



FY 2017 Budget



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Introduction



TARC FY 2017 Budget Introduction

Building on Improvements, focusing on funding and the future

In fiscal year 2017 – July 1, 2016 to June 30, 2017 – TARC will continue with grant-funded capital improvements including initial development of Louisville’s first Bus Rapid Transit (BRT) line as part of a project to transform the important Dixie Highway corridor. At the same time, with funding challenges limiting the ability to provide needed service, TARC is focusing efforts on increasing operating revenue.

The Dixie Highway Project, funded primarily with a federal grant to Louisville Metro, is among a number of upgrades underway. TARC is adding six more all-electric buses to the fleet and 25 clean-diesel replacement buses. New bus stop signs with route identification are being installed system-wide and shelters and benches are being upgraded as funding allows. Facility upgrades including at the Nia Center will improve passenger and bus access, and modernize the customer service area. Continued focus on safety, security and training and technological upgrades to improve communications will also contribute to a more positive experience for TARC passengers. TARC will continue to work on implementation of an all-electronic fare collection system while exploring other fare collection options including mobile ticketing.

While upgrading with capital funding, TARC continues to face significant operating revenue challenges preventing service enhancements to meet the current and growing demand for public transportation in Greater Louisville.

While FY17 promises to be a year of positive developments, limited operating revenue threatens TARC’s ability to maintain existing service let alone build a network that provides the service Louisville deserves and needs. TARC, in fact, cannot sustain existing service because of limited operating revenue.

TARC continues to focus on securing increased operating and capital funding at the local, state and federal levels. Success was achieved in FY16 relating to federal funding with the passage of the Fixing America’s Surface Transportation Act (FAST), the first long-term fully-funded federal transportation legislation in a decade.

Efforts also include building support for state legislation that is a first step in giving local communities the ability to temporarily increase sales taxes for projects including transit projects. Although projects funded through this legislation, known as LIFT, could not contribute to operating revenue, it could provide a relief for the operating budget while advancing public transportation service through a capital improvement project. Efforts at the state level also include building support for a dedicated source of funding for public transportation.

Operating funding is not keeping pace with expenses to cover the local share of federal grants and increasing costs for items such as paratransit, maintenance, health insurance and pensions. The budget is further strained because the amount of federal funding for the capital costs of operations relating to maintenance, tire leasing and contracting service, is also falling short of covering expenses.

TARC estimates total occupational tax revenue, the major source of operating funds, for fiscal year 2017 at \$53.7 million, a 4 percent increase compared to the \$51.7 million estimated for fiscal year 2016.

TARC remains focused on its mission to explore and implement transportation opportunities that enhance the social, economic and environmental well-being of the Greater Louisville community. More environmentally-friendly vehicles, additional service in response to needs of employers and social service agencies have been among initiatives in FY16 that highlight TARC's commitment to its mission. In FY16, TARC, for example, TARC added service, at times on short notice, to address seasonal employment spikes at major distribution centers.

For the third fiscal year in row, TARC did not raise fares but reduced service in a way to avoid as much negative impact as possible, choosing to decrease frequency slightly on major routes. Projected operating budget shortfalls could lead to service adjustments at a time when demand for TARC services throughout the five-county service area is increasing. With low gas prices, and following a national trend, ridership decreased by 2.3% in FY15, with 14,620,979 customers or 47,653 average weekday trips.

Bridges Project Funding

TARC continues to make a host of improvements with \$20 million in Ohio River Bridges Project funding for capital improvements and communications and public outreach programs. In FY16, TARC completed the maintenance building heating system replacement and facility improvement project, construction of new paint booths and added 12 new TARC3 paratransit vehicles to the fleet. An order was placed for 18 vans for the KIPDA Ticket-To-Ride program. TARC also made significant progress on replacement of downtown shelters, kiosks and benches to complement the all-electric ZeroBus downtown circulator service. An APP was developed showing in real-time the ZeroBus vehicles on the routes and arrival times for each stop. Progress was also made on the transit and customer service facility improvements at the Nia Center on Broadway at 29th Street, a major public transportation customer service and transfer point in the system.

Other initiatives:

Fleet upgrades - In early FY17, TARC will begin adding 25 new clean-diesel replacement buses as a result of an \$8.7 million grant from the FTA's Ladders of Opportunity Initiative. The new vehicles significantly reduce air pollutants and save on maintenance and fuel costs compared to the vehicles they replaced.

Safety and Security - TARC, beginning in spring 2016, will begin a fleet-wide upgrade of on-board cameras for buses. When completed, each bus will have five interior and three exterior cameras.

Training - Partnering with GannonConsult, a private firm that specializes in facilitation and training in the transportation industry and the National Transit Institute, TARC developed a unique and successful program to train operators in conflict resolution skills. Surveys of drivers showed this program was a success overall, giving drivers tools to help diffuse instead of escalate conflicts with passengers, especially over fare payment.

Electronic fare collection - TARC continues plans for upgrading the fare collection system including a new onboard all-electronic system allowing customers to pay fares using “tap and go” smartcards. Options are being pursued following the discovery of malfunctions in the testing phase of the planned system. In addition to improved customer convenience, the new system would provide improved revenue data for TARC, resulting in better route and service planning.

Dixie Highway and multi-modal transportation planning - TARC is taking a major role in the Transforming Dixie Highway Project, a \$28.9 million project including \$16.9 million from a U.S. Department of Transportation TIGER grant awarded in Oct., 2015 that will cover the new BRT line. TARC is also part of the city’s multi-modal planning initiative called MoveLouisville which could lead to significant proposals for building a transportation system for the future.

Bus stop, shelter and other passenger facilities improvements - Partnering with Louisville Metro Council, Metro Public Works, KIPDA and numerous incorporated cities, TARC continues to add new sidewalks, ramps and improved stops and shelters with new boarding areas and benches throughout the Metro area.

Focusing on Funding

Federal funding is important for TARC to maintain and improve services, and usually federal grants require only 20 percent in local/state matching funds. Without help in covering the local match, TARC is forced to find funds from within its limited operating budget, which negatively impacts service. At times, improvements with grant funding can be delayed pending availability of local matching funds.

To continue improvements in FY17, TARC will look for innovative, workable solutions and additional funding sources.

These efforts, including the initiative championed by Mayor Fischer for a local sales tax option, will help determine the future of TARC. Mayor Fischer; Louisville Metro Council; Greater Louisville, Inc., the Commonwealth of Kentucky, major corporate partners and others are needed to help achieve the important community goal of ensuring a viable, convenient, safe and responsive public transportation system for Greater Louisville.

TARC participated, in partnership with the American Public Transportation Association, in advocacy at the federal level aimed at passage of the FAST Act. TARC is engaged with partners and Congressional representatives to continue to advocate for increased levels for public transportation.

Partnerships

TARC’s partners make it possible to provide and improve service through new strategies and technologies. Throughout the budget document, references are made to many of these partners who help make projects and programs a reality.

Among the most important partnerships are with the University of Louisville, Humana, UPS and Louisville Metro which continue to be active supporters of TARC while positioning public transportation as an environmental initiative. TARC will continue to focus efforts on the expansion of these partnerships.

TARC recognizes the organizations listed below as key partners:

National

Federal Highway
Administration (FHWA)
Federal Transit
Administration (FTA)
American Public
Transportation Association
(APTA)
Community Transportation
Association of America
(CTAA)
United We Ride
AARP
Easter Seals Proj. ACTION

State

FHWA-KY
KIPDA
KYTC
INDOT
Kentuckians for Better Transportation
(KBT)
Kentucky Public
Transportation Association
(KPTA)
TANK
Lextran

Local Business

Downtown Development
Corp.
Frankfort Avenue Business
Association
Humana
Jefferson Community College
Jefferson County Public Schools
Jeffersontown
Louisville Central Area
Louisville Metro Government
Louisville Water Co.
Main Street Association
Metro United Way
Oldham County
St. James Court Art Show
United Parcel Service (UPS)
University of Louisville
First Transit
Yellow Cab of Louisville
Stoll Keenon Ogden
Fifth Third Bank
Bullitt County

**Community
Organizations**

Air Pollution Control
District
American Red Cross
Americana
Community Center
Center for Accessible
Living
Center for Women
and Families
Elder Service
KAIRE
Lincoln Foundation
Louisville Convention
and Visitors Bureau
Louisville Downtown
Management District
Louisville Free Public
Library
Louisville Science
Center
Louisville Urban
League
Louisville Zoo
Oldham County
Visions
YMCA-Safe Place
Kentucky
International
Convention Center
Catholic Charities
Kentucky Refugee Ministries



Mission Statement & Critical Success Factors



Mission Statement

TARC's mission is to explore and implement transportation opportunities that enhance the social, economic, and environmental well being of the Greater Louisville community.

Critical Success Factors

Adequate Financial Resources

Effective Team

Effective Visionary Leadership

Community Support

Focus on Customer Needs

Quality Services

Prudent Fiscal Management

Strategic Management

Focus on Safety



TARC Team Shared Values



TARC Team Shared Values

Teamwork

We work together to achieve our mission with a spirit of cooperation and unity. We value opportunities to come together as the TARC family to build a sense of community and direction.

Appreciation

We recognize the contributions of all team members. We value our customers and are committed to the community we serve.

Respect

We treat everyone, team members and customers, with dignity and respect. We value trust and fairness in our workplace.

Communication

We communicate honestly and respectfully with every member of the TARC team and the community we serve. We are open to new ideas and provide prompt follow-up and feedback.



2015 Accomplishments



Transit Authority of River City 2015 Accomplishments

Organization Accomplishments

Adequate Financial Resources

- TARC was awarded, in a competitive national grant process, \$3.3 million from the Federal Transit Administration Low or No Emission Vehicle Deployment program to purchase five new Proterra Catalyst all-electric buses, which will increase the total number of all-electric buses in the fleet to 15. The award includes additional funding for a rooftop solar array on the bus storage facility.
- TARC, with funding from the Ohio River Bridges Project (ORBP), completed the maintenance building heating system replacement and facility improvements project, construction of new state of the art paint booths (bus painting bays) at 29th Street, put 12 new Goshen paratransit vehicles into TARC3 service and placed an order for 18 vans for the KIPDA Ticket-To-Ride vanpool.
- TARC was granted \$603,000 in federal Congestion Mitigation and Air Quality (CMAQ) funds from INDOT for a new hybrid-electric bus equipped with a BAE HybriDrive propulsion system. The HybriDrive system will allow the bus to operate with the diesel engine off for short periods of time.
- TARC was awarded \$1.15 million in Indiana Department of Transportation Public Mass Transportation and Operating Grant Agreement funds. This funding provides part of the operating budget for TARC services in Southern Indiana.
- TARC received annual funding from KIPDA STP (State Transportation Program) Urban Priorities (SLO local funds) for access and bus stop improvements. TARC received \$350,000 for FY 2016 to invest in sidewalks, shelters and other passenger amenities along TARC routes.
- TARC received \$350,000 from KIPDA State Transportation Program (STP) Urban Priorities (SLO) local funds for access and bus stop improvements for FY16. Improvements include sidewalks, shelters and other passenger amenities along TARC routes.
- TARC was awarded \$78,685 from KIPDA Transportation Alternatives Program (TAP) competitive grant funding to implement three solar shelters on heavily used bus stops along routes 18, 19 and 21.
- TARC received financial support from Amazon in River Ridge Commerce Center and eBay Enterprise in Riverport to provide additional service to these employments centers and address an increase in seasonal employment between October 2015 and January 2016.
- TARC successfully implemented a national pilot program with Proterra to manage energy consumption patterns at its Market Street charging station to minimize premium demand-based energy rates for the ZeroBus all-electric fleet.
- TARC received \$533,852 in bus advertising revenue.

Effective Team

- TARC managed 22 federal grants and oversaw 18 subrecipients of FTA funds.
- TARC managed ten facility improvement and vehicle procurement projects.
- TARC hired 48 new TARC team members and processed 29 TARC team member retirements and more than 700 applications for employment.

- TARC implemented benefit and reporting requirements pursuant to the federal Affordable Care Act.
- TARC managed a total of 300 active contracts and/or agreements (220 Invitation for Bids, 27 Request for Proposals, 22 Service Agreements and 31 TARC Agreements).
- TARC completed and awarded the following contracts: three year contract for Public Relations and Marketing services to Tandem Public Relations and Marketing; a three year contract with a two year optional extension for Audit Services to Crowe Horwath LLP; HVAC system at the 29th Street Maintenance facility to Shelcon Construction; on-board bus cameras to Seon; KIPDA van contract to Carriage Ford; bus stop signs updates to Metro Fence Industries, Inc..
- TARC began converting older fleet vehicles to the new color scheme.
- TARC updated its discipline code.
- TARC training included: 367 Coach Operators on conflict resolution and a new farebox system; sexual harassment training for employees as needed; 14 TARC employees and three Bowling Green Transit employees on Thermo-King Intellig-Aire3 (air conditioning); 74 employees on Proterra all-electric ZeroBus vehicles; 96 employees on snow removal equipment; 12 employees on forklift training; 15 employees on Bendix air brakes training; six inspection employees on Cummings engine (front gear case cracks); five classes of new coach operators and started on-time performance training sessions.
- TARC provided retraining on American with Disabilities Act (ADA) provisions.
- TARC's Planning Department professional staff completed continuing training in scheduling, transportation planning, engineering and leadership
- TARC planned and executed a Veterans Day event for TARC team members who are veterans.
- TARC as designated recipient of federal MAP-21 Section 5310 Enhanced Mobility of Seniors and Persons with Disabilities funds for the Louisville urbanized area completed two (2) competitive selection processes to choose projects for the award of those funds.
- TARC communicated news and information to team members through *Talk About TARC* internal meetings, *TARC Team Update* monthly newsletters, Bright Sign displays, e-mail, and posters.
- TARC completed redesign of information displays in the transportation lounge. Upgrades include LED lighting, use of a television monitor, safety tips and decals for the tables and rearrangement of information displays on wall space.
- TARC developed and displayed new way-finder signage on the TARC campus that included the new TARC logo.
- TARC upgraded its computer system, virtual server infrastructure to VMWare version 6. VMWare is the underlying platform that all TARC servers run and the upgrade maintains software to the latest version to fix bug issues and maintain vendor support.
- TARC upgraded the virtual desktop infrastructure to handle advanced graphics and installed a new e-mail firewall.
- TARC virtualized the Trapeze database server. The move from physical hardware to a virtual server enhances the ability to provide failover, where if one piece of equipment fails another takes over automatically, and to better manage performance issues.
- TARC installed Digi routers on the fleet of buses for the farebox project and other needs.
- TARC managed a fleet wide ITS software and hardware revision check and update.
- TARC upgraded our ComVault backup software used to back up the data on TARC servers in order to maintain vendor support.

- TARC completed a Trapeze system map upgrade. The update increases routing accuracy as it includes new streets and changes that occurred between 2011 when the map was last upgraded and 2015.
- TARC installed new clocks in the Transportation Department, synchronized to the time on the TARC servers and network.
- TARC installed a monitor in the staff conference room to allow TARC and external vendors to display presentations and demos on a large screen during meetings.

Effective Visionary Leadership

- TARC successfully began operating nine, new all-electric, zero-emissions ZeroBus vehicles in downtown Louisville, replacing diesel-powered replica trolleys, demonstrating a technologically advanced and forward looking vision for public transportation.
- TARC partnered with Louisville Metro Government agencies on an award-winning federal grant application for a Transportation Investment Generating Economic Recovery (TIGER) Grant. The \$16.9 million in federal funding for the Dixie Hwy corridor improvements includes the first Bus Rapid Transit (BRT) line in the region.
- TARC, in partnership with KIPDA and Louisville Metro, participated in a grant application for technical assistance through Smart Growth America for Transit Oriented Developments (TOD). If awarded to Louisville, the technical assistance would help to develop policies and pilot plans for implementing transit oriented developments along the future BRT corridor on Dixie Highway.
- TARC worked with the American Public Transportation Association and others and closely monitored developments in Washington, Frankfort and Indianapolis to help ensure public transportation in Greater Louisville achieved as much adequate funding and effective legislation to address future needs as possible.
- TARC continued to contribute in the transportation planning process with Louisville Metro government agencies: Mayor's Office, Public Works, Planning and Design Services, Economic Development and Downtown Development Corporation as well as with business, civic and non-profit agencies.
- TARC continued to contribute in the KIPDA planning process, with a strong presence on committees and workgroups that influence funding and policy. TARC participated in regional transportation planning through the Transportation Technical Coordinating Committee and Transportation Policy Committee and provided support for the Connecting Kentuckiana Long-term Regional Transportation Plan.
- TARC, in cooperation with KIPDA, Metro and Louisville Downtown Partnership, worked on a Downtown Mobility Plan. The plan's goal is to evaluate and improve downtown traffic flow for transit, bikes and pedestrians including continued success of all-electric ZeroBus fleet in the Central Business District.
- TARC worked with Metro Develop Louisville agencies to complete the MOVE Louisville multimodal transportation plan and provided support for strategic multimodal transportation planning in the community.
- TARC provided leadership and knowledge regarding public transportation, mobility and affordable and sustainable travel options as a member of the Louisville Sustainability Council (LSC) and active participate in the Sustainable Transportation Action Team (STAT).

- TARC continued involvement in the Russell Choice Neighborhood community planning process with Metro agencies and community and neighborhood leaders on developing long-range plans for Russell area improvements.
- TARC acquired Remix Software to support the transportation planning function of TARC as an organization. The Remix tool is extremely helpful with route changes and cost estimates for current and long-range routes planning.

