATIONS**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
DIRECT LABOR	\$149,916	\$237,250	\$298,593
FRINGE BENEFITS	\$137,899	\$182,370	\$242,607
SERVICES	\$152,670	\$147,030	\$210,090
MATERIAL & SUPPLIES	\$129,600	\$119,600	\$129,600
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$90,000</u>	<u>\$20,000</u>	<u>\$24,000</u>
SUB TOTAL	\$660,085	\$706,250	\$904,890
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$660,085</u></u>	<u><u>\$706,250</u></u>	<u><u>\$904,890</u></u>

**CATEGORY:**

**SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 21 #</b>	<b>FY 22 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIR. OF MKTG. & COMMS.*	0	1		
EXECUTIVE COMMS. MGR	1	1		
MARKETING COORDINATORS	1	2		
PRINTING SPECIALIST	1	0		
DIR. OF CUST. EXPERIENCE**	0	1		
<b>TOTAL SALARIES &amp; WAGES</b>	<b>3</b>	<b>5</b>	<b><u>\$339,687</u></b>	<b><u>\$298,593</u></b>

\*Started in FY21

\*\*Moved from Executive Office

## CATEGORY:

## FRINGE BENEFITS

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
FICA	\$13,365	\$20,540	\$25,988
PENSION	\$42,031	\$64,580	\$91,545
HOSPITALIZATION	\$53,076	\$60,730	\$78,580
VISION	\$564	\$630	\$768
DENTAL	\$2,100	\$2,300	\$2,700
LIFE INSURANCE	\$480	\$680	\$792
DISABILITY	\$1,500	\$1,740	\$1,140
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$6,696	\$6,700	\$13,014
HOLIDAY PAY	\$6,017	\$9,000	\$11,700
VACATION PAY	\$11,400	\$14,400	\$15,078
OTHER PAID ABSENCES	\$670	\$1,070	\$1,302
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$137,899</b>	<b>\$182,370</b>	<b>\$242,607</b>

**CATEGORY:****SERVICES**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
	<hr/>	<hr/>	<hr/>
ADVERTISING AGENCY	\$130,000	\$130,000	\$190,000
LIFE LINE	\$530	\$530	\$530
<b>INTERNET SERVICES</b> (Website development, online monitoring services, Bonfire, email communications services)	\$22,140	\$16,500	\$19,560
<b>TOTAL SERVICES</b>	<hr/> <hr/> <b>\$152,670</b>	<hr/> <hr/> <b>\$147,030</b>	<hr/> <hr/> <b>\$210,090</b>

**CATEGORY: MATERIALS & SUPPLIES**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
<b>PRINTING</b> (Toner/Cartridge for Printer, Paper, Rubber Base Ink, System Maps, Film & Envelopes)	\$84,000	\$74,000	\$84,000
<b>AMBUSSADOR PROGRAM*</b>	\$0	\$10,000	\$0
<b>COMMUNITY OUTREACH</b> (e.g. Kids Design-A Bus, Interior Bus Cards, Ride Brochures)	\$40,000	\$32,000	\$40,000
<b>OFFICE SUPPLIES</b>	\$3,600	\$3,600	\$3,600
<b>BUS ROADEO</b>	\$2,000	\$0	\$2,000
<b>TOTAL MAT/ SUPPLIES</b>	<u>\$129,600</u>	<u>\$119,600</u>	<u>\$129,600</u>

\*Moving to Executive Office

**CATEGORY:**

**OTHER**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
ADVERTISING PROMOTIONAL MEDIA	\$90,000	\$20,000	\$24,000
<b>TOTAL OTHER</b>	<b>\$90,000</b>	<b>\$20,000</b>	<b>\$24,000</b>



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## PLANNING BUDGET

TARC's Planning Department designs and plans efficient and equitable public transportation service for Louisville Metro and the region. The Team is comprised of 10 team members who focus their work on bus routes, transit facilities and passenger amenities to meet rider needs and expectations. Additionally, the Planning team supports data collection, analysis and reporting to meet TARC, local, state and federal requirements. This work includes short to long range planning efforts to ensure that TARC can provide sustainable service and can respond to meet the needs of the region.

## TARGETS

- a) Identify opportunities to reduce knowledge gap and resource shortage of planners and schedulers (a national problem).
- b) Collaborate with internal and external partner to drive an effective network redesign and long-range plan.
- c) Effectively manage customer needs while maintaining business requirements.

## DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Plan and implement TARC routes and schedules with focus on service efficiency and reliability through the thrice annual Operator Run/Schedule Pick
- Provide solutions to redesign, improve, eliminate or redirect underutilized service when appropriate.
- Implement and review recommendations from the 2018-2021 Comprehensive Operations Analysis
- Eliminate, minimize or mitigate potential impact of route changes on TARC customers, businesses and the community.
- Strengthen partnerships with Metro and State transportation agencies, Council Districts, neighborhood groups and other public entities to provide support for public transit, TARC's services and customers.
- Implement new routes and services based on available resources, demographic analysis, employment needs, and businesses' and community's requests.
- Plan, evaluate and monitor effectiveness of stop locations, shelters, and park-and-ride lots.
- Develop plans for improvements to pedestrian access and passenger amenities along transit corridors and at major destinations and transfer points.
- Ensure funding is available and coordinate construction activities.
- Respond to short-term active projects, immediate riders' needs or emergency situations.
- Address customers' requests for service and bus stop adjustments, shelters, amenities, ADA access, or safety issues.

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**FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING**

- Monitor routes, schedules and service performance to ensure services, passenger facilities and programs meet customers' needs.
- Based on community's and customers' input, implement short and long-term service adjustments, improve efficiency and performance goals.
- Ensure equitable service and resources allocation community-wide.
- Focus on disadvantaged population groups and community areas, and provide quality service where needed the most.
- Maintain TARC Transit Design Standards Manual (TDSM) to serve as a guiding principles document for public agencies and development community, to ensure transit facilities are designed and implemented in accordance with applicable standards and customers' needs.
- Manage contract and monitor performance of TARC's outdoor advertising contractor responsible for installation, maintenance, and cleaning of bus shelters, amenities and stops.
- Maintain and improve sidewalks and ADA accessibility to and from bus stops through partnerships with Louisville Metro Public Works and State Department of Transportation. Manage contracts, develop design plans and oversee permitting process, construction activities and budget for these projects.
- Adjust service plans (routes and schedules) to address short-term changes in employment, businesses' and customers' needs, or major community events.
- Prepare service adjustments, schedules and stops, and provide adequate public information to mitigate potential impact of major construction projects.
- Work with the public and community stakeholders, employers, businesses, neighborhoods, elected officials and public agencies, to plan and implement transit and mobility services, passenger facilities and programs that connect people and places, provide access to jobs and education, and major destinations communitywide.
- Connect residential areas, employment centers, commercial developments, civic and education districts, social services, medical centers, parks, and other destinations important for TARC users and the entire community.
- Represent TARC and proactively involve in transportation initiatives with Federal Transit Administration, Federal Highway Administration, Kentucky Transportation Cabinet, Indiana Department of Transportation (INDOT), Kentuckiana Regional Planning and Development Agency (KIPDA) committees and local governments to strengthen transportation planning processes and ensure sustainable funding.
- Coordinate with Louisville Metro Planning and Design Services, Public Works, and development community, to incorporate public transit into development review process, and to implement transit facilities, passenger amenities and improve pedestrian infrastructure.
- Improve ADA access and safety, and ensure transit supportive design in proposed and existing developments.

