

dart

FY2018 Budget

*Enriching Lives,
Connecting Communities,
Expanding Opportunities*

January 2017





**Des Moines Area Regional Transit Authority
FY 2018 BUDGET**



FY 2018 BUDGET

July 1, 2017 through June 30, 2018

DART Commission Members

Tom Gayman (Chairperson), Represents Region 4 - Granger; Grimes; Johnston; Urbandale

Christine Hensley (Vice-Chairperson), Represents Region 3 - Des Moines

Steve Peterson (Secretary/Treasurer), Represents Region 2 - Clive; West Des Moines; Windsor Heights

Gary Lorenz, Represents Region 7 - Alleman; Ankeny; Des Moines; Polk City

Skip Conkling, Represents Region 1 - Altoona; Bondurant; Carlisle; Des Moines; Elkhart; Mitchellville; Runnells

Skip Moore, Represents Region 5 - Des Moines; Pleasant Hill

Joann Muldoon, Represents Region 6 - Des Moines

Angela Connolly, Represents Polk County At-Large

Gaye Johnson, Represents Polk County At-Large

DATE: January 30, 2017



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Des Moines Area Regional Transit Authority FY 2018 BUDGET



January 30, 2017

TO: DART Riders, Employees, Commissioners, Member Governments and Community Members

FROM: Elizabeth Presutti, DART Chief Executive Officer

As we prepare for Fiscal Year 2018, DART finds itself in a unique time in our history. Input from the Greater Des Moines community over the last year has strongly indicated the desire to increase and improve transit service; additional businesses have sought to partner with DART to provide transportation for their employees; and national trends show that many of our competitive cities are increasing their investment in transit. At the same time there is discussion in the region about the right level of investment for transit, the appropriate mechanism to pay for public mobility, and the best governance structure for DART.

Throughout these discussions, the DART team strives to connect our communities and expand opportunities for our workforce by maintaining efficiency, increasing revenues, expanding public-private partnerships and improving customer service, while at the same time keeping costs as low as possible. For example, in the last year, DART has added several partnerships that increase revenue and/or expand service for our customers, including:

- The new Route 10 through a partnership with Broadlawns;
- Saturday D-Line service through a partnership with the City of Des Moines;
- D-Line support from Operation Downtown;
- The Hiatt Middle School pilot program through a partnership with the United Way of Central Iowa and Des Moines Public Schools;
- New Unlimited Access and RideShare partners; and
- An advertising contract with Adspose.

Over this time DART has also improved its customer satisfaction to a remarkable 84% satisfaction rate; replaced more than 30 buses to work toward an average fleet age goal of 6.5 years; received a clean opinion on DART's FY16 audit; and reduced the agency's employment vacancy rate.

The FY18 budget and strategic priorities aim to reflect the current community dynamics and allow time for the important decisions that need to be made over the next year. The budget maintains all bus services without increasing DART's property tax levy. In order to achieve this, DART is:

- Foregoing further service investments in additional service until long-term funding for transit is identified;
- No return of \$433,000 in federal capital funding used for operating revenue back to the capital plan;
- Not funding additional safety positions recommended by the FTA nor a data analyst position to assist with regular data requests and analysis being posed by member communities;
- Not funding the re-configuration and staffing of DART's financial systems to de-couple federal funds for local funding to allow for more flexibility in programs.



Des Moines Area Regional Transit Authority FY 2018 BUDGET



These choices do have potential long-term impacts. For example, the impact of not returning additional FTA operating funds to the capital program is the loss of one replacement bus in FY18 and 57 replacement buses over the 15-year plan. Furthermore, it has an impact on preventative maintenance by increasing the fleet age, and we would strongly encourage the continued return of FTA operating funds to the capital plan in future years.

Over the next year, DART will continue several efforts to attract and retain ridership and diversify revenue. These include a bus WiFi pilot program on routes 52 and 98; the implementation of a mobile ticketing platform to allow customers to pay their bus fare with their smartphones; and potential public-private partnerships.

We believe the budget presented in this book is the best way to maintain high-quality service to our community while acknowledging the decisions that need to be made in order to sustain a strong regional transit system in the future. We look forward to working with all of our regional partners in the coming year.

Sincerely,

Elizabeth Presutti
DART Chief Executive Officer



DART ORGANIZATIONAL OVERVIEW

BACKGROUND

The Des Moines Area Regional Transit Authority (DART) is the transportation resource for the greater Des Moines region, offering the largest network of buses in the State of Iowa as well as resources for those who vanpool, walk or bike. DART is the only regional transit authority in Iowa, providing 4.8 million trips in FY 2016. Each weekday, customers board DART buses an average of 15,300 times. DART was formed in July 2006 as a result of State of Iowa legislation allowing for the creation of Regional Transit Authorities. Polk County and the cities of Altoona, Ankeny, Alleman, Bondurant, Carlisle, Clive, Des Moines, Elkhart, Granger, Grimes, Johnston, Mitchellville, Pleasant Hill, Polk City, Runnells, Urbandale, West Des Moines and Windsor Heights all voted to create and join a regional transit authority, the Des Moines Area Regional Transit Authority (DART).

Since its inception, DART has been growing rapidly. DART has added more service in the past five years than had been added in the previous 50 years. In 2012, arguably the most transformative in its history, DART opened DART Central Station in downtown Des Moines and implemented a redesigned network of bus routes.

Thanks to its regional approach, DART services can now be designed to create a comprehensive, sustainable transportation network for all of Central Iowa. DART is governed by a nine-member commission, representing seven regions within Polk County and two at-large seats.

The current DART Commissioners are:

- Tom Gayman, Chairperson
- Christine Hensley, Vice-Chairperson
- Steve Peterson, Secretary/Treasurer
- Skip Conkling
- Angela Connolly
- Gary Lorenz
- Skip Moore
- Gaye Johnson
- Joann Muldoon

DART FACTS (as of June 30, 2016)

Service Area:

- 646 square miles
- 18 member governments
- 485,599 people

Unlimited Access Employer Free Ride Program:

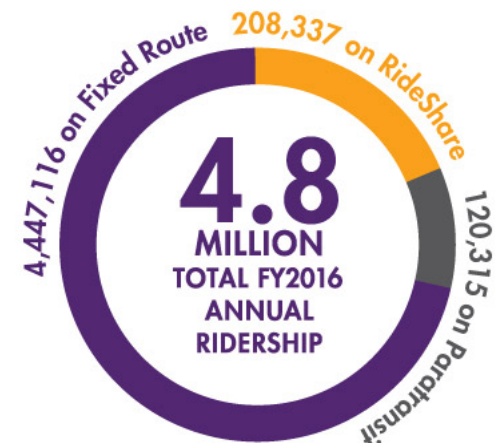
- 14 active employers
- 451,677 passenger trips in FY 2016

Bus Service:

- 149 Buses (8 Diesel-Electric Hybrid)
- 28 Shelters
- 1,719 Bus Stops
- 56,448 Bike Rack Uses in FY 2016
- 1 Station (DART Central Station)

RideShare Vanpool Program:

- 87 RideShare vanpools
- 608 Customers





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**DART STRATEGIC PRIORITIES AND GOALS
DRAFT FY 2017- FY 2018**

1) Safety & Operational Excellence

- 1.1 Improve safety by increasing the Safety Index Factor by 5%, by year end FY18.**
- 1.2 Improve the overall quality of service metric ranking on DART's biannual Customer Satisfaction Survey by 1% to 84% very satisfied or satisfied response by year end FY19.
- 1.3 Improve service reliability by increasing OTP by 2%, by year end FY18.
- 1.4 Provide 5 million trips with DART services by year end FY20.**

2) Financial Stewardship & Sustainability

- 2.1 Based on our understanding of community support, develop strategies to address long term financial sustainability goals.**
- 2.2 Maintain industry standard Farebox Recovery ratio of 20% or higher for the agency as a whole to be measured on June 30, 2017 and again at June 30, 2018.