Community Support

- TARC continued partnerships with TARC Means Business partners Humana, the University of Louisville, UPS, and Metro Louisville for fare-free rides with the show of photo-identification. Total trips for these partners and the percent increase/decrease in trips from their prior contract year are reflected here:

Company	Total	%
Humana	513,434	5%
Metro	176,553	(.04%)
U of L	1,087,696	(14%)
UPS	71,446	20%

- TARC worked to address service needs for employers and employees in Greater Louisville.
 - Between October 2015 and January 2016 TARC provided additional service to River Ridge to address increase in seasonal employment, and in partnership with Amazon provided ridership benefits system-wide to Amazon employees.
 - TARC provided additional service to a major employment center on Route #19 in Riverport, to support an increase in employment between October and December 2015.
 - TARC provided additional trips on Routes #18, #93 and #99 to assist with seasonal employment and extended shifts during the second half of December.
- TARC successfully partnered for the first time with the Kentucky State Fair to provide reduced fair admission for passengers arriving by TARC and promoted the service through media relations and a printed advertisement that was also circulated on line.
- TARC continued to receive sponsorship funds from downtown business organizations to support frequent and fare-free ZeroBus service.
- TARC continued to work in partnership to support the Republic Bank First Friday Trolley Hop downtown, and the Frankfort Avenue Trolley Hop.
- TARC provided 11 Job Hunter buses to transport 509 citizens to community job fairs, and participated as an employer at all job fairs.
- TARC participated in 88 outreach events including: a Stand Up 4 Transportation press conference, ADA 25th Anniversary Celebration events, Pegasus Parade, Americana Festival, U of L Freshman orientation sessions, Kentucky State Fair, WorldFest, Mayor’s Hike, Bike and Paddle events, St. James Court Art Show, Bike to Work Day, White Cane Safety Day, Kids Wish Network Holiday of Hope Tour, group tours of Union Station, and public meetings about proposed service changes.
- TARC partnered with the Parking Authority of River City for park-and-ride service to the St. James Court Art Show, using the all-electric ZeroBus.

- TARC partnered for the seventh year with the MillerCoors drink responsibly program for complimentary rides for all TARC customers on Derby Eve.
- TARC provided transit information for parents at eight U of L Freshman orientations and for students at three U of L student events.
- TARC employees supported the Metro United Way and Fund for the Arts campaigns through personal donations.
- TARC held an annual Design-A-Bus art contest, with the theme *Metro Parks and Recreation and TARC – A Natural Connection*. Winners rode on the wrapped art bus in the Kentucky Derby Festival Pegasus Parade. Out of 152 entrants, 12 winners were chosen.
- TARC began planning and in partnership with Louisville Metro Public Works and Assets announced next year’s Design-A-Bus competition with a theme *Look Alive Louisville*, based on the commitment by both organizations to help promote pedestrian and vehicle safety.
- TARC celebrated the 25th Anniversary of the Americans with Disabilities Act (ADA), hosting two community events along with Louisville Metro and several partner agencies.
- TARC, with Louisville Metro and First Transit, co-sponsored the annual White Cane Safety Day event held on 4th Street Live. The event raises public awareness to enhance safety for individuals who are blind or have a visual disability and use a white cane or guide dog to travel throughout the community.
- TARC, in partnership with the Regional Mobility Council (RMC), promoted improved access to transportation resources with an emphasis on access for older adults, people with disabilities and low income individuals through outreach to regional transportation planning and advising groups.
- TARC managed event planning and partnered in the sponsorship and implementation of the Regional Mobility Council’s Annual Transportation Summit, March 2015. The event had the largest attendance in 10 years with 82 participants representing 37 different entities.
- TARC team members participated in *Making a Connection* with middle school students.
- TARC participated in the 2015 Gallopalooza, designing a “ZeroHorse” that was on display at the 2015 Kentucky State Fair and is now on display at TARC.
- TARC worked with other sponsors of the downtown and Frankfort Avenue monthly hops for stop locations, promotions, on-board materials and other promotional efforts.
- TARC completed a ZeroBus marketing campaign to encourage visitors and workers in downtown Louisville to ride fare-free on the downtown circulators. Volunteers from TARC, YMCA, Brown-Forman, Leadership Louisville, JCPS and Humana were recruited to participate in a ZeroBus photo shoot. Photos were displayed in print/web advertisements, social media, bus shelters (10) and billboards (2) throughout downtown Louisville.
- TARC produced two short promotional videos. One highlighted TARC’s participation in the Kentucky State Fair and the reduced fair admission promotional offer. The second video promoted TARC’s shuttle service and the PARC & TARC offer for the St. James Court Art Show.

Focus on Customer Needs

- TARC worked with the Louisville Metro Economic Development Department to address service requests for two major employers and improve access to jobs in the Ormsby

Station Rd. and Hurstbourne Parkway area. As a result, TARC developed plans for Route #15 adjustments with service changes to be implemented January 2016.

- TARC developed plans for TARC bus stop signs to be redesigned and replaced throughout the TARC service area. TARC will replace more than 4,500 bus stop signs and install new bus routes identification signs at every stop. Sign elements include the new TARC logo, larger font and reflective material to enhance visibility. More than \$650,000 will be invested in this project that will significantly improve customers' experience and support TARC ridership.
- TARC developed design and implementation plans for bus stops, shelters, informational signs, and passenger amenities improvements along ZeroBus routes downtown.
- TARC began work on a ZeroBus map app to show in real-time where buses are located along the routes, arrival times at stops, and destinations on the routes.
- TARC progressed to final design and engineering plans for NIA Transit Center renovations at Broadway and 29th Street that will improve pedestrian and bus access and revitalize the indoor TARC customer service area.
- TARC completed improvements along major transit corridors: Preston Highway, Bardstown Rd., Dixie Highway, Taylorsville Rd. and in the Riverport Industrial Park.
- TARC constructed 0.5 mile of new sidewalks and improved 91 bus stops with shelters, benches and boarding areas. TARC installed 12 new Americans with Disabilities Act (ADA) accessible ramps, 17 new shelters and 74 benches. The estimated expenditure for these projects was over \$400,000.
- TARC assisted customers by responding to 250,000 TARC3 customer calls for paratransit reservations and assistance and 216,000 calls for information relating to local or express route customers.
- TARC processed 2,269 new TARC3 applications, an increase of 7% over 2014. In addition, the Eligibility office reviewed 645 eligibility recertification applications.
- TARC had nearly 722,000 TARC3 trip reservations.
- TARC continued to notify riders of delays and detours through TARC's Twitter feed, Facebook and texting, offering brief explanations of what buses are delayed and/or detoured and why.
- TARC's website attracted 531,563 visitors in 2015, an 8.5 percent increase compared to the 489,780 visitors in 2014. Pageviews (the number of times a page on the site was opened) increased 12 percent, from 7.8 million in 2014 to 8.7 million in 2015. Seventy percent - 372,526 visits - to the website in 2015 were from a mobile device, a 20 percent growth in mobile site access compared to 2014. Top web pages visited were maps, schedules and the mobile real-time trip planner.
- TARC social media engagement and number of followers continued to grow. TARC's Facebook page had 3,063 fans at the end of 2015, up from 2,830 fans a year earlier. TARC has 3,243 Twitter followers, up from 2,620 a year earlier.
- TARC provided seven group travel training sessions, reaching 96 individuals. Three of the training sessions were provided in partnership with KIPDA Area Agency on Aging and included a monthly pass program for participants.
- TARC produced and circulated *TARC3 Voices*, a quarterly newsletter geared for paratransit customers and *TARC Team Update*, a monthly internal newsletter for team members.
- TARC and Metro United Way provided 41 BLOCS Summer Youth programs with 1500 Summer Youth Passes. At each site, representatives from TARC presented a short

program on bus safety and riding tips to the youth. Office of Youth Development staff followed the TARC presentation with questions regarding how often youth ride TARC and whether or not they feel safe while riding.

- TARC maintained the traditional Summer Youth Pass program including publicizing and coordinating pass sales.
- TARC, in partnership with Tandem and Northern Kentucky University Department of Informatics began development of a ZeroBus mobile app. As envisioned, visitors, workers and residents downtown would use the app to access route maps, destinations along the way, real-time bus locations and arrival times at each stop.

Quality Services

- TARC maintained overall stability of service, reducing service in some cases and increasing in others, resulting in stable ridership and minimal negative impact on customers.
- TARC completed the Route Monitoring Report for FY'14 and FY'15 to be submitted to KIPDA. The report includes detailed profile, level of service and ridership for all routes in the TARC system. The report will provide data and support for short and long-range planning, studies and projects at the local and regional level.
- TARC's Zero Emission Buses Project was selected as a finalist for the Kentucky-Indiana Transportation Excellence (KITE) Award 2015 from KIPDA.
- TARC successfully managed bus and traffic conditions associated with the Bridges project.
- TARC improved on-time performance – how often buses arrive on schedule - by 2 %.
- TARC successfully managed service for large public events including Thunder Over Louisville, and the St. James Court Art Fair.
- TARC provided nearly 498,000 ADA customer trips on TARC3, almost an 8% increase over 2014. Additional passengers transported on TARC3 included companions, personal care attendants, children and service animals for a total of 554,300 total passengers.
- TARC took proactive actions to minimize impact of the bridge construction process on TARC3, local and express route service.
- TARC reduced customer complaints by 7.9%. The number of complaints received dropped from 2,661 in 2014 to 2,451 in 2015.

Prudent Fiscal Management

- TARC managed a health care Opt-Out program with 44 participants for a total premium savings to TARC in 2015 plan year of \$435,295.
- TARC completed review of suitable HVAC system options to meet the Union Station building's needs and capacity. The HVAC project is associated with TARC's award of funds from the FTA's Transit Investments in Greenhouse Gas and Energy Reduction (TIGGER) program. TARC has already seen substantial reductions in energy costs as a result of preparatory building weatherization projects.
- TARC maintained cash flow without using a line of credit.
- TARC had a new audit firm this year for the operational audit and there were no major findings. The Pension plan audit was completed by the previous audit firm with no major findings.
- TARC National Transit Database (NTD) reporting resulted in no critical issues.
- TARC processed more than 5,120 payables checks and more than 32,780 payroll checks.

Strategic Management

- TARC participated in community-wide long-range planning efforts and considered mid and long-range routes and service improvements.
- TARC developed and updated a Route Monitoring Report (RMR) for the past four fiscal years that serves as a basis for service evaluations and continuous efficiency improvements. Service monitoring and evaluation will support the Long Range Plan Update and developing strategies for the entire system's growth and development.
- TARC cross-trained finance department employees.
- TARC updated and developed a new Disadvantaged Business Enterprise (DBE) Program.
- TARC successfully established and met a three year DBE Goal of 8% for 2015 with the FTA.
- TARC updated and developed new Procurement Regulations/Procurement Manual and distributed to key internal TARC staff.
- TARC maintained a consistent storeroom supply rate of 98 percent.
- TARC completed an acceptable spot check annual inventory count verified by an independent auditing agency.
- TARC had Payroll, Customer Service and Human Resource departments speak to all incoming transportation members to answer any question and inform them on TARC procedures and policies.
- TARC managed close to an 8% growth in TARC3 passenger trips with zero capacity constraints (trip denials).
- TARC expanded the TARC3 fleet from 95 to 101 vehicles to assist with trip growth.
- TARC improved collection of TARC3 customer fares, reducing delinquent fares by over 30%.
- TARC controlled the cost per TARC3 customer trip. Costs increased only 22 cents per trip, rising from \$27.86 in FY14 to \$28.08 in FY15.
- TARC implemented a Wellness Committee and held a health fair for team members.

Focus on Safety

- TARC completed a procurement process for a new on-board camera system for buses. The fleet-wide upgrade will begin in spring 2016. Upon completion, each bus will have five interior cameras and three exterior cameras.
- TARC developed construction designs for internal and external improvements to its NIA Center facility to improve pedestrian, customer, and staff safety.
- TARC continued working with Louisville Metro Police Department, area law enforcement and the Metro Arson Bureau to assist in the identification and apprehension of individuals involved in criminal activity, and to provide transportation for individuals to help ensure community safety.
- TARC continued to enhance security, with a full-time transit security specialist and fifteen part-time security officers comprised of Louisville Metro police officers and Jefferson County Correction officers who are armed, uniformed and with arrest powers. Their job function is to respond to on-bus disturbances and to ride buses in an effort to pro-actively prevent any issues that may occur. All officers have radios so that they can communicate with TARC Radio Dispatch, coach operators and Louisville Metro Safe.
- TARC assigned supervisors to check on wheel nut torque procedures on buses in service to prevent loose wheels on the street.

TARC Team Member Accomplishments

- TARC Executive Director J. Barry Barker served as chair of the American Public Transportation Association Legislative Committee and vice chair of the APTA Sustainability Committee.
- TARC Director of Planning, Aida Copic, served as the Vice Chair of the Transportation Technical Coordination Committee of Kentuckiana Planning and Development Agency (KIPDA).
- TARC Director of Planning, Aida Copic, served as a co-chair of the Louisville Sustainability Council (LSC), Sustainable Transportation Action Team (STAT).
- TARC Marketing Director Kay Stewart was appointed to the Brightside Board of Directors.
- TARC Purchasing Department team members attended FTA training courses through the National Transit Institute (NTI).
- TARC Mobility Manager, Nancy Snow, served as a member of the national Partnership for Mobility Management Advisory Committee.



Glossary of Terms



GLOSSARY OF TERMS

ADA	AMERICANS WITH DISABILITIES ACT
ADP	AUTOMATIC DATA PROCESSING
APTA	AMERICAN PUBLIC TRANSIT ASSOCIATION
CERS	COUNTY EMPLOYEE RETIREMENT SYSTEM
CMAQ	CONGESTION MITIGATION AND AIR QUALITY
DBE	DISADVANTAGED BUSINESS ENTERPRISE
DEF	DIESEL EXHAUST FLUID
DOT	DEPARTMENT OF TRANSPORTATION
EEO	EQUAL EMPLOYMENT OPPORTUNITY
ELLIPSE	VENTYX (FORMERLY MINCOM) ENTERPRISE ASSET MGMT SYSTEM
EMA	EMERGENCY MANAGEMENT AGENCY
EPA	ENVIRONMENTAL PROTECTION AGENCY
FTA	FEDERAL TRANSIT ADMINISTRATION
GPS	GLOBAL POSITIONING SYSTEM
INDOT	INDIANA DEPARTMENT OF TRANSPORTATION
IVR	INTERACTIVE VOICE RESPONSE
JARC	JOB ACCESS AND REVERSE COMMUTE
KIPDA	KENTUCKIANA REGIONAL PLANNING AND DEVELOPMENT AGENCY
NIA	KWANZA TERM MEANING PURPOSE
NTD	NATIONAL TRANSIT DATABASE
MPO	METROPOLITAN PLANNING ORGANIZATION
ORBP	OHIO RIVER BRIDGES PROJECT
OTP	ON TIME PERFORMANCE
SLO	SURFACE TRANSPORTATION PROGRAM-URBAN FUNDING PRIORITIES
STP	SURFACE TRANSPORTATION PROGRAM OF THE FEDERAL HIGHWAY ADMINISTRATION
TIP	TRANSPORTATION IMPROVEMENT PROGRAM
TITLE VI	TITLE VI OF THE CIVIL RIGHTS ACT OF 1964
TMCC	TRAVEL MANAGEMENT COORDINATION CENTER
TSI	TRANSIT SAFETY INSTITUTE



Capital Budget



FY 2017 CAPITAL BUDGET

	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Local Funds						
20 MV1 Paratransit Vehicles (Municipal Lease 5/3)	153,574	0	153,574	0	0	0
Sub-total	153,574	0	153,574	0	0	0
Projects That Use Formula Funds						
Paratransit Buses	348,442	278,754	69,688	0	0	0
Hybrid Replacement Batteries	159,164	127,331	31,833	0	0	0
A & E Services	75,000	60,000	15,000	0	0	0
MIS Hardware/Software	275,000	220,000	55,000	0	0	0
Security Enhancements	369,668	295,734	73,934	0	0	0
Support Vehicles	80,000	64,000	16,000	0	0	0
Office Furniture & Equipment	127,324	101,859	25,465	0	0	0
Facility Rehabilitation	2,015,989	1,635,989	380,000	0	0	78,545
Transit Enhancements (Sidewalks, Signs & Shelters)	142,012	113,610	0	0	28,402	0
Operations Planning Study	100,000	80,000	20,000	0	0	0
Sub-total	3,692,599	2,977,277	686,920	0	28,402	78,545
Projects That Use Discretionary Funds						
Bus Procurement– 25 Clean Diesels	10,875,000	8,700,000	2,175,000	0	0	0
Bus Procurement– One Hybrid	671,167	600,000	71,167	0	0	0
Bridges Project – Ellipse Upgrade & Info Kiosks	1,574,601	1,574,601	0	0	0	0
Bridges Project – Facility Rehabilitation	566,500	566,500	0	0	0	0
Bridges Project – Park & Ride lots	1,399,735	1,399,735	0	0	0	0
Bridges Project – Stops, Shelters, etc.	815,054	815,054	0	0	0	0
Bridges Project – Public Relations	619,131	619,131	0	0	0	0
Bridges Project – A&E Services	38,312	38,312	0	0	0	0
Electric Bus Project	1,000,000	870,000	130,000	0	0	0
Fare Collection Equipment	1,875,000	1,500,000	375,000	0	0	0
Runcutting Software	250,000	200,000	50,000	0	0	0
USTA HVAC Renovation	1,228,360	1,105,524	122,836	0	0	0
Transit Enhancements	156,927	156,927	0	0	0	50,000
Sub-total	21,069,787	18,145,784	2,924,003	0	0	50,000
SUB-TOTAL - All Capital Projects	24,915,960	21,123,061	3,764,497	0	28,402	128,545
Federal, State & Local Match Contributions to Operations Budget (Cost Shifting)						
	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Formula Funds						
Cap Maintenance (Tire Lease)	670,000	536,000	134,000	0	0	0
Capital Cost of Contracting (PT)	5,676,410	4,541,128	1,135,282	0	0	0
Capital Maintenance	12,989,412	10,391,530	2,147,882	450,000	0	0
Sub-total	19,335,822	15,468,658	3,417,164	450,000	0	0
SUB-TOTAL - All Contributions to Operations	19,335,822	15,468,658	3,417,164	450,000	0	0
TOTAL	44,251,782	36,591,719	7,181,661	450,000	28,402	128,545

Capital Projects That Use Local Funds

Paratransit Vehicles **\$153,574**

TARC purchased 20 MV-1 vehicles in October 2012 with funding arranged by Fifth/Third Bank. We received a very favorable interest rate of approximately 1.75% from our Bank. The amount indicated here represents 12 months of payments on these 20 vehicles. There will be a total of 60 payments. The final payment will occur during FY 2017.

