

**OPERATIONS MEETING  
TARC BOARD OF DIRECTORS**



**Meeting Notice:**

The TARC Board of Directors holds a monthly meeting of the Operations Committee. The next meeting will be held at:

**TARC's Headquarters, Board Room  
1000 W. Broadway, Louisville, KY 40203**

**Wednesday, January 15, 2025 at 10:45 a.m.**

This meeting may also be held via teleconference as permitted by KRS 61.826.

Pursuant to the Americans with Disabilities Act, persons with a disability may request a reasonable accommodation for assistance with the meeting or meeting materials. Please contact Stephanie Isaacs at 502.561.5103. Requests made as early as possible will allow time to arrange accommodation.

# OPERATIONS MEETING TARC BOARD OF DIRECTORS



## Agenda – January 15, 2025

1. Quorum Call/Call to Order Alice Houston, Chair 10:45
  - a. Approval of December Minutes
  
2. Staff Reports and Presentation 10:50-11:25
  - a. JCPS TARC Update Ozzy Gibson
  - b. KRS Statute Change Recommendations Ozzy Gibson
  - c. Operations Update Ozzy Gibson & Rob Stephens
  - d. TARC 2025 Network Redesign Alex Posorske
  - e. Update on Title VI for January Board Meeting Aida Copic & Michelle Poyourow-Jarrett Walker
  
3. Possible Upcoming Topics for February Meeting 11:25-11:30
  - a. Block by Block
  - b. 16 Fact Document
  
4. Adjournment 11:30

# OPERATIONS MEETING TARC BOARD OF DIRECTORS



## December 11, 2024 Operations Committee Meeting Minutes

The Operations Committee of Transit Authority of River City (TARC) met on Wednesday, December 11, 2024 at 10:45 a.m. in person at TARC's headquarters, 1000 West Broadway in the Board Room and virtually via teleconference as permitted by KRS 61.826.

### Members in Person

Steve Miller

### Members Virtual

Michael Schnuerle  
DuWayne Gant  
Justin Brown  
Abbie Gilbert

### Declined

Ted Smith  
Christy Ames  
Alice Houston

### Call to Order

Steve Miller called the meeting to order at 10:46 a.m.

Approved the November Operation Committee Meeting Minutes.

### Staff Reports and Presentations

Ozzy Gibson presented the JCPS Update.

- We are very close to reaching our goal of 68 trained drivers by mid-December.
- The list of qualified drivers will be shared with the Mayor's Office, Dr. Polio, and the appropriate members of Metro Council.
- Alex Posorske is compiling all of the notes of the key takeaways from the APTA Conference in Cincinnati and the plan is to share them with the Board and Staff members.

Ozzy Gibson presented the Operations Update. Please refer to PowerPoint.

Aida Copic presented the TARC 2025 Update.

- Consultants moving into draft development after completing core design workshops and initial reviews.
- The plan includes detailed analysis of the growth concepts and is expected to meet the community's needs and ridership.
- The draft plan is targeted for February 3rd, followed by a second round of public involvement in February and March.
- The final plan is expected to be developed by mid-2025.
- The Jefferson County Public School Scenario Development, which involved a core design workshop and drafting routes to serve magnet high schools and other high schools.

Aida Copic presented the Updated Title VI for the December Board Meeting.

- The Planning Department is preparing for January service adjustments, including route eliminations, consolidations, and service absorption.
- These changes require a Title VI analysis to address major service changes for the community.

**OPERATIONS MEETING  
TARC BOARD OF DIRECTORS**



Keith Shartzler presented the Safety Video for December.

Steve Miller adjourned the meeting at 11:27 a.m.

**ADOPTED THIS 15<sup>th</sup> DAY OF JANUARY, 2025**

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**Steve Miller, Chair of the Finance Committee.**



**BOARD OF DIRECTORS**  
**JANUARY 22, 2025**

JANUARY OPERATIONAL UPDATE





# HIGHLIGHTS

## SINCE THE LAST BOARD MEETING, TARC ...

- Provided real-time service updates to the public throughout storm and recovery period.
- Continued rider outreach for January service reductions including bus ride-alongs, bus stop pop-ups, signage on-board buses and at shelters, and more.
- Continued installation and testing on new Avail CAD/AVL system.
- Completed TARC “Values That Moves Us” video series focused on interviewing riders directly about the importance of TARC



# MAINTENANCE

## OVERVIEW

### Emerging Issues:

- Training staff on TARC’s new electric buses
- Prepping for removing and covering signage and shelters due to route elimination. 222 total stop eliminations, 8 shelters will be relocated, and 23 new stop installations
- Post deliver inspection of new Para-Transit vehicles

### Trends:

- Chargeable road calls trending down from 88 to 81 for this month

### Celebrate Successes:

- Took delivery of 2 new Gillig electric buses
- Started installation of new CAD-AVL system
- 18 new para-transit vehicles (Cut-Away) being built in Goshen Indiana. (Model 1)
- StarTrans Senator II. Expected delivery 6 months





## OVERVIEW

### Emerging Issues:

- Demo Operator Barrier Issues – working with vendor to resolve
- Facility lighting Update – exterior lighting products ordered – Installation target to begin in February

### Trends:

- Passenger disruptions – Just 11 this month, continuing a downward trend.

### Celebrate Successes:

- SMS ( Safety Management System) report completed by deadline (12/16/24) – (Operator Assaults)
- LVT demos are effectively monitoring parking lots off 10th & 11th Street
- Although this was in January (not Dec), operators did an awesome job with being safe during the recent winter weather
- Safety Highlight videos continue to be educational and entertaining





# TRANSPORTATION

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## OVERVIEW

### Emerging Issues:

- Missed service and revenue hours (identifying and implement strategies to mitigate service loss)
- Ridership decrease in December from 533k to 469k

### Trends:

- Fixed Route missed service 5.95 % for December up from previous month 5.09%

### Celebrate Successes:

- On Time Performance Improved to **72%** for the month. Improvement over last months 71%. 2 months heading in the right direction from all time low in October



# CUSTOMER EXPERIENCE

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## OVERVIEW

### Emerging Issues:

- Preparing customer service representatives for full CAD AVL system implementation
- Preparing customer service representatives for January 2025 service change

### Trends:

- Call Volume – 9% increase from 40,166 call in December 2023 to 43,600 calls in December 2024
- Phone Hold Time – 45 seconds for Fixed Route and Paratransit combined. Staying well below our goal of 2 minutes

### Celebrate Successes:

- 14% reduction in feedbacks received from 438 in November to 376 in December



# MOBILITY SERVICES – TARC3

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## OVERVIEW

### Emerging Issues:

- Increase in liquidated damages due to 1% decreased on time performance and late trips

### Trends:

- Ridership remained steady from November to December at 30,093 and 30,678
- On time performance trending down from a high in July of 95% to 92% for December

### Celebrate Successes:

- Implemented the imminent arrival calls to help with completing customer trips
- Staff participated in the JCPS Transition Summit providing TARC information to students with moderate to severe disabilities

# KEY STATS FOR PRESENTATION



## JANUARY DIRECTORS UPDATE

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January 22, 2024

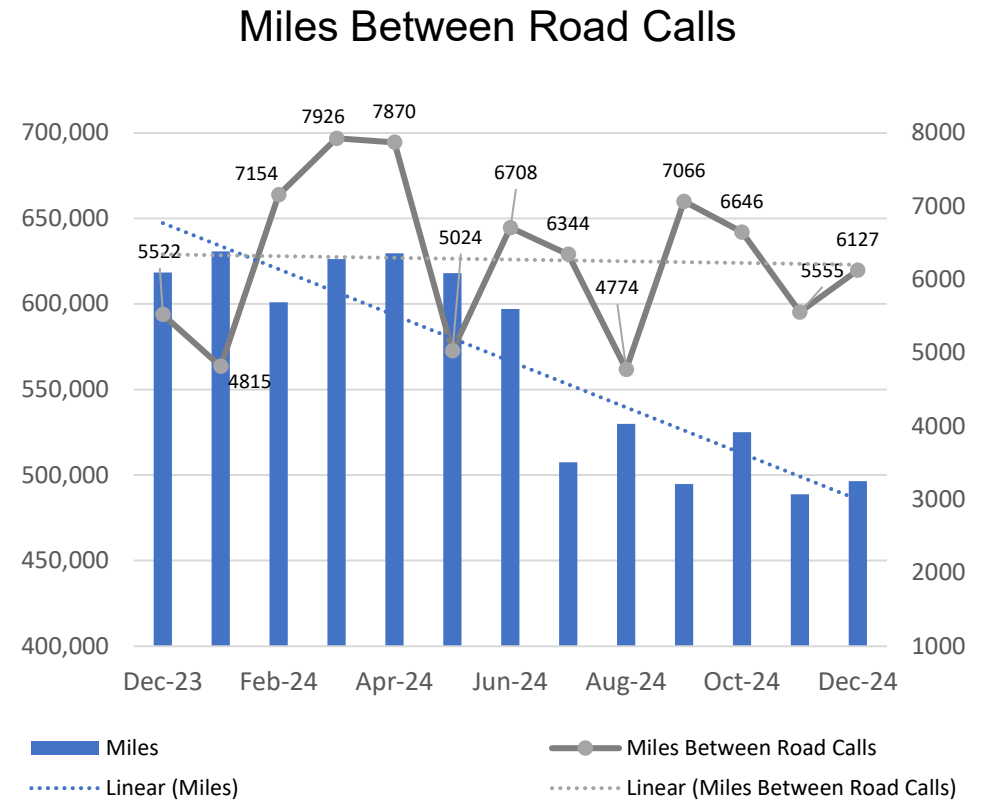


# MAINTENANCE

## MILES BETWEEN MECHANICAL FAILURES

YTD	Miles	Chargeable Road Calls	Miles Between Road Calls
Dec-23	618,417	112	5,522
Jan-24	630,740	131	4,815
Feb-24	601,018	84	7,154
Mar-24	626,175	79	7,926
Apr-24	629,625	80	7,870
May-24	618,039	126	5,024
Jun-24	597,066	89	6,708
Jul-24	507,516	80	6,344
Aug-24	529,940	111	4,774
Sep-24	494,672	70	7,066
Oct-24	525,053	79	6,646
Nov-24	488,840	88	5,555
Dec-24	496,333	81	6,127

DECEMBER: Total Miles Between Road Calls = **6,127**  
 Target Miles Between Road Calls = **5,500**

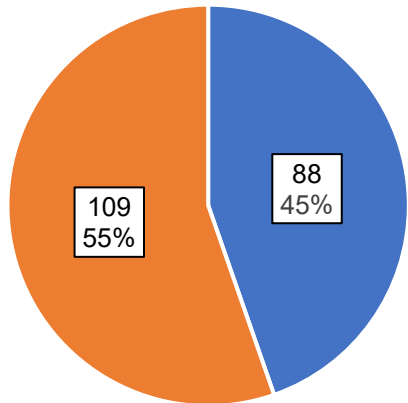


A Mechanical Road Call occurs when mechanical problems prevent the revenue vehicle from completing a scheduled revenue trip, or from starting the next scheduled revenue trip because actual movement is limited, or because of safety concerns.

