

ORDINANCE NO. 102, SERIES 2026

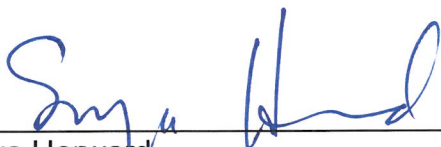
AN ORDINANCE APPROVING THE FISCAL YEAR 2026-2027 BUDGET FOR THE TRANSIT AUTHORITY OF RIVER CITY (TARC).

SPONSORED BY: COUNCIL MEMBERS KRAMER AND WINKLER

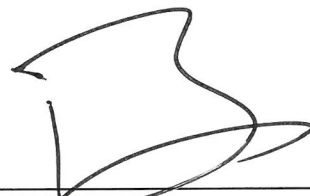
BE IT RESOLVED BY THE LEGISLATIVE COUNCIL OF THE LOUISVILLE/JEFFERSON COUNTY METRO GOVERNMENT AS FOLLOWS:

SECTION I: The revenues and expenditures set forth in Schedule A, attached hereto, are approved for Fiscal Year 2026-2027.

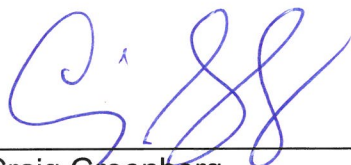
SECTION II: This Ordinance shall take effect upon its passage and approval or otherwise becoming law.



Sonya Harward
Metro Council Clerk



Brent Ackerson
President of the Council



Craig Greenberg
Mayor

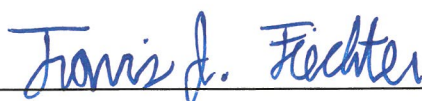
07-01-2026

Approval Date

APPROVED AS TO FORM AND LEGALITY:

Michael J. O'Connell
Jefferson County Attorney



By: 

Schedule A

FISCAL YEAR 2027 BUDGET

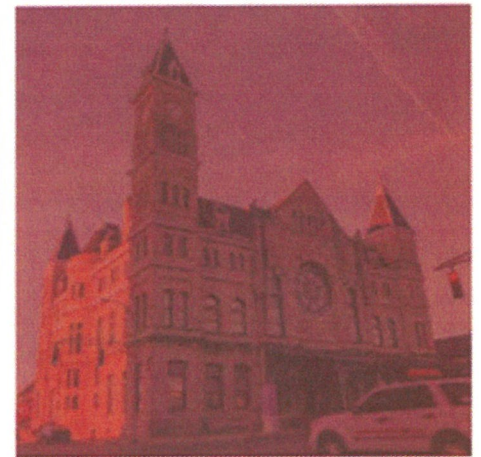
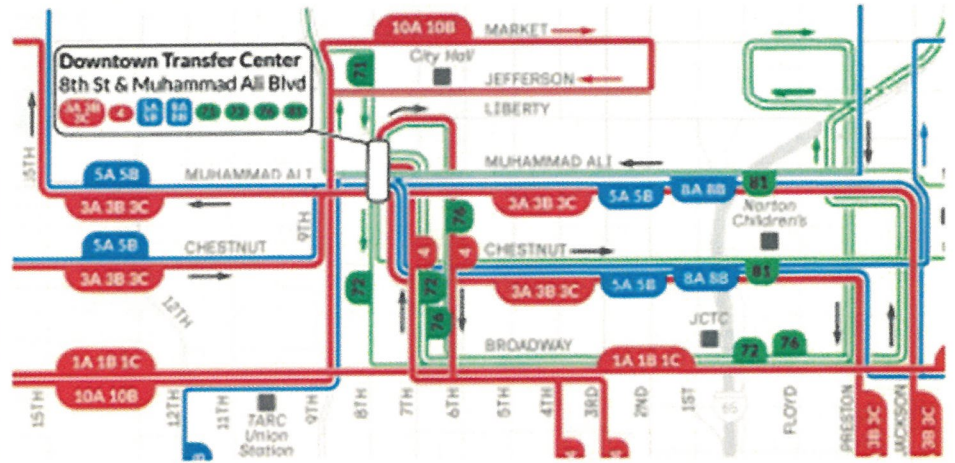
There is authorized the following revenues and expenditures for the operation of the Transit Authority of River City during Fiscal Year 2027. The total sum of \$110,491,430 shall be appropriated as follows:

Revenues

Mass Transit Trust Fund	\$79,533,420
Agency and Other Receipts	<u>30,958,010</u>
TOTAL	\$110,491,430

Expenditures

Personnel	\$60,454,540
Operation	44,064,856
Capital	<u>5,972,034</u>
TOTAL	\$110,491,430



Transit Authority of River City

Budget Book
FY 2027

INTRODUCTION

Development of the Transit Authority of River City (TARC) next annual budget begins each year in January with a preliminary estimate of the current fiscal year-end. From that point, projections regarding revenues and any new cost categories are considered. Departmental meetings are held to determine upcoming projects, new or changed services, or other budget-related impacts. The TARC Board of Directors and committees review high-level changes, while TARC senior management notifies the Board of any foreseeable local, state, or federal funding or regulatory changes. Key considerations include:

- Contributions to the Kentucky Public Pension Authority for TARC's employees
- Health care premiums and other negotiated employee benefits
- Fixed route and paratransit service levels
- Set rates or variable rates for goods and services
- Capital projects, including fleet replacement

Following approval of the TARC Board of Directors, the annual fiscal year budget is submitted to Louisville Metro Government for consideration, then to the Commonwealth of Kentucky.

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Executive Summary

TARC FY 2027 Overview

Over the past several fiscal years, TARC has implemented two service cuts and undertaken a major service level restructuring to strengthen its financial position and to deliver more reliable service to customers. TARC is pleased to announce that the FY 2027 budget will reflect the results of this work through the launch of the New TARC Network (NTN), scheduled to go live on August 2, 2026.

NTN will help “right-size” TARC’s operations to align with current revenue levels while delivering faster, more reliable service. While this change will help address the fiscal cliff in the short term, it is important to note that TARC’s long-term financial stability will still need to be addressed in the coming years.

In addition to prioritizing financial sustainability, TARC has remained committed to being a reliable, safe, efficient, and customer-friendly organization. Some key areas to highlight in the last year include:

- Increased On-Time Performance (OTP) to over 80%, thereby meeting industry standards for more than ten consecutive months.
- Reduced daily service not going out to 0.2%, meeting industry standards, and down from nearly 5% of service not going out per day just two years ago.
- Improved Paratransit performance, including above average On-Time Performance of 93% month-over-month, maintaining low or average call times, minimizing trip negotiations, and enhancing contractor accountability.
- Completed several major projects, including
 - Agency-wide NTN training
 - Installation of several new bus stops and signage for NTN
 - Implemented the first fare increase in over a decade
 - Updated Title VI policy
- Avoided layoffs by strategically freezing non-critical positions

While this is positive news, it is important to note that TARC is still not fully in the financial clear.

TARC’s financial projections indicate that, despite the efficiencies and savings achieved over the past several fiscal years, TARC continuing on the path outlined in the FY27 budget will keep the organization financially stable only through the end of the decade. The financial projections assume no significant external disruption. However, one external disruption already identified is the Paratransit Services contract which must go out to bid during this time. In conclusion, while the implementation of the NTN has bought TARC time, there are still operational decisions that will need to be made to secure TARC’s long-term financial future.