Capital Projects That Use Formula Funds

Paratransit Bus Procurement **\$348,442**

TARC will obligate a portion of the funds it receives from the new 5339 formula capital bus and bus facility program for the purchase of new paratransit vehicles. TARC will match \$278,754 in Federal funds with \$69,688 in local funds for this purchase.

Hybrid Replacement Batteries **\$159,164**

We have set aside this amount to replace energy storage units (batteries) on four of our oldest hybrid buses. We anticipated that these batteries would need to be replaced after seven years in service. However, one of our first five hybrid buses, which were placed in service in October of 2004, is still using its original batteries. We have had to replace batteries on newer hybrid buses, as well.

Architectural & Engineering Services **\$75,000**

This amount will support construction administration services associated with renovation projects at Union Station, including full replacement of the HVAC system. A small portion may be used for environmental engineering services associated with the preparation of permits and plans necessary to maintain compliance with Federal, State and local regulations.

MIS Hardware/Software **\$275,000**

This amount is for the purchase of new software, upgrades as needed for various existing computer software systems, as well as for additional and replacement computer hardware as needed.

Security Enhancements **\$369,668**

TARC will use these funds to purchase new mobile surveillance (bus camera) systems and replacement equipment.

Support Vehicles **\$80,000**

TARC will use these funds to purchase one replacement maintenance truck and up to three supervisory vehicles.

Office Furniture & Equipment **\$127,324**

TARC will use these funds to replace aging office equipment and furniture as it renovates facilities.

Facility Rehabilitation **\$2,015,989**

TARC will use these funds toward the replacement of Union Station’s heating, ventilating and air conditioning (HVAC) system.

Transit Enhancements **\$142,012**

TARC will leverage most of this amount 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. These funds are from several of our annual formula awards. A portion will be provided by Council Districts where the improvements are located.

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

TARC will use these funds to begin operations planning studies. A new operations plan will guide our service and route planning as we head further into the 21st Century.

Capital Projects That Use Discretionary Funds

Ladders of Opportunity Bus Procurement **\$10,875,000**

TARC will take delivery of twenty-five (25) new buses manufactured by the Gillig Corporation this year. Funding is provided by an award of \$8,700,000 from the FTA’s Ladders of Opportunity program. TARC is providing the \$2,175,000 local match from its Mass Transit Trust Fund (MTTF).

Hybrid Bus Procurement **\$671,167**

TARC received an award of \$600,000 from the Indiana Department of Transportation’s CMAQ program for the purchase of one hybrid bus. TARC is using the funds to purchase a new type of hybrid bus, which unlike our 32 existing hybrid buses is capable of operating without the diesel engine for short periods of time. The local match is \$71,167.

ORBP – Ellipse Upgrade **\$1,574,601**

Funds will be used to bring TARC’s asset management software up to date. Necessary hardware additions or replacements are also included. This software, called Ellipse, has not had a significant upgrade since 2004. No local match is required.

ORBP – Facility Rehabilitation **\$566,500**

TARC has dedicated a total of \$3,567,000 in ORBP funds to the rehabilitation its facilities in order to improve our energy efficiency. This amount will be used during FY 2017 to support the replacement of the HVAC system in Union Station. As with all the ORBP funding, no local match is required.

ORBP – Park & Ride lots, Customer Information **\$1,399,735**

This amount of ORBP funding will be used to renovate TARC’s passenger amenities and customer information center at the NIA Center. No local match is required.

ORBP – Bus Stops and Shelters **\$815,054**

This amount of ORBP funding will be used to renovate TARC’s passenger amenities and customer information at all its Zero Bus stops in downtown Louisville. No local match is required.

ORBP – Public Relations **\$619,131**

This funding will be used to raise public awareness about the services we will offer associated with the Bridges project. No local match is required.

ORBP – A & E Services **\$38,312**

These funds will provide a portion of the architectural and engineering services required for the NIA Center improvement projects that are also funded by the ORBP. No local match is required.

Electric Bus Facility Projects **\$1,000,000**

This is the amount remaining in last year’s award from FTA’s Low or No Emission Vehicle Deployment Program (LoNo) following the purchase of 5 electric buses. The funds will be used on two projects: the construction of a bus roof top access skywalk in the bus storage facility at Union Station, and the installation of solar power infrastructure on the top of that facility.

Fare Collection System Replacement **\$1,875,000**

TARC received two awards totaling over \$4 million in Federal funds to replace its antiquated fare boxes with an electronic fare collection system. This is the amount of the second award, which has not yet been utilized. The local match for the \$1,500,000 in FTA funds is \$375,000.

Runcutting Software **\$250,000**

TARC will acquire an enhancement to its fixed route scheduling software. The goal of the enhancement is to provide much better efficiency in the way we piece together work for our operators. While remaining strictly within the rules governed by our contract, we expect the increased efficiency will reduce operating costs significantly.

Union Station HVAC Renovations **\$1,228,360**

This is the amount remaining in TARC’s award from the FTA’s Transit Investments in Greenhouse Gas and Energy Reduction (TIGGER) program to restore the windows and replace the aging HVAC system in historic Union Station. The balance of \$1,247,200 is obligated for the HVAC project. TIGGER funds require a 10% match, or \$124,720, from local (MTTF) funds. TARC expects the HVAC project to begin in mid-2016, and it will take roughly eight months to complete.

Transit Enhancements **\$156,927**

These discretionary funds are from the FHWA’s Surface Transportation program. Just as with our formula and New Freedom program funds mentioned above, they will be used to remove barriers to TARC fixed route service. The local match for these funds is in the form of transportation development credits, formerly called Toll Revenue Credits, from the Kentucky Transportation Cabinet.

Contributions to Capital Projects Planned With Prospective Funds

Contributions to Operations That Use Formula Funds

Capital Maintenance - Tire Lease **\$670,000**

TARC will allocate this amount in formula funding to defray the cost of leasing bus tires. Federal statute allows transit agencies to use Federal capital assistance funds to pay for (capitalize) up to 80% of the cost of leasing tires.

Capital Cost of 3rd Party Contracting (Purchased Transportation) **\$5,676,410**

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 is true for contracted fixed route service, such as our Bluegrass Industrial Park service, as well as for demand responsive (paratransit) service. TARC will apply these funds to contracted paratransit service.

Capital Maintenance **\$12,989,412**

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.



Operating Budget FY 2017

by Object Class
by Department



BUDGET BY OBJECT CLASS	FY15 ACTUAL	FY16 BUDGET	FY16 ESTIMATE	FY17 BUDGET
BEGINNING MTTF BALANCE	\$14,251,609	\$9,744,054	\$10,636,295	\$10,542,263
BEGINNING FEDERAL FORMULA BAL	\$2,502,751	\$1,588,386	\$877,244	\$4,458,437
OPERATING REVENUE				
FAREBOX	\$11,033,064	\$11,581,559	\$11,143,395	\$11,143,780
SPECIAL	\$1,541,195	\$1,455,800	\$1,555,800	\$1,541,530
ADVERTISING	\$577,995	\$515,419	\$544,271	\$540,000
NON-TRANSPORTATION	\$172,989	\$126,850	\$126,850	\$125,000
MTTF COLLECTIONS	\$49,711,937	\$50,657,794	\$51,700,414	\$53,768,431
MTTF INTEREST	\$512	\$1,392	\$1,420	\$1,477
INDIANA/KIPDA/OTHER	\$1,197,442	\$1,146,688	\$1,210,288	\$1,591,888
ACCESS TO JOBS	\$488,880	\$480,142	\$379,480	\$384,000
MTTF PRINCIPAL	\$3,615,314	\$0	\$94,032	\$0
TOTAL REVENUES	\$68,339,328	\$65,965,644	\$66,755,950	\$69,096,106
OPERATING EXPENSES				
DIRECT LABOR	\$25,684,125	\$27,441,308	\$27,527,280	\$27,926,487
FRINGE BENEFITS:				
VAC/HOL/SICK/BDAY	\$4,126,357	\$4,465,256	\$4,729,930	\$4,771,581
HEALTH/WELFARE/PENSION	\$16,859,088	\$18,053,477	\$18,611,524	\$19,824,453
SERVICES	\$2,790,498	\$3,143,030	\$3,102,530	\$3,575,189
MATERIAL&SUPPLIES	\$8,608,385	\$8,145,317	\$8,441,580	\$6,177,896
UTILITIES	\$694,958	\$751,360	\$834,000	\$870,000
CASUALTY&LIABILITY	\$1,859,107	\$1,987,496	\$2,334,880	\$2,210,506
PURCHASED TRANSPORTATION	\$13,654,453	\$14,146,827	\$14,531,120	\$15,233,985
INTEREST EXPENSE	\$7,817	\$5,143	\$5,143	\$2,420
OTHER EXPENSE	\$511,500	\$687,550	\$573,600	\$657,750
TOTAL OPERATING EXPENSE	\$75,796,289	\$78,826,764	\$80,691,587	\$81,250,267
COST SHIFTING	(\$12,544,862)	(\$17,245,400)	(\$18,227,691)	(\$19,335,822)
NET OPERATING EXPENSE	\$63,251,427	\$61,581,364	\$62,463,896	\$61,914,445
MTTF CAPITAL SHARE	\$5,087,901	\$4,384,280	\$4,292,054	\$7,181,661
TOTAL OPERATING/CAPITAL	\$68,339,328	\$65,965,644	\$66,755,950	\$69,096,106
ENDING MTTF BALANCE	\$10,636,295	\$9,744,054	\$10,542,263	\$10,542,263
ENDING FEDERAL FORMULA BALANCE	\$877,244	\$883,460	\$4,458,437	\$2,479,753

Diesel fuel is \$1.26 plus \$0.07 tax per gallon starting 8/1/16 for FY17

BUDGET BY DEPARTMENT	FY 15 ACTUAL	FY16 BUDGET	FY16 ESTIMATE	FY17 BUDGET
BEGINNING MTTF BALANCE	\$14,251,609	\$9,744,054	\$10,636,295	\$10,542,263
BEGINNING FEDERAL FORMULA BAL	\$2,502,751	\$1,588,386	\$877,244	\$4,458,437
OPERATING REVENUE				
FAREBOX	\$11,033,064	\$11,581,559	\$11,143,395	\$11,143,780
SPECIAL	\$1,541,195	\$1,455,800	\$1,555,800	\$1,541,530
ADVERTISING	\$577,995	\$515,419	\$544,271	\$540,000
NON-TRANSPORTATION	\$172,989	\$126,850	\$126,850	\$125,000
MTTF COLLECTIONS	\$49,711,937	\$50,657,794	\$51,700,414	\$53,768,431
MTTF INTEREST	\$512	\$1,392	\$1,420	\$1,477
INDIANA/KIPDA/OTHER	\$1,197,442	\$1,146,688	\$1,210,288	\$1,591,888
ACCESS TO JOBS	\$488,880	\$480,142	\$379,480	\$384,000
MTTF PRINCIPAL	\$3,615,314	\$0	\$94,032	\$0
TOTAL REVENUES	\$68,339,328	\$65,965,644	\$66,755,950	\$69,096,106
OPERATING EXPENSES				
TRANSPORTATION	\$36,821,526	\$36,574,761	\$37,504,690	\$36,158,641
MAINTENANCE	\$12,349,698	\$13,492,163	\$13,819,890	\$14,100,662
PARATRANSIT/CUST SERVICE	\$15,230,977	\$15,888,595	\$16,385,923	\$17,240,664
MARKETING	\$898,580	\$1,134,952	\$1,094,040	\$1,143,764
PLAN/SCHED	\$837,577	\$946,733	\$910,330	\$961,518
EXECUTIVE OFFICE	\$1,587,542	\$1,733,048	\$1,683,040	\$1,777,915
SAFETY	\$3,429,048	\$3,815,513	\$4,092,480	\$4,009,062
PURCHASING	\$760,971	\$790,806	\$799,414	\$845,041
IT	\$1,783,644	\$1,990,103	\$2,012,350	\$2,479,484
FINANCE	\$1,114,758	\$1,297,505	\$1,302,230	\$1,368,610
HUMAN RESOURCES	\$516,548	\$581,511	\$567,050	\$589,675
TRAINING	\$465,420	\$581,074	\$520,150	\$575,231
TOTAL OPERATING EXPENSE	\$75,796,289	\$78,826,764	\$80,691,587	\$81,250,267
COST SHIFTING	(\$12,544,862)	(\$17,245,400)	(\$18,227,691)	(\$19,335,822)
NET OPERATING EXPENSE	\$63,251,427	\$61,581,364	\$62,463,896	\$61,914,445
MTTF CAPITAL SHARE	\$5,087,901	\$4,384,280	\$4,292,054	\$7,181,661
TOTAL OPERATING/CAPITAL	\$68,339,328	\$65,965,644	\$66,755,950	\$69,096,106
ENDING MTTF BALANCE	\$10,636,295	\$9,744,054	\$10,542,263	\$10,542,263
ENDING FEDERAL FORMULA BALANCE	\$877,244	\$883,460	\$4,458,437	\$2,479,753

Diesel fuel is \$1.26 plus \$0.07 tax per gallon starting 8/1/16 for FY17



Transportation



DEPARTMENT: TRANSPORTATION

PURPOSE:

Deliver timely mass transportation using the most effective approach while maintaining quality service that meets the diverse needs of our customers and community.

EFFECTIVE TEAM:

1. The Transportation Department needs to afford more time for training. In addition, members need to be ready for future challenges.

STRATEGIES:

- a. Develop our newest Dispatch Supervisors through training by affording more time to learn and train.
 - b. Continue 10-minute meetings each month with TARC Transportation Supervisors.
 - c. Support operators as the policy change for the fare goes into effect this year.
 - d. To maintain a standard with regards to professional uniform appearance.
2. Improved Communications

STRATEGIES:

1. Continue testing the merits of traffic management associated with the TRIMARC system.
2. To meet routinely with Training, Human Resources, and Maintenance as a means of staying informed and in touch with one another.
3. To reduce radio communications conflict by improving response times.
4. Work more closely with Safety with regards to incidents on the bus.

PRUDENT FISCAL MANAGEMENT OBJECTIVE:

3. New fare-collection system will be installed this year. Necessary time and energy will be spent to make the transition as seamless as possible.

STRATEGIES:

- a. Re-train 100% of the bus operators and Transportation team members on the new fare-collection system.
- b. Work with Marketing with regards to an internal/external communication campaign associated with the fare-collection system.
- c. Manage complaints related to the fare-collection system in a timely fashion.
- d. Re-train radio communication members on basic fare box trouble shooting.
- e. Maintain unscheduled overtime no higher than 3.5%.

STRATEGIC MANAGEMENT OBJECTIVE:

4. To proactively address concerns surrounding absenteeism.

STRATEGIES:

- a. To continue to work with TARC Operators with regards to good attendance.
- b. Reconsider the merits of an Attendance Incentive Program.
- c. Examine the management of FMLA to learn if there are measures not yet considered.

QUALITY SERVICE OBJECTIVE:

5. Promote positive customer relations and continuously work to improve customer service quality.

STRATEGIES:

- a. Continue to post on-time performance information for coach operators.
- b. Use the Novus system to adjust routes for running time.
- c. Provide service for special needs customers through the TARCLIFT, Indiana and Old Louisville Shoppers, California Shoppers, Day on the Town and Adventure Bus Programs.
- d. Provide Special Services for Thunder Over Louisville, St. James Art Fair, U of L shuttles, and First and FAT Friday Hops.
- e. Reduce customer complaints annually by 5%.
- f. Remain sensitive to people with disabilities by continually encouraging stop announcements.
- g. Respond to complaints within 8 days.
- h. Provide clean buses at all times.
- i. Explore opportunities that enhance TARC services.
- j. Promote on time performance through campaigns, radio, GPS and on-street supervision.
- k. Continually pursue compliance with ADA and address any deficiencies through counseling, new technology and/or training.
- l. To improve service reliability.