# MAINTENANCE

## CHARGEABLE VS NON-CHARGEABLE ROAD CALLS

November 2024 Maintenance Road Calls



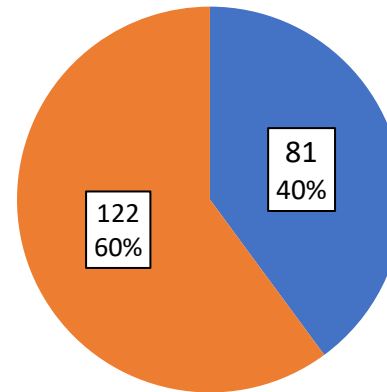
**TOTAL  
197**

■ Chargeable Road Calls 88   ■ Non-Chargeable Roads Calls 109

### Chargeable Categories

- Brakes
- Chassis & Doors
- Electrical System
- Engine
- Fuel Systems
- HVAC
- Transmission
- Wheelchair Lift

December 2024 Maintenance Road Calls



**TOTAL  
203**

■ Chargeable Road Calls 81   ■ Non-Chargeable Roads Calls 122

### Non-Chargeable Categories

- Farebox
- Radio
- Camera
- Tires
- Unit
- Main Cabin

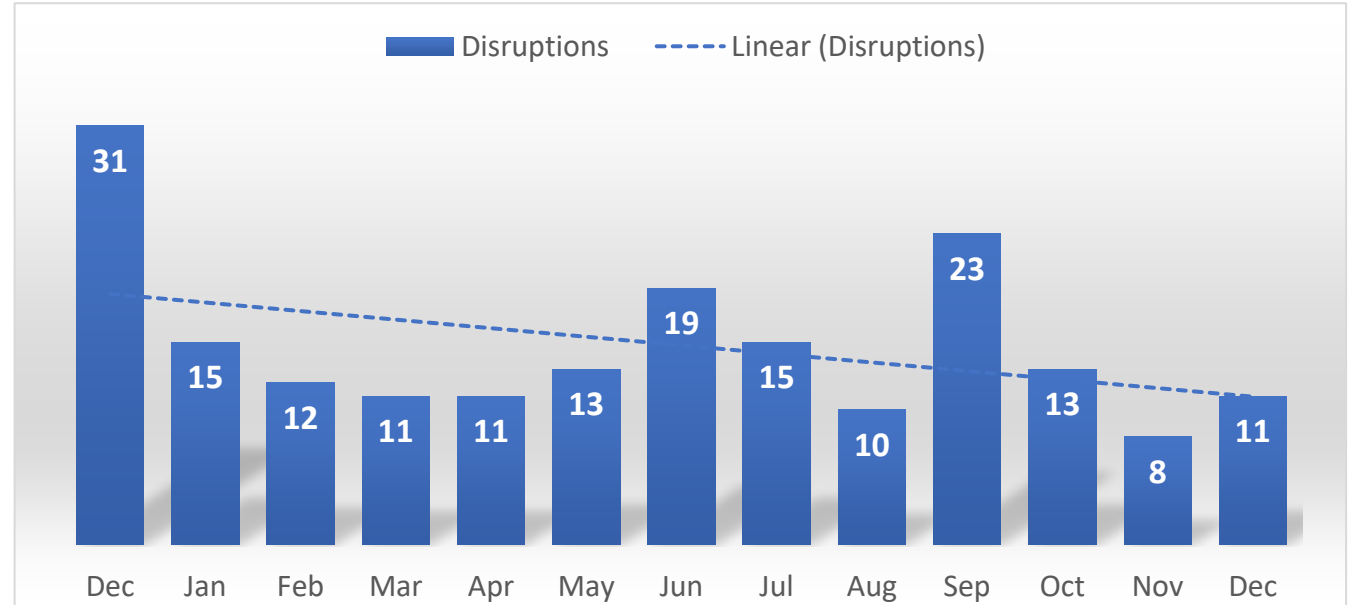


# SAFETY

## PASSENGER DISRUPTIONS BY LINE DEC 23 – DEC 24

Route ID	Disruptions	Rider Ship	% Disruption to Ridership
Broadway - #23	41	611,839	0.00883%
Market St - #15	20	331,712	0.00814%
Dixie Rapid - #10	19	150,525	0.01794%
Fourth St - #4	15	344,703	0.00754%
Preston - #28	14	282,679	0.00884%
Muhammad Ali - #19	11	210,447	0.00570%
Eastern Pkwy - #29	10	64,404	0.01553%
Bardstown - #17	8	112,165	0.00892%
Oak-Westport - #25	8	62,430	0.01121%
Clarksville - #72	4	67,876	0.01031%
Dixie Hwy - #18	4	99,023	0.00606%
Cardinal - #94	3	102,937	0.00583%
Shelbyville Rd - #31	3	100,696	0.00596%
Hill St - #27	2	121,144	0.00413%
Portland Poplar Level - #43	2	77,688	0.00644%
J'ville-Lou-New Albany - #71	2	54,682	0.00732%
Crums Lane - #63	1	198,549	0.00201%
Second St - #2	1	87,993	0.00341%
Twelfth St - #12	1	60,857	0.00493%
Chestnut St - #21	1	31,017	0.00645%
Taylorsville Rd - #40	1	72,559	0.00276%
Med Ctr - #52	1	27,041	0.00370%
Sixth St - #6	0	6,902	0.01449%
Outer Loop - #46	0	1,796	0.00000%

## TOTAL PASSENGER DISRUPTIONS – DEC 23 THRU DEC 24



### PASSENGER DISRUPTIONS\*

This Month Total

11

Monthly Avg

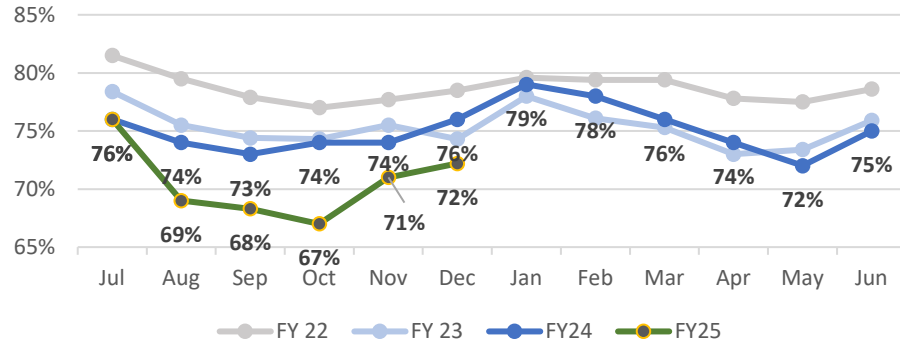
14.77

**\*Disruption:** an incident on the coach that delays service more than 5 minutes  
**Incident:** confrontation with a passenger for failure to follow TARC's Code of Conduct  
*(ie: fare evader, profanity, fighting, etc.)*

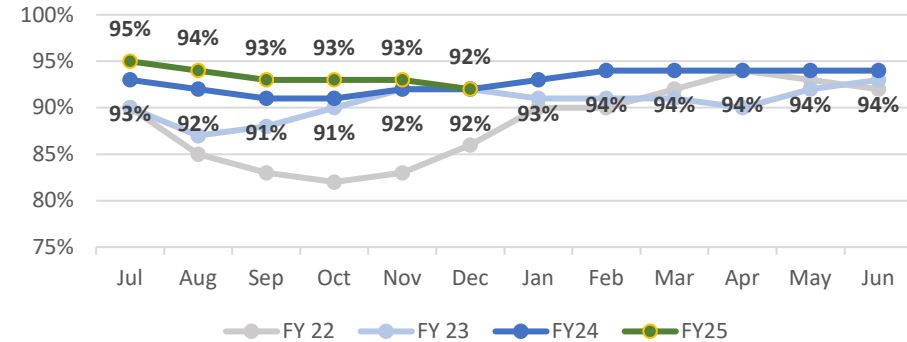


# DECEMBER ON-TIME PERFORMANCE

### Fixed-Route On-Time Performance



### TARC3 Paratransit On-Time Performance



Fixed-Route  
FY24 Goal  
**80%**

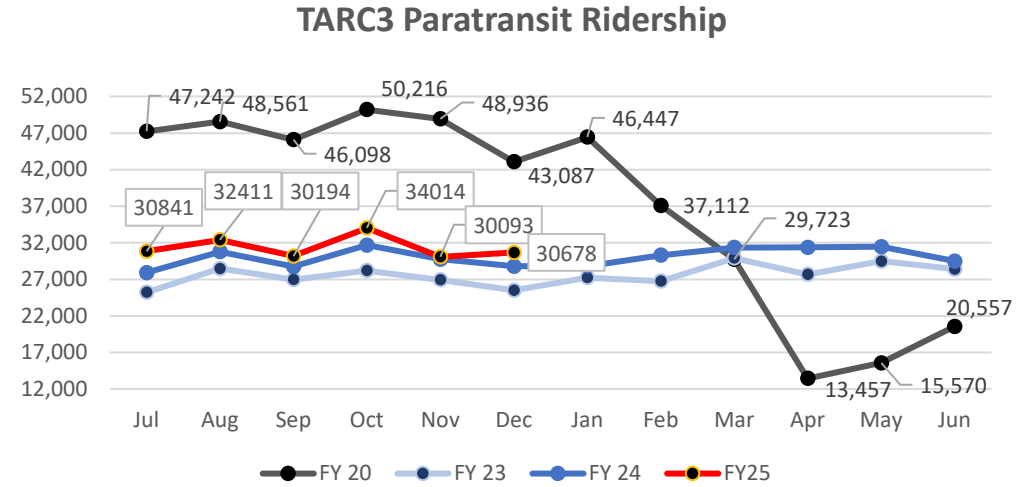
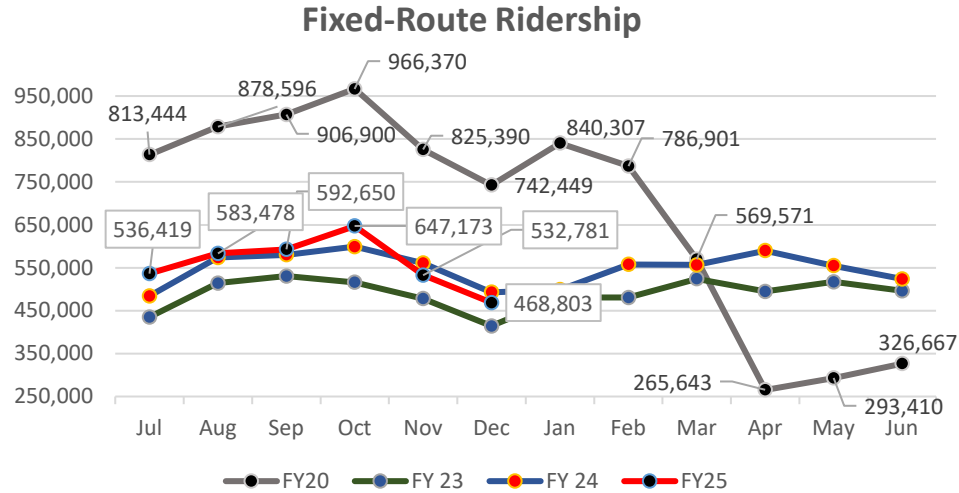
On-Time Performance									
Fixed-Route					Paratransit (TARC3)				
	FY25	FY24	FY23	FY22		FY25	FY24	FY23	FY22
Jul	72%	76%	78%	80%	Jul	95%	93%	90%	90%
Aug	69%	74%	76%	80%	Aug	94%	92%	87%	85%
Sept	69%	73%	74%	78%	Sep	93%	91%	88%	83%
Oct	67%	74%	74%	77%	Oct	93%	91%	90%	82%
Nov	71%	74%	76%	78%	Nov	93%	92%	92%	83%
Dec	72%	76%	74%	79%	Dec	92%	92%	92%	86%
Jan		79%	78%	80%	Jan		93%	91%	90%
Feb		78%	76%	79%	Feb		94%	91%	90%
Mar		76%	75%	79%	Mar		94%	91%	92%
Apr		74%	73%	78%	Apr		94%	90%	94%
May		72%	73%	78%	May		94%	92%	93%
June		75%	76%	79%	Jun		94%	93%	92%
<b>FYTD</b>		<b>75%</b>	<b>75%</b>	<b>79%</b>	<b>FYTD</b>		<b>93%</b>	<b>91%</b>	<b>88%</b>