3) Workforce Performance, Readiness & Wellbeing

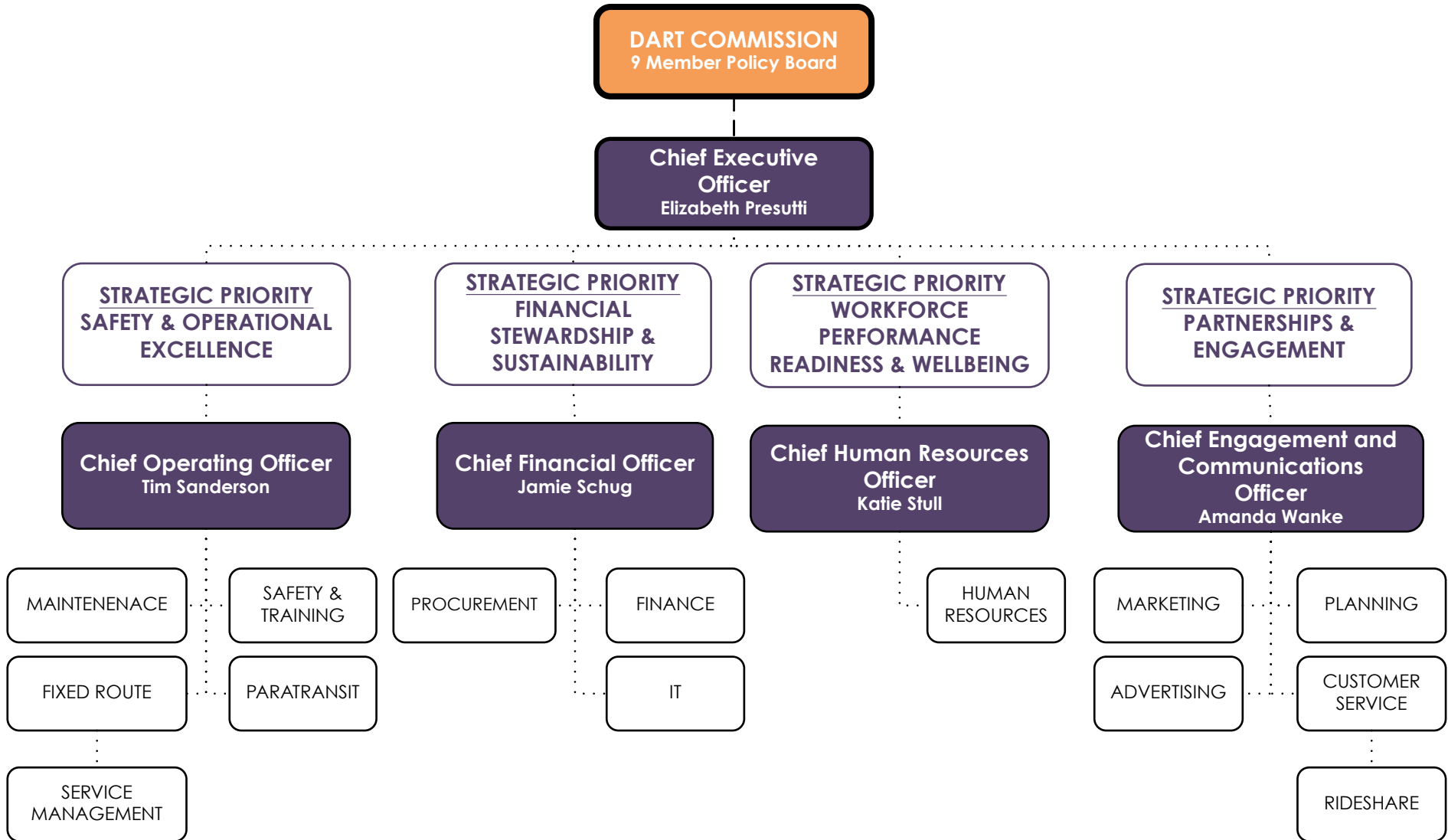
- 3.1 Ensure workforce readiness as measured by an average vacancy rate of \leq 5% and an average voluntary turnover rate of \leq 5% through FY18.**
- 3.2 Ensure engagement and retention of staff by implementing management initiatives, to be identified by the results of an engagement survey, by year end FY18.

4) Partnerships & Engagement

- 4.1 Improve public support of DART by increasing awareness of DART and willingness to pay additional money to support transit and maintaining perception of the value of transit through a non-rider survey to be administered by the end of FY19.**
- 4.2 Add five new business and/or public-private partnerships that grow transit access in the community by the end of FY18.



DART STRATEGIC PRIORITY AREA ORGANIZATIONAL ALIGNMENT





FY 2018 BUDGET OVERVIEW

<u>FY 2018 Budget</u>	
Operating Revenue	\$8,201,000
Non-Operating Revenue	\$23,538,509
Total Revenue	\$31,739,509
Total Expenses	\$31,739,509
Surplus (Deficit)	\$0



FY 2018 BUDGET OVERVIEW

	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
Operating Revenue	\$7,271,037	\$7,014,193	\$8,008,000	\$8,201,000	2.41%
Non-Operating Revenue	\$20,822,009	\$22,337,019	\$22,815,783	\$23,538,509	3.17%
Total Revenue	\$28,093,046	\$29,351,212	\$30,823,783	\$31,739,509	2.97%
Salaries, Wages and Fringes	\$16,038,877	\$17,522,067	\$19,621,466	\$20,115,585	2.52%
Services	\$2,637,441	\$2,950,956	\$2,398,239	\$2,464,780	2.77%
Building and Grounds Materials	\$131,746	\$124,262	\$105,000	\$90,000	-14.29%
Office Supplies	\$43,967	\$72,744	\$57,950	\$55,700	-3.88%
Fuels and Lubricants	\$3,091,419	\$2,176,481	\$3,274,416	\$3,204,533	-2.13%
Tires	\$150,339	\$140,615	\$149,750	\$164,000	9.52%
Equipment Repair Parts	\$1,370,371	\$1,716,133	\$1,576,750	\$1,563,666	-0.83%
Supplies and Materials	\$304,528	\$267,307	\$305,380	\$264,480	-13.39%
Utilities	\$337,966	\$329,684	\$342,880	\$369,010	7.62%
Insurance	\$624,903	\$716,784	\$1,174,581	\$1,312,131	11.71%
Purchased Transportation	\$218,417	\$250,885	\$183,500	\$183,500	0.00%
Miscellaneous Dept. Expenses	\$704,513	\$1,163,044	\$462,900	\$470,450	1.63%
Local Match	\$1,088,098	\$1,152,463	\$1,170,971	\$1,481,674	26.53%
Total Expenses	\$26,742,585	\$28,583,425	\$30,823,783	\$31,739,509	2.97%
SURPLUS (DEFICIT)	\$1,350,461	\$767,787	\$0	\$0	