Budgeted Capital and Capital Eligible Expense Reimbursements
Fiscal Year 2027

	TOTAL	FEDERAL	MTTF	STATE	OTHER
Projects That Use Local Funds/Other					
Lease Temporary Downtown Transit Center	3,200,000	-	1,600,000	-	1,600,000
Sub-total	3,200,000	-	1,600,000	-	1,600,000
Projects That Use Urbanized Area (5307) Formula Funds					
Purchase (1) Battery Electric Bus - Partial	93,166	74,533	0	18,633	-
Buy Replacement Bus Parts	46,752	37,402	9,350	-	-
Architectural & Engineering Services	234,734	187,788	1	46,946	-
Infotech Systems*	4,991,734	3,993,387	2	998,345	-
Security Improvements*	1,617,148	1,293,718	114,719	208,711	-
Facility Renovation Projects*	5,237,326	4,189,861	0	1,047,465	-
Sub-total	12,220,861	9,776,689	124,072	2,320,100	-
Projects That Use Other (5339 & Flex) Formula Funds					
Purchase (6) ADA Paratransit Vehicles	845,745	676,596	140,001	29,148	-
Purchase Six (4 & 2) Battery Electric Buses - Partial	4,653,654	3,722,923	438,535	492,196	-
Buy Replacement Bus Parts	63,248	50,598	1	12,649	-
Shop Equipment - Bus Lift Replacement*	250,000	200,000	0	50,000	-
Infotech Systems*	229,287	183,430	29,660	16,197	-
Security Improvements*	500,000	400,000	100,000	-	-
Support Vehicles (4)*	179,309	143,447	30,001	5,861	-
Office Equipment	77,545	62,036	10,000	5,509	-
Facility Renovation Projects*	2,849,090	2,279,272	125,056	444,762	-
Bus Line Inspection	11,394	9,115	1	2,278	-
Transit Enhancements	1,655,562	1,324,450	184,312	146,800	-
Sub-total	11,314,835	9,051,868	1,057,567	1,205,400	-
Projects That Use Discretionary Funds					
Purchase Seven (4 & 3) Battery Electric Buses - Partial	7,672,500	6,138,000	1,534,500	-	-
Purchase Eight (8) ADA Paratransit Vehicles	1,062,500	850,000	212,500	-	-
Architectural & Engineering Services	423,754	339,003	84,751	-	-
Construct Bus Brake Addition	1,490,000	1,192,000	298,000	-	-
Bus Charging Infrastructure	6,484	5,187	1,297	-	-
Workforce Development - Electric Infrastructure	291,056	232,845	58,211	-	-
Preliminary Engineering - 3rd Party (Bdwy ATW & DTC)	2,806,000	2,244,800	81,200	320,021	159,979
Project Management - Electric Bus Performance	161,111	128,889	32,222	-	-
Sub-total	13,913,404	11,130,724	2,302,681	320,021	159,979
SUB-TOTAL - All Capital Projects	40,649,100	29,959,280	5,084,320	3,845,521	1,759,979
Capital Eligible Expense Reimbursements					
Projects That Use Formula Funds					
Non-Fixed Route ADA Paratransit	4,177,467	3,341,974	518,532	316,961	-
Capital Cost of Contracting (Fixed Route)	47,853	38,282	1,972	7,599	-
Capital Maintenance**	5,351,829	4,281,463	(0)	1,070,366	-
Sub-total 5307 Formula Contributions	9,577,149	7,661,719	520,504	1,394,926	-
Projects That Use Formula Funds					
ADA Paratransit Work Trips	734,420	367,210	367,210	-	-
Sub-total 5310 Formula Contributions	734,420	367,210	367,210	-	-
Projects That Use CARES & CRRSA Act Funds					
ARP Act Emergency Operations	-	-	-	-	-
Sub-total CARES Act Contributions	-	-	-	-	-
SUB-TOTAL - All Contributions to Operations	10,311,569	8,028,929	887,714	1,394,926	-
TOTAL	50,960,669	37,988,208	5,972,035	5,240,447	1,759,979

Capital Projects That Use Urbanized Area Formula Funds

Purchase One (1) Battery Electric Buses - Partial **\$93,166**

This amount is a remainder from prior bus purchases that will partially fund one of four buses currently on order using an FFY 2022 Section 5339 Competitive award.

Buy Replacement Bus Parts **\$46,752**

These funds will replace a major bus component that has exceeded its useful life.

Architectural & Engineering Services **\$234,734**

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 and projects. Funded primarily by TARC's FFY 2024 Section 5307 allocation.

Infotech Systems **\$4,991,734**

These funds are assigned to several large projects, such as replacing an end-of-life enterprise management system, replacing the telephone system, and updating the access control & surveillance system. There will also be software support expenses and smaller items, such as fare system components and computer hardware replacement as needed. These funds could also be applied to on-board technology improvements. Funded by TARC's FFY 2023 and 2024 Section 5307 allocations.

Security Improvements **\$1,617,148**

These funds will be used to improve our security infrastructure. Projects include upgrades to our facility surveillance and access control systems and bus camera system. Funded by TARC's FFY 2021 through FFY 2025 Section 5307 allocations. A portion of the associated formula grants is required to be applied to safety and security improvements.

Facility Renovation Projects **\$5,237,326**

These funds will be used for prioritized facility rehabilitation or renovation projects. Prioritized projects currently include replacement of the Operations Building HVAC system, replacement of in-ground bus maintenance lifts, and replacement of the end-of-life bus wash system in the service lanes of our bus storage building. Additionally, smaller projects such as asphalt resurfacing and elevator upgrades are eligible uses for these funds. Funded by TARC's FFY 2021 through 2024 Section 5307 allocations.

Office Equipment **\$93,535**

These funds will be used to replace existing office equipment that has exceeded its useful life. Funded by FFY 2024 and 2025 Section 5339 formula allocation.

Facility Renovation Projects **\$3,152,308**

These funds will support capital improvements prioritized in the TAM investment prioritization process, including replacement of the Operations Building HVAC system. Additionally, smaller projects such as asphalt resurfacing and elevator upgrades are eligible uses for these funds. Funded by FFY 2019, 2021, 2024. Section 5339 formula allocation.

Transit Enhancements **\$587,497**

TARC will leverage these funds to remove barriers to TARC fixed route service. Non-TARC sources for the local match will be used wherever possible. 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 could be provided by Council Districts where the improvements are located. Funded by Surface Transportation Block Grants (STBG) allocated to TARC by KIPDA.

Capital Projects that Use Bus & Bus Facility Formula & FHWA Funds

Purchase ADA Paratransit Vans **\$845,745**

These funds would provide for a purchase of up to six (6) full-size modified paratransit vans. Funds are planned in FFY 2023 and 2025 Section 5339 formula grant budgets.

Purchase Six (6) Battery Electric Buses - Partial **\$4,653,654**

These funds will be used to cover a portion of the cost of acquiring six (6) full battery-electric 40' buses. Funded by TARC's FFY 2022 and 2024 Section 5339 formula allocation and an FFY 2023 CMAQ grant.

Buy Replacement Bus Parts **\$63,248**

These FFY 2021 formula funds will replace major bus components that have exceeded their useful life.

Shop Equipment – Bus Lift Replacement **\$250,000**

These funds will support a project that will replace in-ground, hydraulic bus lifts that are beyond their expected useful life. Funded by TARC's FFY 2023 Section 5339 formula allocation.

Infotech Systems **\$229,287**

These funds are eligible for prioritized large capital projects, but the individual grant amounts are suited to smaller administrative IT needs such as equipment replacement and software support. Funded by Section 5339 funds from FFY 2022, 2024, and 2025.

Security Improvements **\$500,000**

These funds will be used to improve our security infrastructure. Projects include upgrades to facility surveillance and access control systems as well as the bus camera system. Funded by TARC's FFY 2025 Section 5339 allocations.

Support Vehicles **179,309**

These funds will replace vehicles in TARC's Maintenance and Administrative fleets that are beyond their useful life. Funded primarily by TARC's FFY 2025 Section 5339 formula allocation.