Paratransit  
FY24 Goal  
**93%**





# DECEMBER RIDERSHIP



## FIXED ROUTE

Monthly: **469K**  
 YTD: **3,361,304**  
 -12.0% VLM  
 -4.9% VLY

## PARATRANSIT

Monthly: **30K**  
 YTD: **188,231**  
 1.9% VLM  
 6.6% VLY

## COMBINED

This Month, Last Year: **522K**  
 This Month, This Year: **499K**  
 -4.3% VLY

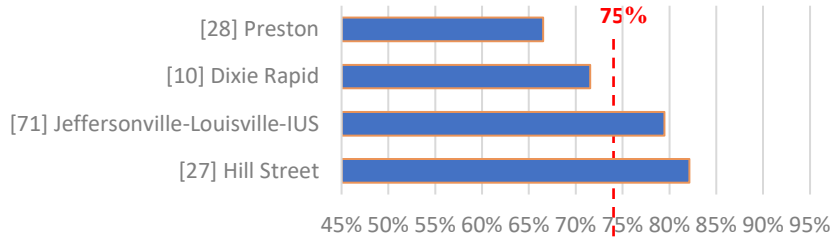
Performance Indicator	Fixed-Route System			Paratransit (TARC3)			
	System Production	FY25 YTD	FY20 (COVID)	FY24 YTD	FY25 MTD	FY20 (COVID)	FY24 YTD
Total Ridership		3,362,954	8,187,973	6,573,772	188,231	442,345	360,456
Weekday Ridership		2,841,832	7,135,476	5,562,244	155,315	381,276	297,419
Saturday Ridership		297,003	642,871	565,636	15,848	34,062	27,431
Sunday/Holiday Ridership		224,119	506,055	433,148	17,068	27,007	30,441
Total Revenue Miles		2,723,356.75	6,386,306.82	6,517,670	2,233,689	4,930,487	4,364,217
Total Revenue Hours		212,738.52	594,178.76	537,581	138,471	298,416	284,896
Trips per Revenue Mile		1.23	1.28	1.01	0.08	0.09	0.08
Trips per Revenue Hour		15.81	13.78	12.20	1.36	1.48	1.27



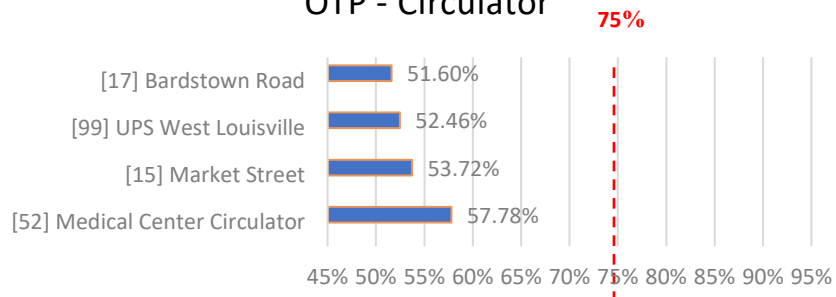
# DECEMBER ON-TIME PERFORMANCE

**FY 25 Avg.**

## OTP - Core

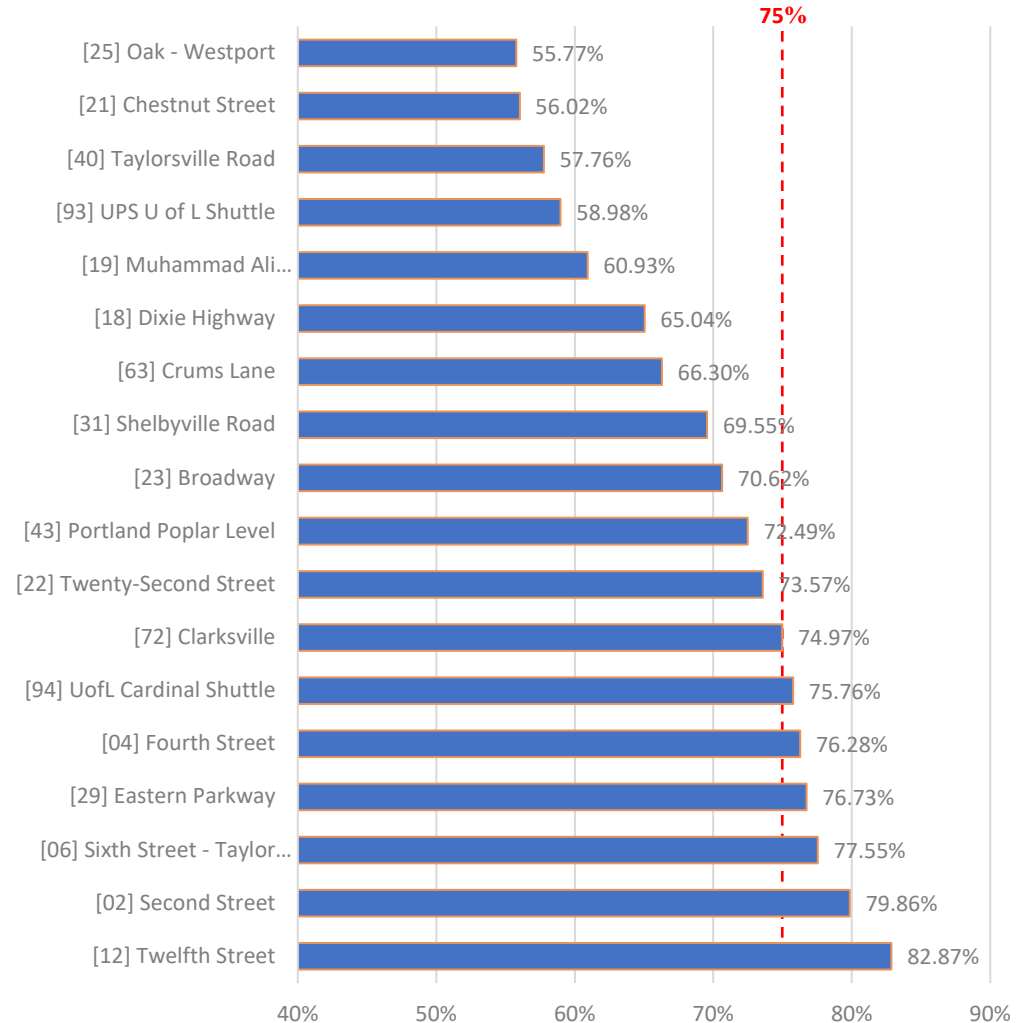


## OTP - Circulator



## OTP - Local

**FY 25 Avg OTP**





# DECEMBER ON-TIME PERFORMANCE

## Celebrating Success and Acknowledging Excellence

	Operator	OTP	Line	Area
1	Tim Moore	97.14%	71	Jeffersonville
2	Michael West	94.77%	71	Jeffersonville
3	James William Jr.	94.21%	23 (Part time)	Broadway
4	Frank List III	92.35%	43	Portland/Poplar Level
5	Tyrone Powell	92.15%	Relief Run	(27,10, and 06)
6	Darrell Harris	91.63%	Ex- Board	Various
7	Jesse Heil	91.13%	18	Dixie Highway
8	Cheryl Pitmon	90.92%	10	Dixie Rapid
9	Calvin Sandifer	90.69%	10	Dixie Rapid
10	Tammy Pruitt	90.85%	28	Preston Highway
11	Leslie Williams	90.46%	Relief Run	(31,2,18, and 71)
12	David Gillenwater	90.23%	71	Jeffersonville



# FIXED ROUTE MISSED RUNS AND HOURS

2021				
	Total Runs	Total Missed Runs	% Missed Runs	Sum of Missed Hours
January	8065	171	2.12%	538.67
February	7628	281	3.68%	968.80
March	8600	441	5.13%	1,618.48
April	8276	488	5.90%	1,996.77
May	8053	546	6.78%	2,411.39
June	7994	472	5.90%	1,801.90
July	7913	409	5.17%	1,229.65
August	8438	631	7.48%	2,461.55
September	8216	800	9.74%	3,872.40
October	8365	685	8.19%	2,936.30
November	8216	428	5.21%	1,617.85
December	8546	401	4.69%	1,423.73
<b>TOTAL</b>	<b>98,310.00</b>	<b>5,753.00</b>	<b>5.85%</b>	<b>22,877.49</b>

2022				
	Total Runs	Total Missed Runs	% Missed Runs	Sum of Missed Hours
January	8082	468	5.79%	2128.73
February	7336	353	4.81%	1657.45
March	8089	235	2.91%	795.42
April	7785	439	5.64%	2211.53
May	7773	269	3.46%	974.62
June	7725	262	3.39%	892.18
July	7360	195	2.65%	621.50
August	8675	576	6.64%	2046.67
September	8341	487	5.84%	1999.98
October	8477	680	8.02%	3133.12
November	8341	440	5.28%	1619.67
December	8477	384	4.53%	1304.62
<b>TOTAL</b>	<b>96,461.00</b>	<b>4,788.00</b>	<b>4.96%</b>	<b>19,385.48</b>

2023				
	Total Runs	Total Missed Runs	% Missed Runs	Sum of Missed Hours
January	8419	221	2.63%	725.05
February	8036	248	3.09%	809.07
March	9083	339	3.73%	1,079.17
April	8300	273	3.29%	1,031.53
May	8860	470	5.30%	1,824.82
June	7998	489	6.11%	2,428.38
July	7412	502	6.77%	1,879.65
August	8177	362	4.43%	1,261.10
September	7655	579	7.56%	2,443.57
October	8172	489	5.98%	1,924.43
November	7854	306	3.90%	1,077.48
December	7799	267	3.42%	908.60
<b>TOTAL</b>	<b>97,765.00</b>	<b>4,545.00</b>	<b>4.64%</b>	<b>17,392.85</b>

