

FY2020 BUDGET

*Enriching Lives,
Connecting Communities,
Expanding Opportunities*

March 2019

URBANDALE CITY CENTER
LIBRARY 3520
CITY HALL 3600
WATER UTILITY 3720
POLICE 3740

dart





**Des Moines Area Regional Transit Authority
FY 2020 BUDGET**



FY 2020 BUDGET

July 1, 2019 through June 30, 2020

DART Commission Members

Tom Gayman (Chairperson), City of Urbandale

Paula Dierenfeld (Vice-Chairperson), City of Johnston

Sara Kurovski (Secretary/Treasurer), City of Pleasant Hill

Frank Cownie (At Large), City of Des Moines

Russ Trimble (At Large), City of West Des Moines

Arlene Sampson, City of Alleman

Vernon Willey II, City of Altoona

Gary Lorenz, City of Ankeny

Doug Elrod, City of Bondurant

Michael McCoy, City of Clive

Mike Backous, City of Granger

Jeremy Hamp, City of Grimes

Angela Connolly, Polk County

Zac Bales-Henry, City of Windsor Heights

DATE: March 5, 2019



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Des Moines Area Regional Transit Authority FY 2020 BUDGET



March 5, 2019

Dear DART Riders, Employees, Commissioners, Member Governments and Community Members,

"Sometimes us veterans can feel trapped. We can get caught up in bad circles or circles of addiction. These free rides give us an out. We can escape; we can get out and explore the city. It's a wonderful thing." Bryant Allen Brandon

Bryant's story embodies our mission of enriching lives, connecting communities, and expanding opportunities. He is one of many veterans who are able to live more productive lives through DART's veterans-ride-free partnership with Polk County Veterans Affairs. With this new program we've seen more than 12,000 veterans' rides each month. I'm proud of this new initiative and so many others over the last year, including:

- Introduction of the Route 50 crosstown, funded through an Iowa Clean Air Attainment Program grant;
- Revamped schedules on local routes to ensure service is efficient and effective, including a cost-neutral addition of earlier service on several routes;
- Launch of a new fare collection system;
- Adoption of 2019 legislative priorities to seek long-term funding solutions;
- Establishment of a Commission Planning Committee;
- Windsor Heights Wal-Mart bus stop improvements funded through a federal grant;
- Adoption of a vision statement for DART (see below); and
- New business and community partnerships to enhance services.



The DART FY 2020 budget aims to continue this progress over the next year with the following strategic initiatives:

- A major, but cost-neutral, service change in the western and northern suburbs;
- Long-range transit services planning and business modeling;
- Implementation of an on-demand transit pilot in order to test new service models;
- Rollout of an electric bus pilot in partnership with MidAmerican Energy;
- Analysis of the costs and benefits of using smaller vehicles in DART's fleet;



Des Moines Area Regional Transit Authority FY 2020 BUDGET



- Full implementation of the Safety Management System; and
- Expanded partnerships to increase access to transit.

The DART team is continually working to find new partnership and revenue opportunities and in FY 2020 is projecting a \$125,000 increase in revenue due to those efforts. However, this does not offset the \$500,000 loss in revenue due to changes in the Iowa Medicaid system without seeing a corresponding reduction in trips needing to be provided. Other than property tax revenue, most of DART's revenue sources remain stagnant.

For the FY 2020 budget, to maintain existing service levels, DART's overall expenses will increase by approximately 4%. Above the baseline expenses, the proposed budget also includes funding for a long-range transit plan that explores opportunities for DART to deploy different business models in the future as requested by the Commission. The budget also includes increased RideShare expenses to accommodate growth in the program (which has corresponding revenue) as well as local match set aside for upcoming grant opportunities. With those additions, the total expense increase in the proposed budget is 5.95%. We are also proposing for consideration by the Commission additional staffing to support key initiatives.

Due to DART's current revenue situation, and to support both the planning initiatives and requested staffing additions, the DART property tax levy will increase by 2.5 cents. This is in line with the funding study and financial forecasting completed by HNTB.

I believe this budget maintains DART's commitment to providing both effective and efficient service, while adapting to a rapidly changing technology and transportation environment. The initiatives outlined for FY 2020, and supported by this budget, will help DART move toward the Commission's vision to "facilitate affordable, seamless mobility options that support economic prosperity for all."