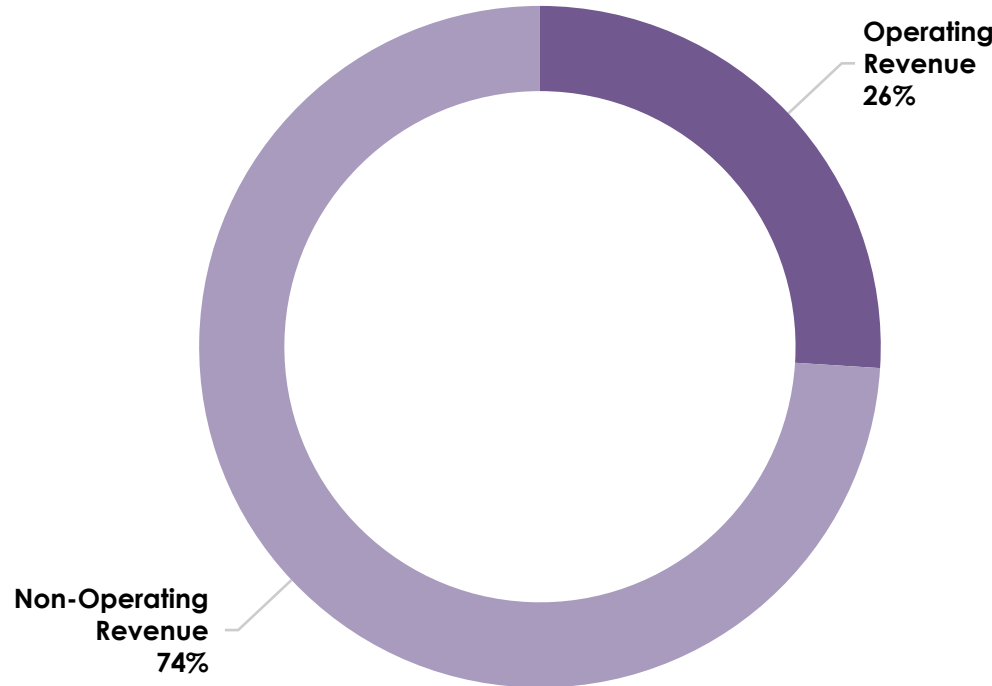
BUDGET SUMMARY - OPERATING REVENUE

	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
OPERATING REVENUE					
Cash Fares	\$4,215,680	\$4,175,954	\$4,745,500	\$4,599,400	-3.08%
Other Contracted Services	\$2,413,624	\$2,078,493	\$2,363,500	\$2,684,800	13.59%
Polk County Funding	\$524,861	\$550,105	\$624,000	\$641,800	2.85%
Advertising Income	\$116,872	\$209,641	\$275,000	\$275,000	0.00%
TOTAL Operating Revenue	\$7,271,037	\$7,014,193	\$8,008,000	\$8,201,000	2.41%
NON-OPERATING REVENUE					
Interest Income (Expense)	\$1,153	\$2,012	-\$4,660	\$5,340	-214.59%
Sale Of Scrap	\$4,061	\$2,462	\$7,500	\$7,500	0.00%
DCS Rental Income	\$20,933	\$24,935	\$21,000	\$26,000	23.81%
Miscellaneous Income	\$56,800	\$61,999	\$41,000	\$41,000	0.00%
County Tax Revenues	\$13,511,571	\$15,227,840	\$16,620,284	\$17,286,723	4.01%
Municipal Operating Assistance	\$680,000	\$680,000	\$680,000	\$680,000	0.00%
State Operating Assistance	\$1,352,197	\$1,424,098	\$1,722,859	\$1,640,770	-4.76%
State Fellowships	\$60,968	\$55,349	\$0	\$0	0.00%
State Property Tax Backfill	\$309,013	\$699,006	\$577,800	\$610,000	5.57%
JARC Funds	\$165,000	\$0	\$0	\$0	0.00%
CMAQ Funds	\$335,262	\$285,000	\$0	\$85,000	100.00%
FTA ADA - 5307	\$375,000	\$375,000	\$375,000	\$375,000	0.00%
5310 Cabs	\$162,691	\$140,187	\$170,000	\$175,000	2.94%
New Freedom	\$148,000	\$0	\$0	\$0	0.00%
FTA Operating Income	\$3,460,000	\$3,030,000	\$2,595,000	\$2,595,000	0.00%
FTA Planning Income	\$107,361	\$192,524	\$0	\$0	0.00%
FTA 5311 Rural	\$13,959	\$18,199	\$10,000	\$11,176	11.76%
FTA Lease Funds	\$58,040	\$118,408	\$0	\$0	0.00%
TOTAL Non-Operating Revenue	\$20,822,009	\$22,337,019	\$22,815,783	\$23,538,509	3.17%
TOTAL REVENUE	\$28,093,046	\$29,351,212	\$30,823,783	\$31,739,509	2.97%



BUDGET SUMMARY - OPERATING REVENUE

**FY 2018 Operating Revenue
as a % of Total Revenue**



Revenue Assumptions:

- Residential rollback at 56.9391% up from 55.6259% in FY2017
- Commercial rollback at 90%.
- Anticipated back-fill of \$610,000 due to property tax reform.
- Multi-Residential 82.50% will continue to drop by 3.75% per year until 2021
- Increase in property tax revenue due to valuations \$650,000.
- FTA Operating Funds of \$433,000 not returned to Capital Program
- Increase in Other Contracted Services Revenue due to partnerships in funding D-Line, Broadlawns Route 10, and to account for future partnerships
- \$63,192 held as debt service reserve for future debt obligations for the city of Carlisle
- No property tax levy increase