DEPARTMENT:**TRANSPORTATION**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$17,170,960	\$17,300,000	\$17,502,580
FRINGE BENEFITS	\$13,992,034	\$14,519,860	\$15,298,115
SERVICES	\$0	\$0	\$0
MATERIAL & SUPPLIES	\$5,339,767	\$5,574,830	\$3,247,946
UTILITIES	\$72,000	\$110,000	\$110,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
SUB TOTAL	\$36,574,761	\$37,504,690	\$36,158,641
CAPITAL COST SHIFTING	<u>(\$579,700)</u>	<u>(\$642,087)</u>	<u>(\$670,000)</u>
TOTAL	<u><u>\$35,995,061</u></u>	<u><u>\$36,862,603</u></u>	<u><u>\$35,488,641</u></u>

CATEGORY:**SALARIES & WAGES**

	FY	FY		
	16	17	TOTAL	DIRECT
JOB TITLE: NON BARGAINING	#	#	PAYROLL	LABOR
DIR. OF TRANSPORTATION	1	1		
DISPATCH MANAGER	1	1		
COORDINATOR OF SPECIAL SERV.	1	1		
SUPV. OF ROAD OPERATIONS	1	1		
ROAD SUPERVISORS	13	13		
CLERK/STAFF ASSISTANT	1	1		
DISPATCHERS	4	4		
DISPATCH COMM.COORD.	1	1		
TOTAL NON BARGAINING	23	23	\$1,348,100	\$1,149,257
JOB TITLE: BARGAINING-UNION				
RADIO	4	4		
CLERK	3	3		
JANITOR	1	1		
OPERATORS	382	381		
PART-TIME OPERATORS	6	6		
TOTAL BARGAINING POSITIONS	396	395	\$19,223,329	\$16,353,323
TOTAL SALARIES & WAGES	419	418	<u>\$20,571,429</u>	<u>\$17,502,580</u>

CATEGORY:**FRINGE BENEFITS**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$1,453,256	\$1,472,609	\$1,495,029
PENSION	\$3,402,896	\$3,456,861	\$3,808,185
HOSPITALIZATION	\$4,863,776	\$4,725,000	\$5,051,680
VISION	\$21,888	\$21,790	\$19,284
DENTAL	\$219,060	\$214,100	\$207,456
LIFE INSURANCE	\$34,344	\$43,380	\$52,404
DISABILITY	\$104,124	\$106,170	\$108,228
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$900,000	\$1,350,000	\$1,320,000
SICK PAY	\$779,016	\$914,010	\$981,024
HOLIDAY PAY	\$678,942	\$678,940	\$687,931
VACATION PAY	\$1,222,378	\$1,225,000	\$1,248,616
OTHER PAID ABSENCES	\$145,354	\$145,000	\$151,278
UNIFORM ALLOWANCES	\$165,000	\$165,000	\$165,000
OTHER FRINGES	\$2,000	\$2,000	\$2,000
TOTAL FRINGE BENEFITS	\$13,992,034	\$14,519,860	\$15,298,115

CATEGORY: MATERIALS & SUPPLIES

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
DIESEL FUEL	\$4,409,577	\$4,700,000	\$2,345,899
DIESEL EXHAUST FLUID	\$37,000	\$20,000	\$20,000
TIRE LEASE	\$674,160	\$645,000	\$670,000
OFFICE SUPPLIES	\$9,000	\$8,000	\$8,000
PRINTER SUPPLIES	\$4,200	\$4,000	\$4,000
STATE EXCISE TAX ON DIESEL	\$120,830	\$120,830	\$123,047
LUBRICANTS FOR BUSES	\$85,000	\$77,000	\$77,000
TOTAL MAT / SUPPLIES	\$5,339,767	\$5,574,830	\$3,247,946

DIESEL FUEL \$2.52 July
DIESEL FUEL \$1.26 Aug - June
TAX \$0.07

	Total Miles	Gallons @ 4.59 mpg	Fuel Cost
July	640,836	139,616	\$351,832
August	684,405	149,108	\$187,876
September	654,572	142,608	\$179,686
October	663,284	144,506	\$182,078
November	664,172	144,700	\$182,322
December	669,284	145,814	\$183,726
January	665,717	145,036	\$182,745
February	608,536	132,579	\$167,050
March	694,085	151,217	\$190,533
April	633,994	138,125	\$174,038
May	679,861	148,118	\$186,629
June	646,187	140,781	\$177,384
TOTAL	7,904,933	1,722,208	\$2,345,899

One cent increase in fuel = \$17,222

CATEGORY:**COST SHIFTING**

	<u>FY 16 BUDGET</u>	<u>FY 16 ESTIMATE</u>	<u>FY 17 BUDGET</u>
TIRE LEASE	(\$574,700)	(\$635,525)	(\$670,000)
RIVER RIDGE EXPRESS	(\$5,000)	(\$6,562)	\$0
TOTAL COST SHIFTING	<u>(\$579,700)</u>	<u>(\$642,087)</u>	<u>(\$670,000)</u>



Maintenance



DEPARTMENT: MAINTENANCE

PURPOSE:

Perform efficient and timely maintenance for all transit vehicles, plant, buildings, utilities and related equipment to promote safe, reliable and quality services and facilities. Reduce waste and create a more environmentally friendly work environment.

EFFECTIVE TEAM OBJECTIVE:

1. Ensure maintenance team receives training on the latest technologies incorporated in current and future coaches.

STRATEGIES:

- a. Provide familiarization training to all new maintenance team members prior to job assignments.
- b. Allow service division team members opportunity for advancement and career development through the maintenance training program.
- c. Promote teamwork by providing cross-training to current management team.
- d. Build employee morale through respect, communication, freedom and flexibility.
- e. Encourage team appreciation using supervisor recognition of team members through safety coaching and AmBUSsador program.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

2. Ensure that providing safe coaches to customers remains the top priority and that reliability is the number one objective.

STRATEGIES:

- a. Ensure that an appropriate number of coaches are available to meet peak markout requirements.
 - Take delivery of 25 clean diesel coaches.
 - Purchase 6 new electric coaches.
 - Work with outside vendors testing the latest technologies that will improve engine performance, fuel mileage and exhaust emissions.
 - Enforce established preventative maintenance intervals.
 - Maintain at least 3,200 miles between chargeable roadcalls.
- b. Improve the cleanliness and cosmetic appearance of coaches.
 - Perform, at a minimum, an interior cleaning of 100% of the active buses every 30 days.
 - Promptly repair vandalism damage.
- c. Ensure facilities and grounds are kept in a neat and orderly manner.
- d. Collaborate with Capital Projects Administrator on the procurement of new buses and bus security cameras.
- e. Install and maintain new fare collection system in all coaches.
- f. Install and maintain new surveillance system in all coaches.
- g. Purchase 5 new support vehicles for Road Supervisors.

QUALITY SERVICE OBJECTIVE:

3. Continuously work to promote efficient and effective vehicle and facilities maintenance while maintaining quality service.

STRATEGIES:

- a. Challenge maintenance staff to reduce overtime and cost reduction of materials, supplies, parts and waste.
- b. Active supervision on job assignment, monitoring performance and completion.
- c. Continually update preventative maintenance programs to meet the needs of current and future fleets.
- d. Ensure that maintenance teams are aggressive in performing preventative maintenance.
- e. Continue to assist non-profits with transportation maintenance.

STRATEGIC MANAGEMENT OBJECTIVE:

4. Explore and implement sustainable business practices that protect the environment and conserve energy.

STRATEGIES:

- a. Ensure the use of sustainability as a tool for improvement.
- b. Active participation in the reduction of waste (i.e. time, materials, water and energy).
- c. Continue utilizing the new annex maintenance building by maximizing the use of natural lighting and energy consumption reduction.
- d. Empower and encourage each team member to be an environmental improvement.
- e. Continue switching to more environmentally friendly materials and products to reduce waste and negative impact to our environment.

DEPARTMENT: MAINTENANCE

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$5,189,233	\$5,189,230	\$5,239,741
FRINGE BENEFITS	\$4,692,470	\$4,916,430	\$5,051,171
SERVICES	\$432,100	\$432,230	\$426,750
MATERIAL & SUPPLIES	\$2,479,000	\$2,538,000	\$2,603,000
UTILITIES	\$679,360	\$724,000	\$760,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	\$20,000	\$20,000	\$20,000
SUB TOTAL	\$13,492,163	\$13,819,890	\$14,100,662
CAPITAL COST SHIFTING	<u>(\$12,465,700)</u>	<u>(\$12,610,175)</u>	<u>(\$12,989,412)</u>
TOTAL	<u>\$1,026,463</u>	<u>\$1,209,715</u>	<u>\$1,111,250</u>

CATEGORY:**SALARIES & WAGES**

	FY	FY		
	16	17	TOTAL	DIRECT
JOB TITLE: NON	#	#	PAYROLL	LABOR
BARGAINING				
DIRECTOR OF MAINTENANCE	1	1		
DIVISION MNT SUPERVISOR	2	2		
ELECTRIC MNT SUPERVISOR	1	1		
VEH. MNT SUPERVISOR	6	6		
SUPV MNT BODY SHOP	1	1		
SERVICE MNT SUPERVISOR	2	2		
ADMINISTRATIVE ASSISTANT	1	1		
GENERAL MAINT SUPERVISOR	1	1		
TOTAL NON BARGAINING	15	15	\$933,768	\$776,466
JOB TITLE: UNION				
POSITIONS				
GAR MECH-AC-BODY-SHOP	66	66		
BODY REPAIR ACCIDENT	2	2		
GARAGE OPERATION-CLEAN	26	26		
BUILDING MAINTENANCE	4	4		
FAREBOX MAINTENANCE	4	4		
MECHANIC SERV VEHICLES	2	2		
BODY VANDALISM	1	1		
TOTAL UNION POSITIONS	105	105	\$5,245,532	\$4,463,275
TOTAL SALARIES & WAGES	120	120	<u>\$6,179,300</u>	<u>\$5,239,741</u>

CATEGORY:**FRINGE BENEFITS**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
	<hr/>	<hr/>	<hr/>
FICA	\$444,316	\$449,400	\$449,080
PENSION	\$1,030,959	\$1,054,940	\$1,143,832
HOSPITALIZATION	\$1,686,428	\$1,686,430	\$1,909,048
VISION	\$7,152	\$6,970	\$6,792
DENTAL	\$70,032	\$68,800	\$67,572
LIFE INSURANCE	\$10,068	\$12,730	\$15,264
DISABILITY	\$30,504	\$31,150	\$31,524
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$400,000	\$505,000	\$400,000
SICK PAY	\$305,484	\$345,480	\$320,940
HOLIDAY PAY	\$194,596	\$204,600	\$196,889
VACATION PAY	\$379,224	\$399,220	\$376,148
OTHER PAID ABSENCES	\$45,207	\$45,210	\$45,582
UNIFORM ALLOWANCES	\$88,000	\$106,000	\$88,000
OTHER FRINGES	\$500	\$500	\$500
TOTAL FRINGE BENEFITS	<hr/> <u>\$4,692,470</u> <hr/>	<hr/> <u>\$4,916,430</u> <hr/>	<hr/> <u>\$5,051,171</u> <hr/>

CATEGORY:**SERVICES**

	<u>FY 16 BUDGET</u>	<u>FY 16 ESTIMATE</u>	<u>FY 17 BUDGET</u>
TOWING	\$36,000	\$50,230	\$39,000
ELEVATOR	\$15,000	\$10,000	\$15,000
RADIO MAINTENANCE	\$72,500	\$72,500	\$72,500
VOICE AND DATA COMMUNICATION	\$60,000	\$60,000	\$60,000
OUTSIDE SERVICES***	\$248,600	\$239,500	\$240,250
TOTAL SERVICES	<u><u>\$432,100</u></u>	<u><u>\$432,230</u></u>	<u><u>\$426,750</u></u>

***** OUTSIDE SERVICES**

	<u>FY 16 BUDGET</u>	<u>FY 16 ESTIMATE</u>	<u>FY 17 BUDGET</u>
CAR WASH	\$4,000	\$4,500	\$4,500
JANITORIAL	\$40,000	\$40,000	\$40,000
LAWN	\$2,500	\$2,500	\$2,500
REPAIR:OFF/BLDG/GRDS/EQ	\$68,000	\$65,000	\$65,000
REVENUE VEHICLES	\$15,000	\$16,500	\$16,500
NON-REVENUE VEHICLES	\$5,000	\$5,000	\$5,000
SEWER	\$20,000	\$20,000	\$20,000
SVC MAINT AGREEMENT	\$7,000	\$7,000	\$7,150
PARTS TANK	\$48,000	\$40,000	\$40,000
PEST CONTROL	\$10,800	\$10,800	\$11,400
TRASH	\$9,900	\$9,900	\$9,900
WATER TREATMENT	\$4,200	\$4,200	\$4,200
UNION STATION A/C MAINT	\$4,500	\$4,500	\$4,500
FIRE EXT SERVICE	\$6,200	\$6,100	\$6,100
DICTAPHONE MAINT	\$3,500	\$3,500	\$3,500
TOTAL OUTSIDE SERVICES	<u><u>\$248,600</u></u>	<u><u>\$239,500</u></u>	<u><u>\$240,250</u></u>

CATEGORY:**MATERIALS & SUPPLIES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
GASOLINE-SVC VEH, CARS, TRUCKS	\$130,000	\$110,000	\$140,000
MAINT OFFICE SUPPLIES	\$6,000	\$6,000	\$6,000
REV VEH SVC – CLEANING	\$48,000	\$48,000	\$51,000
REV VEH INSP & MAINT	\$1,995,000	\$2,075,000	\$2,100,000
SVC VEH - CARS, TRUCKS, VANS & FORKLIFTS	\$60,000	\$54,000	\$54,000
A/C PARTS INSP & MAINT	\$20,000	\$20,000	\$20,000
MAINT- BUILDING, GROUNDS	\$180,000	\$185,000	\$192,000
EQUIPMENT	\$20,000	\$20,000	\$20,000
FAREBOX/CAMERA	\$15,000	\$15,000	\$15,000
NON-PROFIT AGENCIES	\$5,000	\$5,000	\$5,000
TOTAL MAT/SUPPLIES	\$2,479,000	\$2,538,000	\$2,603,000

CATEGORY:

UTILITIES

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
LIGHT & HEAT	\$478,000	\$488,000	\$516,000
WATER & SEWER	\$105,000	\$139,000	\$147,000
TELEPHONES	\$96,360	\$97,000	\$97,000
TOTAL UTILITIES	<u>\$679,360</u>	<u>\$724,000</u>	<u>\$760,00</u>

CATEGORY:

OTHER

	<u>FY 16 BUDGET</u>	<u>FY 16 ESTIMATE</u>	<u>FY 17 BUDGET</u>
NIA CENTER EXPENSE	\$20,000	\$20,000	\$20,000
TOTAL OTHER	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$20,000</u>

CATEGORY:

COST SHIFTING

	<u>FY 16 BUDGET</u>	<u>FY 16 ESTIMATE</u>	<u>FY 17 BUDGET</u>
MAINT COST SHIFTING	(\$12,465,700)	(\$12,610,175)	(\$12,989,412)
TOTAL COST SHIFTING	<u><u>(\$12,465,700)</u></u>	<u><u>(\$12,610,175)</u></u>	<u><u>(\$12,989,412)</u></u>



Customer Service/ Paratransit



DEPARTMENT: PARATRANSIT & CUSTOMER SERVICE

PURPOSE:

To encourage the use of public transportation by providing professional Call Center customer services to the public riding TARC fixed route buses and TARC3 paratransit. To operate and manage cost-effective, customer-responsive ADA paratransit services to individuals unable to use TARC's fixed route system.

QUALITY SERVICE OBJECTIVE:

1. Assure TARC3 customers receive service that is responsive to their needs and meets the spirit and requirements of the ADA.

STRATEGIES:

- a. Improve on time performance for pick-ups and appointments from 90% average to at least 92% average, using a variety of TEAM strategies.
- b. Test and install a Trapeze software upgrade. Work with contractors and Trapeze to diagnose and adjust parameters and reservation practices that negatively impact on-time performance.
- c. Meet all regulatory requirements for ADA eligibility determination. Track changing application patterns to assure timely, accurate review.
- d. Complete Yellow Cab's data-integration project to improve accuracy of performance data and real-time trip information for customers.
- e. Reduce typical TARC3 telephone hold times to reach goal of two minute average. Maximize capabilities of phone system and reports to better evaluate call demand, staffing patterns and hold times.

EFFECTIVE TEAM OBJECTIVE:

2. Enhance TARC's positive public image through an effective frontline team.

STRATEGIES:

- a. Customer service for fixed route will help riders adjust to new farebox implementation.
 - Hire/train additional staff to respond to increased customer call volume.
 - Hire/train additional staff to respond to increased walk-in customers at Union Station and NIA kiosks.
- b. Strengthen staff management and customer-service skills.
 - Supervisors will research call center best practices and evaluate application.
 - Use performance-based assessments of staff performance to raise competency and job satisfaction. Assure clear standards and expectations for each position.
 - Plan for and acquire needed training for staff development prescribed.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

3. Promote use of enhanced TARC3 & fixed route automated information systems.

STRATEGIES:

- a. Promote TARC3 holiday booking and Where's My Ride estimated time functions on automated phone system.

4. Support initiatives of the TARC Accessibility Advisory Council and committees.

STRATEGIES:

- a. Provide meeting coordination and support, as well as data TAAC requires to help achieve their mission.

STRATEGIC MANAGEMENT OBJECTIVE:

5. Plan for alternate facilities for growing paratransit/customer service department, to alleviate overcrowding of staff and provide professional work environment.

STRATEGIES:

- a. Work with Special Projects staff to evaluate facility needs, options and costs.
 - b. Assess impact of any facility changes on departmental and interdepartmental processes.
6. Test and evaluate changing TARC3 trip-routing method from “Triangulation” to “Street” routing in order to more accurately estimate travel times and respond to changing road conditions.