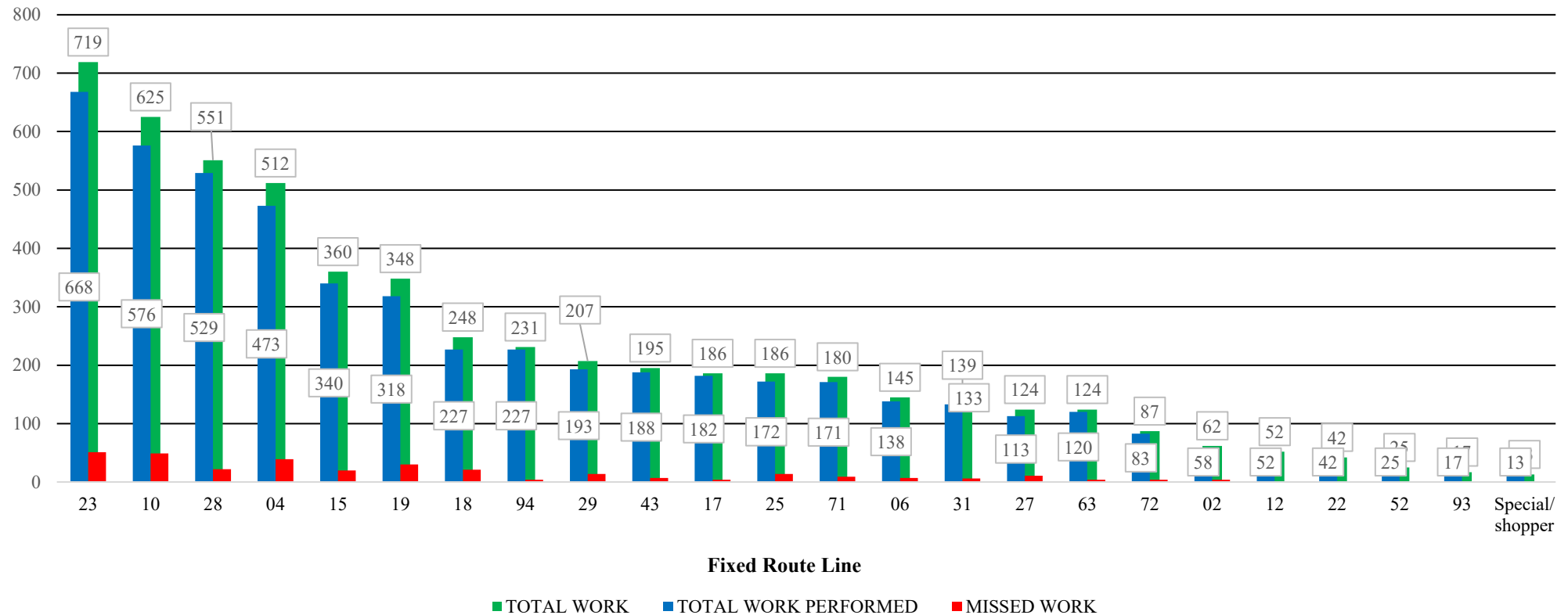
2024				
	Total Runs	Total Missed Runs	% Missed Runs	Sum of Missed Hours
January	8158	272	3.33%	900.18
February	7478	340	4.55%	1,244.60
March	7741	320	4.13%	1,212.88
April	7478	330	4.41%	1,301.53
May	7908	280	3.54%	2,117.90
June	7914	370	4.68%	1,411.20
July	5419	254	4.69%	1,182.70
August	5452	171	3.14%	632.58
September	5174	180	3.48%	715.30
October	5513	284	5.15%	1,239.55
November	5185	264	5.09%	1,125.32
December	5378	320	5.95%	1,489.20
<b>TOTAL</b>	<b>78,798</b>	<b>3,385</b>	<b>4.35%</b>	<b>14,572.95</b>



# DECEMBER FIXED ROUTE SCHEDULED VS PERFORMED

TOTAL WORK	OPEN WORK	% OF TOTAL OPEN	MISSED WORK	% OF OPEN MISSED	% OF TOTAL MISSED	TOTAL WORK PERFORMED	% PERFORMED
5,378	1,083	20.14%	320	29.55%	5.95%	5,028	93.49%

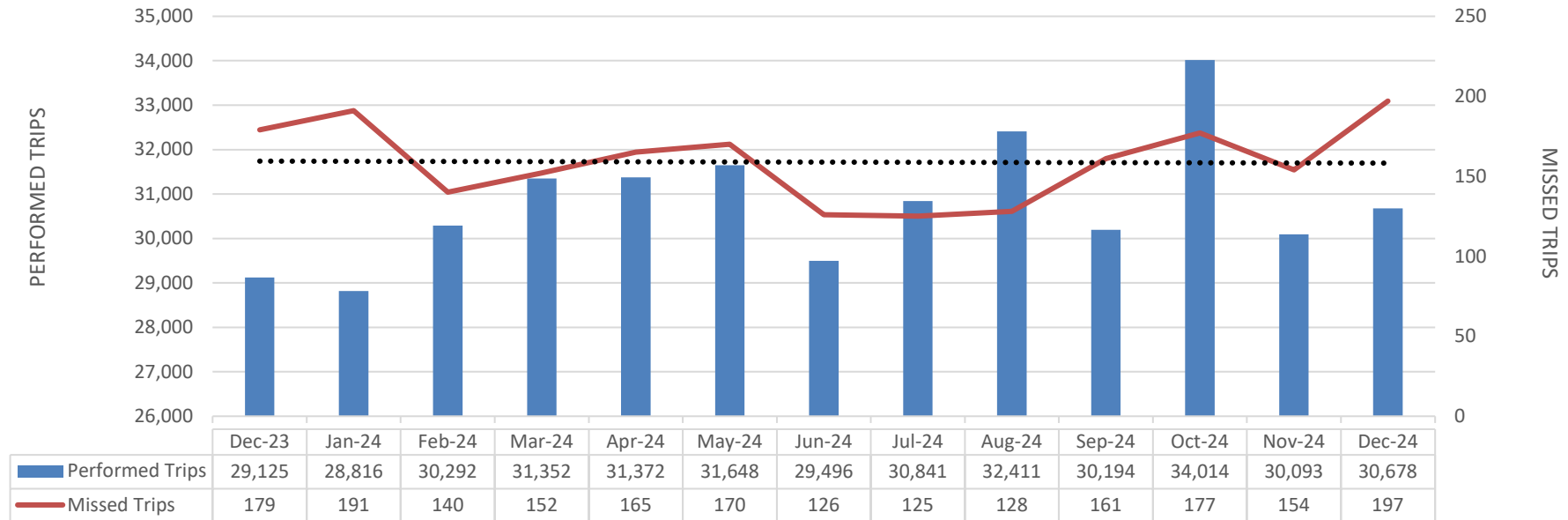
Fixed Route Scheduled VS Performed





# MV WEEKLY PERFORMANCE – DECEMBER 2024

MONTHLY PERFORMED AND MISSED TRIPS



■ Performed Trips     
 — Missed Trips     
 ⋯⋯⋯ Linear (Missed Trips)

December 2024 Missed Trips: 0.64%

30,678 Performed Trips

ADDITIONAL STATS FOR BOARD MEMBER  
REVIEW



**JANUARY DIRECTORS UPDATE**

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January 22, 2024



# SAFETY

## SAFETY PREVENTABLE ACCIDENTS

Monthly

8

### TYPE OF ACCIDENT

Fixed Object	6	75.0%
Moving Vehicle	1	12.0%
Rear End	1	12.0%

YTD

37

## PREVENTABLE ACCIDENTS / 100K MILES

Monthly

1.6

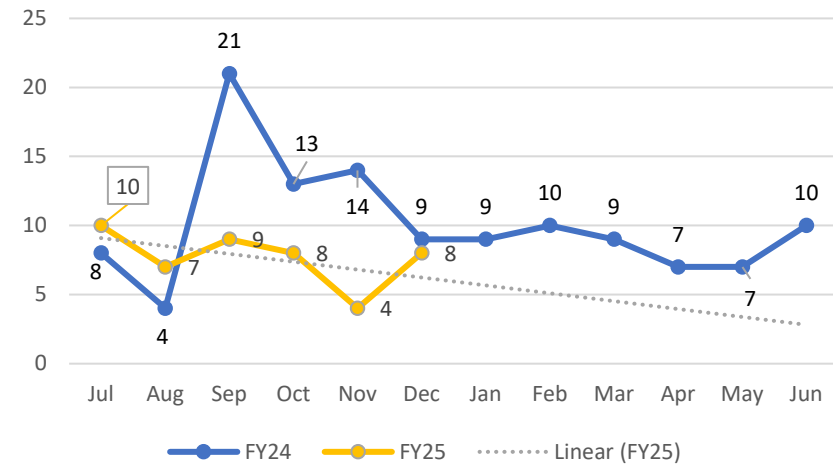
YTD AFR Goal

2.1

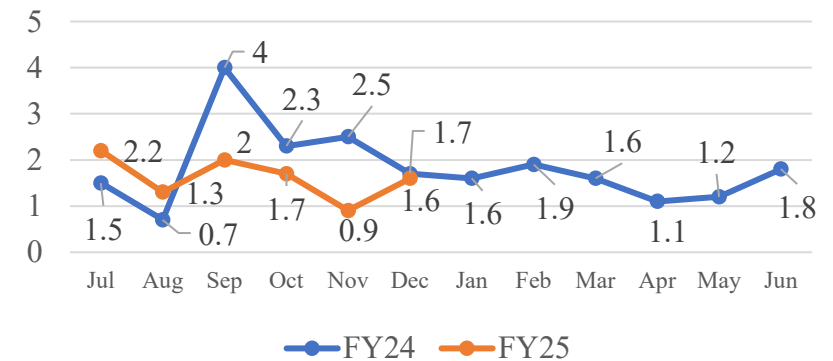
YTD

1.6

### FY25 PREVENTABLE ACCIDENTS



### PREVENTABLE ACCIDENT AFR FY24 vs FY25



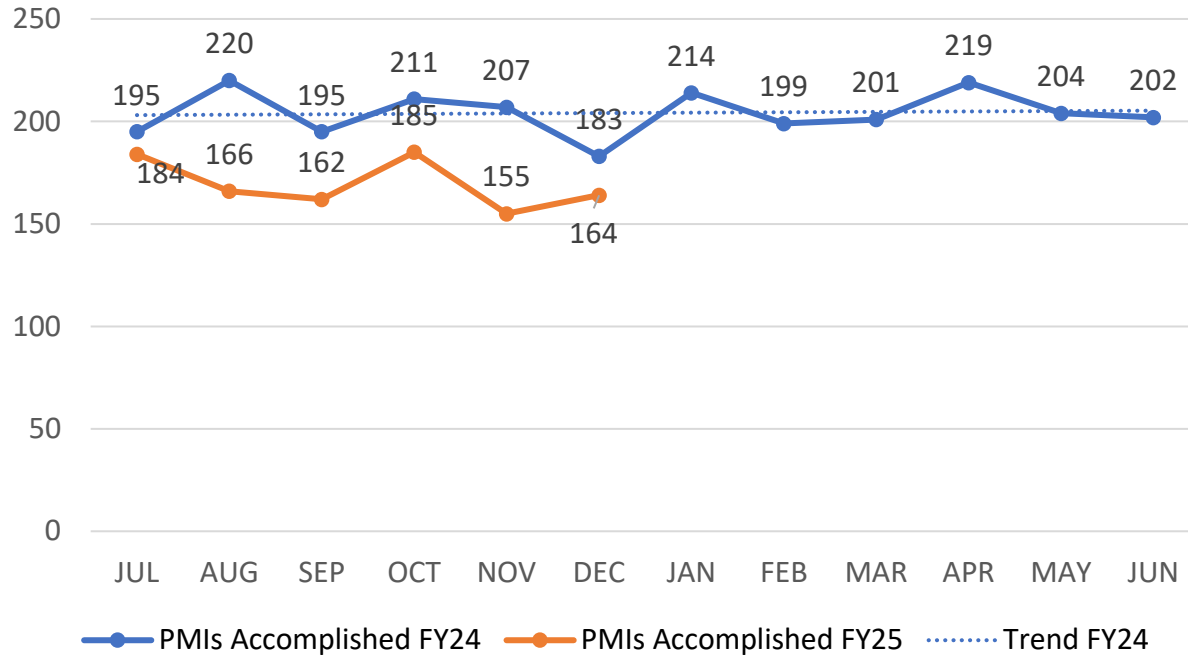




# MAINTENANCE

Target PMI: 175  
Total Vehicle PMIs: 164

### Preventive Maintenance Inspections (PMI) Accomplished FY24 and FY 25



\* FTA allows a 10 percent deviation from the scheduled interval as being considered on time and 80 percent of the total inspections for any mode or operation is considered on time.