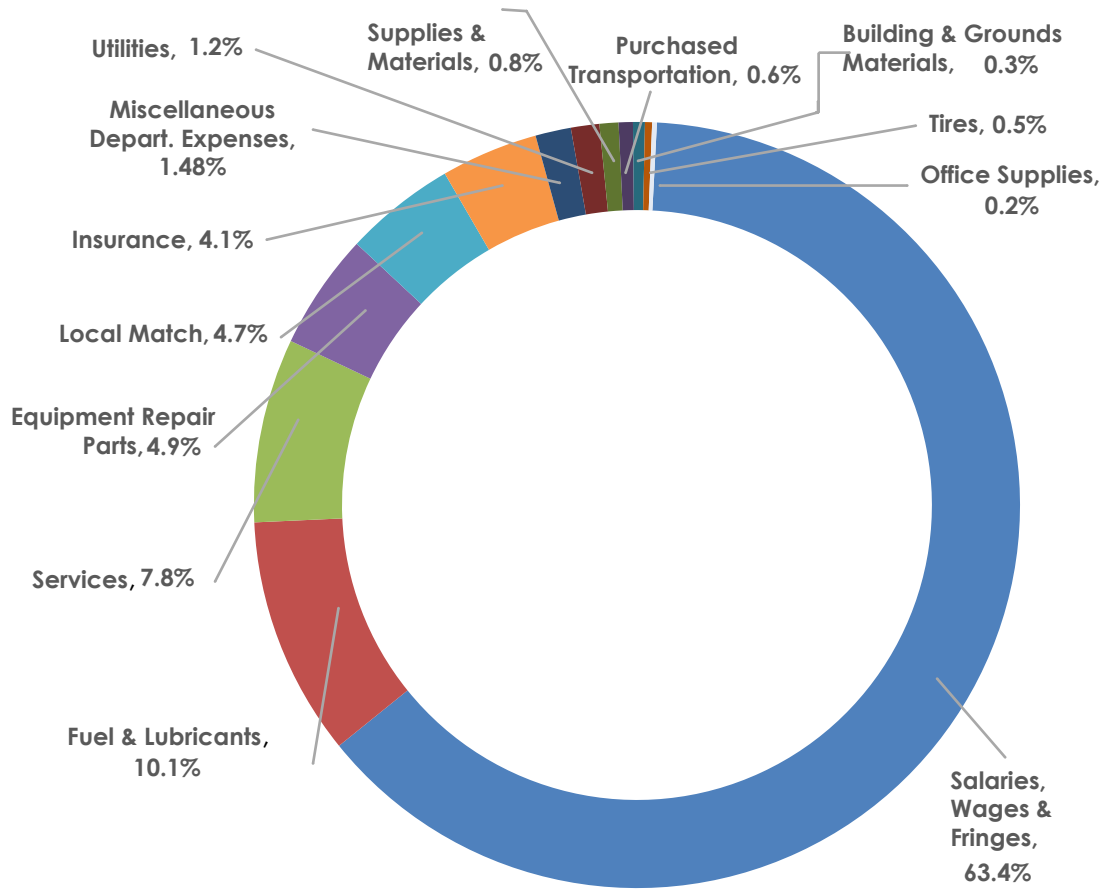


BUDGET SUMMARY - OPERATING EXPENSES

	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
Salaries, Wages and Fringes	\$16,038,877	\$17,522,067	\$19,621,466	\$20,115,585	2.52%
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Local Match	\$1,088,098	\$1,152,463	\$1,170,971	\$1,481,674	26.53%
TOTAL EXPENSES	\$26,742,585	\$28,583,425	\$30,823,783	\$31,739,509	2.97%



BUDGET SUMMARY - OPERATING EXPENSES



Expense Assumptions:

- Average of 3% Pay Increase for Administrative Staff
- 2% Pay Increase for Full-time; 1.5% Part-time Teamsters. Total Contract Package Equates to a 3% Increase Annually for Full Time Operators.
- 2.5% Pay Increase for ATU. Total Contract Package Equates to a 3% Increase Annually.
- 5% Premium Increase in Health Insurance Expense for Employees Currently Enrolled.
- \$150,000 in Anticipated Expenses that Matches Future Partnership Revenue



Strategic Priority Area:

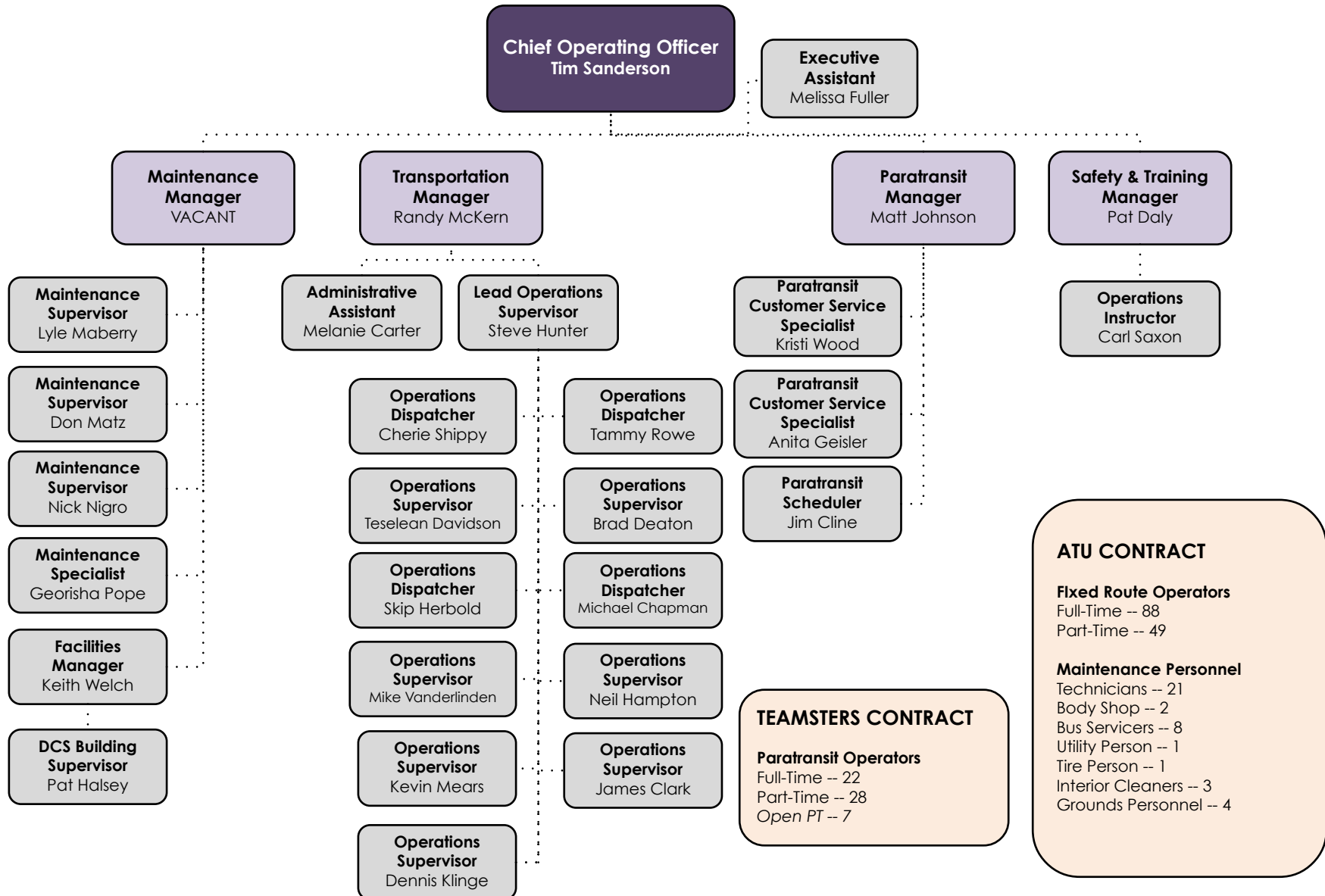
Safety & Operational Excellence

Departments:

- **Fixed Route Operations**
- **Maintenance**
- **Safety and Training**
- **Service Management**
- **Paratransit Operations**



OPERATIONS DEPARTMENT ORGANIZATION





**STRATEGIC PRIORITY AREA:
SAFETY AND OPERATIONAL EXCELLENCE**

FY2016 - FY2017 Strategic Priorities:

- Improve safety by increasing the Safety Index Factor by 5%, by year end FY17.
- Improve service reliability by increasing OTP by 2% using the NTD criteria, by year end FY17.
- Improve the overall quality of service metric ranking on DART's biannual Customer Satisfaction Survey by 1% to an 86% very satisfied or satisfied response by year end FY17.
- Provide 5 million trips with DART services by year end FY16.