PRUDENT FISCAL MANAGEMENT OBJECTIVE:

7. Pursue prudent fiscal strategies in managing the cost and demand of TARC3 service.

STRATEGIES:

- a. Implement new scheduling techniques and tools to improve route efficiency.
- b. Actively engage in TEAM-problem solving to achieve monthly minimum of 1.55 trips per hour efficiency with First Transit service.

DEPARTMENT:**PARATRANSIT & CUSTOMER SERVICE**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$1,024,112	\$1,024,110	\$1,125,339
FRINGE BENEFITS	\$783,333	\$892,800	\$941,260
SERVICES	\$7,650	\$11,330	\$8,950
MATERIALS & SUPPLIES	\$18,000	\$22,200	\$20,500
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$14,050,357	\$14,430,340	\$15,142,195
OTHER EXPENSES	\$5,143	\$5,143	\$2,420
SUB TOTAL	\$15,888,595	\$16,385,923	\$17,240,664
CAPITAL COST SHIFTING	<u>(\$4,165,650)</u>	<u>(\$4,939,353)</u>	<u>(\$5,641,992)</u>
TOTAL	<u><u>\$11,722,945</u></u>	<u><u>\$11,446,570</u></u>	<u><u>\$11,598,672</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 16 #	FY 17 #	TOTAL PAYROLL	DIRECT LABOR
PARATRANSIT DIRECTOR	1	1		
ASSISTANT DIRECTOR	1	1		
CALL CENTER SUPERVISOR	1	1		
ELIGIBILITY SPECIALIST	3	3		
OFFICE COORDINATOR	1	1		
ROUTING SPECIALIST	2	2		
TRAPEZE ANALYST	1	1		
LEAD CUSTOMER SVC REP	1	1		
CSR/ROUTING SPECIALIST	1	1		
CUSTOMER SERVICE REP-FT*	16	20		
CUSTOMER SERVICE REP-PT	5	3		
CUSTOMER SERVICE CASHIER	2	2		
TOTAL SALARIES & WAGES	35	37	<u>\$1,276,245</u>	<u>\$1,125,339</u>

*One employee is split between a CSR and an Eligibility Assistance

CATEGORY:**FRINGE BENEFITS**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$84,707	\$89,209	\$92,751
PENSION	\$198,844	\$209,421	\$238,403
HOSPITALIZATION	\$332,544	\$364,540	\$429,140
VISION	\$1,404	\$1,330	\$1,548
DENTAL	\$14,328	\$13,780	\$15,264
LIFE INSURANCE	\$2,496	\$3,220	\$4,320
DISABILITY	\$7,560	\$7,850	\$8,928
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$40,710	\$92,710	\$45,780
HOLIDAY PAY	\$36,588	\$36,590	\$41,148
VACATION PAY	\$60,084	\$70,080	\$59,400
OTHER PAID ABSENCES	\$4,068	\$4,070	\$4,578
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$783,333	\$892,800	\$941,260

CATEGORY:**SERVICES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
INTERPRETER SERVICES (Responsible for all Interpreter Services)	\$600	\$490	\$600
TARC 3 FUNCTIONAL ASSESSMENTS	\$2,000	\$1,500	\$2,000
RIDERS GUIDE/ VOICE TAPES	\$2,900	\$8,200	\$4,200
COLLEGE WORK STUDY	\$2,150	\$1,140	\$2,150
TOTAL SERVICES	<u>\$7,650</u>	<u>\$11,330</u>	<u>\$8,950</u>

CATEGORY:**MATERIALS & SUPPLIES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
OFFICE SUPPLIES (Telephone Equipment, Tapes)	\$7,000	\$8,000	\$7,200
KIOSK'S SUPPLIES	\$4,400	\$11,800	\$10,800
PRINTER SUPPLIES (Toner & Ink)	\$3,600	\$2,400	\$2,500
FAREBOX SUPPLIES	\$3,000	\$0	\$3,000
TOTAL MAT / SUPPLIES	\$18,000	\$22,200	\$20,500

CATEGORY:**OTHER**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
LEASE INTEREST 2013	\$5,143	\$5,143	\$2,420
TOTAL OTHER	\$5,143	\$5,143	\$2,420

CATEGORY:

PURCHASED TRANSPORTATION

	<u>FY 16 BUDGET</u>	<u>FY 16 ESTIMATE</u>	<u>FY 17 BUDGET</u>
TRANSPORTATION	\$10,044,631	\$9,111,077	\$10,113,320
CAB SERVICE	\$2,504,271	\$4,160,321	\$3,762,434
CENTRAL DISPATCH	\$187,953	\$187,953	\$194,025
DIESEL FUEL	\$137,603	\$188,412	\$80,169
GAS	\$1,113,899	\$790,550	\$957,047
PENALTIES & INCENTIVES	\$0	(\$71,573)	(\$19,800)
DRIVER RETENTION BONUS	\$56,000	\$57,600	\$52,000
NEW EQUIPMENT FOR VEHICLES	\$6,000	\$6,000	\$3,000
TOTAL PURCHASED/TRAN	<u><u>\$14,050,357</u></u>	<u><u>\$14,430,340</u></u>	<u><u>\$15,142,195</u></u>

Expected hourly rate	\$35.58	July - Sept.
	\$36.23	Oct - June New Contract Year
Diesel Fuel	\$2.52	July
	\$1.26	Aug - June
Diesel Tax	\$0.07	July - June
Gas	\$2.09	July - June
Gas Tax	\$0.36	

	Monthly Hours	Veh Miles	Diesel Fuel* Cost	Diesel Fuel Refund	Gas* Cost	Gas Refund	Hourly Cost	Fixed Vehicle	Fixed Facility	Monthly Total
July	19,888	360,676	7,116	(800)	81,767	(6,374)	707,615	60,200	19,278	862,486
August	20,380	369,591	7,291	(820)	83,788	(6,532)	725,120	60,200	19,278	881,854
September	20,871	378,495	7,467	(840)	85,806	(6,689)	742,590	60,200	19,278	901,185
October	21,853	396,302	7,818	(879)	89,844	(7,004)	791,734	65,624	19,681	959,879
November	19,643	356,218	7,028	(790)	80,754	(6,296)	711,666	65,624	19,681	871,429
December	19,888	360,676	7,116	(800)	81,767	(6,374)	720,542	65,624	19,681	881,240
January	22,046	399,812	7,888	(887)	90,638	(7,066)	798,727	65,624	19,681	967,604
February	19,194	348,075	6,867	(772)	78,910	(6,152)	695,399	65,624	19,681	853,462
March	22,306	404,516	7,981	(898)	91,706	(7,149)	808,146	65,624	19,681	978,008
April	22,565	409,219	8,073	(908)	92,772	(7,232)	817,530	65,624	19,681	988,375
May	21,787	395,109	7,794	(877)	89,574	(6,983)	789,343	65,624	19,681	957,239
June	22,046	399,812	7,888	(887)	90,638	(7,066)	798,729	65,624	19,681	967,606
Total	252,467	4,578,501	90,327	(10,158)	1,037,964	(80,917)	9,107,141	771,216	234,963	11,070,367

*One cent increase in diesel fuel \$600

*One cent increase in gas \$4,400

CATEGORY:

COST SHIFTING

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
TARC 3 PARATRANSIT SERVICE	(\$4,165,650)	(\$4,939,353)	(\$5,641,992)
TOTAL COST SHIFTING	<u>(\$4,165,650)</u>	<u>(\$4,939,353)</u>	<u>(\$5,641,992)</u>



Marketing



DEPARTMENT: MARKETING

PURPOSE:

Develop and implement internal and external communications programs and materials to build awareness, understanding and support for TARC’s role, services and initiatives. Serve as a community resource and provide public input and feedback about TARC services and plans and ensure the organization is responsive to community needs.

EFFECTIVE TEAM OBJECTIVE:

1. Enhance team effectiveness by improving internal communications, access to technology and team member training.

STRATEGIES:

- a. Build relationships within the department and between departments through teambuilding, project coordination and development of effective communications channels.
- b. Ensure that proper training and adequate technology is provided to Marketing team.
- c. Reinforce TARC’s mission and TARC Team Shared Values.

COMMUNITY SUPPORT OBJECTIVE:

2. Develop and implement effective communications tools, community outreach and partnerships and public involvement initiatives relating to TARC programs and services.

STRATEGIES:

- a. Identify opportunities and implement programs to improve communications with TARC’s many audiences: passengers and potential passengers; partner organizations and non-profits; government agencies and elected officials; business, civic and neighborhood organizations; schools and universities; the news media; and general public.
- b. Work with government agencies and communities to effectively coordinate and build awareness and support relating to TARC services in general and specific initiatives such as the Ohio River Bridges Project service, all-electric buses in downtown, a new electronic fare collection system and changes to schedules and routing.
- c. Work with schools and others to develop, coordinate and implement TARC programs and ridership opportunities
 - Continue annual Kid’s Design-A-Bus contest.
 - Coordinate Summer Youth Pass sales campaign and strengthen distribution outlets.
 - Partner with the University of Louisville, JCPS and others to increase awareness of ridership programs and opportunities.
- d. Provide support services to the TARC Accessibility Advisory Council, including the publishing of the *TARC3 Voices* newsletter and other special passenger notifications.
- e. Conduct outreach to employers
 - Develop materials and promote TARC Means Business discount tickets programs to local businesses.

- Target employers and increase sales of monthly passes and tickets and work to expand “ID as good as fare” programs.
 - Continue transit fairs to educate program participants about routes and how to ride.
- f. Coordinate TARC volunteer efforts and support for community campaigns such as the Fund for the Arts, Compassionate City volunteer activities, Metro United Way and others.
 - g. Provide support for the work of the Regional Mobility Council to improve access to transportation services for all users and continue to help coordinate local human service/public transportation initiatives and communications.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

3. Ensure that TARC actively listens to team members and customers and responds effectively.

STRATEGIES:

- a. Develop and coordinate public involvement initiatives including public meetings, ridership surveys, online materials and other community outreach relating to scheduled routing changes and assess feedback for ensuring decisions that reflect passenger needs as much as possible.
- b. Respond to all customer and public comments.
- c. Maximize use of technology to assess customer comments, ideas and complaints for improved service and customer satisfaction.
- d. Collect and respond to employee suggestions in a timely manner.
- e. Coordinate specialized service partnerships and develop and implement communication programs addressing needs of area schools, colleges and businesses including relating to travel challenges resulting from work on the Ohio River Bridges Project.
- f. Implement a multifaceted communications program around a new electronic fare collection system, relying on research and passenger input, to achieve a high use of new electronic fare payment cards.
- g. Build awareness and support and generate private funding for the new all-electric bus fleet to replace trolleys.
- h. Seek new programs and services, as funding allows, to increase TARC’s ridership, serve a need in the community or add value to existing services.
- i. Expand and improve ridership tools and their promotion, including online real time bus arrival information, to make riding TARC more accessible and easier.
- j. Continue to improve accessibility features and non-English translations of TARC online and other materials

QUALITY SERVICES OBJECTIVE:

4. Implement comprehensive internal and external communications programs.

STRATEGIES:

- a. Raise awareness of TARC programs and services, and improve customer experiences using a variety of communications tools including print, electronic, and web-based.

- 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.
 - Pro-actively seek out media opportunities.
 - Through a variety of channels, effectively promote TARC services and programs including advertising, media relations, online (web site, social media, video) and through a wide network of partners and passengers.
 - Improve accessibility and dissemination of schedules and other customer information.
 - Continually maintain, update and enhance TARC website, other online efforts and e-newsletter format.
 - Continue and expand use of social media and other tools to communicate TARC programs, detours and service changes to riders.
 - Work with advertising contract partners, government agencies and non-profit organizations to improve displays on the interior of buses, making them more visually appealing and informative.
 - Expand communication materials and efforts for non-English speaking customers.
 - Continue marketing and implementing travel training opportunities.
 - 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.
- b. Coordinate and develop communications materials and public involvement efforts to build awareness of TARC projects and public transportation plans of Louisville Metro’s visioning process and the Move Louisville effort.
- c. Communicate regularly with TARC team members.
- Publish monthly *TARC Team Update*, hold “Talk about TARC” sessions three times per year with employee input and feedback and continue to seek and assess methods of communication for TARC team.
 - Identify opportunities for employee recognition and organize employee events throughout the year.
 - Increase one-on-one communications through informational sessions in the Transportation Lounge.
 - Use available technology to expand the reach of internal communications.

STRATEGIC MANAGEMENT OBJECTIVE:

5. Continuously work to plan and promote efficient and effective marketing and communications strategies while maintaining quality service.

STRATEGIES:

- a. Continue to support efforts and work in coordination with government agencies advancing revenue options that could lead to sustainable improvements in TARC service.
- b. Provide information for government officials and agencies to help them develop proposals reflective of public transportation and community needs.
- c. Provide support for TARC long-range planning projects amended into KIPDA’s Horizon 2030 plan.

- d. Engage in partnerships to enhance new or niche service implementation, such service relating to the Ohio River Bridges Project, downtown and Frankfort Avenue hops and downtown all-electric ZeroBus service.
- e. Support national campaigns and committee work generated by the American Public Transportation Association (APTA).
- f. 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.
- g. Manage bus advertising contract for maximizing TARC revenue sources.
- h. Explore opportunities for additional advertising revenue.

DEPARTMENT:**MARKETING**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$427,964	\$417,960	\$432,204
FRINGE BENEFITS	\$333,608	\$309,700	\$344,680
SERVICES	\$161,550	\$161,550	\$161,550
MATERIAL & SUPPLIES	\$174,830	\$174,830	\$175,330
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$37,000</u>	<u>\$30,000</u>	<u>\$30,000</u>
SUB TOTAL	\$1,134,952	\$1,094,040	\$1,143,764
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,134,952</u></u>	<u><u>\$1,094,040</u></u>	<u><u>\$1,143,764</u></u>

CATEGORY:**SALARIES & WAGES**

	FY	FY		
JOB TITLE:	16	17	TOTAL	DIRECT
	#	#	PAYROLL	LABOR
DIRECTOR	1	1		
COMMUNICATIONS MANAGER	1	1		
GRAPHIC DESIGNER	1	1		
PRINTING SPECIALIST	1	1		
MARKET DEVELOPMENT COORDINATOR	1	1		
CUSTOMER RELATIONS COORDINATOR	1	1		
MOBILITY MANAGER	1	1		
ADMINISTRATIVE ASSISTANT	1	1		
SOCIAL MEDIA SPECIALIST	1	1		
TOTAL SALARIES & WAGES	9	9	<u>\$510,463</u>	<u>\$432,204</u>

CATEGORY:**FRINGE BENEFITS**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$36,611	\$35,560	\$37,098
PENSION	\$85,946	\$83,490	\$95,355
HOSPITALIZATION	\$127,164	\$111,860	\$126,096
VISION	\$504	\$450	\$468
DENTAL	\$4,548	\$3,880	\$3,900
LIFE INSURANCE	\$744	\$880	\$1,140
DISABILITY	\$2,268	\$2,180	\$2,364
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$19,170	\$17,170	\$19,500
HOLIDAY PAY	\$17,233	\$16,230	\$17,527
VACATION PAY	\$36,000	\$35,000	\$37,788
OTHER PAID ABSENCES	\$3,420	\$3,000	\$3,444
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$333,608	\$309,700	\$344,680

CATEGORY:**SERVICES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
ADVERTISING AGENCY	\$90,000	\$90,000	\$90,000
LIFE LINE	\$510	\$510	\$510
INTERNET SERVICES (Website development, online monitoring services, email communications services)	\$71,040	\$71,040	\$71,040
TOTAL SERVICES	\$161,550	\$161,550	\$161,550

CATEGORY:**MATERIALS & SUPPLIES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
DIRECT MAIL	\$6,330	\$6,330	\$6,330
PRINTING (Toner/Cartridge for Printer, Paper, Rubber Base Ink, System Maps, Film & Envelopes)	\$95,000	\$95,000	\$95,000
AMBUSSADOR PROGRAM	\$25,000	\$25,000	\$25,000
COMMUNITY OUTREACH (e.g. Kids Design-A Bus, Interior Bus Cards, Ride Brochures)	\$45,000	\$45,000	\$45,000
OFFICE SUPPLIES	\$3,500	\$3,500	\$4,000
TOTAL MAT/ SUPPLIES	\$174,830	\$174,830	\$175,330

CATEGORY:

OTHER

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
ADVERTISING PROMOTIONAL MEDIA	\$37,000	\$30,000	\$30,000
TOTAL OTHER	\$37,000	\$30,000	\$30,000



Planning/ Scheduling



DEPARTMENT: PLANNING

PURPOSE:

Design and implement efficient and equitable public transit service for Louisville Metro and surrounding counties. Implement and maintain transit facilities and passenger amenities that meet users' needs and expectations, support access to transit and comply with the ADA requirements. Collect, analyze and distribute data and produce accurate ridership and service performance reports for internal and external use in compliance with the National Transit Database Administration. Ensure adequate financial resources by monitoring system performance, administering grant-funding programs and assuring regulatory compliance. Develop and implement short and long-term transportation plans and projects in accordance with TARC's and community's vision for an efficient public transit system in the Louisville region.

ADEQUATE FINANCIAL RESOURCES OBJECTIVE:

1. Administer and pursue grant funding, capital funding, construction projects funds and local match, and ensure regulatory compliance with federal, state and local funding agencies. Ensure accurate data reporting to NTD Administration to comply with regulatory policy for federal formula funding. Design and implement an efficient transit system and maintain level of service within available resources.