Sincerely,

Elizabeth Presutti
Chief Executive Officer



DART ORGANIZATIONAL OVERVIEW

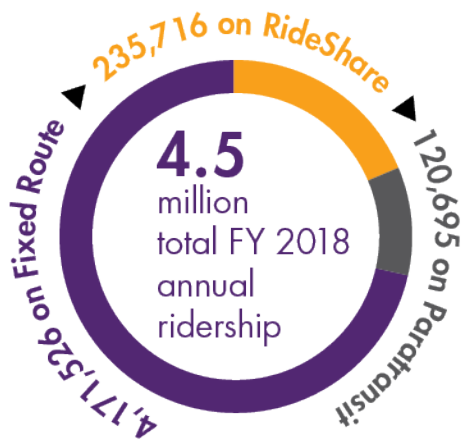
BACKGROUND

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. The Greater Des Moines region has changed dramatically in recent decades with a growing reputation and vision for competing on a global level. A significant part of our community's ability to compete is tied to workforce, infrastructure and economic vitality.

Transportation is a critical component of a region's competitiveness — vibrant, growing communities have strong public transit systems at the heart of their infrastructure to connect citizens with jobs, education, shopping and more. The DART Commission and staff have worked diligently to improve the regional transit system since it was formed in 2006. In October 2017, DART's governance structure was reconstituted to establish a Board of Commissioners with one representative for each of its member governments. DART's current member governments include:

- Alleman
- Altoona
- Ankeny
- Bondurant
- Clive
- Des Moines
- Granger
- Grimes
- Johnston
- Pleasant Hill
- Polk County
- Urbandale
- West Des Moines
- Windsor Heights

DART FACTS



Top 5 reasons people ride DART





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ORGANIZATIONAL FOCUS AREAS

SAFETY

DART provides a safe and secure transportation environment and ensures emergency preparedness

- ▶ Keep our people safe and secure
- ▶ Ensure the security of DART facilities and information
- ▶ Plan for and execute regional emergency response



COMMUNITY

DART enhances the region and lives through mobility and access to opportunity

- ▶ Facilitate access to jobs, education and healthcare
- ▶ Support a strong, diverse, sustainable economy
- ▶ Collaborate with regional partners to enable mobility options for the region



FINANCIAL STEWARDSHIP

DART is committed to using resources wisely and increasing the efficiency of its operations

- ▶ Ensure service is efficient
- ▶ Control costs
- ▶ Generate a sustainable funding structure for short- and long-term needs



CUSTOMERS

DART is dedicated to providing a valued customer experience

- ▶ Plan and deliver effective service
- ▶ Prioritize the customer experience
- ▶ Improve public awareness



PREPARING FOR THE FUTURE

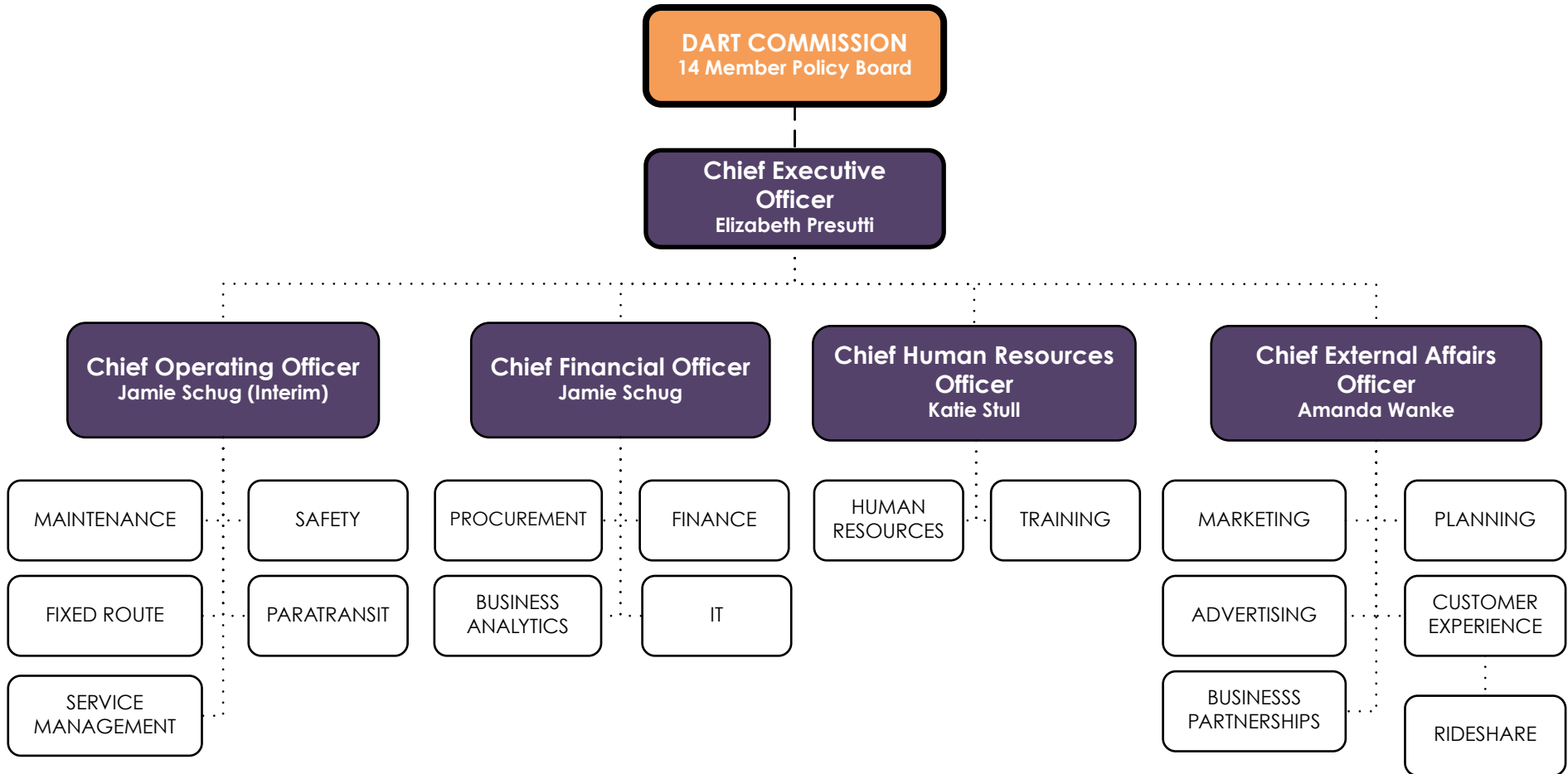
DART is prepared for the future and fostering innovation