Recent Key Accomplishments:

- Upgraded mechanical and electrical systems at 1100 Dart Way. This upgrade addressed a multitude of challenges that had been accumulating in recent years and also allowed the opportunity to improve the ergonomics and design of the area. The entire project was completed in late 2016 and includes a remodeled driver's lounge with amenities such a quiet room, enhanced food options and comfortable seating arrangements. Additionally, the operational functionality has improved with a redesigned dispatch center that will improve ergonomics and efficiency.
- Implementation of an innovative "Operator Pool" for Operations Supervisors that is designed to facilitate team building and focus on the DART's Strategic Priorities of Safety, Service and Schedule.
- Successfully achieved a 90% very satisfied or satisfied rating on DART's biannual Customer Satisfaction Survey for Fixed Route.
- Successfully achieved an 80% very satisfied or satisfied rating on DART's biannual Customer Satisfaction Survey for Paratransit.
- In order to control maintenance costs and ensure a service delivery model, we have recently replaced:
 - 27 40' Heavy Duty Buses
 - 6 Medium Duty Paratransit Buses
- Initial configuration and set up of PASS Paratransit Scheduling Software. The full implementation will occur this year and will result in increased efficiency and cost containment as well as improved flexibility for customers when scheduling trips.



**STRATEGIC PRIORITY AREA:
SAFETY AND OPERATIONAL EXCELLENCE**

Safety and Operational Excellence is an all-encompassing strategic priority that clearly illustrates the passion and principles of DART's Operations Department. The Operations Team, prides itself on being the primary service delivery mechanism for DART, and we strive to continuously improve our safety record, customer experience and system reliability.

Consisting of five distinct areas, Fixed Route, Paratransit/Flex, Maintenance, Safety and Training, the Operations Team is tasked with performing the services that are directly experienced by our passengers. The most visible part of the team, Bus Operators, are supported by a highly trained and dedicated Operations Team, which enables and encourages the pursuit of Safety and Operational Excellence.

In order to ensure that the equipment used by the Bus Operator is safe and reliable, DART employs a team of highly trained mechanics and servicers, whose mission is to consistently ensure that an adequate number of safe and reliable vehicles are available for service at all times. Additionally, this team also cleans the entire fleet of buses each night in order to ensure that DART users are provided a clean and comfortable environment for their journey.

While in service, DART Operators are supported in their mission to achieve Safety and Operational Excellence by the Operations Supervision and Dispatch Teams. These two critical components are available to ensure that service reliability is maintained when service disruptions occur. In addition, the Operations Supervisor's constantly perform quality control checks to ensure that DART passengers are experiencing our commitment to Safety and Operational Excellence.

To round out our commitment to Safety and Operational Excellence, the Building and Grounds Department ensures that the DART customer experience is always centered on safety, security and comfort. We pride ourselves on the pleasant atmosphere provided by DART Central Station and our ability to maintain Safety and Operational Effectiveness, despite adverse weather conditions.

Supporting our Full and Part Time Bus Operators are a staff of highly trained technicians and service persons who maintain, repair, service and clean our Fixed Route and Paratransit vehicles.



SAFETY & OPERATIONAL EXCELLENCE

**Fixed Route, Vehicle Maintenance, Building & Grounds,
DART Central Station, Service Management, Training & On-Call Budgets**

<u>Expense Item</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
Salaries, Wages and Fringes	\$11,719,971	\$12,553,486	\$14,097,272	\$14,491,746	2.80%
Services	481,678	492,402	456,550	509,550	11.61%
Building & Grounds Materials	131,747	124,262	105,000	90,000	-14.29%
Office Supplies	24,352	48,799	28,500	28,500	0.00%
Supplies and Materials	161,272	176,170	159,280	159,280	0.00%
Fuels and Lubricants	2,425,986	1,742,055	2,449,356	2,610,213	6.57%
Tires	111,803	82,911	99,750	114,000	14.29%
Equipment Repair Parts	1,197,201	1,522,955	1,301,500	1,335,500	2.61%
Utilities	218,088	209,652	211,730	215,080	1.58%
Miscellaneous Departmental Expenses	103,047	259,281	107,200	124,700	16.32%
Total	\$16,575,145	\$17,211,973	\$19,016,138	\$19,678,569	3.48%



SAFETY & OPERATIONAL EXCELLENCE
Paratransit Budget

<u>Expense Item</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
Salaries, Wages and Fringes	\$1,635,844	\$1,821,447	\$1,967,110	\$1,924,080	-2.19%
Services	11,693	11,605	6,750	11,500	70.37%
Office Supplies	1,401	2,773	2,250	2,000	-11.11%
Supplies and Materials	7,913	12,855	11,200	11,200	0.00%
Fuels and Lubricants	365,896	216,044	471,000	314,200	-33.29%
Tires	23,683	43,051	33,000	35,000	6.06%
Equipment Repair Parts	115,631	136,911	193,750	163,750	-15.48%
Utilities	1,281	1,378	800	800	0.00%
Insurance	26,663	128,115	105,000	105,000	0.00%
Purchased Transportation	209,130	241,853	175,000	175,000	0.00%
Miscellaneous Departmental Expenses	304,981	313,145	308,118	308,618	0.16%
Local Match	147,872	100,000	95,683	202,103	111.22%
Total	\$2,851,988	\$3,029,177	\$3,369,661	\$3,253,251	-3.45%



Strategic Priority Area:

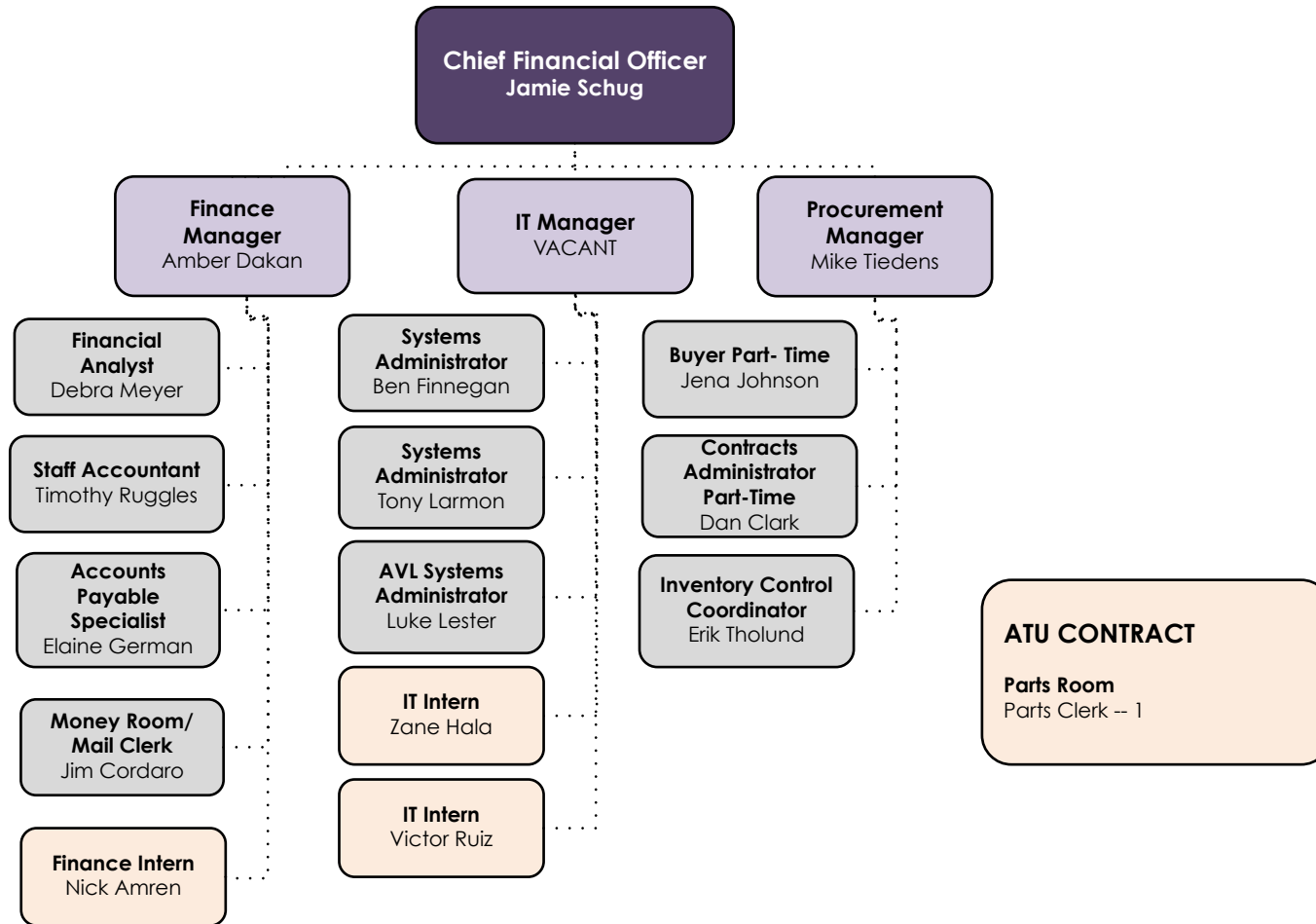
Financial Stewardship & Sustainability

Departments:

- **Finance**
- **Procurement**
- **Information Technology**



FINANCE DEPARTMENTS ORGANIZATION





STRATEGIC PRIORITY AREA:
FINANCIAL STEWARDSHIP & SUSTAINABILITY

Financial Stewardship and Sustainability is a team comprised of Finance, Procurement, and Information Technology. All three departments hold support roles for the organization and ensure fiduciary responsibility over agency assets and information. Specific duties include financial planning and reporting, grant administration, budget development, risk management, coordination of inventory, policy compliance, ensuring competitive procurement, contract management, system wide security, and the delivery of information technology tools. The Financial Stewardship and Sustainability team is responsible for adhering to local, state and federal requirements while providing the best service offerings to our stakeholders.

FY2016 - FY2017 Strategic Priorities:

- Based on our understanding of community support, develop strategies to address long term financial sustainability goals, by year end FY16.
- Where data exists, 100% of SMART goals are created based on those metrics (functional level and up); where data doesn't exist, processes will be created for future decision making, by June 30, 2016.
- Improve monthly planning and management of budgetary resources as measured by Actual vs. Budget utilization % by month +/- 2%.
- Create a process that tracks budgetary resource allocation that ensures investments are made to advance DART's strategic goals. Process to be completed by January 30, 2016.

Recent Key Accomplishments:

- Continued rollout of SharePoint Collaboration Software deeper into the organization. Solutions include Requisition and Contract Management Workflows, Facility Helpdesk tracking, and electronic repositories for Accounts Receivable and Payable documents.
- Deployed new Intrusion Prevention System and Anti-Malware Platforms, FirePower and FireAMP.
- Implementation of Wdesk, a cloud based software utilized to improve the annual budgeting process. Wdesk allows for more efficiency and visibility within the process and scalability to future projects.
- Received a clean opinion for FY 2016 Financial Audit.
- Successful acquisition of 27 new 40' Heavy Duty, low floor fixed route buses. 20 of the buses were funded through a 12 year lease and the remaining 7 funded as part of DART's capital asset plan.
- Solicited and successfully negotiated contract for mobile ticketing platform to be implemented in FY2017-FY2018.
- Completed negotiation of Medicaid transportation service contracts with the new Managed Care Organizations and their transportation brokers as dictated by the privatization of Medicaid.
- Removal of obsolete parts to make better use of inventory space and receive vendor credit for unused inventory. In total, 621 parts for bus models no longer in the active fleet were removed.



FINANCIAL STEWARDSHIP & SUSTAINABILITY
Finance, Procurement and Information Technology Budgets

<u>Expense Item</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
Salaries, Wages and Fringes	\$1,070,896	\$1,271,999	\$1,388,464	\$1,435,609	3.40%
Services	1,385,368	1,334,196	1,178,928	1,268,600	7.61%
Office Supplies	4,991	4,207	7,000	7,000	0.00%
Supplies and Materials	7,472	8,599	8,000	8,000	0.00%
Utilities	118,567	117,091	119,200	141,730	18.90%
Insurance	567,038	552,038	1,034,931	1,140,931	10.24%
Miscellaneous Departmental Expenses	-128,332	143,370	-244,618	-268,468	9.75%
Local Match	831,060	940,022	943,778	1,141,977	21.00%
Total	\$3,857,060	\$4,371,522	\$4,435,683	\$4,875,379	9.91%



Strategic Priority Area:

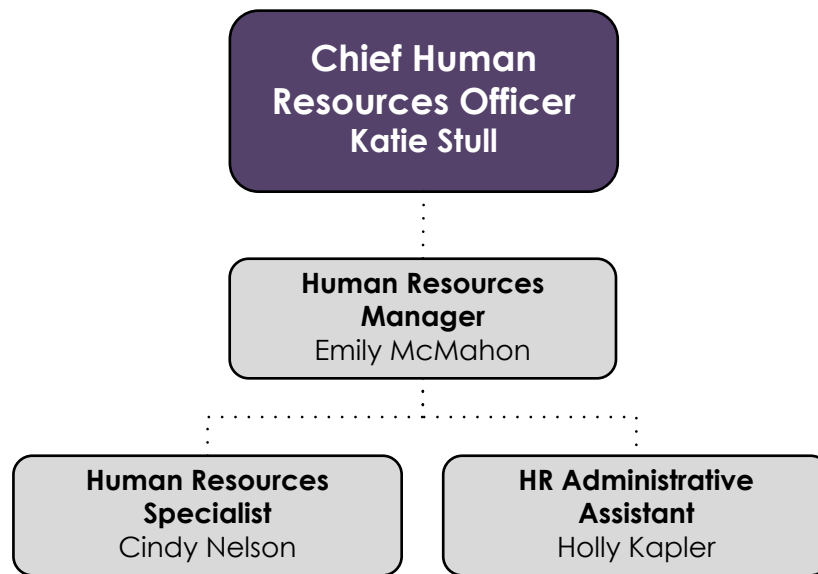
**Workforce Performance, Readiness &
Wellbeing**

Departments:

- **Human Resources**



HUMAN RESOURCES DEPARTMENT ORGANIZATION





**STRATEGIC PRIORITY AREA:
WORKFORCE PERFORMANCE, READINESS & WELLBEING**

The Human Resources functional responsibilities include the following: workforce planning and staffing; organizational structure; compensation; selection and administration of employee benefits; employee and labor relations; team building; safety training and policy development and compliance with employment laws.

FY2016 - FY2017 Strategic Priorities:

- To ensure that agreed upon staffing levels are met, reduce vacancies by 50% (from 8.26 to 4.13), by year end FY17.
- Reduce voluntary turnover of key staff by 15%, by year end FY17.
- Ensure performance plans are completed for 100% of non-bargaining unit employees, by year end FY17.
- Establish a wellness program by year end FY17.

Recent Key Accomplishments:

- Reduced agency wide vacancy rate over the last 43 weeks from 8.21% to 5.2%.
- Doubled the United Way pledges for 2017 over prior year with a record number of participants. Pledges totaled \$30,723.
- Increased participation in DART's annual Safety Banquet by 18%.
- Implemented Bird Dog and Onboard software solutions in order to improve the ease of applying for DART career opportunities and streamline the new employee orientation process.



WORKFORCE PERFORMANCE, READINESS & WELLBEING
Human Resources Budget

<u>Expense Item</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
Salaries, Wages and Fringes	\$280,738	\$299,993	\$376,135	\$391,205	4.01%
Services	81,646	144,345	54,200	74,200	36.90%
Office Supplies	1,553	392	1,000	1,000	0.00%
Utilities	1,223	1,058	2,400	1,300	-45.83%
Miscellaneous Departmental Expenses	94,743	101,540	74,300	76,800	3.36%
Total	\$459,903	\$547,328	\$508,035	544,505	7.18%



Strategic Priority Area:

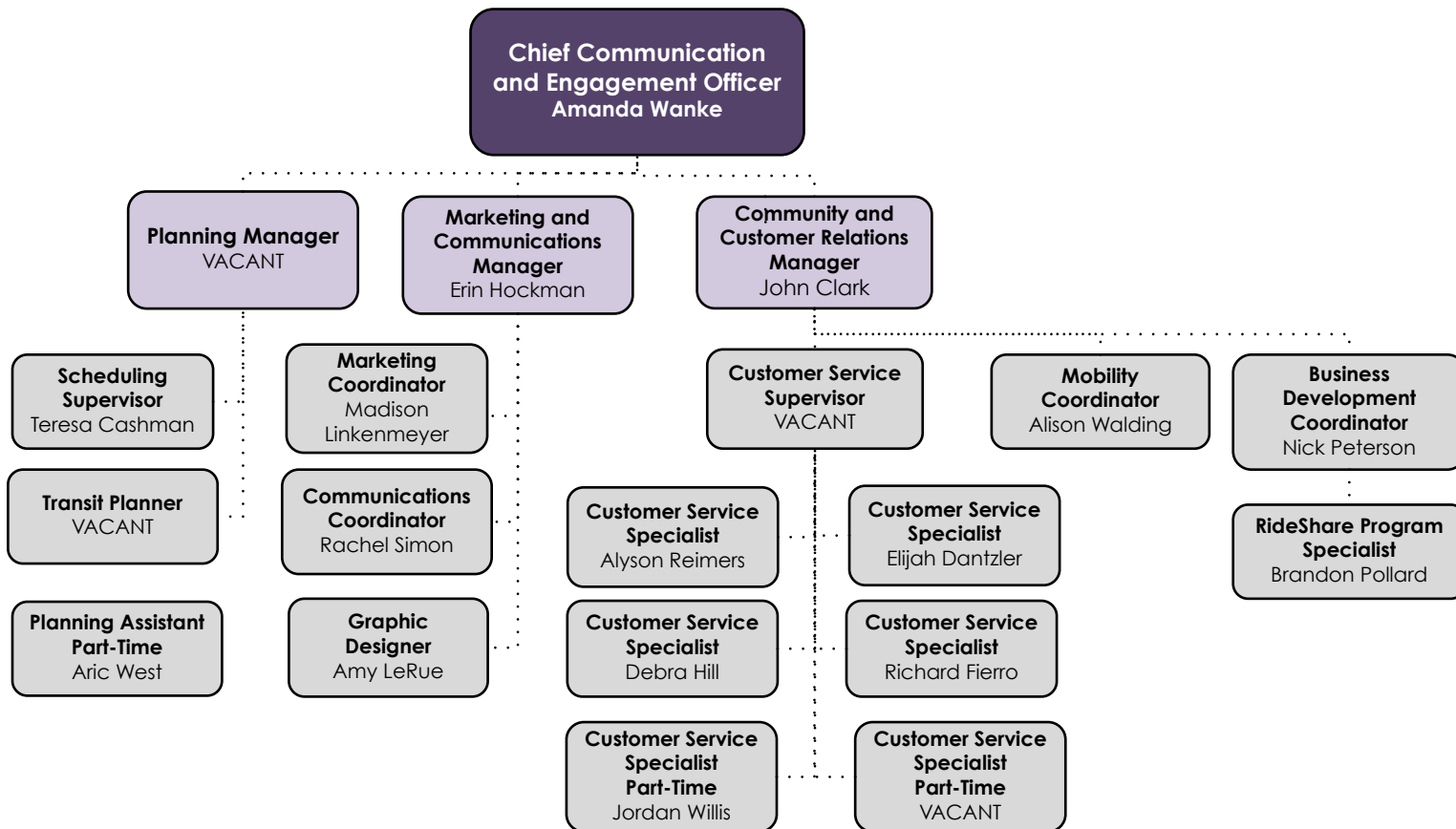
Partnerships & Engagement

Departments:

- **Marketing**
- **Planning**
- **Customer Service**
- **RideShare**
- **Advertising**



MARKETING, PLANNING AND CUSTOMER SERVICE DEPARTMENTS ORGANIZATION





**STRATEGIC PRIORITY AREA:
PARTNERSHIPS & ENGAGEMENT**

The Engagement team is responsible for advancing DART in the Greater Des Moines community through excellent marketing and communications, community and customer relations, and transit planning. Specifically, we seek to raise awareness of and use of DART's services through a variety of strategies including stakeholder engagement, customer service, advertising, media relations, business development and more.