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**MAINTAIN ADEQUATE FINANCIAL RESOURCES**

- Analyze routes and schedules three times a year for adequate frequency, running times, effectiveness, safety, geographic coverage, equity, and efficiency.
- Prepare and evaluate regular route adjustments, produce route schedules and maps, and operator assignments plan, in accordance with TARC's service polices and internal practices.
- Plan, manage and evaluate experimental service performance provided by purchased transportation contractor.
- Administer and pursue grant funding for service operations, capital investments and local match.
- Ensure regulatory compliance with federal, state and local planning and funding agencies.
- Ensure accurate data collection and reporting to NTD Administration, in compliance with federal formula funding policies and regulations.
- Design and implement an efficient transit system, including mobility solutions, and maintain level of service within available financial and other internal and external resources.
- Analyze key performance indicators (KPI), survey data, ridership and operating cost, to ensure most efficient distribution of resources and TARC operating budget.
- Monitor and analyze fixed routes operating cost, fare structure, revenues and operating budget in conjunction with farebox recovery ration and in compliance with Title VI regulations.

**ENGAGE AN EFFECTIVE TEAM**

- Develop and support high-performing, professional planning team through leadership, management, integrity and trust building, and continuing education while embracing TARC's mission and shared values.
- Effectively coordinate planning and scheduling activities with TARC's Transportation and other departments
- Increase team effectiveness through specialized training and utilization of staff's strengths. Ensure continuous performance focused education and training to maintain professional licenses and certifications for the team members.
- Provide continuous feedback to the team members, support their career paths, professional growth and succession planning.

**EXPLORE VISIONARY OPPORTUNITIES**

- Ensure public transportation, MaaS mobility solutions and TARC projects are included in the local and regional transportation plans and funding programs.
- Ensure TARC's involvement in local and regional planning processes, including land use and urban planning, multimodal transportation, infrastructure projects, sustainability and economic development initiatives.

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- Based on the TARC's Comprehensive Operations Analysis (COA) recommendations develop an implementation plan for system-wide service improvements.
  - Plan for on-demand and micro mobility solutions where needed, and introduce demonstration and pilot projects.
  - Coordinate and ensure public involvement strategy for stakeholders, community leaders, public, and TARC team members, in accordance with TARC's vision, strategy, and communication and marketing efforts.
  - Prepare TARC internal and external planning documents to implement an efficient and equitable public transportation at the local and regional level: Title VI Program, Transit Design Standards Manual, Route Monitoring Report, and System Map.

## DEPARTMENT:

## PLANNING/SCHEDULING

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$367,785	\$327,780	\$422,306
FRINGE BENEFITS	\$321,214	\$295,100	\$372,834
SERVICES	\$477,420	\$322,420	\$336,200
MATERIALS & SUPPLIES	\$7,920	\$3,000	\$7,920
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$358,038	\$187,540	\$99,592
OTHER EXPENSES	<u>\$77,000</u>	<u>\$27,000</u>	<u>\$77,000</u>
SUB TOTAL	\$1,609,377	\$1,162,840	\$1,315,852
CEER	<u>(\$56,623)</u>	<u>(\$27,933)</u>	<u>(\$46,500)</u>
TOTAL	<u><u>\$1,552,754</u></u>	<u><u>\$1,134,907</u></u>	<u><u>\$1,269,352</u></u>

## CATEGORY:

## SALARIES &amp; WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PLANNING	1	1		
TRANSIT SCHEDULER*	0	1		
TRANSIT SCHEDULING COOR.	1	1		
TRANSIT PROJECTS COOR.	1	1		
TRANSPORTATION PLANNER I	1	1		
TRANSPORTATION PLANNER II	1	1		
TRANSIT FACILITIES TECH.	1	1		
SERVICE CHECKERS	1	1		
INTERN - PT	1	2		
TOTAL SALARIES & WAGES	8	10	<u>\$477,434</u>	<u>\$422,306</u>

\* Started in FY21

## CATEGORY:

## FRINGE BENEFITS

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
FICA	\$31,885	\$28,850	\$36,525
PENSION	\$100,284	\$90,730	\$128,670
HOSPITALIZATION	\$129,552	\$116,580	\$143,799
VISION	\$1,488	\$1,430	\$1,428
DENTAL	\$4,500	\$4,300	\$4,200
LIFE INSURANCE	\$1,104	\$1,100	\$1,272
DISABILITY	\$3,384	\$2,790	\$1,812
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$14,940	\$14,440	\$17,262
HOLIDAY PAY	\$13,425	\$13,230	\$15,516
VACATION PAY	\$19,158	\$20,160	\$20,622
OTHER PAID ABSENCES	\$1,494	\$1,490	\$1,728
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	<u>\$321,214</u>	<u>\$295,100</u>	<u>\$372,834</u>

CATEGORY:	SERVICES		
	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
CLEAN TEAM	\$120,000	\$95,000	\$120,000
SNOW REMOVAL FOR SHELTERS	\$5,500	\$5,500	\$9,000
GRANT DEV SERVICES	\$48,720	\$48,720	\$0
TRANSIT PLANNING SOFTWARE	\$36,000	\$36,000	\$40,000
LOJIC USER FEE	\$33,200	\$33,200	\$33,200
BUS STOP INVENTORY	\$5,000	\$1,000	\$5,000
GRAPHIC SOFTWARE*	\$24,000	\$0	\$24,000
SPECIAL PRINTING FOR SCHEDULE CHANGES**	\$5,000	\$3,000	\$5,000
SCHEDULING SERVICES	\$200,000	\$100,000	\$100,000
TOTAL SERVICES	\$477,420	\$322,420	\$336,200

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

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

\*\*\* Moved to Executive Office



## CATEGORY:

## MATERIALS &amp; SUPPLIES

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
OFFICE SUPPLIES	\$3,600	\$2,000	\$3,600
SPECIAL SIGNS	\$2,400	\$500	\$2,400
COACH STOP MAINT.*	\$1,920	\$500	\$1,920
TOTAL MAT / SUPPLIES	<u><u>\$7,920</u></u>	<u><u>\$3,000</u></u>	<u><u>\$7,920</u></u>

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

**CATEGORY: PURCHASED TRANSPORTATION**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
EXPERIMENTAL SVC	\$344,061	\$179,060	\$89,860
FUEL COST	\$13,977	\$8,480	\$9,732
<b>TOTAL PURCHASED TRANSPORTATION</b>	<b>\$358,038</b>	<b>\$187,540</b>	<b>\$99,592</b>

75 Bluegrass Industrial Shuttle	<u>W'day Hours</u> 7.33	<b>Hourly Rate</b> New Rate – Feb 1 <sup>st</sup>	\$44.15 \$45.19
		Fuel (July-Aug)	\$2.31
		Tax	\$0.19
		MPG	7.29

	Days	Monthly Hours	Monthly Miles	Fuel Cost*	Hourly Cost	Fixed Facility	Monthly Total
JULY	22	161.26	2,420.00	\$830	7,120	346	8,296
<b>August</b>	22	161.26	2,420.00	\$830	7,120	346	8,296
<b>September</b>	22	161.26	2,420.00	\$830	7,120	346	8,296
<b>October</b>	22	161.26	2,420.00	\$830	7,120	346	8,296
<b>November</b>	21	153.93	2,310.00	\$792	7,120	346	8,258
<b>December</b>	22	161.26	2,420.00	\$830	7,120	346	8,296
<b>January</b>	20	146.60	2,200.00	\$754	7,120	346	8,220
<b>February</b>	20	146.60	2,200.00	\$754	7,287	365	8,406
<b>March</b>	23	168.59	2,530.00	\$868	7,287	365	8,520
<b>April</b>	21	153.93	2,310.00	\$792	6,956	365	8,113
<b>May</b>	21	153.93	2,310.00	\$792	6,956	365	8,113
<b>June</b>	22	161.26	2,420.00	\$830	7,287	365	8,482
<b>TOTAL</b>	<b>258</b>			<b>\$9,732</b>	<b>85,613</b>	<b>4,247</b>	<b>99,592</b>

\* One cent increase in diesel fuel \$36

**CATEGORY:**

**OTHER**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
KIPDA-ROUTE MONITORING (TARC share on match for Regional Planning Grants)	\$27,000	\$27,000	\$27,000
MOBILITY STUDY	\$50,000	\$0	\$50,000
TOTAL OTHER	<u>\$77,000</u>	<u>\$27,000</u>	<u>\$77,000</u>

**CATEGORY: CAPTIAL ELIGIBLE EXPENSE REIMBURSEMENT**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
EXPERIMENTAL SERVICE	(\$56,623)	(\$27,933)	(\$46,500)
TOTAL CEER	<u>(\$56,623)</u>	<u>(\$27,933)</u>	<u>(\$46,500)</u>

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## EXECUTIVE BUDGET

The Executive Office provides overall leadership to achieve TARC's mission, oversees the general management of administration and operations, and serves as the liaison with the Board of Directors. The Executive team includes ten team members and engages and interacts with federal, state and local governments and the community at large. Inclusive to the team are the functions of legal, diversity and inclusion, and administrative support.