Office Equipment **\$77,545**

These funds will be used to replace existing office equipment that has exceeded its useful life. Funded by FFY 2024 and 2025 Section 5339 formula allocation.

Facility Renovation Projects **\$2,849,090**

These funds will support capital improvements prioritized in the TAM investment prioritization process, including replacement of the Operations Building HVAC system. Additionally, smaller projects such as asphalt resurfacing and elevator upgrades are eligible uses for these funds. Funded by FFY 2022 and 2024 Section 5339 formula allocations.

Bus Line Inspection **\$11,394**

These funds will be used to acquire third-party inspection services to ensure that buses are manufactured according to our specifications.

Transit Enhancements **\$1,655,562**

These funds will be applied to the construction or renovation of sidewalks and boarding areas in support of the New TARC Network where they do not currently exist or where they require expansion or improvement to remove obstacles to users of mobility devices. Funded by Surface Transportation Block Grants (STBG) allocated to TARC by KIPDA.

Capital Projects that Use Discretionary Funds

Purchase Extended Range Battery Electric Buses - Partial **\$7,672,500**

These funds will be combined with multiple grants listed in the above section to procure seven (7) full battery-electric 40' buses. Funded by awards from FTA's Section 5339 Discretionary Program.

Purchase ADA Paratransit Vans **\$1,062,500**

These funds would provide for the purchase of up to eight (8) full-size modified paratransit vans. Funds are provided by a Community Project Funding earmark.

Architectural & Engineering Services **\$423,754**

These funds will be used for architectural and engineering services. Funded by two awards from FTA's Bus and Bus Facilities Discretionary Program, the larger of which will support construction of the Bus Brake Maintenance Addition.

Construct Bus Brake Addition **\$1,490,000**

These funds are assigned to construction of a Bus Brake Maintenance Addition to the 10th St. Bus Storage Facility. This amount is half of the funds available under our FFY 2025 award from the FTA's Bus and Bus Facilities Discretionary Program.

Bus Charging Infrastructure **\$6,484**

These are the remaining unobligated funds from the nearly complete bus charging infrastructure project. The funds are from FTA's Section 5339 Discretionary Program and will either be applied to minor project changes or reassigned to an existing bus order.

Workforce Development **291,056**

These funds will be applied to providing training to the TARC workforce on operation and maintenance of full-battery-electric vehicles. Funded by awards from FTA's FFY 2022 & 2024 Bus and Bus Facilities Discretionary Program.

Preliminary Engineering **\$2,806,000**

These funds will support two projects. The first is the Broadway All the Way planning project led by Louisville Metro Government and funded by a RAISE (Rebuilding American Infrastructure with Sustainability and Equity) grant. TARC is the designated recipient, and the full amount of the FFY 2022 award is \$6,250,000. TARC will contribute \$250,000 in local funds combined with two \$500,000 contributions from the Commonwealth and Louisville Metro. The second project is the Downtown Transit Center study to assess potential locations for a permanent pulse center for TARC's New TARC Network. KIPDA has provided Surface Transportation Block Grant funds to support the study.

Project Management**\$161,111**

TARC has partnered with CalStart, a non-profit organization dedicated to the electrification of the transportation sector of the economy, to manage our electric bus and charging infrastructure acquisition and implementation. Funded by TARC's FFY 2021 award from the Low or No Emission Vehicle Program.

Capital Eligible Expense Reimbursements**Projects That Use Formula Funds****Non-Fixed Route ADA Paratransit****\$4,177,467**

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 the funds that will be applied to our contract with MV Transportation for demand responsive (paratransit) service. Funded by TARC's FFY 2024 and FFY 2025 formula allocations as well as an FFY 2023 Surface Transportation Block Grant (STBG) allocated to TARC by KIPDA.

Capital Cost of Contracting – Fixed Route**\$47,853**

For many years this service has been operated through a third-party contract. Funded by TARC's FFY 2023 and 2024 formula allocation.

Capital Maintenance**\$5,351,829**

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 TARC's FFY 2022 & 2023 Section 5307 formula allocation.

ADA Paratransit Work Trips**\$734,420**

TARC provides trips to employment outside of our fixed route service area with help from the Federal program (Section 5310) that supports transportation for the senior citizens and those with disabilities where public transportation is insufficient. It is intended specifically to go beyond the minimum requirements of the Americans with Disabilities Act of 1990 (ADA). This funding requires a local match of 50%, which is provided for in our operating budget.

Maintenance**\$6,082,348**

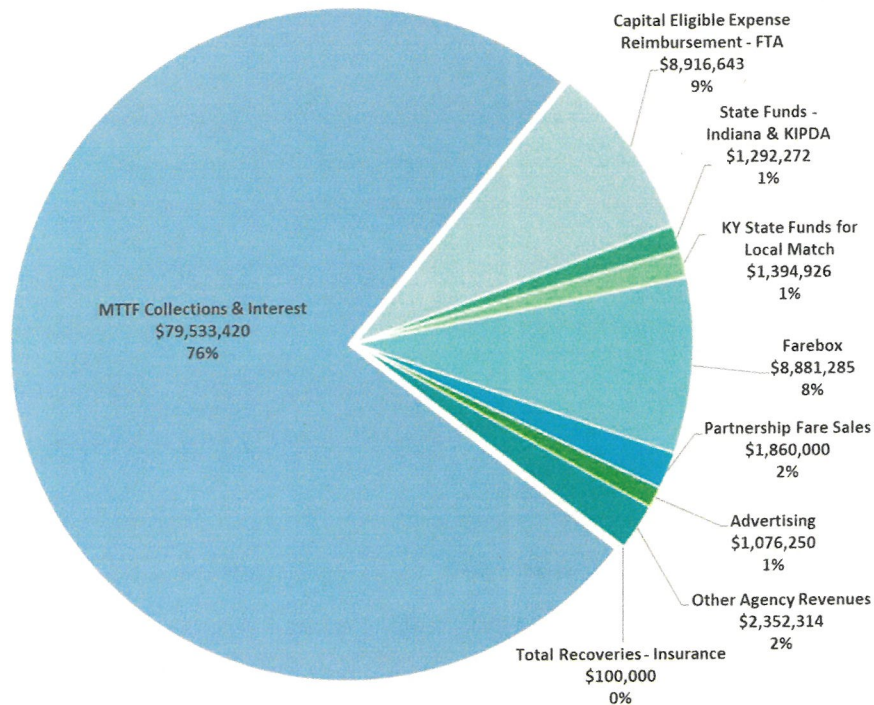
This is the amount of TARC's maintenance budget that we will capitalize. Federal statute allows transit agencies to use Federal capital assistance funds to pay for (capitalize) up to 80% of the cost of performing maintenance on buses. Funded by TARC's FFY 2022 & 2023 Section 5307 formula allocation.

ADA Paratransit Work Trips**\$415,440**

TARC provides trips to employment outside of our fixed route service area with help from the Federal program (Section 5310) that supports transportation for the senior citizens and those with disabilities where public transportation is insufficient. It is intended specifically to go beyond the minimum requirements of the Americans with Disabilities Act of 1990 (ADA). This funding requires a local match of 50%, which is provided for in our operating budget.