### Coach Maintenance Plan Includes:

#### **3,000 mile inspection:**

- Road Test
- Check engine compartment
- Check under coach to include brake systems
- Check Interior-Exterior
- Lube under carriage

#### **6,000 mile inspection:**

- Change engine oil, engine fuel filter, and oil filters
- Perform 3,000 mile inspection

#### **12,000 mile inspection**

- Perform brake Tapley
- Perform 6,000 mile inspection

#### **24,000 mile inspection**

- Change engine air filter and change hydraulic oil filter
- Perform 12,000 mile inspection

#### **48,000 mile inspection**

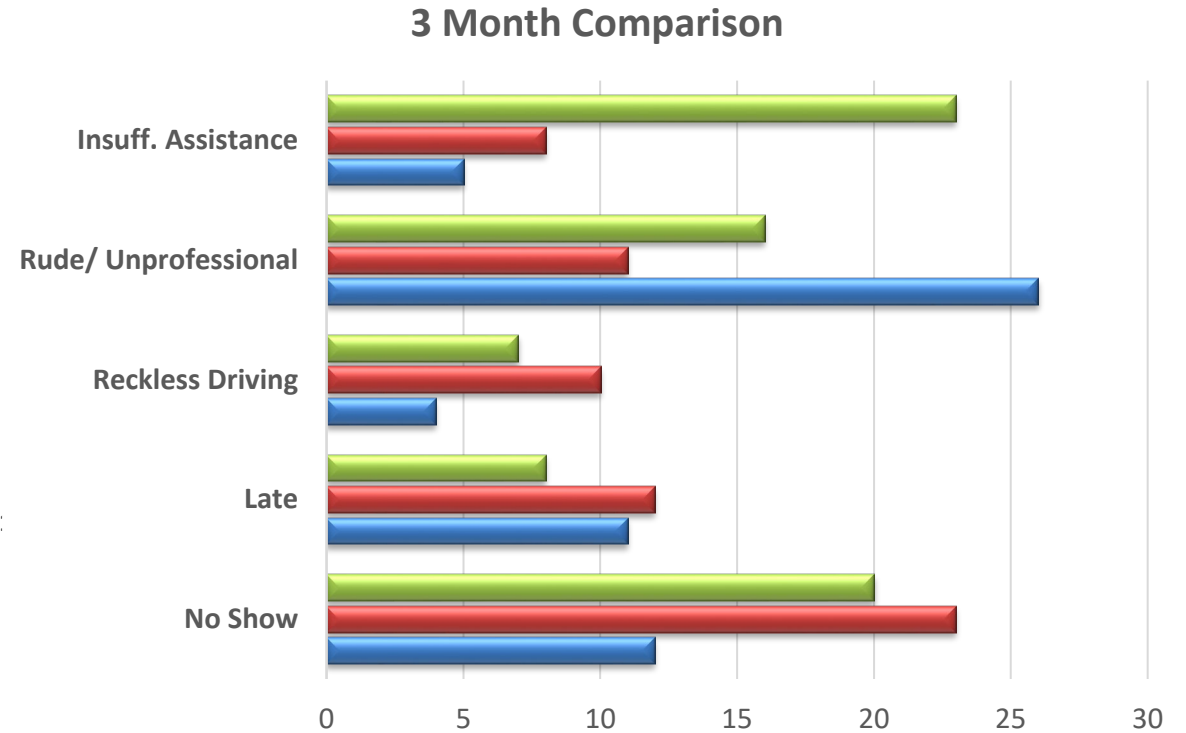
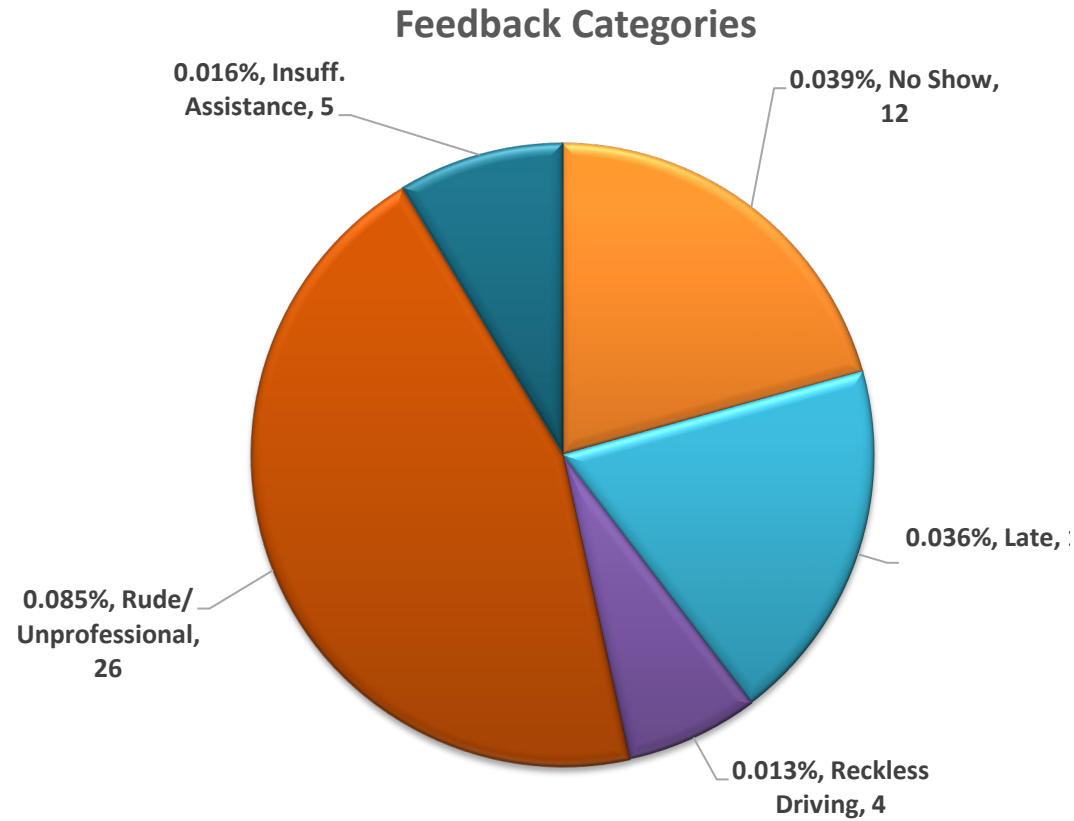
- Fluid change
- Inspect transmission
- Sample transmission fluid

#### **96,000 mile inspection**

- Transmission fluid and filter change
- Inspect transmission
- Sample transmission fluid



# TARC3 TOP 5 FEEDBACK CATEGORIES – DECEMBER 2024



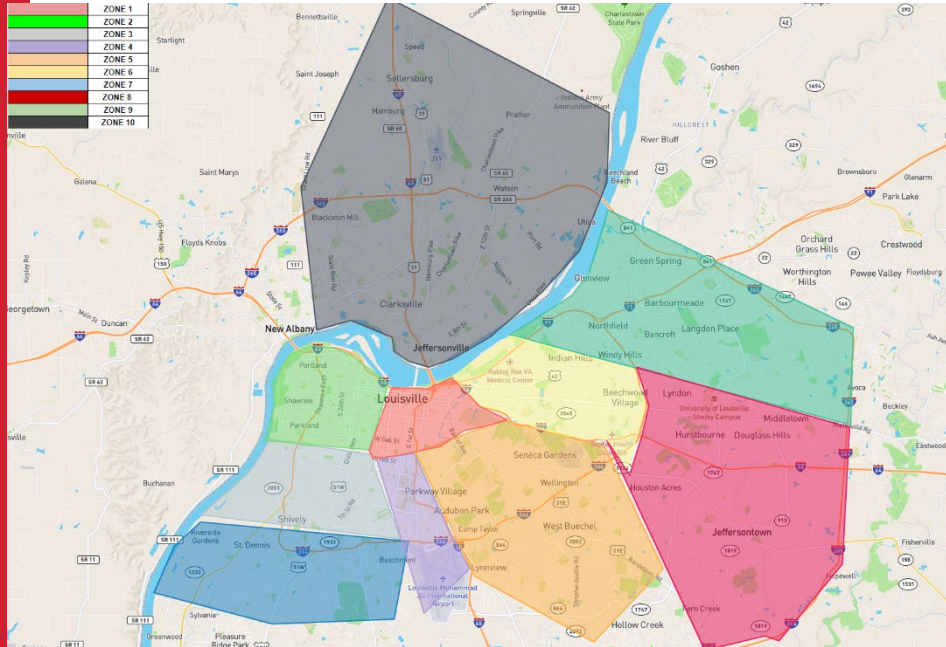
	No Show	Late	Reckless Driving	Rude/Unprofessional	Insuff. Assistance
■ Oct-24	20	8	7	16	23
■ Nov-24	23	12	10	11	8
■ Dec-24	12	11	4	26	5

\*Note: Feedback Category percentage represents total feedbacks in that category vs total trips for the month.