### TARGETS

- a) Oversee annual employee engagement survey.
- b) Completion of Monthly/Quarterly Board of Directors meetings.
- c) Timely completion of all accounts payable, grants, contracts and procurements.
- d) Completion of Monthly Performance Report and departmental targets.
- e) Monitor and manage TARC's reputation in the community.

### DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Manage key programmatic elements regarding service delivery:
  - Oversight of Agency Safety Plan
  - Review and re-engagement with Agency Sustainability Plan
  - Oversight of Equal Employment Opportunity Program Plan and execution of diversity and inclusion efforts.
- Manage, investigate and respond to customer, employee and community complaints in a timely manner based upon compliance guidelines and regulations.
- Collaborate with directors to assist and guide in areas of government compliance, regulations and other requirements.

### FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Start plans for a customer engagement survey and/or update prior customer and community surveys.
- Present employees, including management and directors, with a beginning diversity training course and new hires at onboarding with a diversity/inclusion/compliance overview.
- Work on an overall, regional outreach and communications strategy with a focus on longer range (three to six year) transportation outcomes.
  - Include the development of a feedback loops and opportunities for discourse and comment in a systematic and meaningful way.
  - Develop programs to in-reach and outreach Louisville Metro's diverse communities and neighborhoods.

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**MAINTAIN ADEQUATE FINANCIAL RESOURCES**

- Provide strategic direction on financial and human resources looking at the three-year horizon with primary focus at the local level.
- Continue engagement and awareness raising for increased state and federal funding in concert with other transit and transportation entities.
- Manage and provide oversight for Travel, Training, Legal or Diversity and Inclusion related expenses.

**ENGAGE AN EFFECTIVE TEAM**

- Ensure organization is working in coordination and collaboration within and across departments.
- Produce reports from EthicsPoint System (Anonymous Employee Tipline).
- Offer professional development opportunities for team members specific to their subject matter.
- Develop programs to improve employee morale, involvement and engagement.

**EXPLORE VISIONARY OPPORTUNITIES**

- Develop a Six Year Transit Plan that includes alternate service delivery models, including but not limited to Mobility on Demand, automation, premium on-demand)
- Continue researching and implementing performance-based management practices including clinical review of all existing software applications and systems in light of Transit Asset Management standards and general business exceptions (i.e. manage or replace obsolete or end of useful life applications)

## DEPARTMENT:

## EXECUTIVE OFFICE

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$810,072	\$760,070	\$780,604
FRINGE BENEFITS	\$972,035	\$869,730	\$915,017
SERVICES	\$80,000	\$268,250	\$201,220
MATERIAL & SUPPLIES	\$7,000	\$7,000	\$7,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$260,650</u>	<u>\$203,220</u>	<u>\$205,750</u>
SUB TOTAL	\$2,129,757	\$2,108,270	\$2,109,591
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$2,129,757</u></u>	<u><u>\$2,108,270</u></u>	<u><u>\$2,109,591</u></u>

## CATEGORY:

## SALARIES &amp; WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
EXECUTIVE DIRECTOR ASST.	1	1		
EXEC DIRECTOR CHIEF OF STAFF	1	0		
GENERAL COUNSEL	0	1		
PARALEGAL	0	1		
DIRECTOR OF D & I	1	1		
D & I PROGRAMS COOR. SR.	0	1		
DIR. OF OPERATIONS	1	0		
DIR. OF CUST. EXPERIENCE**	1	0		
EXECUTIVE ASSISTANT	1	1		
EXECUTIVE DEPT. ADMIN.	1	1		
CUSTODIAN	2	2		
TOTAL SALARIES & WAGES	10	10	<u>\$913,816</u>	<u>\$780,604</u>

\* Started in FY21

\*\*Moved to Marketing &amp; Communications



## CATEGORY:

## FRINGE BENEFITS

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
FICA	\$72,568	\$69,410	\$69,907
PENSION*	\$517,363	\$507,410	\$535,402
HOSPITALIZATION	\$226,416	\$134,150	\$164,412
VISION	\$2,220	\$1,150	\$1,728
DENTAL	\$7,956	\$6,490	\$6,600
LIFE INSURANCE	\$1,716	\$1,460	\$1,716
DISABILITY	\$5,256	\$2,480	\$2,040
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$35,466	\$32,100	\$34,644
HOLIDAY PAY	\$31,878	\$30,320	\$31,134
VACATION PAY	\$67,650	\$81,550	\$63,222
OTHER PAID ABSENCES	\$3,546	\$3,210	\$4,212
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<u><u>\$972,035</u></u>	<u><u>\$869,730</u></u>	<u><u>\$915,017</u></u>

\*Includes contribution of \$289,128 based on 12/31/19 Actuary report. As of 1/1/20 there are 49 non-working members in the plan.

## CATEGORY:

## SERVICES

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
LEGAL SVC - General Corp.	\$80,000	\$268,250	\$100,000
POSTAGE*	\$0	\$0	\$24,000
CONSULTING SERVICES*	\$0	\$0	\$25,000
TIP-LINE*	\$0	\$0	\$3,500
GRANT DEV. SERVICES**	\$0	\$0	\$48,720
<b>TOTAL SERVICES</b>	<b>\$80,000</b>	<b>\$268,250</b>	<b>\$201,220</b>

\* Moved from Executive Office Other Miscellaneous Expense category

\*\* Moved from Planning Department

**CATEGORY: MATERIALS & SUPPLIES**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
OFFICE & JANITORIAL SUPPLIES	\$7,000	\$7,000	\$7,000
TOTAL MAT / SUPPLIES	<u>\$7,000</u>	<u>\$7,000</u>	<u>\$7,000</u>

## CATEGORY:

## OTHER

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
POSTAGE (Regular mail through postage meter)	\$24,000	\$20,260	\$0
DUES/SUBSCRIPTIONS*	\$87,000	\$81,810	\$82,000
TRAVEL & MEETINGS	\$110,000	\$30,000	\$60,000
BOARD COMPENSATION**	\$5,100	\$5,100	\$10,200
OTHER MISC***	\$34,550	\$66,050	\$53,550
 TOTAL OTHER	 <u>\$260,650</u>	 <u>\$203,220</u>	 <u>\$205,750</u>

\* Dues/Subscriptions > \$300:

APTA \$43,000, American Planning Ass \$600, The Bus Coalition \$4,500, Courier Journal \$970, GLI \$10,000, KY Clean Fuels \$800, KBT \$1,500, Leadership Lou Foundation \$2,000, Lou Conv & Vis Bureau \$600, Louisville Downtown Partnership \$3,710, Metro Housing Coalition \$1,000, One Southern Indiana \$2,300, OPIS Diesel Report \$890, SHRM \$630

\*\* Four extra Sub-committees

\*\*\* Moved Ambassador from Marketing & Communications Department

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## **SAFETY BUDGET**

The Safety and Security department must demonstrate a high degree of commitment to TARC's Mission and Critical Success Factors. The team is comprised of seven members who coordinate the functions of safety investigations, accident investigations, workers compensation, legal claims, and general promotion of safety culture and awareness for TARC. Overall the team works sustain a culture that is accessible and safe for all. A day-to-day focus is on addressing and removing safety violations and hazards that will impact TARC's operations.