OPERATING BUDGET

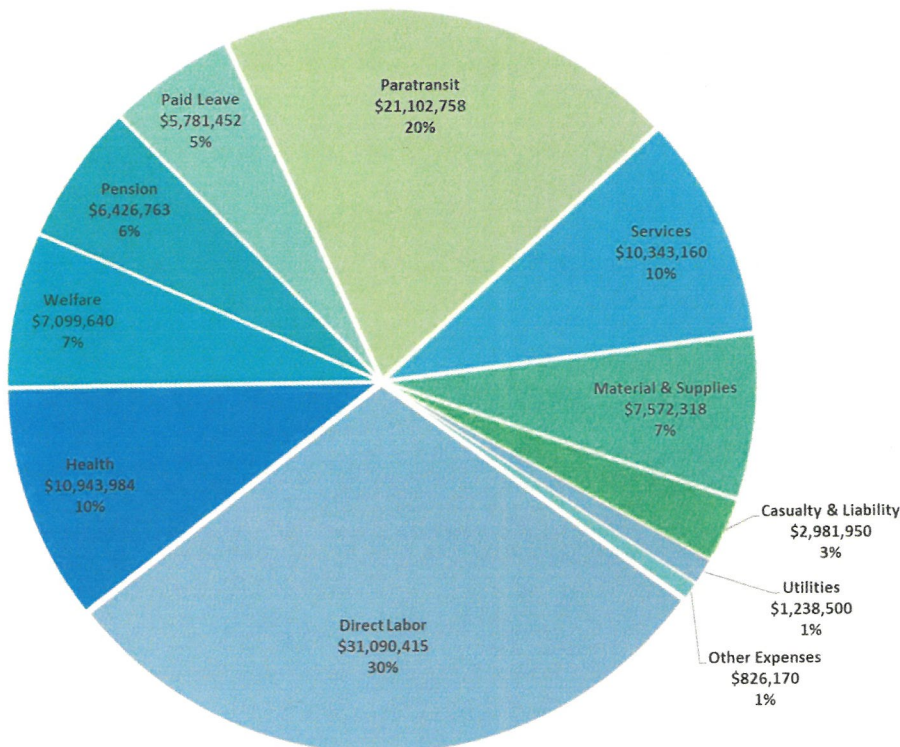
Fiscal Year 2027 Budgeted Revenues



MTTF COLLECTIONS & INTEREST	\$	79,533,420
CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT	\$	8,916,643
FAREBOX	\$	8,881,285
OTHER AGENCY REVENUES	\$	2,452,314
PARTNERSHIP FARE SALES	\$	1,860,000
STATE GOVERNMENT FUNDS	\$	2,687,190
ADVERTISING	\$	1,076,250
SUB-TOTAL	\$	105,407,111

LOCAL SHARE, CAPITAL	\$	5,084,320
TOTAL	\$	110,491,431

Fiscal Year 2027 Budgeted Expense by Category



DIRECT LABOR	\$	31,090,415
FRINGES	\$	30,251,830
PARATRANSIT	\$	21,102,758
SERVICES	\$	10,343,160
MATERIALS & SUPPLIES	\$	7,572,318
CASUALTY & LIABILITY	\$	2,981,950
UTILITIES	\$	1,238,500
OTHER EXPENSE	\$	826,170
SUB-TOTAL	\$	105,407,111

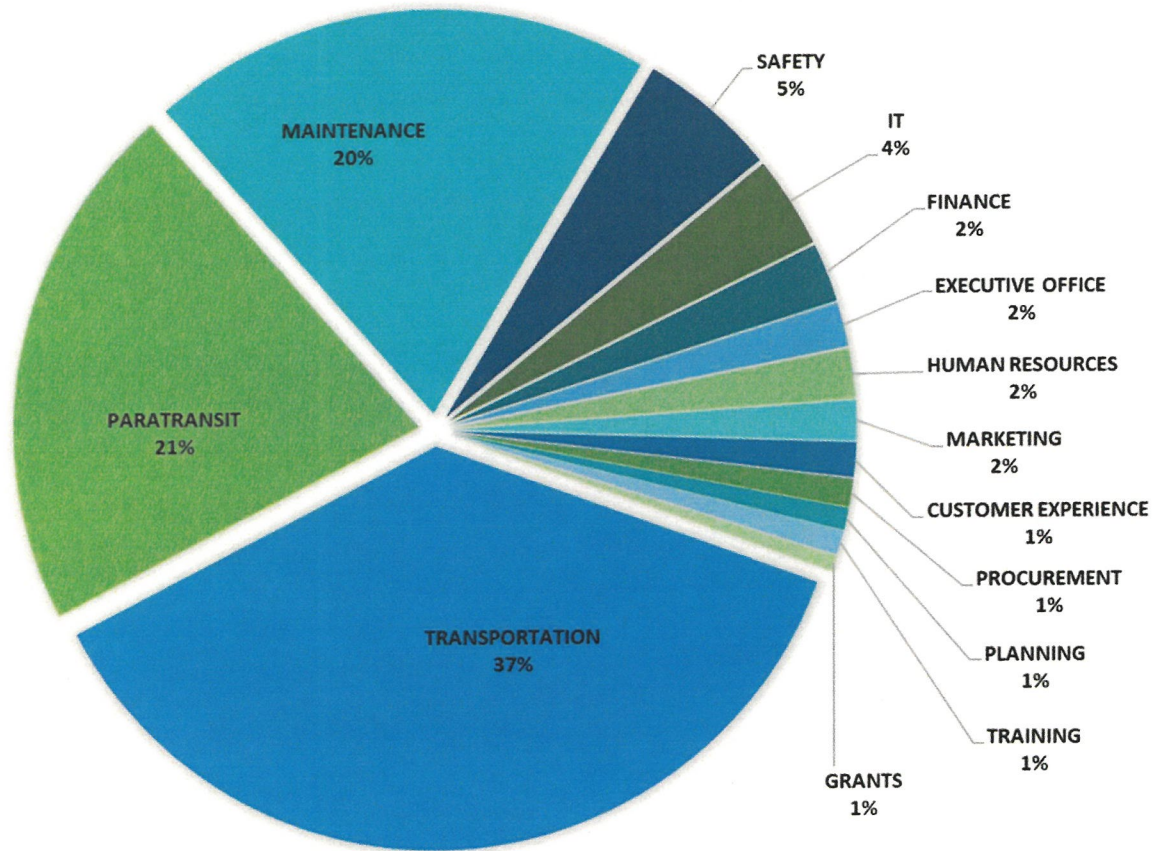
LOCAL SHARE, CAPITAL	\$	5,084,320
TOTAL	\$	110,491,431

FY 2027 BUDGET BY EXPENSE CATEGORY

	FY25 ACTUAL	FY26 BUDGET	FY26 ESTIMATE	FY27 BUDGET
BEGINNING MTTF BALANCE	\$70,181,827	\$70,181,827	\$79,758,519	\$85,802,204
OPERATING REVENUE				
FAREBOX	\$6,420,372	\$6,623,094	\$6,873,094	\$8,881,285
SPECIAL FARES	\$1,691,349	\$1,628,438	\$1,768,438	\$1,860,000
ADVERTISING	\$725,719	\$1,000,000	\$1,025,000	\$1,076,250
OTHER AGENCY REVENUES	\$5,417,137	\$5,237,300	\$1,950,000	\$2,352,314
TOTAL RECOVERIES - INSURANCE	\$116,037	\$100,000	\$150,000	\$100,000
MTTF COLLECTIONS	\$77,509,415	\$79,024,788	\$80,524,788	\$82,549,108
MTTF INTEREST	\$2,841,821	\$2,870,342	\$2,927,076	\$2,956,347
STATE GOVERNMENT FUNDS	\$1,949,761	\$1,292,272	\$1,292,272	\$1,292,272
MTTF PRINCIPAL	(\$9,576,692)	\$0	(\$6,043,685)	\$0
TOTAL REVENUES	\$87,094,919	\$97,776,234	\$90,466,983	\$101,067,576
OPERATING EXPENSES				
DIRECT LABOR	\$34,701,925	\$34,440,194	\$33,346,032	\$31,090,415
FRINGE BENEFITS:				
PAID LEAVE	\$5,807,012	\$6,395,951	\$5,861,692	\$5,781,452
HEALTH/WELFARE/PENSION	\$22,914,798	\$26,711,833	\$25,366,900	\$24,470,387
SERVICES	\$7,541,541	\$9,136,778	\$9,177,670	\$10,343,160
MATERIAL&SUPPLIES	\$8,127,360	\$8,008,642	\$8,091,360	\$7,572,318
UTILITIES	\$980,999	\$987,650	\$1,063,450	\$1,238,500
CASUALTY&LIABILITY	\$2,979,111	\$2,881,520	\$2,727,770	\$2,981,950
PARATRANSIT	\$17,700,802	\$23,128,672	\$18,511,811	\$21,102,758
OTHER EXPENSE	\$467,287	\$844,780	\$664,810	\$826,170
TOTAL OPERATING EXPENSE	\$101,220,835	\$112,536,020	\$104,811,495	\$105,407,110
CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT	(\$3,678,261)	(\$10,524,237)	(\$7,923,807)	(\$10,311,569)
ARP	(\$11,865,002)	(\$9,175,868)	(\$8,059,276)	\$0
SUBTOTAL	(\$15,543,263)	(\$19,700,105)	(\$15,983,083)	(\$10,311,569)
NET OPERATING EXPENSE	\$85,677,572	\$92,835,915	\$88,828,412	\$95,095,541
MTTF CAPITAL SHARE	\$1,417,347	\$4,940,319	\$1,638,571	\$5,972,035
TOTAL OPERATING/CAPITAL	\$87,094,919	\$97,776,234	\$90,466,983	\$101,067,576
ENDING MTTF BALANCE	\$79,758,519	\$70,181,827	\$85,802,204	\$85,802,204