STRATEGIES

- a. In conjunction with other TARC departments, prepare bid packages, evaluate proposals, negotiate contracts and manage capital projects and planning studies.
- b. Work with KIPDA, State and Metro agencies on funding allocation and ensure balanced funding distribution for transit capital projects and operations.
- c. Continuously improve TARC's planning and scheduling process to design and deliver an efficient fixed route system. Evaluate fixed route performance system-wide, analyze service indicators, ridership and operating cost to ensure most efficient distribution of resources, operating funds and budget.
- d. Maintain level of service that corresponds with ridership volumes, meets customers' needs and operates within the limits of the available funding.
- e. Monitor and analyze fixed routes operating cost, revenue, available resources and budget in conjunction with fare levels. Evaluate potential fare changes to ensure operating efficiency and adequate financial resources. Implement fares that are fair and equitable, in compliance with the Title VI Program and adopted TARC policies, and eliminate or minimize potential impact on TARC customers.
- f. Where appropriate, implement non-traditional approaches to the provision of transit services and develop partnerships to underwrite and/or to reduce the cost of service.
- g. Collect ridership data and prepare annual reports for the National Transit Database Administration.
- h. Coordinate with TARC's Finance and Transportation Departments, and Capital Projects to ensure services and projects are funded and completed.
- i. Provide information and complete grant applications, obtain input from other local agencies and transportation funding sources, build support and provide proof for local matching funds.

EFFECTIVE TEAM OBJECTIVE:

2. Develop and maintain highly professional and dynamic planning team through leadership, management and continuing improvements while embracing TARC values and mission.

STRATEGIES:

- a. Ensure team efficiency by monitoring and following latest trends in public transportation industry and ensure TARC services are continuously improved based on these trends.
- b. Coordinate planning and scheduling activities with daily operations, and with other TARC departments, with focus on transportation operations, customer service, paratransit, safety, finance and marketing.
- c. Increase team effectiveness through specialized training and utilization of staff strengths. Ensure continuous education and professional training to maintain licenses and professional certifications.
- d. Work with Marketing and other departments to help promote services, transit amenities, and programs to customers and TARC staff.
- e. Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiatives.
- f. Provide leadership and support to team members to ensure department's stability and healthy and effective workplace.

COMMUNITY SUPPORT OBJECTIVE:

3. Work with the community, employers and businesses, neighborhoods, elected officials and public agencies, to plan and implement transit services, passenger facilities and programs that connect people with jobs, education and other major destinations. Focus on residential areas, employment centers, commercial developments, civic and education districts, social services, medical centers, parks, and other destinations important for TARC users and the community. Support employment and education; connect people to jobs and services.

STRATEGIES:

- a. Represent TARC and participate 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) and local governments to strengthen transportation planning process, address technical issues and ensure sustainable funding for public transit.
- b. Coordinate with Louisville Metro Planning and Design Services, Public Works, and development and business community, to incorporate public transit into development review process, implement transit facilities, passenger amenities and pedestrian infrastructure, improve safety and ensure transit supportive design in proposed and existing developments.
- c. Work closely with Louisville Metro Government and Council Districts on short and long-range transportation planning studies; provide data and technical support for transportation plans and corridor projects.
- d. Pursue and support efforts of the Regional Mobility Council and the Travel Management Coordination Center to meet users' and providers' needs and expectations.
- e. Work with KIPDA's committees to support local and regional transportation planning through long-range plans (STP, TIP and SLO) and projects implementation.

FOCUS ON CUSTOMERS NEEDS OBJECTIVE:

4. Monitor routes, schedules and service performance to ensure services, passenger facilities and programs meet customers' needs. Based on community and customers' input, implement short and long-term adjustments to routes and schedules, improve safety and efficiency. Plan for ongoing efficiency improvements and routes enhancement to ensure balanced distribution of TARC services corresponding to ridership levels.

STRATEGIES:

- a. Follow standards and guidelines for services and amenities based on TARC's Strategic Management Objective.
- b. Analyze routes and schedules three times a year for adequate running times, effectiveness, safety, geographic coverage, equity, and efficiency.
- c. Prepare and evaluate regular route adjustments, produce route schedules and maps, and operator assignments three times a year.
- d. Provide solutions to eliminate, redesign, or redirect underutilized service when appropriate. Restructure services to improve efficiency; eliminate or mitigate potential impact of route changes on TARC customers, businesses and the community.
- e. Implement new routes and services based on available resources, demographic and employment changes, businesses and community requests.
- f. Manage and evaluate Experimental Service performance provided by purchased transportation contractor.
- g. Manage activities provided by outdoor advertising company associated with the installation, maintenance, and cleaning of bus shelters.
- h. Monitor and evaluate effectiveness of stops, shelters, and park-and-ride locations. Develop plans and coordinate construction of new passenger amenities and pedestrian facilities along transit corridors, at major destinations or transfer points.
- i. Maintain and improve sidewalks and ADA accessibility to and from bus stops through external partnerships with Metro Public Works and State Transportation Department.
- j. Strengthen partnerships with Metro agencies, Council Districts, neighborhood groups and other public entities to support public transit and TARC's services and customers.
- k. Adjust service plans (routes and schedules) to address short-term changes in employment, businesses and customers' needs, or community events. Prepare service adjustments (stops and schedules) to mitigate potential impact of major construction projects.
- l. Respond to short-term projects, and ongoing customers' requests for bus stop adjustments, shelters, ADA access, passenger amenities or safety issues.
- m. Work on long-term transportation plans and projects implementation to ensure customers' and community needs are addressed for years to come.

STRATEGIC MANAGEMENT OBJECTIVE

5. Ensure public transportation and TARC projects are included into local and regional transportation plans. Coordinate current operations and service plans with long-term transportation vision for the community while responding to customers' ongoing needs. Develop strategies for TARC's involvement in community planning, including land use and urban planning, multimodal transportation, infrastructure, sustainability and economic development.

STRATEGIES:

- a. Work with Louisville Metro Government, MPO-KIPDA and other state and local agencies to develop and implement a long-term transportation vision for the Louisville Region.
- b. Update TARC Long Range Plan and develop short, mid and long-term recommendations for service maintenance and improvements.
- c. Ensure effective periodic service adjustments with minimal impact on TARC customers and internal departments.
- d. Help coordinate and implement public involvement strategy for stakeholders, community leaders and TARC staff.
- e. Develop and maintain five-year public transportation plan in coordination with TARC's marketing and communications efforts.
- f. Produce Annual Service Review and quarterly service evaluations.
- g. 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.
- h. Support efforts to develop financially constrained projects for Horizon 2030, regional long-range transportation plan.
- i. Develop outreach, build community support and outline strategy for building advanced transit corridors in the Louisville Region.
- j. Develop strategic, phased approach to achieve long-term goals for public transportation infrastructure and multimodal transportation planning.
- k. Ensure funding is available for preliminary planning process, to complete initial project plans and develop successful grant applications.
- l. Based on community priorities, define fiscally constrained, deliverable public transit projects. Develop short and long-term plans for projects implementation and corridor improvements to build and ensure an efficient and sustainable regional public transportation system.

DEPARTMENT:**PLANNING/SCHEDULING**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$356,420	\$356,420	\$360,634
FRINGE BENEFITS	\$223,603	\$223,690	\$241,200
SERVICES	\$185,320	\$169,520	\$182,974
MATERIALS & SUPPLIES	\$7,920	\$7,920	\$7,920
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$96,470	\$100,780	\$91,790
OTHER EXPENSES	<u>\$77,000</u>	<u>\$52,000</u>	<u>\$77,000</u>
SUB TOTAL	\$946,733	\$910,330	\$961,518
CAPITAL COST SHIFTING	<u>(\$34,350)</u>	<u>(\$36,076)</u>	<u>(\$34,418)</u>
TOTAL	<u><u>\$912,383</u></u>	<u><u>\$874,254</u></u>	<u><u>\$927,100</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 16 #	FY 17 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PLANNING	1	1		
SCHEDULER/ANALYST	1	1		
PASSENGER FACILITIES COORDINATOR	1	1		
PLANNING TECHNICIAN	2	2		
SERVICE CHECKERS - PT	3	3		
ON STREET COORDINATOR-PT	1	1		
INTERN -PT	2	2		
TOTAL SALARIES & WAGES	11	11	<u>\$403,973</u>	<u>\$360,634</u>

CATEGORY: FRINGE BENEFITS

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$28,877	\$28,880	\$29,360
PENSION	\$67,791	\$67,790	\$75,465
HOSPITALIZATION	\$80,352	\$80,350	\$87,324
VISION	\$384	\$370	\$360
DENTAL	\$3,576	\$3,490	\$3,408
LIFE INSURANCE	\$420	\$590	\$636
DISABILITY	\$1,260	\$1,280	\$1,308
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$10,950	\$10,950	\$11,250
HOLIDAY PAY	\$9,839	\$9,840	\$10,111
VACATION PAY	\$19,062	\$19,060	\$20,850
OTHER PAID ABSENCES	\$1,092	\$1,090	\$1,128
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$223,603	\$223,690	\$241,200

CATEGORY:**SERVICES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
	<hr/>	<hr/>	<hr/>
CLEAN TEAM	\$75,000	\$75,000	\$75,000
SNOW REMOVAL FOR SHELTERS	\$10,000	\$5,000	\$5,000
GRANT DEV SERVICES	\$48,720	\$48,720	\$48,720
LOGIC USER FEE	\$32,550	\$32,550	\$33,204
BUS STOP INVENTORY	\$3,000	\$3,000	\$5,000
GRAPHIC SOFTWARE*	\$10,800	\$0	\$10,800
SPECIAL PRINTING FOR SCHEDULE CHANGES	\$5,250	\$5,250	\$5,250
TOTAL SERVICES	<hr/> <hr/> \$185,320	<hr/> <hr/> \$169,520	<hr/> <hr/> \$182,974

*Printing and finalizing post/pocket schedules needed for Planning and Marketing, we did not use in FY16 but need still for FY17

CATEGORY:

MATERIALS & SUPPLIES

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
OFFICE SUPPLIES	\$3,600	\$3,600	\$3,600
SPECIAL SIGNS	\$2,400	\$2,400	\$2,400
COACH STOP MAINT.	\$1,920	\$1,920	\$1,920
TOTAL MAT / SUPPLIES	\$7,920	\$7,920	\$7,920

CATEGORY:

PURCHASED TRANSPORTATION

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
EXPERIMENTAL SVC	\$85,876	\$90,190	\$86,045
FUEL COST	\$10,594	\$10,590	\$5,745
TOTAL PURCHASED TRANSPORTATION	\$96,470	\$100,780	\$91,790

W'day <u>Hours</u>	Hourly Rate	\$39.95
75 Bluegrass Industrial Shuttle	7.33	New contract year 10-01 \$41.84
		Fuel (July-Aug)
		Tax
		MPG
		\$1.26
		\$0.07
		8.63

	Days	Daily Hours	Daily Miles	Fuel Cost*	Hourly Cost	Vehicle Insurance	Fixed Facility	Monthly Total
July	20	7.33	136.55	820	5,857	602	129	7,408
August	23	7.33	136.55	484	6,735	602	129	7,950
September	21	7.33	136.55	442	6,150	602	129	7,323
October	20	7.33	136.55	421	6,134	631	129	7,315
November	21	7.33	136.55	442	6,440	631	129	7,642
December	21	7.33	136.55	442	6,440	631	129	7,642
January	21	7.33	136.55	442	6,440	631	129	7,642
February	20	7.33	136.55	421	6,134	631	129	7,315
March	23	7.33	136.55	484	7,054	631	129	8,298
April	20	7.33	136.55	421	6,134	631	129	7,315
May	22	7.33	136.55	463	6,747	631	129	7,970
June	22	7.33	136.55	463	6,747	631	129	7,970
TOTAL	255			5,745	77,012	7,485	1,548	91,790

* One cent increase in diesel fuel \$37

CATEGORY:**OTHER**

	<u>FY 16 BUDGET</u>	<u>FY 16 ESTIMATE</u>	<u>FY 17 BUDGET</u>
KIPDA-ROUTE MONITORING (TARC share on match for Regional Planning Grants)	\$27,000	\$27,000	\$27,000
TRANSPORTATION PLANNING LOCAL MATCH	\$25,000	\$0	\$25,000
MOBILITY STUDY	\$25,000	\$25,000	\$25,000
TOTAL OTHER	<u><u>\$77,000</u></u>	<u><u>\$52,000</u></u>	<u><u>\$77,000</u></u>

CATEGORY:

COST SHIFTING

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
EXPERIMENTAL SVC	(\$34,350)	(\$36,076)	(\$34,418)
TOTAL COST SHIFTING	(\$34,350)	(\$36,076)	(\$34,418)



Executive Office



DEPARTMENT: EXECUTIVE OFFICE

PURPOSE:

The Executive Office provides leadership for achieving TARC's mission, oversees the general management of administration and operations, and serves as liaison with the Board of Directors. The office also interacts with federal, state and local governments and the community at large. The following functions are also the responsibility of this office: EEO/Affirmative Action, internal ombudsman, grants development and administration and janitorial and messenger service.

EFFECTIVE TEAM/VISIONARY LEADERSHIP OBJECTIVES:

- Continuously recognize, encourage, and reward TARC's shared values in the workplace.
- Promote teamwork and communication by engaging employee work teams to improve customer satisfaction, service quality and team morale.
- Promote respect by maintaining a work environment free of harassment in which team members and customers are treated with dignity and respect.
- Promote appreciation by providing opportunities to recognize contributions of all TARC team members.

COMMUNITY SUPPORT OBJECTIVES:

- Expand access to transportation services for persons of all abilities through ongoing participation in coordinated transportation planning and program activities with the Regional Mobility Council.
- Explore and implement sustainable business practices that protect the environment and conserve energy.
- Improve communication/rapport with team members and the community.
- Identify new opportunities for partnerships with public, private, and non-profit sectors.
- Continue development and implementation of community outreach plan.

SAFETY OBJECTIVES:

- Ensure that safety is the number one concern throughout the organization.
- Enhance customer and workplace safety by identifying measures to reduce accident rates and continuing to plan and practice for crisis situations.

FOCUS ON CUSTOMER OBJECTIVES:

- Increase customer satisfaction by identifying ways to improve service delivery.
- Continue to seek and put into practice new technology and Intelligent Transportation Systems (ITS) to advance efficiency and effectiveness.

PRUDENT FISCAL MANAGEMENT/FINANCIAL RESOURCES OBJECTIVES:

- Assure fiscal integrity in use of TARC's resources.
- Ensure procurement and financial procedures are followed.
- Ensure timely response and follow-up to audits.

STRATEGIC MANAGEMENT OBJECTIVES:

- Explore and obtain grant funding from federal, state, and local sources.
- Seek maximum participation of Disadvantaged Business Enterprises (DBE) in procurement and achieve established DBE participation goal.
- Continue exploring and implementing new paradigms in transportation.
- Continue exploring and supporting efforts at the federal, state and local levels to secure sustainable funding sources for public transportation improvements that meet community needs now and in the future.
- Continue researching and implementing performance-based management practices and improve communication of organizational accomplishments.

DEPARTMENT:**EXECUTIVE OFFICE**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$646,817	\$609,820	\$598,114
FRINGE BENEFITS	\$810,431	\$803,720	\$891,801
SERVICES	\$70,000	\$70,000	\$80,000
MATERIAL & SUPPLIES	\$4,000	\$4,000	\$4,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$201,800</u>	<u>\$195,500</u>	<u>\$204,000</u>
SUB TOTAL	\$1,733,048	\$1,683,040	\$1,777,915
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,733,048</u></u>	<u><u>\$1,683,040</u></u>	<u><u>\$1,777,915</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 16 #	FY 17 #	TOTAL PAYROLL	DIRECT LABOR
EXECUTIVE DIRECTOR	1	1		
ASST. EXEC DIRECTOR	1	1		
CIVIL RIGHTS MANAGER	2	1		
SECRETARY	1	1		
EXECUTIVE ASSISTANT	1	1		
CUSTODIAN	2	2		
SPECIAL PROJECTS MANAGER	1	1		
GRANTS COORDINATOR	1	1		
TOTAL SALARIES & WAGES	10	9	<u>\$720,969</u>	<u>\$598,114</u>

CATEGORY:**FRINGE BENEFITS**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$55,983	\$53,440	\$52,397
PENSION*	\$490,412	\$484,440	\$554,585
HOSPITALIZATION	\$130,696	\$130,700	\$152,496
VISION	\$624	\$600	\$576
DENTAL	\$5,772	\$5,510	\$5,256
LIFE INSURANCE	\$960	\$1,120	\$1,272
DISABILITY	\$2,520	\$2,440	\$2,364
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$28,500	\$31,910	\$26,742
HOLIDAY PAY	\$25,610	\$24,210	\$24,035
VACATION PAY	\$65,754	\$65,750	\$69,402
OTHER PAID ABSENCES	\$3,600	\$3,600	\$2,676
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$810,431	\$803,720	\$891,801

*Includes contribution of \$419,910 in FY17 based on actuary amount as of 1/1/2015 for TARC Pension Plan. TARC will review annually.
As of 1/1/16 there are 77 non-working members in the plan.