### **TARGETS**

Reduce preventable accidents per 100,000 miles

**Additional targets to be determined**

#### **DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE**

- Develop and then meet workers compensation claims cost reductions
- Ensure that employees and customers are educated about TARC's safe practices.
- Promote awareness and seek commitment to safety culture throughout the organization.
- Implement routine safety and security checks on and around TARC's campus and coaches.

#### **FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING**

- Educate, enforce and focus on rider needs by investigating complaints and concerns vocalized by customers.
- Work with community partners that contribute to the well-being of the community
- Maintain existing and obtain new lines of communication between the community and TARC.

#### **MAINTAIN ADEQUATE FINANCIAL RESOURCES**

- Respond, investigate claims, accidents and incidents in order to monitor financial resources.
- Control expenses and promote awareness and accountability for preventable accidents and incidents.

#### **ENGAGE AN EFFECTIVE TEAM**

- Continue to support and supply the necessary resources in order to create and engage an effective team
- Engage employees in Toolbox Talks, Safety Meetings and other in-person sessions.
- Provide coaching strategies during one on one counseling sessions with employees for specific safety related behavioral issues.

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**EXPLORE VISIONARY OPPORTUNITIES**

- Explore innovative methods to ensure TARC remains at the forefront of public transportation.
- Investigate use of drones and other mobile surveillance techniques/systems to provide increased security at bus stops, when not in use by TARC riders.
- Engage in Safety and Security in APTA discussions
- Build relationships with comparable agencies to keep current on steps they have taken to be innovative.

**KEY PROJECTS**

- 1) Facilities Security Review and Upgrade
- 2) Parking Lot and Bus Storage Signage and Striping
- 3) Re-igniting the Drive Safe, Ride Safe and Be Safe Campaign

## DEPARTMENT:

## SAFETY

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$370,596	\$363,600	\$377,675
FRINGE BENEFITS	\$309,235	\$319,290	\$341,031
SERVICES	\$1,503,100	\$1,561,640	\$1,572,640
MATERIAL & SUPPLIES	\$2,400	\$2,400	\$2,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$2,646,356	\$2,696,770	\$2,736,426
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$46,500</u>	<u>\$46,500</u>	<u>\$51,750</u>
SUB TOTAL	\$4,878,187	\$4,990,200	\$5,081,922
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$4,878,187</u></u>	<u><u>\$4,990,200</u></u>	<u><u>\$5,081,922</u></u>

**CATEGORY: SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 21 #</b>	<b>FY 22 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
SAFETY DIRECTOR	1	1		
WORKERS COMP COORD.	1	1		
INVESTIGATOR	5	5		
<b>TOTAL SALARIES &amp; WAGES</b>	<b>7</b>	<b>7</b>	<b><u>\$432,143</u></b>	<b><u>\$377,675</u></b>



## CATEGORY:

## FRINGE BENEFITS

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
FICA	\$32,184	\$32,220	\$33,060
PENSION	\$101,222	\$101,340	\$116,463
HOSPITALIZATION	\$115,272	\$118,340	\$128,628
VISION	\$1,428	\$1,410	\$1,368
DENTAL	\$4,356	\$4,360	\$4,356
LIFE INSURANCE	\$1,104	\$1,110	\$1,104
DISABILITY	\$3,552	\$2,900	\$1,584
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$16,122	\$21,120	\$16,560
HOLIDAY PAY	\$14,489	\$14,490	\$14,886
VACATION PAY	\$17,142	\$19,140	\$20,616
OTHER PAID ABSENCES	\$2,364	\$2,860	\$2,406
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<u><u>\$309,235</u></u>	<u><u>\$319,290</u></u>	<u><u>\$341,031</u></u>

**CATEGORY:****SERVICES**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
LEGAL SERVICES (Claims Litigation)	\$450,000	\$500,000	\$450,000
DEPOSITIONS/COURT APPEARANCES	\$85,000	\$95,000	\$85,000
APTA SAFETY AUDIT PROGRAM	\$8,000	\$0	\$8,000
BUILDING SECURITY SERVICES	\$52,000	\$63,000	\$86,000
COACH SECURITY	\$876,000	\$836,000	\$876,000
SAFETY SUPPLY SERVICE	\$0	\$14,400	\$14,400
SECURITY (ADT, and Property Camera Support)	\$10,400	\$10,400	\$10,400
ELERTS	\$21,700	\$42,840	\$42,840
<b>TOTAL SERVICES</b>	<b>\$1,503,100</b>	<b>\$1,561,640</b>	<b>\$1,572,640</b>

**CATEGORY: MATERIALS & SUPPLIES**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
OFFICE SUPPLIES	\$2,400	\$2,400	\$2,400
TOTAL MAT / SUPPLIES	<u><u>\$2,400</u></u>	<u><u>\$2,400</u></u>	<u><u>\$2,400</u></u>

## CATEGORY:

## CASUALTY &amp; LIABILITY

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
PREMIUMS R/V PHYSICAL DAMAGE (Felonious Assault)	\$2,560	\$2,560	\$2,560
PREMIUMS BLDG/GRDS DAMAGE (LAGGIT – 94% premium on building & grounds) (LAGGIT – 6% premium on vehicles)	\$359,930	\$274,110	\$450,000
PREMIUMS PL/PD (LAGIT – Premium on liability)	\$1,070,796	\$1,417,550	\$1,070,796
SELF-INSURED PL & PD (Settlements & claimant expenses paid)	\$1,210,000	\$1,000,000	\$1,210,000
PREMIUMS-OTHER INSURANCE (Money Securities/ Crime)	\$3,070	\$2,550	\$3,070
TOTAL CAS/LIABILITY	<u>\$2,646,356</u>	<u>\$2,696,770</u>	<u>\$2,736,426</u>

**CATEGORY:**

**OTHER**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
SAFETY INCENTIVES	\$46,000	\$46,000	\$50,000
MISC. OTHER	\$500	\$500	\$1,750
<b>TOTAL OTHER</b>	<u><u>\$46,500</u></u>	<u><u>\$46,500</u></u>	<u><u>\$51,750</u></u>

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## PURCHASING BUDGET

The Purchasing or Procurement Department is critical to day to day operations in that it plans, organizes, facilitates, participates in, develops, manages, and evaluates procurement projects. With a team of 10 members it supports the operational requirements of TARC through collaboration and partnership with internal project owners, department users and inter-agency stakeholders, using a data driven approach to deliver value to our riders at TARC.

### TARGETS

- a) Procurement service quality shall be centered on the perception and experience of the internal and external customers, staff shall measure, track and monitor service feedback from internal and external customers.
- b) Staff shall collaborate on procurement related projects with internal and external customers and shall provide meaningful information to the project information.
- c) Periodically staff shall issue procurement surveys on customer experience with Purchasing.
- d) Meet or exceed DBE goals.

### DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Stay in tune with and continually learn about other departments processes
- Work closely with small and disadvantaged businesses, community and governmental groups outreach to ensure awareness of TARC's procurement and contracting opportunities through meetings, summits, electronic communications, TARC's Bonfire Platform, new website and print media, as well as KYTC and INDOT's Civil Rights Offices
- Foster the promotion, growth and development of Disadvantaged Business Enterprise (DBE) and other diverse supplier inclusion.

### FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Support the frontline operations and the riders service expectations through procurement needs and requirements.
- Ride TARC routes to examine how riders are interacting with our operation, and how the look and feel of the bus should be.
- Collaborate with Operations and customers of the amenities of buses, for contract and negotiation discussion purposes.
- Focus on customer-centricity by providing rider amenities.
- Work closely with small and disadvantaged businesses, community and governmental groups outreach to ensure awareness of TARC's procurement and contracting opportunities through meetings, summits, electronic communications, TARC's Bonfire Platform, new website and print media, as well as KYTC and INDOT's Civil Rights Offices.