OPERATING BUDGET

Fiscal Year 2027 Budgeted Expenses by Department



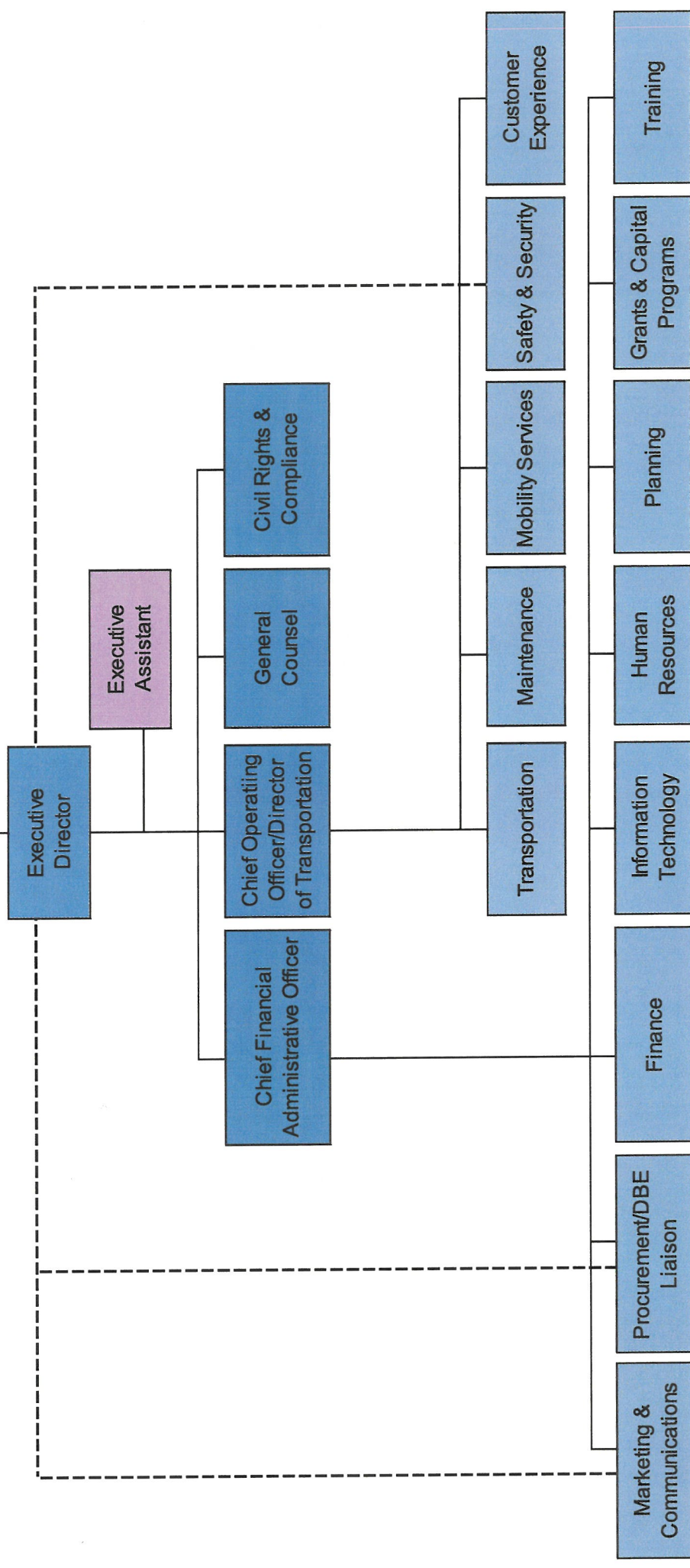
TRANSPORTATION	\$	38,823,098
PARATRANSIT	\$	22,303,077
MAINTENANCE	\$	21,106,284
SAFETY	\$	5,848,801
IT	\$	3,898,163
FINANCE	\$	2,486,453
HUMAN RESOURCES	\$	2,105,814
EXECUTIVE OFFICE	\$	1,868,192
MARKETING	\$	1,686,723
CUSTOMER EXPERIENCE	\$	1,465,088
PROCUREMENT	\$	1,184,060
TRAINING	\$	1,033,531
PLANNING	\$	941,431
GRANTS	\$	656,395
SUB-TOTAL	\$	105,407,110
LOCAL SHARE, CAPITAL	\$	5,084,320
TOTAL	\$	110,491,430

FY 2027 BUDGET BY EXPENSE DEPARTMENT

	FY25 ACTUAL	FY26 BUDGET	FY26 ESTIMATE	FY27 BUDGET
BEGINNING MTTF BALANCE	\$70,181,827	\$70,181,827	\$79,758,519	\$85,802,204
OPERATING REVENUE				
FAREBOX	\$6,420,372	\$6,623,094	\$6,873,094	\$8,881,285
SPECIAL	\$1,691,349	\$1,628,438	\$1,768,438	\$1,860,000
ADVERTISING	\$725,719	\$1,000,000	\$1,025,000	\$1,076,250
OTHER AGENCY REVENUES	\$5,417,137	\$5,237,300	\$1,950,000	\$2,352,314
TOTAL RECOVERIES -INSURANCE	\$116,037	\$100,000	\$150,000	\$100,000
MTTF COLLECTIONS	\$77,509,415	\$79,024,788	\$80,524,788	\$82,549,108
MTTF INTEREST	\$2,841,821	\$2,870,342	\$2,927,076	\$2,956,347
INDIANA/KIPDA/OTHER	\$1,949,761	\$1,292,272	\$1,292,272	\$1,292,272
MTTF PRINCIPAL	(\$9,576,692)	\$0	(\$6,043,685)	\$0
TOTAL REVENUES	\$87,094,919	\$97,776,234	\$90,466,983	\$101,067,576
OPERATING EXPENSES				
TRANSPORTATION	\$44,307,349	\$45,318,039	\$43,405,100	\$38,823,098
MAINTENANCE	\$19,127,239	\$20,066,042	\$21,003,080	\$21,106,284
PARATRANSIT	\$18,496,474	\$23,894,836	\$19,171,039	\$22,303,077
MARKETING	\$1,201,332	\$1,468,644	\$1,648,830	\$1,686,723
CUSTOMER EXPERIENCE	\$1,125,511	\$1,419,388	\$1,459,432	\$1,465,088
PLANNING	\$820,289	\$1,092,417	\$1,159,200	\$941,431
EXECUTIVE OFFICE	\$2,494,202	\$2,177,610	\$1,971,760	\$1,868,192
GRANTS	\$466,407	\$677,543	\$530,191	\$656,395
SAFETY	\$4,722,609	\$5,443,824	\$5,264,724	\$5,848,801
PROCUREMENT	\$1,107,669	\$1,233,674	\$1,267,792	\$1,184,060
IT	\$3,508,497	\$4,584,511	\$3,314,987	\$3,898,163
FINANCE	\$2,013,683	\$2,283,570	\$2,358,450	\$2,486,453
HUMAN RESOURCES	\$975,325	\$2,002,728	\$1,366,810	\$2,105,814
TRAINING	\$854,249	\$873,194	\$890,100	\$1,033,531
TOTAL OPERATING EXPENSE	\$101,220,835	\$112,536,020	\$104,811,495	\$105,407,110
CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT	(\$3,678,261)	(\$10,524,237)	(\$7,923,807)	(\$10,311,569)
ARP	-11865002	(\$9,175,868)	(\$8,059,276)	\$0
SUBTOTAL	(\$15,543,263)	(\$19,700,105)	(\$15,983,083)	(\$10,311,569)
NET OPERATING EXPENSE	\$85,677,572	\$92,835,915	\$88,828,412	\$95,095,541
MTTF CAPITAL SHARE	\$1,417,347	\$4,940,319	\$1,638,571	\$5,972,035
TOTAL OPERATING/CAPITAL	\$87,094,919	\$97,776,234	\$90,466,983	\$101,067,576
ENDING MTTF BALANCE	\$79,758,519	\$70,181,827	\$85,802,204	\$85,802,204