- ▶ Build and nurture an inclusive, inspired, and high-performing workforce
- ▶ Drive and foster organizational innovation and agility
- ▶ Plan for the future mobility and facility needs for the region





DART ORGANIZATIONAL STRUCTURE





FY 2020 BUDGET OVERVIEW

<u>FY 2020 Budget</u>	
Operating Revenue	\$7,895,533
Non-Operating Revenue	\$27,344,667
Total Revenue	\$35,240,200
Total Expenses	\$35,213,701
Surplus (Deficit)	\$26,499



FY 2020 BUDGET OVERVIEW
2.5 Cent Levy Increase

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Adopted FY 2019</u>	<u>Budget FY 2020</u>	<u>% Change FY2019/ FY2020</u>
Operating Revenue	\$7,136,757	\$6,917,742	\$8,101,400	\$7,895,533	(2.54%)
Non-Operating Revenue	23,611,280	24,268,133	25,034,088	27,344,667	9.23%
Total Revenue	\$30,748,037	\$31,185,875	\$33,135,488	\$35,240,200	6.35%
Salaries, Wages and Fringes	\$18,646,918	\$19,938,011	\$20,957,012	\$22,237,970	6.11%
Services	3,086,852	3,715,764	3,276,551	3,826,695	16.79%
Building and Grounds Materials	226,773	265,851	61,000	179,000	193.44%
Office Supplies	128,306	71,131	56,700	64,000	12.87%
Fuels and Lubricants	1,758,128	2,038,914	2,949,000	2,878,950	(2.38%)
Tires	190,173	152,718	166,000	165,800	(0.12%)
Equipment Repair Parts	1,721,301	1,557,207	1,582,256	1,594,250	0.76%
Supplies and Materials	255,291	218,254	250,480	286,600	14.42%
Utilities	352,062	449,302	492,000	560,750	13.97%
Insurance	801,783	914,194	1,128,760	1,164,000	3.12%
Purchased Transportation	251,724	256,129	188,500	209,500	11.14%
Miscellaneous Dept. Expenses	696,217	685,168	534,520	549,340	2.77%
Local Match	1,170,971	1,481,674	1,333,541	1,496,846	12.25%
Total Expenses	\$29,286,499	\$31,744,317	\$32,976,320	\$35,213,701	6.78%
SURPLUS (DEFICIT)	\$1,461,538	(\$558,442)	\$159,168	\$26,499	