- 
- Encourage and endorse a sustainable green city through partnerships, contracts and meetings for the exchange of ideas with Metro government and local quasi-government agencies.
  - Participate in volunteering on external events (and internal events with other departments).

### **MAINTAIN ADEQUATE FINANCIAL RESOURCES**

- Explore methods to reduce overall contract and operational spend
- Conduct periodic review of contracts and pricing analysis to ensure pricing is within range of current market price
- Negotiate pricing terms during Option Years
- Search for discounts, credits, concessions and other ways to save money.
- Control and maintain inventory items with high usage and significant budget impact through Contract Administration and Inventory Management.
- Efficiently manage fleet inventory surplus by selling obsolete materials and out of service fleet vehicles and equipment through the GovDeals on-line auction site.

### **ENGAGE AN EFFECTIVE TEAM**

- Provide training to the team to re-orient roles so that there is understanding and focusing more on our internal and external customers' needs and requirements
- Use tools and resources in place to maximize success; Coach and train as needed.
- Schedule Team-Breaks to allow the staff to converse with one another or with other departments for a few minutes every day
- Build team to promote equity, value and accountability
- Promote work-life balance

### **EXPLORE VISIONARY OPPORTUNITIES**

- Connect and engage with internal and external customers whether onsite the facility or offsite relative to innovative and cutting-edge procurement

### **KEY PROJECTS**

- 1) Procurement and Contract Management Database Tool
- 2) Ellipse Purchasing System Improvement Plan
- 3) Continuous Process Improvement of the Procurement Processes
- 4) Procurement Matrices and KPIs

## DEPARTMENT:

## PURCHASING

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$472,960	\$467,960	\$520,304
FRINGE BENEFITS	\$432,476	\$411,340	\$511,995
SERVICES	\$0	\$0	\$0
MATERIAL & SUPPLIES	\$8,500	\$8,500	\$8,500
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$21,000</u>	<u>\$19,000</u>	<u>\$27,000</u>
SUB TOTAL	\$934,936	\$906,800	\$1,067,799
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$934,936</u></u>	<u><u>\$906,800</u></u>	<u><u>\$1,067,799</u></u>



## CATEGORY:

## SALARIES &amp; WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PURCHASING	1	1		
SENIOR BUYER	1	0		
BUYER	2	0		
CONTRACT ADMINISTRATOR	1	0		
PROC. & CONTR. ADMIN.	0	4		
STOCKROOM PERSONNEL	5	5		
TOTAL SALARIES & WAGES	10	10	<u>\$607,975</u>	<u>\$520,304</u>

## CATEGORY:

## FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$41,933	\$41,930	\$46,511
PENSION	\$131,878	\$131,880	\$163,849
HOSPITALIZATION	\$170,004	\$145,200	\$202,120
VISION	\$1,836	\$1,330	\$1,992
DENTAL	\$5,400	\$5,600	\$6,000
LIFE INSURANCE	\$1,584	\$1,580	\$1,584
DISABILITY	\$4,680	\$3,650	\$2,268
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$19,980	\$19,980	\$29,415
HOLIDAY PAY	\$17,957	\$17,960	\$19,493
VACATION PAY	\$35,226	\$40,230	\$36,591
OTHER PAID ABSENCES	\$1,998	\$2,000	\$2,172
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$432,476</b>	<b>\$411,340</b>	<b>\$511,995</b>



## CATEGORY:

## OTHER

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
CLASSIFIED AD'S	\$10,000	\$8,000	\$10,000
FREIGHT	\$6,000	\$6,000	\$6,000
GOVDEALS*	\$5,000	\$5,000	\$5,000
PROCUREMENT TASK FORCE**	\$0	\$0	\$6,000
TOTAL OTHER	<u>\$21,000</u>	<u>\$19,000</u>	<u>\$27,000</u>

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

\*\* DBE outreach and engagement, multiple vendors will be participating

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## INFORMATION TECHNOLOGY BUDGET

The Information Technology department provides, maintains and supports the hardware and software applications for the agency. With a wide ranging scope including mobile, on board technology, the team of eleven works to support the operation of all data processing and telecommunication functions and provide technical support for all users.

### TARGETS

#### To be determined

#### **DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE**

- Build and maintain adequate hardware and software resources to meet TARC's information technology needs.
- Upgrading Desktop Environment to Windows 10 and Office 2019
- Upgrade Trapeze Database to latest version and Migrate to SQL Cluster
- Upgrade Trapeze Back Office Applications
- Update/Expand SEON Video Storage
- Upgrade CISCO call Manager and investigate the viability of Soft Phones for remote personnel.
- Backup software upgrade and investigation of Cloud/Offsite backup Solutions
- Implement a new imaging solution for physical machines like laptops.
- Settle on a solution for Consigned Ticket Sales and Maintenance Overtime so that VMS can be retired.
- Complete refresh of Network Closet UPS units
- Continue refresh of Wireless Network Hardware to improve throughput and coverage.
- Maintain application and server software at latest patch levels.
- Select hardware and software for reliability and ease of support.

#### **FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING**

- Implement hardware and software technologies to increase reliability, maintainability, information availability, and performance.
- Complete the configuration of technology in the Dixie Corridor along with the remote system monitoring.
- Look for opportunities to leverage existing systems in new ways to provide added value to customers.
- Do our part to help deliver safe and reliable service for TARC's service area and those who rely on Public Transit
- Ensure that all public facing communications are functioning and passing valid information
- Implement hardware monitoring on all display equipment within the Dixie BRT corridor.

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**MAINTAIN ADEQUATE FINANCIAL RESOURCES**

- Consistently review and assess the value proposition of software and hardware solutions with an eye on reducing ongoing operational costs.
- Review and evaluate any proposed systems to ensure that TARC is receiving the most value for the investment.
- Constantly review existing hardware and software maintenance contracts to ensure that the products are still in use and being utilized to their full potential.

**ENGAGE AN EFFECTIVE TEAM**

- Recruit, retain and develop staff to build and support TARC's Information Technology needs.
- Return department to full staffing and get new staff to a productive capacity as quickly as possible.
- Improve efficiency of support staff through additional experience and training with new applications.
- Increase effectiveness of team through the reduction of applications to learn and support.
- Improve and maintain department morale by providing rewards and incentives for performance.
- Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiative.

**EXPLORE VISIONARY OPPORTUNITIES**

- Explore opportunities both internally and externally to further leverage existing technology in innovative ways and to collaborate with partners and provide better and more reliable services to our customers.
- Work with Marketing on the creation of a Production Studio in the 3<sup>rd</sup> Floor East for the creation of recorded press releases and content for various digital platforms.
- Look for opportunities to partner with both traditional and non-traditional organizations to deliver service in the right places, at the right time, safely and efficiently.

**DEPARTMENT: INFORMATION TECHNOLOGY**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
DIRECT LABOR	\$482,034	\$534,140	\$563,151
FRINGE BENEFITS	\$394,596	\$442,180	\$504,835
SERVICES	\$2,134,124	\$2,136,828	\$2,236,684
MATERIAL & SUPPLIES	\$67,004	\$85,000	\$78,000
UTILITIES	\$128,796	\$118,790	\$128,796
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
SUB TOTAL	\$3,206,554	\$3,316,938	\$3,511,466
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$3,206,554</u></u>	<u><u>\$3,316,938</u></u>	<u><u>\$3,511,466</u></u>

**CATEGORY: SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 21 #</b>	<b>FY 22 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR OF I.T.	1	1		
ASSISTANT DIR OF I.T.	1	1		
SYSTEM ENGINEER	1	1		
SYSTEMS MANAGER	1	1		
SYSTEM ADMINISTRATOR*	0	1		
I.T. ENGINEER	1	1		
I.T. SUPPORT SPECIALIST	1	1		
I.T. ADMINISTRATOR	1	1		
<b>TOTAL SALARIES &amp; WAGES</b>	<b>7</b>	<b>8</b>	<b><u>\$660,833</u></b>	<b><u>\$563,151</u></b>