# MAINTENANCE

## DECEMBER SHELTER CLEANINGS



Task/Zone	ZONE										TOTAL
	Z1	Z2	Z3	Z4	Z5	Z6	Z7	Z8	Z9	Z10	
Trash Can Emptied	23	22	6	9	7	6	9	7	3	3	95
BioHazard Cleaned	0	5	7	3	8	2	9	0	0	0	34
Graffiti Removed	10	4	7	0	8	2	1	0	6	0	38
Installation of Advertisements	0	0	1	0	0	1	0	0	0	0	2
Shelter Cleaned	503	291	269	278	388	175	230	118	85	101	2438
Spot/Stain Pressure Washed	0	0	0	0	0	0	0	0	0	0	0
Surface Scrub Pressure Wash Complete	0	0	0	0	0	0	0	0	0	0	0

**December Shelter Cleanings 2438**

**Other Requests 169**

**Goal Shelter Cleanings 45 per day**

**THIS MONTH 178%**



# OPERATIONS SUPERVISOR – FIELD & ON-BOARD BUS SUPPORT

NOVEMBER	Area Sums	
Opr Engagements	448	
Pax De-escalations	5	
On Bus Cust Support	170	

NOVEMBER	Dwntwn/ Ind	D
Opr Engagements	79	
Pax De-escalations	1	
On Bus Cust Support	16	

NOVEMBER	West	W
Opr Engagements	110	
Pax De-escalations	0	
On Bus Cust Support	54	

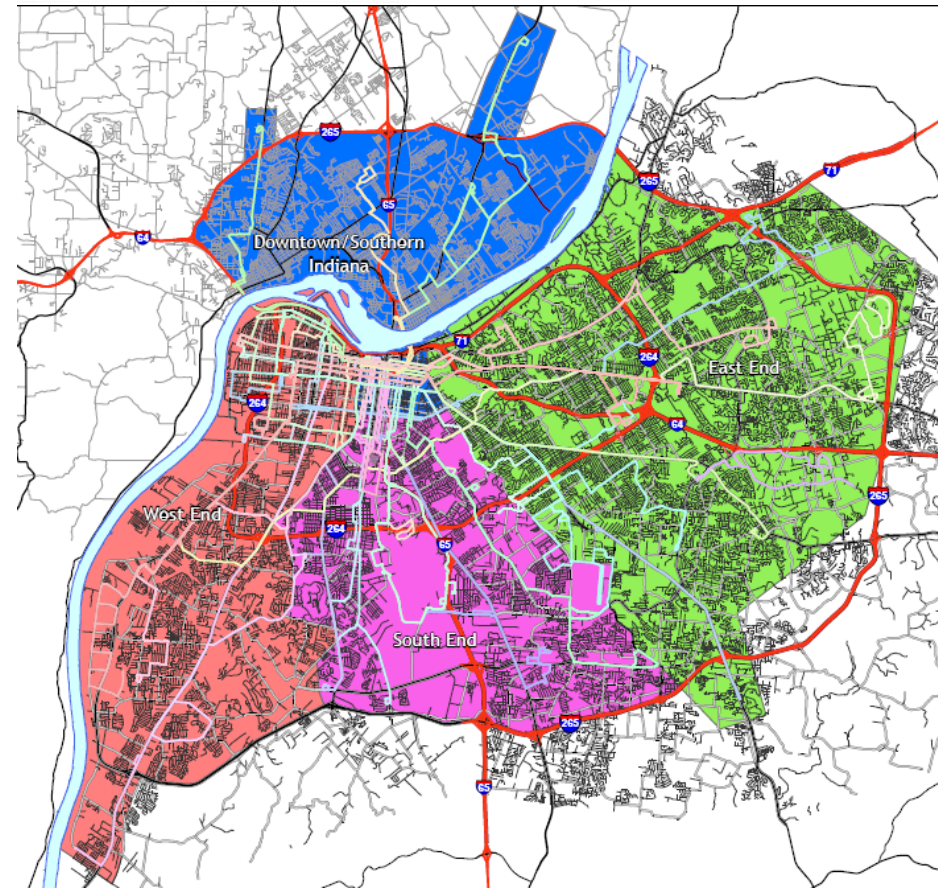
NOVEMBER	South	S
Opr Engagements	44	
Pax De-escalations	3	
On Bus Cust Support	27	

NOVEMBER	East	E
Opr Engagements	42	
Pax De-escalations	0	
On Bus Cust Support	0	

NOVEMBER	Full Cover	A
Opr Engagements	170	
Pax De-escalations	1	
On Bus Cust Support	70	