TRANSIT AUTHORITY OF RIVER CITY

BOARD OF DIRECTORS



Transportation

The Transportation Department is responsible for delivering all fixed route transit services. This includes operators, supervisors, radio room, and transit center management all with the focus of ensuring reliable public transit for the Greater Louisville region.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 21,398,748	\$ 20,300,000	\$ 17,886,498
Fringes	\$ 19,519,189	\$ 18,735,500	\$ 16,996,462
Personal Services Total	\$ 40,917,937	\$ 39,035,500	\$ 34,882,960
Materials & Supplies			
Office Supplies	\$ 12,000	\$ 10,000	\$ 12,000
Diesel Fuel	\$ 3,392,973	\$ 3,272,980	\$ 2,574,367
Diesel Exhaust Fluid	\$ 83,000	\$ 85,000	\$ 60,000
Lubricants for Buses	\$ 130,000	\$ 155,000	\$ 140,000
COVID Supplies	\$ 12,000	\$ 2,000	\$ -
Tax on Diesel Fuel	\$ 85,947	\$ 245,950	\$ 501,051
Tire Lease	\$ 625,272	\$ 535,280	\$ 486,000
Materials & Supplies Total	\$ 4,341,192	\$ 4,306,210	\$ 3,773,418
Utilities			
Propulsion Power	\$ 47,830	\$ 42,830	\$ 120,000
Utilities Total	\$ 47,830	\$ 42,830	\$ 120,000
Other Services			
Charging Station Rental	\$ 1,080	\$ 960	\$ -
Bus Roadeo	\$ 10,000	\$ 10,000	\$ 10,000
Downtown Transit Center Lease	\$ -	\$ 9,600	\$ 36,720
Other Services Total	\$ 11,080	\$ 20,560	\$ 46,720
Grand Total	\$ 45,318,039	\$ 43,405,100	\$ 38,823,098
Full-Time Equivalents	349	349	291

Maintenance

The Maintenance Department is responsible for the upkeep of the bus fleet, facilities, and related equipment, ensuring safe and reliable service. They also assist in the vehicle replacement and rehabilitation strategies.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 7,308,808	\$ 7,308,808	\$ 7,042,313
Fringes	\$ 7,328,944	\$ 7,416,782	\$ 7,695,871
Personal Services Total	\$ 14,637,752	\$ 14,725,590	\$ 14,738,184
Materials & Supplies			
Office Supplies	\$ 4,000	\$ 4,000	\$ 4,000
Gasoline - Service Vehicles	\$ 70,000	\$ 65,000	\$ 65,000
Revenue Vehicles Service	\$ 25,000	\$ 45,000	\$ 50,000
Revenue Vehicles Inspect & Maint	\$ 2,500,000	\$ 2,620,000	\$ 2,600,000
Service Vehicles	\$ 50,000	\$ 50,000	\$ 50,000.00
A/C Parts Inspect & Maint	\$ 20,000	\$ 15,000	\$ 15,000
Maint Buildings & Grounds	\$ 300,000	\$ 300,000	\$ 375,000
Equipment	\$ 60,000	\$ 60,000	\$ 60,000
Farebox/Camera	\$ 18,000	\$ 14,000	\$ 18,000
Materials & Supplies Total	\$ 3,047,000	\$ 3,173,000	\$ 3,237,000
Utilities			
Light & Heat	\$ 665,620	\$ 685,620	\$ 807,400
Water & Sewer	\$ 153,000	\$ 200,000	\$ 206,100
Utilites Total	\$ 818,620	\$ 885,620	\$ 1,013,500
Other Services			
Towing	\$ 40,000	\$ 35,000	\$ 35,000
Elevator	\$ 6,000	\$ 6,000	\$ 6,000
Radio Maintenance	\$ -	\$ 1,000	\$ -
Facility & Shelter Maintenance	\$ 1,133,270	\$ 1,769,070	\$ 1,610,000
Misc. Services	\$ 383,400	\$ 407,800	\$ 466,600.00
Other Services Total	\$ 1,562,670	\$ 2,218,870	\$ 2,117,600
Grand Total	\$ 20,066,042	\$ 21,003,080	\$ 21,106,284
Full-Time Equivalent	113	113	109

Paratransit/Customer Service

The Paratransit Department oversees paratransit services in adherence to all federally mandated ADA guidelines and requirements. This is a reservation and application-based service for all eligible paratransit riders within the TARC service area. The Customer Service Department focuses on improving rider satisfaction and answering ridership questions.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 1,092,091	\$ 1,071,600	\$ 1,120,629
Fringes	\$ 1,010,261	\$ 965,760	\$ 1,003,678
Personal Services Total	\$ 2,102,352	\$ 2,037,360	\$ 2,124,307
Materials & Supplies			
Office Supplies	\$ 11,200	\$ 9,500	\$ 11,000
Kiosk Supplies	\$ 5,000	\$ 5,000	\$ 3,600
Printer Supplies & Paper	\$ 1,600	\$ 1,600	\$ 1,500
Materials & Supplies Total	\$ 17,800	\$ 16,100	\$ 16,100
Services			
Language Line	\$ 5,400	\$ 5,200	\$ 5,000
TARC 3 Functional Assessments	\$ -	\$ -	\$ 400,000
Paratransit Consulting	\$ -	\$ -	\$ 120,000
Paratransit Auditing Services	\$ 60,000	\$ 60,000	\$ -
Other Services Total	\$ 65,400	\$ 65,200	\$ 525,000
Purchased Transportation			
Transportation	\$ 13,931,130	\$ 12,538,330	\$ 14,441,798
Subcontractors	\$ 8,460,102	\$ 5,642,660	\$ 6,099,281
Gas	\$ 696,948	\$ 326,550	\$ 588,468
Penalties & Incentives	\$ (66,000)	\$ (102,180)	\$ (126,000)
Purchased Transportation Total	\$ 23,022,180	\$ 18,405,360	\$ 21,003,547
Mobility on Demand			
Experimental Service	\$ 95,751	\$ 95,751	\$ 90,933
Fuel Cost	\$ 10,741	\$ 10,700	\$ 8,278
Mobility on Demand Total	\$ 106,492	\$ 106,451	\$ 99,211
Grand Total	\$ 25,319,624	\$ 20,630,471	\$ 23,768,165
Full-Time Equivalents	22	22	22