CATEGORY:

SERVICES

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
LEGAL SVC - General Corp.	\$70,000	\$70,000	\$80,000
TOTAL SERVICES	\$70,000	\$70,000	\$80,000

CATEGORY:

MATERIALS & SUPPLIES

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
OFFICE & JANITORIAL SUPPLIES	\$4,000	\$4,000	\$4,000
TOTAL MAT / SUPPLIES	<u><u>\$4,000</u></u>	<u><u>\$4,000</u></u>	<u><u>\$4,000</u></u>

CATEGORY:**OTHER**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
POSTAGE (Regular mail through postage meter)	\$35,000	\$38,000	\$40,000
DUES/SUBSCRIPTIONS*	\$71,000	\$76,500	\$75,000
TRAVEL & MEETINGS	\$65,000	\$55,000	\$60,000
BOARD COMPENSATION	\$6,000	\$6,000	\$6,000
OTHER MISC	\$24,800	\$20,000	\$20,000
TOTAL OTHER	\$201,800	\$195,500	\$204,000

* Dues/Subscriptions > \$300:

APTA 38,700, KPTA 4,500, Greater Lou Inc. 5,215, Lou Sustainability Council 500,
 KY Clean Fuels 800, Purch MGMT Assoc of Lou 420, PRSA 340, KBT 1,500,
 Center for Nonprofit Excellence 500, Tri-State Minority Supplier Dev Council 1,500,
 One Southern Indiana 2,300, IN Transport. Assoc. 3,000, Metro Housing Coalition 1,000,
 Bureau of National Affairs 474, KY IN Exchange 1,000, Courier Journal 670,
 Lou Conv & Vis Bureau 615, Passenger Trans 372, American Plan Ass 1,500,
 BNA – Tax Management 447, Thompson Pub Grp ADA Guide 395, Oil Price Info Serv 720,
 Diesel Fuel Index Sub 2,000, Rotary Club of Lou 1,500, Urban Land Inst 560,
 Lou Dwtm Partnership 3,710, Lou Urban League 750, Dept for Local Gov 500



Safety



DEPARTMENT: SAFETY

PURPOSE:

TARC provides a system safety plan, which is implemented by the Department of Safety and Security for the purpose of providing a safe and secure environment for its employees, customers and the general community in which we operate.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

1. Evaluate system-wide safety progress, essential for continued success in reducing accidents and incidents involving TARC customers.

STRATEGIES:

- a. Review each injury and determine cause and best available methodology to reduce risk of re-occurrence.
 - To work collectively with department directors and associates to identify and mitigate hazards and unsafe work practices.
 - Provide safety management best practices and resources to further engage team members.
- b. Continue alliance with the American Public Transit Association (APTA) as it pertains to bus safety and security initiatives.
- c. Work in partnership with contractors and vendors to promote and encourage conformity with applicable regulatory standards.
 - Review, assess and approve safety plans and expected objectives.
 - Provide leadership and gained knowledge to collectively strive for continuous improvement and subsequent success.

QUALITY SERVICES & COMMUNITY SUPPORT OBJECTIVES:

2. Provide a safe and secure coach environment for our customers and employees free of adverse behavior.

STRATEGIES:

- a. Promote and implement zero tolerance initiatives to address unruly and abusive individuals who engage in disruptive coach behavior.
 - Maintain rapport and communication with our employees and local law enforcement in an effort to adequately address and alleviate bad behavior among students on TARC coaches.
 - Seek prosecution of individuals who threaten, abuse, or injure TARC patrons and its employees.
 - Continue the usage of security measures and awareness through the utilization of electronic surveillance and utilization of off-duty law enforcement personnel.
- b. Utilize TARC's complaint handling process so that customer concerns regarding safety and security issues may be promptly addressed and resolved.
- c. By the conclusion of late spring 2016 TARC will replace its current camera system with one that allows for viewing in enhanced clarity, archiving capability and retrieval of video. The system will have five interior and three exterior camera placements which will aid approved users to easily locate video by alarm, date and time, and by GPS. All video will be downloaded securely and stored in a tamperproof, watermarked proprietary format to prevent alteration.

STRATEGIC MANAGEMENT OBJECTIVE:

3. Demonstrate respect for TARC team members by focusing on workplace safety initiatives and assisting with treatment for those employees who experience workplace injury.

STRATEGIES:

- a. Implement programs that focus on workplace safety for all team members.
 - Investigate and mitigate incidents.
 - Work diligently to reduce unsafe work practices and conditions.
 - Continue to contribute to new driver training from a safety perspective.
- b. Work with contractors and vendors to ensure safety and environmental health.
 - Foster business agreements with organizations that have effective safety and environmental programs.
 - Require contractors to provide quality service and on-site safety.
 - Minimize and eliminate the use of hazardous materials where possible.
 - Encourage sound waste reduction and environmental practices.
- c. Coordinate Emergency Management preparation.
 - Encourage supervisory level participation.
 - Work collaboratively when feasible with Metro EMA and like agencies regarding participation in relevant exercises and drills.

EFFECTIVE TEAM OBJECTIVE:

4. Provide a path for team members to continually become more involved with improving workplace safety.

STRATEGIES:

- a. Promote teamwork and communication by encouraging team member involvement in safety issues and identification of workplace hazards.
 - Continue to urge employees to communicate unsafe conditions and processes to the Safety Department.
 - Continue team member Safety and Security Committee meetings.
- b. Continued development of Safety and Security Awareness Programs for team members.
 - Conduct periodic safety surveys.

DEPARTMENT:**SAFETY**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$763,830	\$763,830	\$765,713
FRINGE BENEFITS	\$240,867	\$240,940	\$271,278
SERVICES	\$790,720	\$723,930	\$732,665
MATERIAL & SUPPLIES	\$2,400	\$2,400	\$2,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$1,987,496	\$2,334,880	\$2,210,506
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$30,200</u>	<u>\$26,500</u>	<u>\$26,500</u>
SUB TOTAL	\$3,815,513	\$4,092,480	\$4,009,062
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$3,815,513</u></u>	<u><u>\$4,092,480</u></u>	<u><u>\$4,009,062</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 16 #	FY 17 #	TOTAL PAYROLL	DIRECT LABOR
SAFETY DIRECTOR	1	1		
SECURITY SPECIALIST	1	1		
ADMIN ASST.	1	1		
TOTAL ADMIN	3	3	<u>\$180,301</u>	<u>\$155,063</u>
PART TIME OFFICERS	17	16		
PART TIME OBSERVERS	2	2		
TOTAL PART TIME	19	18	<u>\$610,650</u>	<u>\$610,650</u>
TOTAL SALARIES & WAGES	22	21	<u><u>\$809,417</u></u>	<u><u>\$765,713</u></u>

CATEGORY: FRINGE BENEFITS

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$57,299	\$57,300	\$58,827
PENSION	\$134,499	\$134,500	\$151,199
HOSPITALIZATION	\$22,480	\$22,480	\$15,412
VISION	\$36	\$40	\$36
DENTAL	\$972	\$950	\$924
LIFE INSURANCE	\$252	\$320	\$384
DISABILITY	\$756	\$770	\$792
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$6,648	\$6,650	\$25,312
HOLIDAY PAY	\$5,973	\$5,970	\$6,152
VACATION PAY	\$9,036	\$9,040	\$9,306
OTHER PAID ABSENCES	\$2,916	\$2,920	\$2,934
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$240,867	\$240,940	\$271,278

CATEGORY:**SERVICES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
LEGAL SERVICES (Claims Litigation)	\$350,000	\$403,000	\$423,000
DEPOSITIONS/COURT APPEARANCES	\$105,000	\$50,000	\$37,500
APTA SAFETY AUDIT PROGRAM	\$11,330	\$11,330	\$11,300
BUILDING SECURITY SERVICES	\$271,110	\$206,000	\$206,000
SECURITY (ADT, ORR, Camera Repair, Inspection on fire ext.)	\$480	\$800	\$2,035
SECURITY - NIA CENTER	\$52,800	\$52,800	\$52,800
TOTAL SERVICES	\$790,720	\$723,930	\$732,665

CATEGORY:

MATERIALS & SUPPLIES

	<u>FY 16 BUDGET</u>	<u>FY 16 ESTIMATE</u>	<u>FY 17 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 & LIABILITY**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
RECOVERIES R/V PHYSICAL DAMAGE (Collectible claims when vehicles are damaged)	(\$69,000)	(\$60,000)	(\$60,000)
PREMIUMS R/V PHYSICAL DAMAGE (LAGGIT – 6% premium on vehicles)	\$4,440	\$2,360	\$2,436
PREMIUMS BLDG/GRDS DAMAGE (LAGGIT – 94% premium on building & grounds)	\$315,894	\$315,900	\$334,850
PREMIUMS PL/PD (LAGIT – Premium on liability)	\$631,072	\$642,000	\$680,520
SELF-INSURED PL & PD (Settlements & claimant expenses paid)	\$1,100,000	\$1,432,000	\$1,250,000
PREMIUMS-OTHER INSURANCE (Felonious assault / Crime)	\$5,090	\$2,620	\$2,700
TOTAL CAS/LIABILITY	\$1,987,496	\$2,334,880	\$2,210,506

CATEGORY:**OTHER**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
SAFETY BANQUET	\$30,000	\$26,500	\$26,500
MISC. OTHER	\$200	\$0	\$0
TOTAL OTHER	\$30,200	\$26,500	\$26,500



Purchasing



DEPARTMENT: PURCHASING

PURPOSE:

Ensure, manage and maintain the acquisition of all materials and services required to sustain and successfully meet the needs of the daily operation in a controlled and cost effective manner. Provide technical assistance and promote community responsiveness through TARC's Disadvantage Business Enterprise (DBE) program.

EFFECTIVE TEAM OBJECTIVE:

1. Encourage and support professional development of Purchasing team members.

STRATEGIES:

- a. Promote understanding of Ellipse procurement software features and capabilities to applicable TARC personnel.
- b. Provide technical assistance as requested to utilize the warehouse requisition process to its fullest capacity.
- c. Continue cross-training efforts to ensure effective department functionality.
- d. Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiatives.
- e. Promote opportunities for professional development of all Purchasing Team Members.

COMMUNITY SUPPORT OBJECTIVE:

2. Provide technical assistance and ensure compliance with TARC's Disadvantage Business Enterprise (DBE) Program, to include Small Business Enterprises, and enhance safety and environmental compliance in TARC's contracts.

STRATEGIES:

- a. Work closely with businesses, community outreach and governmental groups to ensure awareness of TARC's contracting opportunities through meetings, summits, electronic communications and print media.
- b. Create a level playing field on which Disadvantage Business Enterprises (DBE's) and Small Business Enterprises (SBE's) can compete fairly for USDOT-assisted contracts and ensure that only firms that fully meet eligibility standards participate as DBE's/SBE's.
- c. Encourage and endorse a sustainable green city through partnerships, contracts and meetings for the exchange of ideas with other Metro government and local quasi-government agencies.

STRATEGIC MANAGEMENT/FOCUS ON CUSTOMER OBJECTIVE:

3. Guarantee sufficient inventory levels of parts and provide effective procurement services for internal TARC customers.

STRATEGIES:

- a. Target and maintain contracts on inventory items with high usage and significant budget impact.
- b. Monitor and review pre-set inventory levels to ensure availability and cost-effectiveness.
- c. Develop Ellipse knowledge to ensure full use and capacity of the system.
- d. Ensure accuracy of inventory balance by using the Ellipse daily cycle count.
- e. Continue public outreach through TARC website notices, information and co-hosting FTA/SBA Bonding Education classes.
- f. Efficiently manage inventory and fleet surplus by selling obsolete materials and out of service fleet vehicles and equipment through the GovDeals on-line auction site.

DEPARTMENT:**PURCHASING**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$420,028	\$430,030	\$434,540
FRINGE BENEFITS	\$319,528	\$322,084	\$356,451
SERVICES	\$800	\$800	\$800
MATERIAL & SUPPLIES	\$8,700	\$8,000	\$8,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$41,750</u>	<u>\$38,500</u>	<u>\$45,250</u>
SUB TOTAL	\$790,806	\$799,414	\$845,041
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$790,806</u></u>	<u><u>\$799,414</u></u>	<u><u>\$845,041</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 16 #	FY 17 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PURCHASING	1	1		
SENIOR BUYER	1	1		
BUYER	2	2		
CONTRACT ADMINISTRATOR	1	1		
STOCKROOM PERSONNEL	5	5		
TOTAL SALARIES & WAGES	10	10	<u>\$507,174</u>	<u>\$434,540</u>

CATEGORY: FRINGE BENEFITS

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$35,564	\$36,290	\$36,859
PENSION	\$83,484	\$85,184	\$94,738
HOSPITALIZATION	\$120,884	\$120,880	\$141,732
VISION	\$696	\$670	\$648
DENTAL	\$6,228	\$6,080	\$5,940
LIFE INSURANCE	\$828	\$1,270	\$1,272
DISABILITY	\$2,520	\$2,400	\$2,628
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$17,952	\$17,950	\$18,360
HOLIDAY PAY	\$16,134	\$16,130	\$16,498
VACATION PAY	\$31,944	\$31,940	\$34,440
OTHER PAID ABSENCES	\$3,294	\$3,290	\$3,336
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$319,528	\$322,084	\$356,451

CATEGORY:

SERVICES

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
COPIER SVC CONTRACT	\$800	\$800	\$800
TOTAL SERVICES	<u><u>\$800</u></u>	<u><u>\$800</u></u>	<u><u>\$800</u></u>

CATEGORY:

MATERIALS & SUPPLIES

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
OFFICE SUPPLIES	\$8,700	\$8,000	\$8,000
TOTAL MAT / SUPPLIES	\$8,700	\$8,000	\$8,000

CATEGORY:**OTHER**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
CLASSIFIED AD'S	\$33,000	\$30,000	\$30,000
FREIGHT	\$3,250	\$3,000	\$3,250
GOVDEALS*	\$5,500	\$5,500	\$12,000
TOTAL OTHER	\$41,750	\$38,500	\$45,250

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



Information Technology



DEPARTMENT: INFORMATION TECHNOLOGY

PURPOSE:

Establish and direct the strategic long-term goals, policies and procedures for TARC's information technology needs. Direct the operation of all data processing and telecommunication functions and provide technical support for all users.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

1. Implement hardware and software technologies to increase reliability, maintainability, availability and performance.

STRATEGIES:

- a. Raise awareness of information technology resources and constraints through increased communications.
- b. Stay up-to-date on latest technology trends and directions.
- c. Evaluate latest technology for possible application at TARC.
- d. In conjunction with the training department, identify training needs and suggest possible training courses for TARC users.

QUALITY SERVICES OBJECTIVE:

2. Build and maintain adequate hardware and software resources to meet TARC's information technology needs.

STRATEGIES:

- a. Maintain office productivity software at latest patch levels.
- b. Maintain server software at latest patch levels.
- c. Select hardware and software for reliability and ease of support.
- d. Install service releases and patches to Ellipse.
- e. Continually build on the functionality of Ellipse.

EFFECTIVE TEAM OBJECTIVE:

3. Recruit, retain and develop staff to build and support TARC's information technology needs.

STRATEGIES:

- a. Improve efficiency of support staff through additional experience with new applications.
- b. Increase effectiveness of team through the reduction of applications to learn and support.
- c. Improve and maintain department morale by providing rewards and incentives for performance.
- d. Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiatives.

DEPARTMENT:**INFORMATION TECHNOLOGY**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$515,998	\$516,000	\$532,839
FRINGE BENEFITS	\$351,705	\$351,750	\$385,585
SERVICES	\$1,090,600	\$1,113,800	\$1,530,260
MATERIAL & SUPPLIES	\$31,800	\$30,800	\$30,800
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	\$0	\$0	\$0
SUB TOTAL	\$1,990,103	\$2,012,350	\$2,479,484
CAPITAL COST SHIFTING	\$0	\$0	\$0
TOTAL	<u>\$1,990,103</u>	<u>\$2,012,350</u>	<u>\$2,479,484</u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 16 #	FY 17 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR	1	1		
MGR OF SYSTEMS & OPERATIONS	1	1		
PROGRAMMER ANALYST	1	1		
SYSTEMS MANAGER	1	1		
SYSTEM ADMINISTRATOR	2	2		
SYSTEM ENGINEER	1	1		
TOTAL SALARIES & WAGES	7	7	<u>\$622,565</u>	<u>\$532,839</u>

CATEGORY:**FRINGE BENEFITS**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$43,524	\$43,520	\$45,245
PENSION	\$102,170	\$102,170	\$116,294
HOSPITALIZATION	\$115,248	\$115,250	\$126,328
VISION	\$540	\$520	\$504
DENTAL	\$5,004	\$4,880	\$4,764
LIFE INSURANCE	\$588	\$740	\$888
DISABILITY	\$1,764	\$1,800	\$1,836
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$22,854	\$22,850	\$23,850
HOLIDAY PAY	\$20,545	\$20,550	\$21,440
VACATION PAY	\$37,182	\$37,180	\$42,054
OTHER PAID ABSENCES	\$2,286	\$2,290	\$2,382
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$351,705	\$351,750	\$385,585

CATEGORY:**SERVICES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
HARDWARE MAINT. AGREEMENT:			
COMPUTER HARDWARE SVC	\$62,400	\$64,240	\$64,800
COMPUTER ROOM AND CUST SVC. UPS	\$15,600	\$13,000	\$14,040
COMPUTER ROOM A/C SVC CONTRACT	\$1,800	\$1,800	\$1,800
NETWORK SWITCH/FIREWALL	\$9,600	\$9,000	\$9,600
SOFTWARE MAINT. AGREEMENT:			
MINCOM ELLIPSE	\$86,400	\$86,000	\$90,300
TRAPEZE SOFTWARE	\$702,000	\$700,000	\$724,250
PAYROLL/DISPATCH DATABASE	\$9,000	\$11,900	\$12,500
CITRIX ANNUAL SUPPORT	\$13,200	\$13,000	\$13,650
SOPHAS ANTIVIRUS SUPPORT	\$13,200	\$14,000	\$14,000
VMWARE SOFTWARE SUPPORT	\$13,200	\$16,000	\$17,520
COMMSVAULT BACKUP AGREEMENT	\$14,400	\$14,700	\$15,000
SERVICES SUB-TOTAL	\$940,800	\$943,640	\$977,460
MISC. ITEMS:			
OUTSIDE CONSULTANT PROGRAMMING	\$40,000	\$40,000	\$40,000
MISC. NETWORK WIRING	\$5,400	\$5,000	\$5,000
INTERNET SERVICE	\$36,000	\$35,000	\$36,000
COMPUTER/PRINTER REPAIR	\$3,600	\$3,600	\$3,600
OFFSITE TAPE STORAGE	\$9,600	\$9,760	\$9,800
WI-FI	\$55,200	\$51,600	\$433,200
BUS, RADIO & DATA COMMUNICATION	\$0	\$25,200	\$25,200
OUTSIDE SERVICES SUB-TOTAL	\$149,800	\$170,160	\$552,800
TOTAL SERVICES	\$1,090,600	\$1,113,800	\$1,530,260

CATEGORY:**MATERIALS & SUPPLIES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
PRINTER'S PAPERS	\$3,000	\$3,000	\$3,000
REPLACEMENT PARTS FOR PCs & PRINTERS	\$6,000	\$6,000	\$6,000
SYSTEMS JOURNAL & DOCUMENTATION	\$600	\$600	\$600
MISC. OFFICE SUPPLIES	\$1,200	\$1,200	\$1,200
MEDIA FOR BACKUPS AND OFFSITE STG.	\$6,600	\$6,000	\$6,000
MISC COMPUTER HARDWARE/SOFTWARE	\$14,400	\$14,000	\$14,000
TOTAL MAT / SUPPLIES	<u>\$31,800</u>	<u>\$30,800</u>	<u>\$30,800</u>



Finance



DEPARTMENT: FINANCE

PURPOSE:

Responsible for overall financial management for the Transit Authority, which includes accounting, budgeting, payroll, grants administration and coordination of auditing by independent contractors.