Area	
D	Dwntwn/ Inc
W	West
S	South
E	East
A	Full Cover

## Road Supervisor Coverage Zone: System Coverage



- 9 - Operations Supervisors
- 4 Zones / Heat Map Distribution / Hot Spots



# MV LIQUIDATED DAMAGES – DECEMBER 2024

## PARATRANSIT

Monthly

**\$16K**

60% VLM  
26% VLY

YTD

**\$69K**

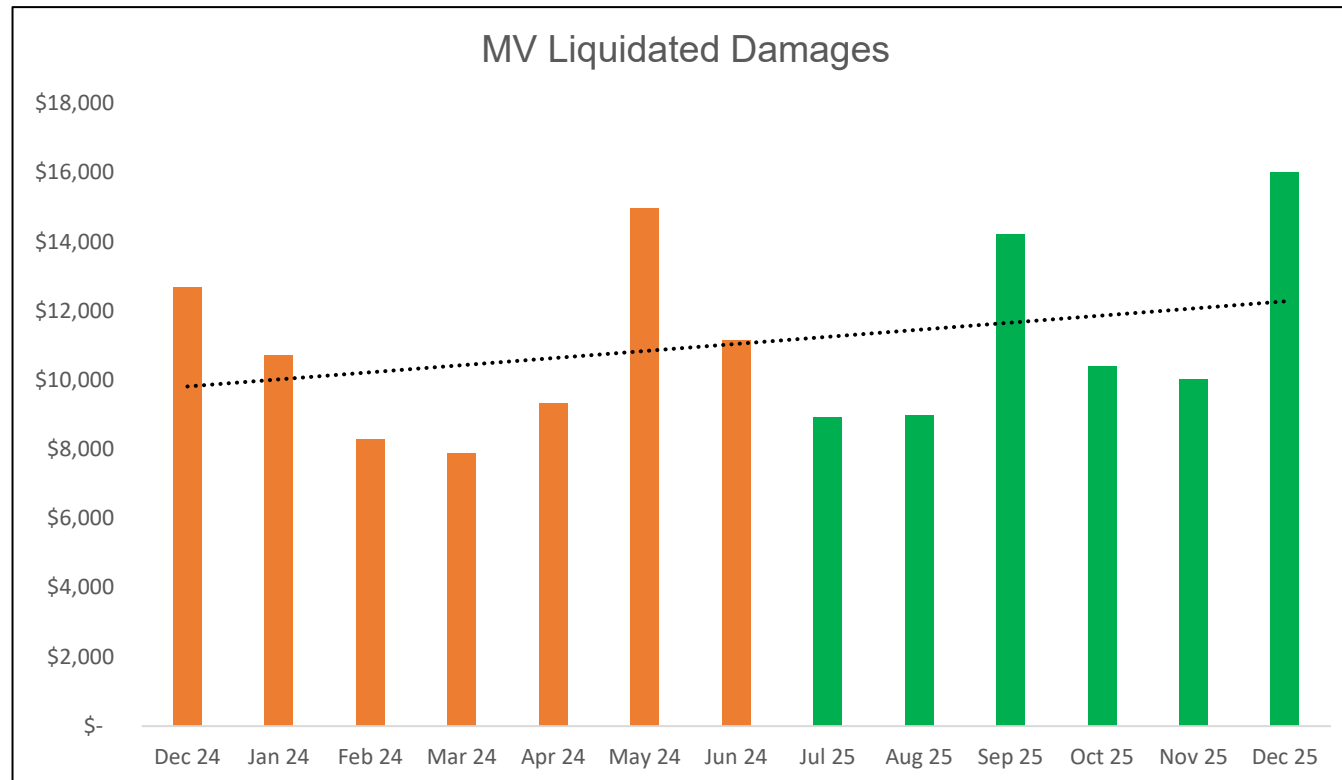
-38% VLY

### Monthly Details

\$8.1K (50%), Late Trip, > 30 mins late

\$4.9K (31%), Missed Trips

\$3K (19%), On Time Performance



### Types of Penalties:

Missed Trip

Late Trip

On-Time Performance

Excessive Trip Length

Customer Complaints

Compromised Safety

Maintenance

# FEEDBACK PER RIDERSHIP

## FIXED ROUTE / 100K BOARDING

Month

51

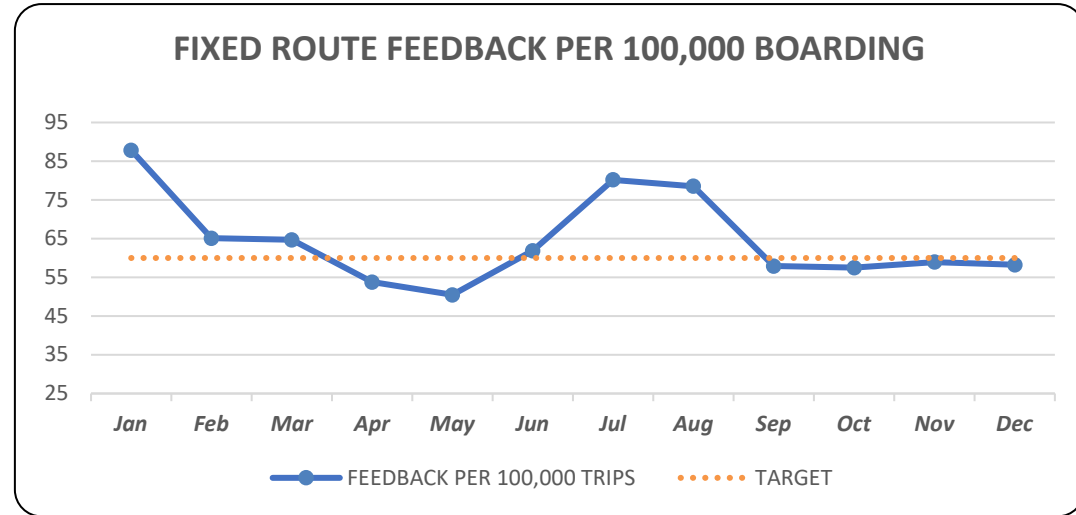
-2% VLM

**TOTAL RIDERSHIP**  
468,803

**TOTAL FEEDBACK**  
273

Goal

60



## PARATRANSIT / 1,000 TRIPS

Month

3.4

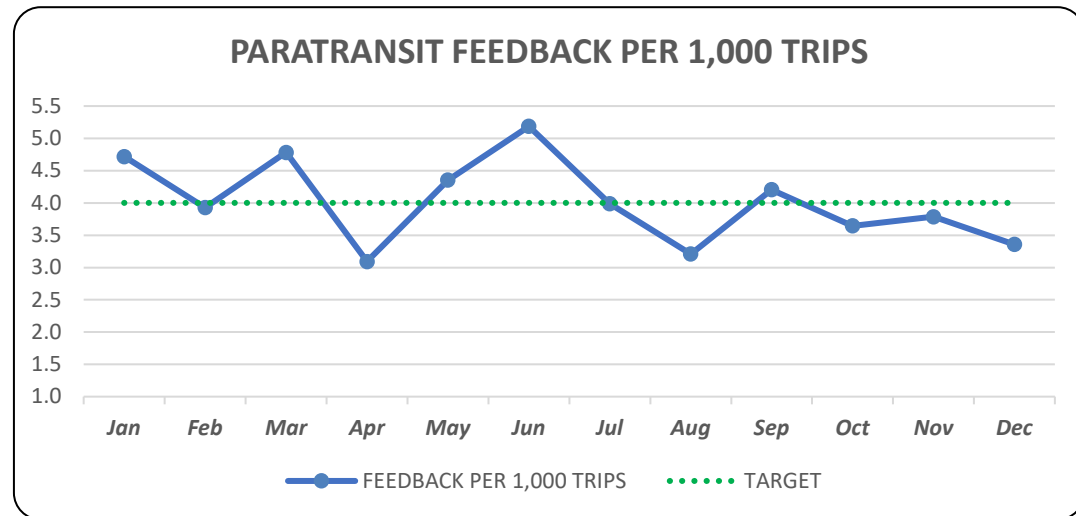
-11% VLM

**TOTAL RIDERSHIP**  
30,678

**TOTAL FEEDBACK**  
103

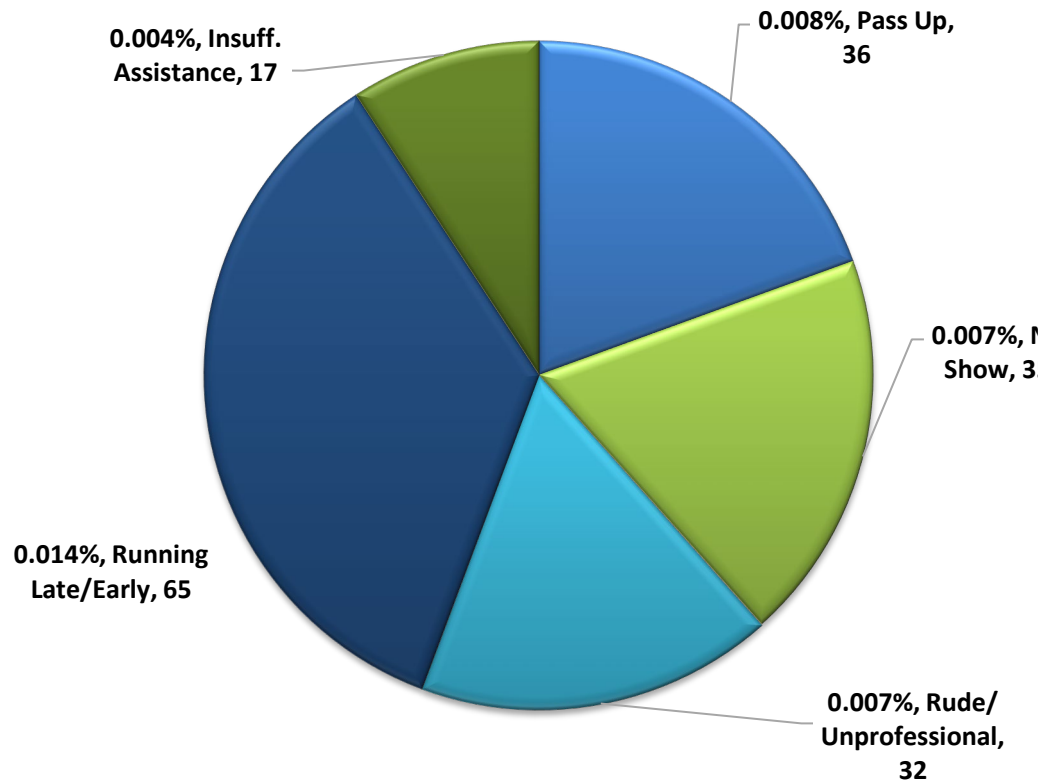
Goal

4

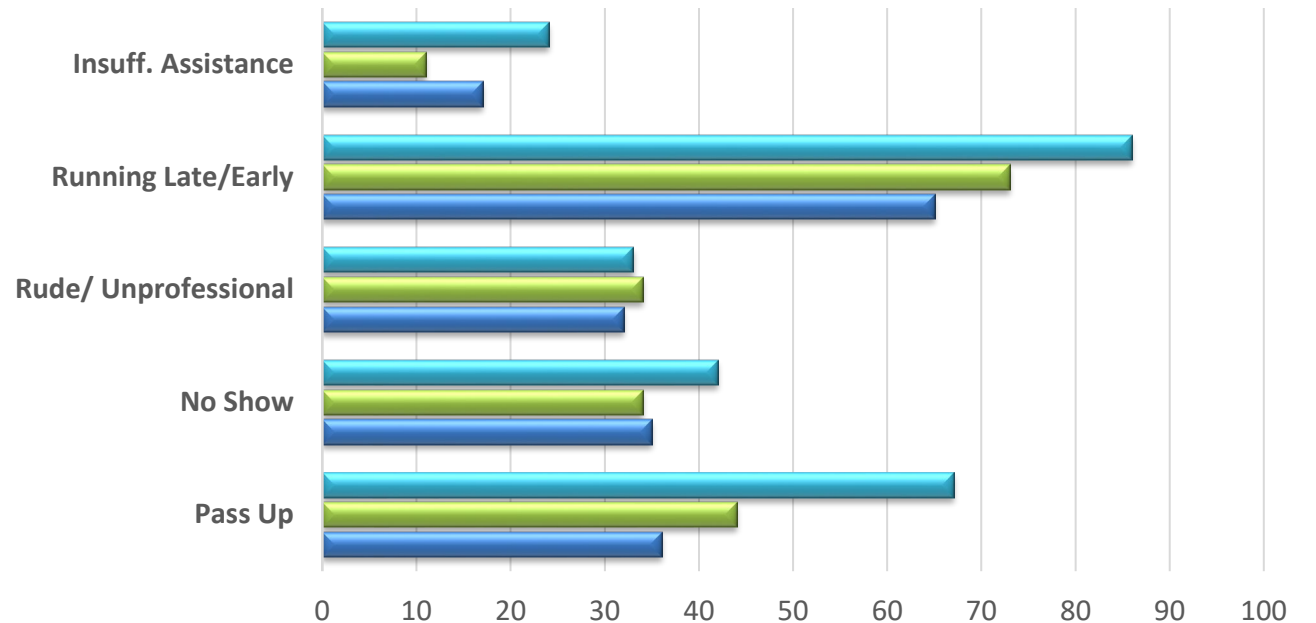


# FIXED ROUTE TOP 5 FEEDBACK CATEGORIES – DECEMBER 2024

Feedback Categories



3 Month Comparison



	Pass Up	No Show	Rude/ Unprofessional	Running Late/Early	Insuff. Assistance
Oct-24	67	42	33	86	24
Nov-24	44	34	34	73	11
Dec-24	36	35	32	65	17

\*Note: Feedback Category percentage represents total feedbacks in that category vs total boarding's for the month.

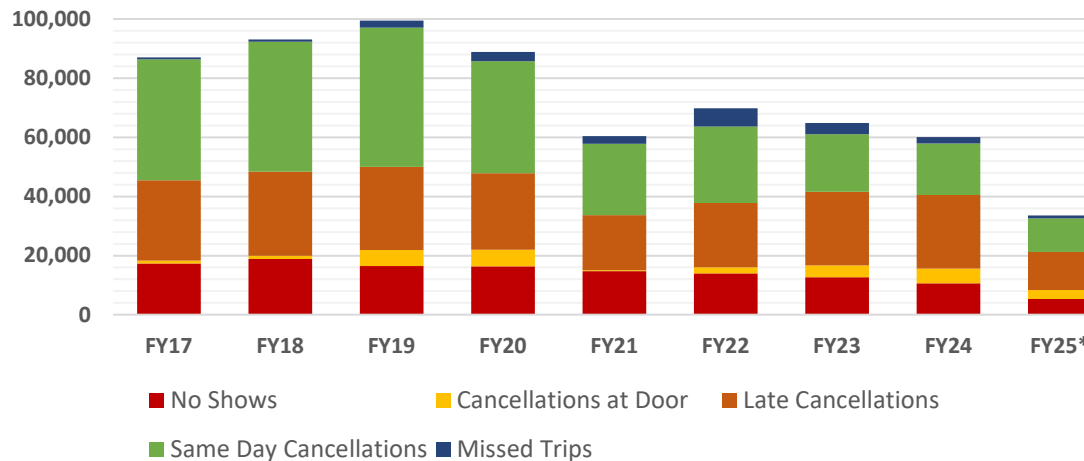


# TARC3 SCHEDULED VS PERFORMED

MV Hourly Rate Average FY24 = \$48  
 MV Average Pass Trip Per Hour is 1.3 PPH  
 \$48/1.3 = \$37 Cost Per Trip  
 No Show 10,659 \* 37 = \$394,383  
 Cancel at Door 4,965 \* 37 = \$183,705  
 Late Cancellation = 24,895 \* 37 = \$921,115  
 Total = \$1,499,203

Cancelled Trips									
YEAR	Scheduled Trips	Performed Trips	Late Cancellations	Cancellations at Door	No Shows	Same Day Cancellations	Missed Trips	Total Cancelled Trips	% of Scheduled Trips
FY17	601,716	514,610	27,089	987	17,383	40,975	672	87,106	14%
FY18	640,145	547,002	28,360	1,144	18,857	43,955	827	93,143	15%
FY19	660,128	560,635	28,182	5,389	16,497	47,025	2,400	99,493	15%
FY20	531,278	442,389	25,884	5,624	16,358	37,899	3,124	88,889	17%
FY21	352,203	291,740	18,642	236	14,797	24,138	2,650	60,463	17%
FY22	369,232	299,413	21,796	2,037	13,969	25,893	6,124	69,819	19%
FY23	395,643	330,779	24,830	4,028	12,698	19,575	3,733	64,864	16%
FY24	391,017	330,960	24,895	4,965	10,659	17,403	2,135	60,057	15%
FY25*	221,828	188,231	12,791	3,086	5,331	11,455	934	33,597	15%
*YTD (Dec)									

### TARC3 Non-Performed Scheduled Trips



FY25*			
	% of Scheduled	% of Cancelled	Definition
MISSED	0.42%	3%	Any trip whereas the driver arrives before or after the 30 minute pickup window and departs without the passenger before waiting at least 5 minutes within the 30 minute pickup window
SAME DAY	5.16%	34%	Trip is cancelled on day of service at least 2 hours prior to scheduled pickup time. Trip can be rerouted.
LATE	5.77%	38%	Trip is cancelled less than 2 hours of the scheduled pick up time. Trip may be able to be rerouted depending on time of cancellation.
AT DOOR	1.39%	9%	Trip is cancelled after driver arrives for pick up and has made contact with the passenger.
NO SHOWS	2.40%	16%	Driver arrives and passenger is unable to be located for transport.





# JANUARY BOARD OF DIRECTORS

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January 22, 2024



To: TARC Operations Committee  
From: Scudder Wagg and Michelle Poyourow, JWA  
Date: January 6, 2025  
Subject: Updating TARC's Title VI Service Equity Policies

## Background

In 2012, the FTA introduced new requirements that transit agencies adopt policies to protect minority and low-income people from any disproportionate impacts of service changes, and to ensure that such people receive a proportionate share of the benefits of service changes.