\*Started in FY21



## CATEGORY:

## FRINGE BENEFITS

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
FICA	\$43,363	\$50,410	\$50,554
PENSION	\$136,381	\$151,570	\$178,095
HOSPITALIZATION	\$119,976	\$134,490	\$168,964
VISION	\$1,380	\$1,470	\$1,656
DENTAL	\$4,200	\$4,400	\$4,800
LIFE INSURANCE	\$1,104	\$1,160	\$1,272
DISABILITY	\$3,384	\$2,870	\$1,812
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$21,720	\$21,720	\$25,320
HOLIDAY PAY	\$19,522	\$20,520	\$22,760
VACATION PAY	\$40,644	\$50,650	\$47,070
OTHER PAID ABSENCES	\$2,922	\$2,920	\$2,532
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<u>\$394,596</u>	<u>\$442,180</u>	<u>\$504,835</u>

CATEGORY:	SERVICES		
	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
<b>HARDWARE MAINT. AGREEMENT:</b>			
COMP. RM. & CUST. SVC. UPS	\$15,996	\$15,996	\$18,000
COMP. RM. A/C SVC. CONTRACT	\$3,000	\$3,000	\$3,000
NETWORK HARDWARE/FIREWALL	\$9,000	\$9,000	\$9,000
CISCO HARDWARE	\$48,000	\$48,000	\$60,000
NETAPP DATA STORAGE	\$27,996	\$0	\$0
<b>SOFTWARE MAINT. AGREEMENT:</b>			
ELLIPSE	\$395,736	\$385,736	\$408,704
TRAPEZE SOFTWARE	\$867,996	\$867,996	\$905,004
MAAS LICENSING	\$135,996	\$151,000	\$0
GENFARE LINK	\$84,996	\$85,000	\$89,256
VMWARE SOFTWARE SUPPORT	\$44,004	\$30,000	\$44,004
PROCUREMENT SOFTWARE	\$15,000	\$15,000	\$15,000
PAYROLL/DISPATCH DATABASE	\$0	\$0	\$0
GOOGLE MAP ACCES	\$42,000	\$35,000	\$42,000
HELP DESK SOFTWARE	\$0	\$0	\$0
ANTIVIRUS SOFTWARE SUPPORT	\$114,996	\$115,000	\$114,996
WEBSITE HOSTING	\$9,000	\$9,000	\$143,996
TERMINAL SOFTWARE SUPPORT	\$6,300	\$0	\$0
BACKUP SOFTWARE SUPPORT	\$8,004	\$21,000	\$23,004
BUS ROUTER SUPPORT	\$9,396	\$9,300	\$9,996
WIRELESS ACCESS POINT SUPPORT	\$0	\$5,000	\$5,332
BRIGHTSIGN SUPPORT	\$0	\$6,000	\$996
NETWORK MONITORING	\$0	\$4,600	\$4,596
MOBILE TICKETING	\$0	\$0	\$10,000
SERVICES SUB-TOTAL	\$1,837,416	\$1,815,628	\$1,906,884
<b>MISC. ITEMS:</b>			
OUTSIDE CONSULTANT PROGRAMMING	\$50,000	\$55,000	\$50,000
MISC. NETWORK WIRING	\$20,008	\$5,000	\$20,008
INTERNET SERVICE	\$23,496	\$50,000	\$58,800
COMPUTER/PRINTER REPAIR	\$10,000	\$10,000	\$10,000
OFFSITE TAPE STORAGE	\$13,000	\$13,000	\$9,796
WI-FI (on Buses)	\$117,600	\$117,000	\$117,600
BUS, RADIO & DATA COMM	\$27,600	\$27,600	\$13,800
TABLET DEVICES	\$35,004	\$36,000	\$36,996
REMOTE MTG			
SOFTWARE	\$0	\$7,600	\$12,800
OUTSIDE SERVICES SUB-TOTAL	\$296,708	\$321,200	\$329,800
TOTAL SERVICES	\$2,134,124	\$2,136,828	\$2,236,684

**CATEGORY:****MATERIALS & SUPPLIES**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
	<hr/>	<hr/>	<hr/>
OFFICE SUPPLIES	\$5,000	\$5,000	\$5,000
REPLACEMENT PARTS FOR PCs & PRINTERS	\$10,000	\$10,000	\$10,000
COMPUTER EQUIPMENT	\$20,000	\$40,000	\$30,000
MEDIA FOR BACKUPS AND OFFSITE STG.	\$6,000	\$6,000	\$6,000
MISC COMPUTER HARDWARE	\$14,000	\$14,000	\$15,000
MISC COMPUTER SOFTWARE	\$12,004	\$10,000	\$12,000
TOTAL MAT / SUPPLIES	<hr/> <b>\$67,004</b> <hr/>	<hr/> <b>\$85,000</b> <hr/>	<hr/> <b>\$78,000</b> <hr/>

**CATEGORY:**

**UTILITIES**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
TELEPHONES	\$128,796	\$118,790	\$128,796
TOTAL UTILITIES	<u>\$128,796</u>	<u>\$118,790</u>	<u>\$128,796</u>

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## FINANCE BUDGET

The Finance department of 11 team members is responsible for overall financial management, which includes accounting, budgeting, payroll, cashflow, grants financial administration and coordination of auditing by independent contractors, along with various reporting requirements to stakeholders.

### TARGETS

- a) Receive clean Audits and FTA reviews
- b) Improve NTD reporting
- c) Timely completion of Financial Statements
- d) Timely completion of monthly reconciliations

### DELIVER QUALITY SERVICES

- Provide daily reporting to Management Team
- Assure vendors are paid timely and billing issues are resolved
- Assist Planning Department on analyzing service and cost

### FOCUS ON RIDER NEEDS

- Handle MyTARC card issues timely
- Provide fare media
- Provide support to the Kiosk when issues arise

### MAINTAIN ADEQUATE FINANCIAL RESOURCES:

- Provide direction and support to ensure TARC meets its financial obligations and maintains fiscally sound operations and becomes sustainable
- Prepare forecast for mid to long-range financial planning
- Continue to produce timely and reliable reports for use by Board members, Finance Committee, Executive Team, Management Team and members of the community we serve
- Assist departments in adhering to their budgets
- Manage revenue resources in the most sustainable way possible
- Ensure timely follow-up and response to financial audits and federal reviews
- Provide timely and accurate performance of accounting and grant responsibilities
- Continually review internal controls and obtain an unqualified opinion from independent auditors and no deficiencies from federal reviewers
- Work with Federal Transit Authority (FTA) on using grant funds in accordance to FTA regulations
- Work with the audit firm on making sure any new Governmental Accounting Standards Board standards are implemented and recorded appropriately
- Implement new procedures and manuals for Ellipse, Genfare Link and Network Manager

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**SUPPORT THE COMMUNITY'S WELL BEING**

- Provide a stable base and consistent funding to ensure that TARC service is available
- Assist with TARC Community Partnerships
- Provide Budgets and Audits annually for transparency

**ENGAGE AND EFFECTIVE TEAM**

- Ensure all team members are adequately trained in respective areas of responsibility and develop technological skills
- Provide on-going training and support to all departments on internal controls, inventory, payroll, budgeting, and finance procedures
- Continue intra-departmental cross training to enhance knowledge base among team members and focus on succession planning
- Promote TARC's Mission Statement to improve internal and external relations and increase accountability and support for TARC initiatives

**EXPLORE VISIONARY OPPORTUNITIES:**

- To seek resources that improve processes, efficiency and provides accurate data along with KPI's
- Strive to improve efficiency, overall usage and data flow through research and enhanced knowledge of Ellipse, Genfare Link, ADP and Trapeze systems and other existing systems including their potential partners.
- Invest in resource enhancements to improve reporting to become more efficient and transparent
- Continue to work with the Maintenance Asset Manager to implement TARC's TAM plan and follow the FTA's guidelines for Transit Asset Management