Marketing & Communications

The Marketing Department manages all strategic internal and external communications for the agency through the handling of media relations, public policy, rider education, and more. Additionally, the department oversees community outreach and engagement and event management to help maintain positive relationships with partners, key stakeholders, and the public.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 355,762	\$ 305,760	\$ 360,028
Fringes	\$ 299,052	\$ 276,740	\$ 323,695
Personal Services Total	\$ 654,814	\$ 582,500	\$ 683,723
Materials & Supplies			
Office Supplies	\$ 3,600	\$ 3,600	\$ 3,600
Direct Mail	\$ 1,000	\$ 500	\$ -
In-House Printing	\$ 2,500	\$ 500	\$ -
Community Outreach	\$ 100,000	\$ 130,000	\$ 100,000
Bus Rodeo	\$ 2,000	\$ 2,000	\$ 2,000
Materials & Supplies Total	\$ 109,100	\$ 136,600	\$ 105,600
Services			
Advertising Agency	\$ 265,000	\$ 215,000	\$ 264,000
Outside Services/Printing	\$ 224,730	\$ 374,730	\$ 283,400
Public Relations	\$ -	\$ 50,000	\$ 50,000
Customer & Community Survey	\$ -	\$ 75,000	\$ 80,000
Other Services Total	\$ 489,730	\$ 714,730	\$ 677,400
Other Services			
Advertising Promotional Media	\$ 215,000	\$ 215,000	\$ 220,000
Other Services Total	\$ 215,000	\$ 215,000	\$ 220,000
Grand Total	\$ 1,468,644	\$ 1,648,830	\$ 1,686,723
Full-Time Equivalents	6	6	5

Planning

The Planning Department is responsible for service planning and scheduling of TARC's fixed route services. They monitor and coordinate route structure and frequency in addition to coordinating with various public agencies on local bus stop amenities.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 302,488	\$ 357,490	\$ 429,930
Fringes	<u>\$ 377,299</u>	<u>\$ 383,830</u>	<u>\$ 319,241</u>
Personal Services Total	\$ 679,787	\$ 741,320	\$ 749,171
Materials & Supplies			
Office Supplies	<u>\$ 3,600</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>
Materials & Supplies Total	\$ 3,600	\$ 3,000	\$ 3,000
Services			
Bus Stop ADA Assessment	\$ 20,000	\$ -	\$ 50,000
LOJIC User Fee	\$ 37,030	\$ 37,030	\$ 37,030
Planning Software	\$ 75,000	\$ 75,000	\$ -
NTN Project Management	<u>\$ 250,000</u>	<u>\$ 275,850</u>	<u>\$ 75,230</u>
Services Total	\$ 382,030	\$ 387,880	\$ 162,260
Other Services			
KIPDA Route Monitoring	<u>\$ 27,000</u>	<u>\$ 27,000</u>	<u>\$ 27,000</u>
Other Services Total	\$ 27,000	\$ 27,000	\$ 27,000
Grand Total	\$ 1,092,417	\$ 1,159,200	\$ 941,431
Full-Time Equivalents	6	6	8

Executive

The Executive Director guides and directs all activities of the Agency with the help of the Chief Financial & Administration Officer, Chief Operations Officer, and Legal Council. The Department works collaboratively and closely with the Board of Directors to define and implement policy decisions and oversee day-to-day operations.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 791,840	\$ 801,840	\$ 820,566
Fringes	\$ 856,120	\$ 573,970	\$ 570,226
Personal Services Total	\$ 1,647,960	\$ 1,375,810	\$ 1,390,792
Materials & Supplies			
Office Supplies	\$ 6,000	\$ 4,200	\$ 4,200
Materials & Supplies Total	\$ 6,000	\$ 4,200	\$ 4,200
Services			
Legal Services-General Corporate	\$ 100,000	\$ 150,000	\$ 130,000
Postage	\$ 15,000	\$ 15,000	\$ 15,000
Consulting Services	\$ 215,850	\$ 267,500	\$ 170,000
Tip-Line	\$ 5,600	\$ 5,600	\$ 5,600
Services Total	\$ 336,450	\$ 438,100	\$ 320,600
Other Services			
Dues/Subscriptions	\$ 94,000	\$ 80,000	\$ 80,000
Travel & Meetings	\$ 92,000	\$ 50,000	\$ 61,400
Miscellaneous	\$ 1,200	\$ 23,650	\$ 11,200
Other Services Total	\$ 187,200	\$ 153,650	\$ 152,600
Grand Total	\$2,177,610	\$1,971,760	\$ 1,868,192
Full-Time Equivalents	6	6	8

Safety

The Safety Department is responsible for the overall safety of the public transit system. They manage accident investigations, creating safety procedures, training on emergency procedures and oversee the federally required Agency Safety Plan.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 313,564	\$ 313,564	\$ 305,426
Fringes	\$ 254,540	\$ 249,290	\$ 259,260
Personal Services Total	\$ 568,104	\$ 562,854	\$ 564,686
Materials & Supplies			
Office Supplies	\$ 5,000	\$ 4,000	\$ 4,000
Materials & Supplies Total	\$ 5,000	\$ 4,000	\$ 4,000
Services			
Legal Services-Claims Litigation	\$ 360,000	\$ 340,000	\$ 378,000
Depositions/Court Appearances	\$ 150,000	\$ 230,000	\$ 250,000
Building Security Services	\$ 500,000	\$ 490,000	\$ 731,000
Coach Security	\$ 823,800	\$ 813,500	\$ 815,365
Safety Supply Service	\$ 12,000	\$ 12,000	\$ 12,000
Security	\$ 116,000	\$ 69,400	\$ 105,000
Services Total	\$ 1,961,800	\$ 1,954,900	\$ 2,291,365
Casualty & Liability			
Premiums R/V Physical Damage	\$ 3,108	\$ 1,900	\$ 2,200
Premiums Bldg/Grnds Damage	\$ 510,912	\$ 375,100	\$ 431,360
Premiums PL/PD	\$ 863,180	\$ 648,370	\$ 745,630
Self-Insured PL/PD & Prov. For Uninsured PL/PD	\$ 1,500,000	\$ 1,700,000	\$ 1,800,000
Premiums - Other Insurance	\$ 4,320	\$ 2,400	\$ 2,760
Casualty & Liability Total	\$ 2,881,520	\$ 2,727,770	\$ 2,981,950
Other Services			
Safety Incentives	\$ 35,000	\$ 11,000	\$ -
Safety Gear	\$ 2,000	\$ 4,000	\$ 5,600
Keys	\$ 2,400	\$ 200	\$ 1,200
Other Services Total	\$ 39,400	\$ 15,200	\$ 6,800
Grand Total	\$ 5,455,824	\$ 5,264,724	\$ 5,848,801
Full-Time Equivalents	7	4	4

Procurement

The Procurement Department is responsible for the purchasing of all agency goods and services. The Department has oversight of all formal contract procurements that have been issues, are currently in force, or will expire soon.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 630,462	\$ 630,462	\$ 634,843
Fringes	<u>\$ 530,712</u>	<u>\$ 527,630</u>	<u>\$ 440,217</u>
Personal Services Total	\$ 1,161,174	\$ 1,158,092	\$ 1,075,060
Materials & Supplies			
Office Supplies	<u>\$ 12,500</u>	<u>\$ 12,700</u>	<u>\$ 15,000</u>
Materials & Supplies Total	\$ 12,500	\$ 12,700	\$ 15,000
Services			
Classified Ad's	\$ 4,000	\$ 9,000	\$ 9,000
Freight	\$ 6,000	\$ 10,000	\$ 10,000
Temp Services	<u>\$ 50,000</u>	<u>\$ 78,000</u>	<u>\$ 75,000</u>
Services Total	\$ 60,000	\$ 97,000	\$ 94,000
Grand Total	\$ 1,233,674	\$ 1,267,792	\$ 1,184,060
Full-Time Equivalent	11	11	11