EFFECTIVE TEAM OBJECTIVE:

1. Ensure all team members are adequately trained in respective areas of responsibility and develop technological skills.

STRATEGIES:

- a. Provide on-going training and support to all departments on internal controls, inventory, payroll, budgeting, and finance procedures.
- b. Continue intra-departmental cross training to enhance knowledge base among team members.
- c. Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiatives.

ADEQUATE FINANCIAL RESOURCES/PRUDENT FISCAL MANAGEMENT OBJECTIVE:

2. Provide direction and support to ensure TARC meets its financial obligations and maintains fiscally sound operations.

STRATEGIES:

- a. Prepare forecast for mid to long-range financial planning.
- b. Continue to produce timely and reliable reports for use by Executives, Department Directors and others.
- c. Assist departments in adhering to their budgets.
- d. Look for new sources and/or methods for increasing revenue and managing costs.
- e. Ensure timely follow-up and response to financial audits.
- f. Ensure timely administration of grants.
- g. Provide timely and accurate performance of all accounting duties.

STRATEGIC MANAGEMENT OBJECTIVE:

3. Continue to develop and implement financial management strategies to ensure fiscal accountability.

STRATEGIES:

- a. Continually review internal controls and obtain an unqualified opinion from independent auditors.
- b. Continue to work with Federal Transit Authority (FTA) on using grant funds in accordance to FTA regulations.
- c. Continually strive to improve efficiency, overall usage and data flow through research and enhanced knowledge of the Ellipse and Trapeze Ops system and other existing systems including their potential partners.

- d. Continue to work with Information Technology, Transportation and Human Resources on perfecting the Ellipse payroll module with interfaces to Trapeze Ops and ADP.
- e. Continue to work with Information Technology on making sure CERS and tax updates are implemented into ADP & Ellipse.
- f. Work with the Project Manager on implementing the new fare collection system.

DEPARTMENT:**FINANCE**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$493,424	\$493,420	\$500,450
FRINGE BENEFITS	\$414,511	\$393,740	\$419,670
SERVICES	\$326,570	\$352,070	\$385,490
MATERIAL & SUPPLIES	\$63,000	\$63,000	\$63,000
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	\$1,297,505	\$1,302,230	\$1,368,610
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,297,505</u></u>	<u><u>\$1,302,230</u></u>	<u><u>\$1,368,610</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY16 #	FY17 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF FINANCE	1	1		
FIN/GRANTS MANAGER	1	1		
SENIOR ACCOUNTANT	1	1		
PAYROLL TEAM LEADER	1	1		
PAYROLL SPECIALIST	1	1		
SENIOR ACCOUNTING CLERK	1	1		
ASISTANT CASHIER	1	1		
HEAD CASHIER	1	1		
STAFF ACCOUNTANT	1	1		
PRODUCT SALES MANAGER	1	1		
ACCOUNTS RECEIVABLE SPECIALIST	1	1		
TOTAL SALARIES & WAGES	11	11	<u>\$584,662</u>	<u>\$500,450</u>

CATEGORY: FRINGE BENEFITS

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$41,756	\$41,870	\$42,492
PENSION	\$98,019	\$98,280	\$109,215
HOSPITALIZATION	\$182,294	\$159,970	\$173,106
VISION	\$678	\$640	\$601
DENTAL	\$6,948	\$6,350	\$5,748
LIFE INSURANCE	\$912	\$1,160	\$1,404
DISABILITY	\$2,772	\$2,830	\$2,892
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$21,408	\$21,410	\$21,882
HOLIDAY PAY	\$19,248	\$20,750	\$19,670
VACATION PAY	\$36,828	\$36,830	\$38,970
OTHER PAID ABSENCES	\$3,648	\$3,650	\$3,690
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$414,511	\$393,740	\$419,670

CATEGORY:**SERVICES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
PAYROLL PROCESSING	\$80,000	\$80,000	\$80,000
HR BENEFITS	\$0	\$40,000	\$60,000
SECURITY CASHIER (Transport and Process Farebox Receipts)	\$141,570	\$141,570	\$150,600
AUDITING	\$39,000	\$34,500	\$33,500
CHECK/CREDIT CARD FEES*	\$41,000	\$36,000	\$37,200
BANK FEES/TEMP SERVICE & MISC (Deposit slips, shipping, scale calibration, safety deposit box, temp services & internal reviews)	\$25,000	\$20,000	\$21,790
TOTAL SERVICES	\$326,570	\$352,070	\$385,490

*Fees charged for credit card and check processing

CATEGORY:**MATERIALS & SUPPLIES**

	<u>FY 16 BUDGET</u>	<u>FY 16 ESTIMATE</u>	<u>FY 17 BUDGET</u>
TICKETS/FARE MEDIA (Cost of Tickets, Passes and Transfers)	\$55,000	\$55,000	\$55,000
OFFICE SUPPLIES- (Paper, toner, & checks)	\$8,000	\$8,000	\$8,000
TOTAL MAT / SUPPLIES	<u>\$63,000</u>	<u>\$63,000</u>	<u>\$63,000</u>



Human Resources



DEPARTMENT: HUMAN RESOURCES

PURPOSE:

Provide leadership and work in-partnership with all departments to achieve workforce excellence. To attract, retain and reward a talented and diverse workforce and provide them with the skills and tools needed for success. To ensure compliance with all applicable TARC policies and state and federal laws governing employment.

EFFECTIVE TEAM OBJECTIVE:

1. Promote Wellness Initiative

STRATEGIES:

- a. Provide on-going training/information to team members regarding their health and well-being. (Examples: newsletters, yoga classes, seminars, Lunch & Learn and contests)
- b. Stay up-to-date on fitness equipment and information.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

2. To support TARC's Mission Statement by ensuring that 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 respecting their different perspectives.

STRATEGIES:

- a. Participate in efforts to facilitate a quality work environment. (Example: radio communications, payroll application and trapeze/ops).
- b. Promote the concept that our team members are our most valuable asset and to maximize their potential and ability to contribute to the success of the organization.
- c. To design, develop and implement policies and tools to ensure a workforce that is motivated to excel.

QUALITY SERVICES OBJECTIVE:

3. Ensure TARC's benefits are competitive with the market and related industry.

STRATEGIES:

- a. Explore all options available concerning health insurance coverage by utilizing professional services.
 - b. Continue ongoing evaluation of Third Party Administrators' provided services regarding customer service satisfaction and processing of claims.
4. Provide management with support and guidance in areas of employee relations, performance evaluation and management, labor relations, record keeping of all personal data, compensation, retirements, etc. in liaison with Finance and compliance with applicable personnel/workplace laws.

STRATEGIES:

- a. Provide training and support for departments on various topics; FMLA, ADA and Labor practices.
- b. Communicate personnel, benefits and policies and procedures to employees in a timely and accurate manner.
- c. Promote a culture, which reflects organizational values.
- d. Continue test procedures to ensure compliance with the Federal Transit Administration's (FTA) Drug and Alcohol Program.

DEPARTMENT: HUMAN RESOURCES

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$238,358	\$232,300	\$242,470
FRINGE BENEFITS	\$204,733	\$214,750	\$220,855
SERVICES	\$77,720	\$67,300	\$65,750
MATERIAL & SUPPLIES	\$6,900	\$6,600	\$6,600
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	\$53,800	\$46,100	\$54,000
SUB TOTAL	\$581,511	\$567,050	\$589,675
CAPITAL COST SHIFTING	\$0	\$0	\$0
TOTAL	<u>\$581,511</u>	<u>\$567,050</u>	<u>\$589,675</u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 16 #	FY 17 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF H.R.	1	1		
BENEFITS MANAGER	1	1		
HR COORDINATOR	1	1		
SENIOR BENEFITS ASSISTANT	1	1		
INTERN – PT	1	0		
HR CLERK	1	1		
TOTAL SALARIES & WAGES	6	5	<u>\$284,303</u>	<u>\$242,470</u>

CATEGORY: FRINGE BENEFITS

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$20,446	\$19,740	\$20,663
PENSION	\$47,993	\$46,340	\$53,107
HOSPITALIZATION	\$62,856	\$62,860	\$74,716
VISION	\$276	\$260	\$252
DENTAL	\$2,856	\$2,790	\$2,724
LIFE INSURANCE	\$336	\$420	\$504
DISABILITY	\$1,008	\$1,030	\$1,056
UNEMPLOYMENT	\$26,000	\$42,000	\$26,000
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$10,488	\$9,270	\$9,534
HOLIDAY PAY	\$9,428	\$8,210	\$8,569
VACATION PAY	\$22,12	\$20,910	\$22,782
OTHER PAID ABSENCES	\$924	\$920	\$948
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$204,733	\$214,750	\$220,855

CATEGORY:**SERVICES**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
EXAMS, RECORDS, TESTS (BOSS, Drug & Alcohol, and Physicals)	\$48,000	\$42,000	\$42,000
EMPLOYEE ASSISTANCE PROGRAM	\$15,750	\$15,750	\$15,750
OTHER OUTSIDE SVC (Wildcard, Employment Consultants, and Health Fair)	\$13,720	\$9,300	\$7,720500
FLU SHOTS (Hum Res General O/S Services)	\$250	\$250	\$500
TOTAL SERVICES	<u>\$77,720</u>	<u>\$67,300</u>	<u>\$65,750</u>

CATEGORY:

MATERIALS & SUPPLIES

	FY 16 BUDGET	FY 16 ESTIMATE	FY 16 BUDGET
OFFICE SUPPLIES (Office Supplies and Copier Fee)	\$6,900	\$6,600	\$6,600
TOTAL MAT / SUPPLIES	<u>\$6,900</u>	<u>\$6,600</u>	<u>\$6,600</u>

CATEGORY:**OTHER**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
HUMAN RESOURCE GENERAL OTHER/MISC	\$1,800	\$1,100	\$1,100
CLASSIFIED AD'S	\$12,000	\$10,000	\$22,500
FITNESS CENTER	\$10,000	\$10,000	\$10,000
OUT OF POCKET EXPENSES*	\$30,000	\$25,000	\$20,400
TOTAL OTHER	\$53,800	\$46,100	\$54,000

*A voluntary reimbursement plan that TARC offers to employees to limit their out of pocket (OOP) maximum to \$800.00 (\$1,600 per family). If an employee has OOP costs that exceed the maximum, TARC covers the additional cost up to \$950 (\$1,900 per family).



Training



DEPARTMENT: TRAINING

PURPOSE:

Provide TARC team members with education and skill-based training resources to safely and proficiently perform the essential functions of their job. Position TARC as a learning and professional development organization.

EFFECTIVE TEAM OBJECTIVE:

1. To develop skilled, motivated and an effective workforce that is well trained, which will increase productivity, reduce employee turnover, to which organizational goals can be achieved.

STRATEGIES:

- a. Assess departmental and individual training needs and identify internal and external resources to fill those needs.
- b. Provide job specific technical and skill-based training for all TARC team members.
- c. Increase team members' knowledge and understanding of TARC's policies and procedures.
- d. Support supervisory and management development to enhance core competencies and promote continuous improvement.
- e. Support departmental efforts to improve workplace safety.
- f. Improve internal communications, problem-solving and employee relations by providing teambuilding and facilitation assistance and training.
- g. Create standardized training curricula and presentation materials that utilize technological advances in on-line and real-time training.
- h. Identify opportunities to network regionally with other transportation providers to share information on training resources.
- i. Promote, emphasize and train for the safe operation of all vehicles, machinery and processes.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

2. Provide training programs that support TARC's customer-focused initiatives to improve education of upcoming fare collection system as well as access to transit services.

STRATEGIES:

- a. Develop and maintain high standards of growth for the company with regards to Training.
- b. Improve knowledge and adherence to regulatory requirements of the Americans with Disabilities Act (ADA) and TARC policies and procedures that promotes good customer service.
- c. Develop a customer service training program that addresses the need for improved customer service companywide.
- d. Develop a community-based training initiative on use of fixed-route services targeting individuals that are unable to enjoy this service currently.

DEPARTMENT:**TRAINING**

	<u>FY 16 BUD</u>	<u>FY 16 EST</u>	<u>FY 17 BUD</u>
DIRECT LABOR	\$194,164	\$194,160	\$191,863
FRINGE BENEFITS	\$151,910	\$151,990	\$173,968
SERVICES	\$0	\$0	\$0
MATERIALS / SUPPLIES	\$9,000	\$9,000	\$8,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$226,000</u>	<u>\$165,000</u>	<u>\$201,000</u>
SUBTOTAL	\$581,074	\$520,150	\$575,231
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$581,074</u></u>	<u><u>\$520,150</u></u>	<u><u>\$575,231</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 16 #	FY 17 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF TRAINING	1	1		
TRANS TRAINING MGR	1	1		
TRAINING ASSISTANT / ADA COORDINATOR	1	1		
MAINTENANCE TRAINING MANAGER	1	1		
TOTAL SALARIES AND WAGES	4	4	<u>\$227,568</u>	<u>\$191,863</u>
PART-TIME TRANS TRAINERS*	12	10		
PART-TIME MAINT TRAINERS**	3	2		

*On average (25%) of the part-time transportation trainer's time is used for training, the expense is included in the Transportation department budget. We currently have 10 for FY 2016.

**On average (20%) of the part-time maintenance trainer's time is used for training, the expense is included in the Maintenance department budget. We currently do not have any part-time trainers in FY 2016.

CATEGORY:**FRINGE BENEFITS**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
FICA	\$16,474	\$16,470	\$16,541
PENSION	\$38,669	\$38,670	\$42,512
HOSPITALIZATION	\$59,024	\$59,020	\$73,924
VISION	\$276	\$260	\$252
DENTAL	\$2,856	\$2,790	\$2,724
LIFE INSURANCE	\$336	\$500	\$504
DISABILITY	\$1,008	\$1,030	\$1,056
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$8,592	\$8,590	\$8,664
HOLIDAY PAY	\$7,725	\$7,720	\$7,787
VACATION PAY	\$13,836	\$13,830	\$16,890
OTHER PAID ABSENCES	\$2,364	\$2,360	\$2,364
UNIFORM ALLOWANCES	\$750	\$750	\$750
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$151,910	\$151,990	\$173,968

CATEGORY:

MATERIALS & SUPPLIES

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
OFFICE SUPPLIES	\$3,000	\$3,000	\$2,400
MANUALS	\$6,000	\$6,000	\$6,000
Employee Orientation Training			
New Coach Operator Training			
Refresher Training			
Coach Operator Employee Guides			
Management Team Development Training			
TOTAL MAT / SUPPLIES	\$9,000	\$9,000	\$8,400

CATEGORY:**OTHER**

	FY 16 BUDGET	FY 16 ESTIMATE	FY 17 BUDGET
TRAINING			
TUITION REIMBURSEMENT	\$20,000	\$30,000	\$40,000
TARC TRAINING LIBRARY	\$1,000	\$1,000	\$1,000
DIVERSITY/ADA	\$3,000	\$5,000	\$5,000
COMPUTER TRAINING (Off Property)	\$5,000	\$5,000	\$5,000
WORKPLACE BASICS (Spanish, Excel, Word, Power Point)	\$10,000	\$2,000	\$10,000
BUS LINE INSPECTION TRAINING	\$25,000	\$15,000	\$20,000
TRAINER DEV SKILLS	\$5,000	\$5,000	\$5,000
NEW OPERATORS SELF- DEFENSE TRAINING (3 or 4 hours)	\$2,000	\$2,000	\$5,000
TARC UNIVERSITY	\$25,000	\$15,000	\$25,000
PROFESSIONAL DEVELOPMENT	\$70,000	\$70,000	\$70,000
CONFLICT RESOLUTION / FAREBOX	\$60,000	\$15,000	\$15,000
TOTAL OTHER	<u>\$226,000</u>	<u>\$165,000</u>	<u>\$201,000</u>