**KEY PROJECTS**

- 1) Transtrack – NTD reporting, Budget & Financial Statements along with KPIs
- 2) Ellipse continues improvements
- 3) HR/Payroll solution
- 4) Armored Car bin solution
- 5) Plan for Budget FY 2023

## DEPARTMENT:

## FINANCE

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$566,674	\$573,670	\$592,540
FRINGE BENEFITS	\$472,247	\$482,740	\$504,642
SERVICES	\$326,340	\$447,110	\$410,948
MATERIAL & SUPPLIES	\$160,000	\$71,000	\$96,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
SUB TOTAL	\$1,525,261	\$1,574,520	\$1,604,130
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,525,261</u></u>	<u><u>\$1,574,520</u></u>	<u><u>\$1,604,130</u></u>

## CATEGORY:

## SALARIES &amp; WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
CHIEF FINANCIAL OFFICER	1	1		
ASSISTANT DIRECTOR OF FINANCE	1	1		
SR ACCT FOR FIN/GRANTS MGMT	1	1		
STAFF ACCOUNTANT II	1	1		
PAYROLL TEAM LEADER	1	1		
PAYROLL SPECIALIST	1	1		
FARE MEDIA COORDINATOR	1	1		
STAFF ACCOUNTANT I	1	1		
FARE MEDIA SPECIALIST	1	1		
ACCOUNTS PAYABLE SPECIALIST	1	1		
FARE MEDIA AGENT	1	1		
TOTAL SALARIES & WAGES	11	11	<u>\$696,521</u>	<u>\$592,540</u>



## CATEGORY:

## FRINGE BENEFITS

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
FICA	\$50,729	\$51,970	\$53,284
PENSION	\$159,550	\$163,450	\$187,712
HOSPITALIZATION	\$152,016	\$149,450	\$149,124
VISION	\$1,514	\$1,550	\$1,349
DENTAL	\$5,256	\$4,760	\$4,956
LIFE INSURANCE	\$1,740	\$1,740	\$1,740
DISABILITY	\$4,980	\$4,150	\$2,496
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$24,516	\$24,520	\$25,734
HOLIDAY PAY	\$22,032	\$25,030	\$23,131
VACATION PAY	\$45,954	\$50,950	\$49,536
OTHER PAID ABSENCES	\$3,960	\$5,170	\$5,580
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<u><u>\$472,247</u></u>	<u><u>\$482,740</u></u>	<u><u>\$504,642</u></u>

CATEGORY:	SERVICES		
	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
PAYROLL PROCESSING	\$80,000	\$88,390	\$94,000
HR BENEFITS	\$50,860	\$50,860	\$54,000
SECURITY CASHIER (Transport and Process Farebox Receipts)	\$112,480	\$133,180	\$149,448
AUDITING	\$33,000	\$121,460	\$42,750
CREDIT CARD & TRANSACTION FEES	\$35,000	\$28,620	\$30,800
BANK FEES/TEMP SERVICE & MISC (Deposit slips, check processing fees, shipping, scale calibration, temp services & internal reviews)	\$15,000	\$24,600	\$39,950
TOTAL SERVICES	<u>\$326,340</u>	<u>\$447,110</u>	<u>\$410,948</u>

**CATEGORY:****MATERIALS & SUPPLIES**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
TICKETS/FARE MEDIA (Cost of Tickets, Passes and Transfers)	\$150,000	\$61,000	\$86,000
OFFICE SUPPLIES (Paper, toner, & checks)	\$10,000	\$10,000	\$10,000
<b>TOTAL MAT / SUPPLIES</b>	<u>\$160,000</u>	<u>\$71,000</u>	<u>\$96,000</u>

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## HUMAN RESOURCES BUDGET

The Human Resources department is the leader for the employee life cycle and has a critical role in employee engagement, as well as ensuring that transportation services are delivered in a quality manner. The team of six members supports: onboarding and offboarding, training, employee benefits, legal compliance (FTA Drug and Alcohol, Family and Medical Leave Act, Americans with Disabilities Act), and other employee services and benefits. The team works in partnership with all departments to achieve workforce excellence by attracting and retaining a talented and diverse workforce. The work is done to meet or exceed compliance with all applicable TARC policies, union contract provisions, and local, state, and federal laws.

### TARGETS

- a) Reduce Turnover (including short-term metric) – TBD
- b) Decrease Time to Fill – TBD
- c) Increase Employee Engagement – TBD
- d) Increase Go-365 Participation by 5%
- e) Increase EAP use by 5%
- f) Hold or increase Accolade Concierge service engagement at 40%
- g) Decrease claims experience per employee / per month – TBD

### DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Support all departments on staffing and retention to ensure service is delivered.
- Lead efforts to facilitate a quality work environment and an engaged employee base, as our team members are our most valuable asset and their professional development contributes to the success of the organization.
- Design, develop, and implement policies and tools to motivate and engage our TARC team.

### FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Lead employee engagement efforts to ensure that team members see the link between their specific job and role and its impact on the rider.
- All team members are valued and treated with dignity and respect, that their potential is realized by recognizing their diverse talents, backgrounds, and insights, and that their different perspectives are respected.

### MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Ensure TARC's benefits are competitive with the marked and related industry.
- Explore all options available concerning health insurance coverage by utilizing professional services.
- Continue ongoing evaluation of Third Party Administrator provided services regarding customer service satisfaction and processing of claims.
- Provide management with support and guidance in areas of employee relations, performance evaluations, labor relations, record keeping of all personnel data,

- 
- compensation, retirements, etc. in liaison with Finance Department, and compliance with applicable personnel/workplace laws.
  - Provide training and support for departments on various topics: Family and Medical Leave Act, Americans with Disabilities Act, and other labor practices.
  - Communicate policies and procedures to employees in a timely and accurate manner.
  - Promote a culture that reflects organizational values.
  - Continue test procedures to ensure compliance with the FTA Drug and Alcohol Program.

### **SUPPORT THE COMMUNITY'S WELL BEING**

- Promote health and wellness benefits and programs to improve attendance, health, and well-being for employees.

### **ENGAGE AN EFFECTIVE TEAM**

- Measure and monitor employee engagement.
- Create “road to employment” for excellent applicant and new employee experience.

### **EXPLORE VISIONARY OPPORTUNITIES**

- Continue evaluation of modern HRIS system for improved employee processes and data.
- Continue evaluation of changing workforce and address challenges for recruiting and retention of excellent workforce.

### **KEY PROJECTS**

- 1) Procure human resource software system and prepare for implementation.
- 2) Procure third party administrator for administration of Family Medical Leave
- 3) Develop and finalize apprenticeship training programs for Maintenance and Transportation.
- 4) Develop new onboarding programs working with departments.
- 5) Reignite the employee recognition program (“Ambassador”).

**DEPARTMENT: HUMAN RESOURCES**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$253,921	\$293,890	\$349,506
FRINGE BENEFITS	\$268,733	\$636,830	\$335,117
SERVICES	\$154,100	\$113,600	\$150,020
MATERIAL & SUPPLIES	\$7,500	\$7,500	\$7,500
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$144,200</u>	<u>\$83,000</u>	<u>\$146,000</u>
SUB TOTAL	\$828,454	\$1,134,820	\$988,143
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$828,454</u></u>	<u><u>\$1,134,820</u></u>	<u><u>\$988,143</u></u>

## CATEGORY:

## SALARIES &amp; WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF H.R.	1	1		
ASSISTANT H.R. DIRECTOR	1	1		
BENEFITS MANAGER	1	1		
HR GENERALIST	1	1		
SENIOR BENEFITS ASSISTANT	1	1		
HR SPECIALIST	1	1		
TOTAL SALARIES & WAGES	6	6	<u>\$404,734</u>	<u>\$349,506</u>