All large transit agencies across the U.S. updated such policies in 2013, including TARC. The policies are called "Title VI Service Equity Policies." They set limits on the impacts and benefits of changes for minority and low-income residents and riders. They also often prescribe certain methods for estimating those impacts and benefits.

TARC is one of many agencies that have not updated their Service Equity policies or methods since 2013.

To prepare recommendations for TARC regarding Service Equity policies, JWA has conducted a small peer review: reading and comparing other agencies' policies, understanding the technical methods they use to measure their performance towards those policies, and speaking with staff at peer agencies to understand the practicalities of using those policies.

## Outdated Policies

One way in which TARC's 2013 Service Equity policies are outdated is that they do not allow for the possibility that many routes might be changed simultaneously. The policies were written assuming that any service change would happen to only one or a few routes. This is unsurprising because, as of 2012 (when FTA issued its guidance), bus network redesigns were rare in the U.S.

TARC's current policies, as currently written, cannot be applied in a systemwide redesign of the bus network. This is a problem other agencies have encountered while planning a network redesign, and those agencies have updated their policies to accommodate their new reality.

In addition, TARC's current policies are vague in some ways and would benefit from more specific and clear language.

We therefore recommend that the Committee consider revisions to the 2013 Service Equity policies, both to prepare for a network-scale change to services and to make the policies more specific and clear.

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**TEAM LEAD**  
SCHMIDT ASSOCIATES

**TRANSIT PLANNING +  
SURVEYING**  
JARRETT WALKER +  
ASSOCIATES  
WBA RESEARCH

**COMMUNITY  
ENGAGEMENT**  
GRESHAM SMITH  
RASOR  
EHI

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## Choices for Updated Policies

The Board of Directors has the authority to update Title VI Service Equity policies. In making updates, there are certain policy choices that warrant the Board's focus.

### 1. Defining a "Major Service Change"

The first Service Equity policy defines how much service must change in order to trigger an equity analysis. Equity analyses can require a lot of effort by staff or consultants, therefore the FTA does not expect agencies to conduct them for every small adjustment to service, only for "major" changes. It is up to each agency to define what makes a service change "major," though most agencies follow FTA's template from 2012.

In the existing TARC policies, a change of 25% to a route is considered "major." The Board could consider raising or lowering this threshold – to, say, 50% or 10%. But 25% is the same threshold used by nearly all peer agencies, including agencies who have recently re-thought their policies, consulted the public and adopted revised policies.<sup>1</sup> We are not aware of an existing motivation or argument for revising this 25% threshold.

**Question for TARC Committee and Board:** Are you comfortable continuing with the policy that a 25% change to any single route requires an equity analysis?

However, the Board may want to consider adding an additional trigger for equity analyses, for cases when there are widespread changes to many routes with none of the changes causing more than 25% change to any single route.

For example, if TARC were in the future facing a need to cut 10% of service, that service cut could be spread out evenly across enough routes such that the change on every route was below 25%. Or, a 10% service addition could be spread out across enough routes as to not increase service on any one route by 25%. And yet, in total, the changes across the network would be (colloquially-speaking) major.

**Question for TARC Committee and Board:** Should TARC obligate itself to analyze the equity impacts of distributed changes across the whole system that may not result in changes of 25% to any single route?

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<sup>1</sup> CapMetro in Austin, IndyGo in Indianapolis, the City of Raleigh, SORTA in Cincinnati, GRTC in Indianapolis and Madison Metro all use 25% as a threshold for identifying a Major Service Change. There is variation among them in whether Revenue Miles or Revenue Hours are measured, and in what other types of major changes are explicitly included.



Such a trigger is not included in the Title VI policies of most of peer agencies we studied.<sup>2</sup> However, it seems intuitively reasonable. It also seems like it could reassure the public that, in making updates to its policies, TARC does not intend to distribute service cuts or additions widely in a way that would stay “below the radar” of Title VI requirements, and TARC still intends to analyze equity impacts for a wide range of service changes.

## 2. How to Define Transit “Benefits”

The next policy choice is how to define the benefit of transit service. What is transit service *doing* that should be done equitably?

Older Service Equity policies tend to assume that the benefit of transit is the mere presence of a route. These older policies may allow only for a comparison of how transit service covers different populations, regardless of the frequency offered, the hours and days of service, or the destinations it can help people reach. They may be written such that any change to a route is presumed negative, even if the change will mean a service increase for nearby residents.<sup>3</sup>

There was a practical reason that many agencies' 2013 policies emphasized coverage: as of 2013, measuring coverage was technically within reach for most agency staff and their consultants, whereas the other ways to estimate transit's benefits were not.

Recently-updated Service Equity policies take into account two changes since 2013. Geographic analysis software has improved, allowing more transit agency to measure transit benefits in more sophisticated ways without needing advanced capabilities or copious time. Also, the industry has become more aware since 2013 that it isn't enough for service to be *nearby*, for people to benefit from it they should also find it *useful*.

Given these two changes, updated policies tend to allow for the definition of transit benefits in terms of:

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<sup>2</sup> The City of Raleigh is the only one among the six peers we examined to include a meaningful system-wide trigger. Raleigh sets a limit of 5% on the system-wide change in Revenue Hours that can be made before triggering a Major Service Change. GRTC in Indianapolis has a trigger that if 25% of the entire system changes, it is a Major Service Change. However, this is redundant with their policy that if 25% of any single route changes it is a Major Service Change, since it would not be possible to achieve a 25% change system-wide without achieving a 25% change on at least one route.

<sup>3</sup> Among the six transit agencies we studied, only the City of Raleigh continues to use a policy based on coverage. In Raleigh's service analyses, there are service additions or changes which will be positive for nearly all nearby residents, but which get measured as negative, and this unreasonable finding has to be explained away.



- The quantity of service nearby. For example, a route offering 60-minute frequency on weekdays only is measured differently from a route offering 15-minute frequency seven days per week.<sup>4</sup> Or,
- Residents' access to destinations via transit. For example, the benefit (or negative impact) resident would account for increases or reductions in their ability to reach jobs (or other important destinations) by transit within a reasonable amount of time.<sup>5</sup>

Which specific method should be used to analyze each service change depends on many factors, such as what software is then available to agency staff; whether any consulting contracts exist that can provide support or software; whether TARC has recent data on the demographics of its riders; what kinds of data is available for various types of destinations; and how recent and accurate Census data is. Because these factors will change from one year to the next, the right methodology will change from one year to the next. We recommend leaving those methodological decisions to staff, rather than attempting to write them into policy.

The important policy choice, then, is whether to limit the measurement of transit benefit to the mere presence or absence of a route, or to also take into account factors like the route's frequency, hours and days of service, or access to destinations. We recommend that the TARC Board allow for the latter types of measurements.

**Question for TARC Committee and Board:** Should equity analyses allow for consideration of the quantity of transit service, or the usefulness of transit service, to nearby populations?

This choice does not need to be *explicitly* addressed in an updated policy, but it will be implicit in an updated policy because it will affect the range of possible policies that need to be set for Choice #3.

### 3. Defining Acceptable Levels of Difference Between Populations

Service Equity policies need to define the maximum level of difference that should be accepted in how a service change affects minority and non-minority populations; and low-income and non-low-income populations. Changes in excess of that maximum difference are considered "disproportionate" or "disparate."

The maximum level of difference is usually defined in percentage points, as in "minority residents should not bear adverse effects more than X% greater than the adverse effects borne by non-minority residents." And, "minority residents should receive no fewer than Y% less of the benefits of a change than non-minority residents receive."

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<sup>4</sup> CapMetro in Austin, GRTC in Richmond, IndyGo in Indianapolis, MATA in Memphis, and Madison Metro have recently used such measures.

<sup>5</sup> Madison Metro also measured access to destinations, in addition to measuring coverage and quantity of service near residents.



Before recommending any actual numbers, we need to explain that different methodologies will call for different maximum numbers. While we do not recommend prescribing a methodology in the policy, the policy must include maximum thresholds, and the relevant maxima will differ depending on the methodology.

There are two widely-used methodologies for comparing the benefits and impacts of a service change among different populations:

1. **Comparing a group's share of the burden to the share of the burden borne by non-group members.** In this case, the change in service benefitting minority residents' is estimated. Then the change in service to non-minority residents is estimated. The levels of change each group would experience are compared *to one another*. The idea is that a protected group of people should not bear much more of the burden of a change than non-protected people.<sup>6</sup>
2. **Comparing a group's share of the burden to their prevalence in the whole population.** The impact to a group – let's say, for demonstration, minority residents – is estimated and expressed as a percent of the total impact. The minority share of the negative impact is compared to minority residents' *prevalence in the total population*. The idea is that a protected group of people should not bear much more of the burden of a change than you would expect given their proportion in the population.<sup>7</sup>

Both of these methods speak to the same goal, which is ensuring that minority and low-income residents do not, on average, bear a disproportionate amount of the burden of a service change. (And, in the case of service additions, that they benefit from a proportionate or greater-than-proportionate share.)

TARC's updated policies should not prescribe either method, because one or the other method (or both) will be more suitable at different times depending on data, software, etc.

**Question for TARC Committee and Board:** Are you comfortable with a policy that accommodates multiple possible methodologies for comparing burdens and benefits among population groups, to be decided based on then-available data and software?

Even if methodology is not prescribed by policy, the TARC Board will need to adopt percentage-point-thresholds defining the maximum acceptable differences in burdens and benefits (as this is a required part of a Title VI policy, per FTA). The right thresholds may be different for the two different methodologies.

There is a very wide range of acceptable maximum differences, for both methodologies.

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<sup>6</sup> IndyGo and Madison Metro use this method.

<sup>7</sup> CapMetro, GRTC, the City of Raleigh, MATA and Madison Metro use this method.



1. For those agencies we surveyed who are using method #1, above, their acceptable maxima in policy were:
  - 2 percentage points (Madison) and
  - 20 percentage points (IndyGo).
  
2. For those agencies using method #2, above, their acceptable maxima in policy were:
  - 2 percentage points (CapMetro),
  - 2.5 percentage points (City of Raleigh, for low-income residents),
  - 5 percentage points (City of Raleigh, for minority residents),
  - 20 percentage points (MATA), and
  - 20 percentage points (GRTC).

**Question for TARC Committee and Board:** Does the range of acceptable difference demonstrated by peer policies (from 2 to 20 percentage points) seem like the right range for TARC?

Part of the reason that agencies show such a wide range of maxima is that these maxima aren't a pass/fail test on a service change. If and when an agency finds that a service change would exceed the maximum, the agency is allowed to present additional analysis or make additional arguments for why the change is not as burdensome as it appears. The agency is also allowed to show that it has evaluated all of its options but has no workable alternatives to the change in question. Therefore in TARC's policy this maximum should be understood as very strong guidance, rather than an iron-clad law.

## Next Steps

This memo is written for consideration of the Operations Committee of the TARC Board of Directors. We are hoping for reactions, questions and feedback from the Committee, in preparation for presenting similar information to the Board.

JWA has detailed guidance to offer TARC staff about technical details, such as data sources, softwares, analysis methodologies, and specific words to use or avoid in writing the policies. This memo is focused on policy choices that matter regardless of technology or methodology, and that Board and Committee members should be involved in deciding.