Information Technology

Information Technology provides enterprise products, services and solutions in a secure and reliable environment for TARC. They monitor and manage tech incidents, enterprise technology platforms, Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) equipment, as well as vehicle communications and camera systems.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 591,347	\$ 591,347	\$ 606,767
Fringes	<u>\$ 514,524</u>	<u>\$ 506,520</u>	<u>\$ 538,076</u>
Personal Services Total	\$1,105,871	\$1,097,867	\$1,144,843
Materials & Supplies			
Office Supplies	\$ 6,000	\$ 6,000	\$ 6,000
Replacements Parts for PC's and Printers	\$ 12,000	\$ 38,000	\$ 26,400
Media for Backups & Supplies	<u>\$ 6,000</u>	<u>\$ -</u>	<u>\$ -</u>
Materials & Supplies Total	\$ 24,000	\$ 44,000	\$ 32,400
Services			
Hardware Maintenance Agreements	\$ 129,600	\$ 101,500	\$ 180,300
Software Maintenance Agreements	\$2,465,240	\$1,374,620	\$1,760,320
Miscellaneous Items	<u>\$ 738,600</u>	<u>\$ 562,000</u>	<u>\$ 675,300</u>
Services Total	\$3,333,440	\$2,038,120	\$2,615,920
Utilities			
Telephones	<u>\$ 121,200</u>	<u>\$ 135,000</u>	<u>\$ 105,000</u>
Utilities Total	\$ 121,200	\$ 135,000	\$ 105,000
Grand Total	\$4,584,511	\$3,314,987	\$3,898,163
Full-Time Equivalents	8	8	8

Finance

The Finance Department plans, allocates, reports and manages the agency's financial resources and ensures fiscal integrity. They are responsible for formulating the annual budget, overseeing the annual audit, and performing accounting, payroll, and grants management functions.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 620,429	\$ 620,500	\$ 634,770
Fringes	<u>\$ 506,371</u>	<u>\$ 497,280</u>	<u>\$ 522,058</u>
Personal Services Total	\$ 1,126,800	\$ 1,117,780	\$ 1,156,828
Materials & Supplies			
Office Supplies	\$ 6,000	\$ 5,100	\$ 5,000
Tickets/Fare Media	<u>\$ 420,000</u>	<u>\$ 370,000</u>	<u>\$ 360,000</u>
Materials & Supplies Total	\$ 426,000	\$ 375,100	\$ 365,000
Services			
Tax Credit Recovery	\$ -	\$ -	\$ 10,000
Payroll Processing	\$ 114,000	\$ 95,440	\$ 116,400
HR Module	\$ 90,000	\$ 91,200	\$ 109,975
Security - Cashier	\$ 225,000	\$ 245,460	\$ 249,000
Auditing	\$ 66,470	\$ 66,470	\$ 70,130
Credit Card & Transaction Fees	\$ 66,000	\$ 275,000	\$ 296,000
Bank Fees/Temp Services/Maintenance	<u>\$ 79,300</u>	<u>\$ 30,000</u>	<u>\$ 31,520</u>
Services Total	\$ 640,770	\$ 803,570	\$ 883,025
Other Services			
Commission Expense	<u>\$ 90,000</u>	<u>\$ 62,000</u>	<u>\$ 81,600</u>
Other Services Total	\$ 90,000	\$ 62,000	\$ 81,600
Grand Total	\$2,283,570	\$2,358,450	\$2,486,453
Full-Time Equivalents	10	10	10

Human Resources

The Human Resources Department works to recruit, hire, and on-board a dedicated and diverse team of individuals who support the organization's vision, mission, and goals. Their policies, programs, and regulatory compliance lay the groundwork for effectively guiding the workforce in the realm of labor relations, classification and compensation, benefits and well-being, and retirement.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 366,725	\$ 386,730	\$ 471,640
Fringes	<u>\$ 1,276,115</u>	<u>\$ 484,380</u>	<u>\$ 920,584</u>
Personal Services Total	\$ 1,642,840	\$ 871,110	\$ 1,392,224
Materials & Supplies			
Office Supplies	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>
Materials & Supplies Total	\$ 6,000	\$ 6,000	\$ 6,000
Services			
Exams, Records, Tests	\$ 144,000	\$ 114,000	\$ 114,000
Employee Assistance Program	\$ 16,692	\$ 16,700	\$ 16,700
Other Outside Services	\$ 56,196	\$ 50,000	\$ 71,690
Temp Services	<u>\$ 96,000</u>	<u>\$ 275,000</u>	<u>\$ 450,000</u>
Services Total	\$ 312,888	\$ 455,700	\$ 652,390
Other Services			
Fitness Center	\$ 15,800	\$ 6,000	\$ 21,200
Employee Appreciation	<u>\$ 25,200</u>	<u>\$ 28,000</u>	<u>\$ 34,000</u>
Other Services Total	\$ 41,000	\$ 34,000	\$ 55,200
Grand Total	\$2,002,728	\$1,366,810	\$2,105,814
Full-Time Equivalents	6	6	7

Training

The Training Department facilitates all training for incoming and current employees. They also facilitate training for new hires seeking commercial driver licenses (CDL).

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 297,089	\$ 387,090	\$ 410,473
Fringes	<u>\$ 332,005</u>	<u>\$ 355,610</u>	<u>\$ 376,808</u>
Personal Services Total	\$ 629,094	\$ 742,700	\$ 787,281
Materials & Supplies			
Office Supplies	\$ 3,000	\$ 3,000	\$ 3,000
Manuals	<u>\$ 7,000</u>	<u>\$ 7,000</u>	<u>\$ 7,000</u>
Materials & Supplies Total	\$ 10,000	\$ 10,000	\$ 10,000
Training			
Maintenance Training Lab	\$ -	\$ -	\$ 5,000
External Training Services	\$ 106,600	\$ 62,500	\$ 83,250
Professional Development	<u>\$ 127,500</u>	<u>\$ 74,900</u>	<u>\$ 148,000</u>
Training Total	\$ 234,100	\$ 137,400	\$ 236,250
Grand Total	\$ 873,194	\$ 890,100	\$1,033,531
Full-Time Equivalents	6	6	6

Grants

The Grants Department is responsible for much of the agency's long-range and strategic planning activities including the planning, design, and construction of TARC's capital projects. The Grants Team supports all competitive grant applications and administers the various federal grant programs, as well as facilitates the distribution of formula funding apportionments from the FTA.

	FY 2026 BUDGET	FY2026 ESTIMATE	FY 2027 BUDGET
Personal Services			
Direct Labor	\$ 370,841	\$ 270,841	\$ 366,532
Fringes	<u>\$ 302,652</u>	<u>\$ 255,300</u>	<u>\$ 285,663</u>
Personal Services Total	\$ 673,493	\$ 526,141	\$ 652,195
Materials & Supplies			
Office Supplies	<u>\$ 450</u>	<u>\$ 450</u>	<u>\$ 600</u>
Materials & Supplies Total	\$ 450	\$ 450	\$ 600
Services			
Consulting Services	<u>\$ 3,600</u>	<u>\$ 3,600</u>	<u>\$ 3,600</u>
Services Total	\$ 3,600	\$ 3,600	\$ 3,600
Grand Total	\$677,543	\$530,191	\$ 656,395
Full-Time Equivalents	6	6	5