**CATEGORY:****FRINGE BENEFITS**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
FICA	\$23,745	\$32,470	\$30,962
PENSION	\$74,688	\$102,110	\$109,075
HOSPITALIZATION	\$66,408	\$66,410	\$93,324
VISION	\$912	\$960	\$1,056
DENTAL	\$3,000	\$3,160	\$3,156
LIFE INSURANCE	\$792	\$950	\$948
DISABILITY	\$2,688	\$2,250	\$1,368
UNEMPLOYMENT	\$40,000	\$298,000	\$40,000
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$13,302	\$67,090	\$15,396
HOLIDAY PAY	\$11,956	\$13,220	\$13,834
VACATION PAY	\$29,910	\$48,800	\$24,456
OTHER PAID ABSENCES	\$1,332	\$1,410	\$1,542
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$268,733</b>	<b>\$636,830</b>	<b>\$335,117</b>



**CATEGORY:****SERVICES**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
EXAMS, RECORDS, TESTS (BOSS, Drug & Alcohol, and Physicals)	\$50,000	\$53,000	\$55,000
EMPLOYEE ASSISTANCE PROGRAM	\$18,500	\$18,500	\$18,500
FMLA FEES	\$53,000	\$9,000	\$36,000
OTHER OUTSIDE SVC (BMS, Employment Consultants, Temps and Health Fair)	\$10,100	\$8,100	\$8,200
HR ATS & ON BOARDING SOFTWARE	\$22,000	\$25,000	\$29,320
VACCINATIONS (Hum Res General O/S Services)	\$500	\$0	\$3,000
<b>TOTAL SERVICES</b>	<b>\$154,100</b>	<b>\$113,600</b>	<b>\$150,020</b>

**CATEGORY: MATERIALS & SUPPLIES**

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
OFFICE SUPPLIES (Office Supplies and Copier Fee)	\$7,500	\$7,500	\$7,500
<b>TOTAL MAT / SUPPLIES</b>	<u>\$7,500</u>	<u>\$7,500</u>	<u>\$7,500</u>

## CATEGORY:

## OTHER

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
HUMAN RESOURCE GENERAL OTHER/MISC	\$1,200	\$3,000	\$3,000
FITNESS CENTER	\$18,000	\$5,000	\$18,000
PRO. DEV. TRAINING	\$125,000	\$75,000	\$125,000
TOTAL OTHER	<u>\$144,200</u>	<u>\$83,000</u>	<u>\$146,000</u>

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## GRANTS BUDGET

The five members of the Grants department develop and implement TARC's Capital Improvement Program (CIP) in order to deliver safe, accessible, and sustainable quality services that enhance the Greater Louisville Community. TARC is the designated recipient of Federal Transit funding for the Louisville area. The department is responsible for the management and oversight of all Federal transit funds allocated to the urbanized area. The department serves as the primary point of contact with the Federal Transit Administration (FTA) and Kentuckiana Regional Planning & Development Agency (KIPDA) the Metropolitan Planning Organization (MPO) for all grant related issues. Additionally, the team is responsible for TARC's Capital Improvement Program (CIP), budgeting of capital funds for capital projects, management of TARC's Sustainability initiatives and maintains TARC's Fare Media Retail Point of Sales network.

### TARGETS

- a) 100% of allocated grant funds obligated and awarded in TrAMS by the Federal fiscal year end, 9/30/22.
- b) 100% of programmed projects completed on time and within budget, excluding owner changes of scope.

### DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Explore and implement sustainable business practices that protect the environment conserve energy.
- Explore and implement bus acquisitions and fleet updates to increase the safety and accessibility of TARC's riders.

### FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Identify new opportunities for partnerships with public private, and non-profit sectors to increase the Greater Louisville Community's access to transportation regardless of socioeconomic background.
- Provide information regarding TARC's capital needs and requirements to the Executive Director and senior management.
- Plan for the efficient and effective spending of capital (grants) funds to support TARC's mission.
- Support the work of all departments that utilize capital funds.

### MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Explore and obtain grant funding from federal, state, and local sources.
- Assure integrity in use of TARC's capital resources.
- Ensure grant management and sub-recipient oversight procedures are followed
- Ensure timely management of TARC grant funds.

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**ENGAGE AN EFFECTIVE TEAM**

- Continuously recognize, encourage, and reward TARC's shared values in the workplace.
- Encourage and support team self-improvement and continued education on transit enhancing related topics.

**EXPLORE VISIONARY OPPORTUNITIES**

- Oversee and facilitate implementation of policies, procedures and technologies to maximize TARC's use of scarce capital resources.
- Improve TARC's operational and maintenance efficiency, such as: purchase and installation of an Automated Fuel Management System.
- Seek opportunities for partnerships with public private, and non-profit sectors to increase the Greater Louisville Community's access to transportation.

**KEY PROJECTS**

- 1) Acquisition of replacement fixed route fleet buses utilizing contract (P2706) with Gillig for diesel buses, and full battery-electric buses utilizing contract P2721 to be awarded in spring 2021.
- 2) Development of Fleet Replacement Plan and Strategy for TARC 3 / Paratransit vehicles.
- 3) Purchase of replacement support vehicles necessary to fixed route fleet maintenance.
- 4) Creation of a Strategic Plan to guide TARC's transition to Zero Emissions fixed route fleet.
- 5) Continuous improvement of TARC's Transit Asset Management (TAM) program.
- 6) Implementation of the TransTrack Business Intelligence system that aggregates data from separate sources to improve decision making and to automate NTD reporting
- 7) Installation of energy efficiency and emissions reductions initiatives such as solar power system installation.
- 8) Renovation and modernization of TARC's dispatch office.
- 9) Expansion of Union Station's Maintenance Running Repair bays.
- 10) Renovation of TARC's 30<sup>th</sup> Street parking lot for use in operating training.

**DEPARTMENT: GRANTS & CAPITAL PROGRAMS**

	<b>FY 21 BUDGET</b>	<b>FY 21 ESTIMATE</b>	<b>FY 22 BUDGET</b>
	<hr/>	<hr/>	<hr/>
DIRECT LABOR	\$223,481	\$227,890	\$232,651
FRINGE BENEFITS	\$199,420	\$206,430	\$225,112
SERVICES	\$10,000	\$4,500	\$6,000
MATERIALS / SUPPLIES	\$2,000	\$500	\$500
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	\$0	\$0	\$0
	<hr/>	<hr/>	<hr/>
SUBTOTAL	\$434,901	\$439,320	\$464,263
CEER	\$0	\$0	\$0
	<hr/>	<hr/>	<hr/>
TOTAL	<u>\$434,901</u>	<u>\$439,320</u>	<u>\$464,263</u>

**CATEGORY: SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 21 #</b>	<b>FY 22 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR OF GRANTS & CAPITAL PROGRAMS	1	1		
PROJECT MANAGER	2	2		
PROJECT COORDINATOR	1	1		
ADMIN. ASST. GRANTS	1	1		
<b>TOTAL SALARIES AND WAGES</b>	<b>5</b>	<b>5</b>	<b><u>\$273,792</u></b>	<b><u>\$232,651</u></b>

CATEGORY:	FRINGE BENEFITS		
	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
FICA	\$19,851	\$20,450	\$20,946
PENSION	\$62,431	\$64,330	\$73,785
HOSPITALIZATION	\$74,700	\$76,310	\$83,924
VISION	\$864	\$850	\$828
DENTAL	\$2,556	\$2,550	\$2,556
LIFE INSURANCE	\$792	\$790	\$792
DISABILITY	\$2,232	\$1,680	\$1,140
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$10,332	\$10,330	\$10,758
HOLIDAY PAY	\$9,288	\$9,440	\$9,667
VACATION PAY	\$15,342	\$18,290	\$19,636
OTHER PAID ABSENCES	\$1,032	\$1,410	\$1,080
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	<u>\$199,420</u>	<u>\$206,430</u>	<u>\$225,112</u>



CATEGORY:	SERVICES		
	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
CONSULTING SERVICE	\$10,000	\$4,500	\$6,000
TOTAL SERVICES	<u>\$10,000</u>	<u>\$4,500</u>	<u>\$6,000</u>