FY2016 - FY2017 Strategic Priorities:

- Update the DART Forward plan by Nov. 15, 2016.
- Develop and deliver an annual employee engagement survey to establish baseline perceptions by year end FY16. Improve internal communication effectiveness and culture/morale to a score of "X" (based on FY16 baseline perceptions) by year-end FY17.
- Increase quantity and quality of outreach to stakeholders for FY 2017 as measured by:
 - 1x/month for mass communications (emails, newsletters, etc.)
 - 1x/quarter via interpersonal communication (email, phone)
 - 2x/year face-to-face.
- Improve stakeholder perception of relationship strength through a qualitative survey to be administered, by year end FY17.
- Establish baseline metric for measuring public support and perception of the value of DART through the DART Forward 2035 Update survey by end of FY16.

Recent Key Accomplishments:

- Partnered with key stakeholders to increase service and revenue including: Route 10 through a partnership with Broadlawns, Saturday D-Line service through a partnership with the City of Des Moines, Hiatt Middle School pilot program through a partnership with the United Way of Central Iowa and Des Moines Public Schools, new Unlimited Access and RideShare partners, and an advertising contract with Adspasure.
- Completed public feedback on the DART Forward plan with more than 5,000 area residents involved in the process, which included establishing a baseline for public support and perception of DART through the organization's first-ever non-rider survey.
- Increased awareness of DART through several marketing efforts including an award-winning social media campaign for the Garth Brooks concert service as well as DART's 10-year anniversary video and event, Iowa State Fair service promotion and more.
- Expanded the Ten Toes Program to help senior citizens learn how to have freedom and mobility using DART, and partnered with human service agencies to create a Ten Toes Program for refugees to help them learn to use DART.



**PARTNERSHIPS & ENGAGEMENT
Advertising, Customer Service, Marketing and Planning Budgets**

<u>Expense Item</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
Salaries, Wages and Fringes	\$862,806	\$1,135,812	\$1,273,405	\$1,340,735	5.29%
Services	423,807	689,789	346,190	356,320	2.93%
Office Supplies	7,596	9,062	8,700	6,700	-22.99%
Supplies and Materials	127,819	69,352	126,900	86,000	-32.23%
Utilities	4,815	6,067	5,300	6,400	20.75%
Purchased Transportation	2,474	2,821	2,000	2,000	0.00%
Miscellaneous Departmental Expenses	37,049	39,866	13,700	24,600	79.56%
Total	\$1,466,366	\$1,952,770	\$1,776,195	\$1,822,755	2.62%



PARTNERSHIPS & ENGAGEMENT
RideShare Budgets

<u>Expense Item</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
Salaries, Wages and Fringes	\$112,535	\$112,277	\$150,370	\$151,660	0.86%
Services	44,007	49,884	28,110	10,610	-62.26%
Office Supplies	985	237	1,500	1,500	0.00%
Fuels and Lubricants	299,538	218,382	354,060	277,620	-21.59%
Tires	14,854	14,653	17,000	15,000	-11.76%
Equipment Repair Parts	57,539	56,267	81,500	64,416	-20.96%
Utilities	1,191	1,758	1,600	1,200	-25.00%
Insurance	31,664	36,632	34,650	66,200	91.05%
Purchased Transportation	6,813	6,211	6,500	6,500	0.00%
Miscellaneous Departmental Expenses	193,182	180,308	93,200	93,200	0.00%
Local Match	109,166	112,441	131,510	137,594	4.63%
Total	\$871,474	\$789,050	\$900,000	\$825,500	-8.28%



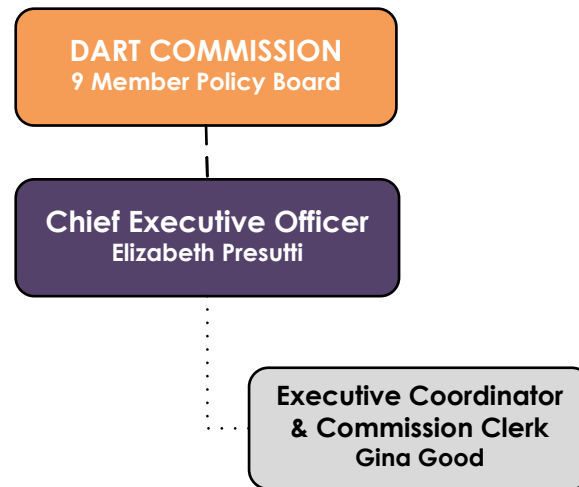
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GENERAL ADMINISTRATION DEPARTMENT



GENERAL ADMINISTRATION DEPARTMENT ORGANIZATION





GENERAL ADMINISTRATION DEPARTMENT OVERVIEW

The Chief Executive Officer (CEO) works with the DART Commission to build organizational capacity and ensure long-term organizational success. This is accomplished through the development of financial resources, relationships with community leaders, cultivation of leadership capacity through all levels of the organization, design and execution of accountability structures and communication of our vision and accomplishments to a broad audience in Greater Des Moines. The CEO leads a senior executive team in carrying out the duties of the Authority. The focus of the CEO is to build ridership throughout the DART system, to develop services and facilities that customers want and need, and to encourage the development of employees, while insuring financial accountability and stewardship of the system.

FY2016 - FY2017 Strategic Priorities

- Implementing DART's FY2016-2017 Strategic Plan.
- Ensuring DART member community awareness and input into the DART Forward 2035 Plan.
- Continuing to pursue additional revenue and partnership opportunities for DART in addition to securing a long-term sustainable local funding source
- DART staff resource to the DART Governance Task Force.
- Partnering with the Greater Des Moines Partnership on a public transit funding study.

Recent Key Accomplishments:

- The value of public transit and customer satisfaction with DART services is strong as measured by recent non-rider and customer survey.
- Establishing numerous partnerships valued over \$500,000 in the last year that have generated additional revenue for DART and/or provided the ability to offer additional service to the region.



GENERAL ADMINISTRATION DEPARTMENT BUDGET

<u>Expense Item</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Adopted FY 2017</u>	<u>Budget FY 2018</u>	<u>% Change FY2017/ FY2018</u>
Salaries, Wages and Fringes	\$356,086	\$327,055	\$368,710	\$383,050	3.89 %
Services	209,244	228,734	327,511	234,000	-28.55 %
Office Supplies	3,089	7,273	9,000	9,000	0.00 %
Supplies and Materials	51	332	0	0	0.00 %
Utilities	-7,200	-7,320	1,850	2,500	35.14 %
Insurance	-462	0	0	0	0.00 %
Miscellaneous Departmental Expenses	99,842	125,532	111,000	111,000	0.00 %
Total	\$660,650	\$681,605	\$818,071	\$739,550	-9.60 %



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