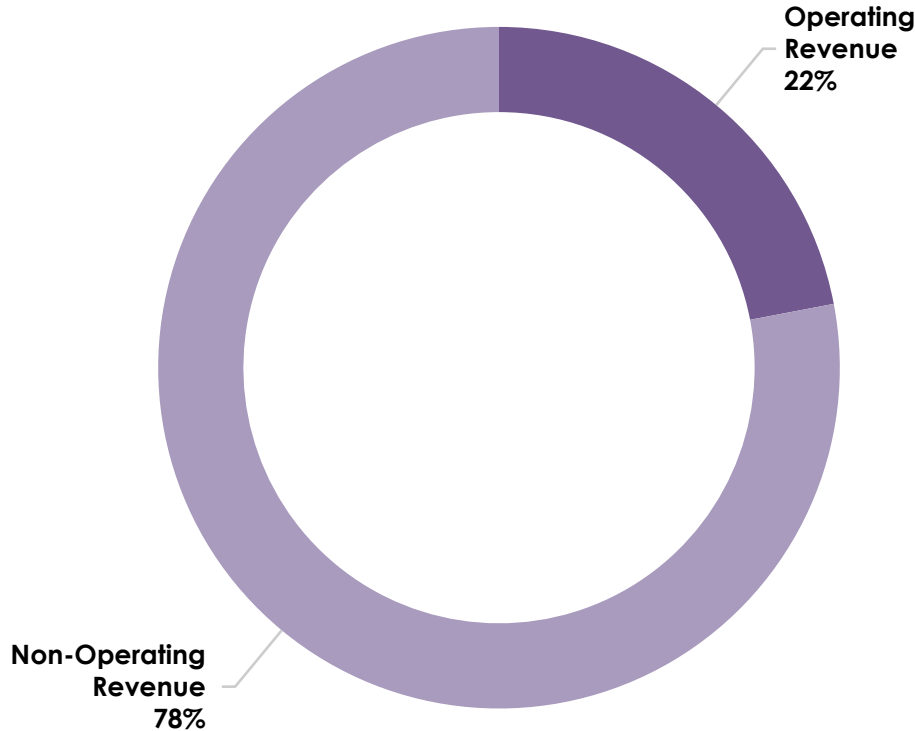
BUDGET SUMMARY - OPERATING REVENUE

	<u>Actual</u> <u>FY 2017</u>	<u>Actual</u> <u>FY 2018</u>	<u>Adopted</u> <u>FY 2019</u>	<u>Budget</u> <u>FY 2020</u>	<u>% Change</u> <u>FY2019/ FY2020</u>
OPERATING REVENUE					
Cash Fares	\$3,999,804	\$3,984,638	\$4,655,500	\$4,775,033	2.57%
Other Contracted Services	2,375,957	2,080,071	2,570,900	2,097,500	(18.41%)
Polk County Funding	551,525	569,100	600,000	723,000	20.50%
Advertising Income	209,471	283,933	275,000	300,000	9.09%
TOTAL Operating Revenue	\$7,136,757	\$6,917,742	\$8,101,400	\$7,895,533	(2.54%)
NON-OPERATING REVENUE					
Interest Income (Expense)	(\$191,332)	(\$139,688)	(\$174,000)	(\$120,500)	(30.75%)
Sale Of Scrap	6,283	4,824	7,500	7,500	0.00%
DCS Rental Income	24,868	27,121	28,000	28,000	0.00%
Miscellaneous Income	60,257	118,222	41,000	61,000	48.78%
Property Tax Revenue	16,620,284	17,286,722	19,404,588	20,924,667	7.83%
Municipal Operating Assistance	680,000	680,000	0	0	0.00%
State Operating Assistance	1,517,504	1,607,610	1,650,000	1,675,000	1.52%
State Fellowships	53,881	64,830	0	0	0.00%
State Property Tax Backfill	691,142	634,140	610,000	610,000	0.00%
State Special Projects	3,258	0	0	0	0.00%
State Grant Funds	9,773	10,200	0	0	0.00%
CMAQ Funds	182,859	105,144	305,000	315,000	3.28%
FTA ADA - 5307	375,000	375,000	375,000	375,000	0.00%
5310 Cabs	186,794	177,052	180,000	185,000	2.78%
FTA Operating Income	2,595,000	2,595,000	2,595,000	2,595,000	0.00%
FTA Planning Income	67,800	0	0	0	0.00%
FTA 5311 Rural	17,461	11,507	12,000	14,000	16.67%
FTA Lease Funds	710,448	710,449	0	675,000	0.00%
TOTAL Non-Operating Revenue	\$23,611,280	\$24,268,133	\$25,034,088	\$27,344,667	9.23%
TOTAL REVENUE	\$30,748,037	\$31,185,875	\$33,135,488	\$35,240,200	6.35%



BUDGET SUMMARY - OPERATING REVENUE

**FY 2020 Operating Revenue
as a % of Total Revenue**



Revenue Assumptions:

- Residential rollback at 56.918%, up from 56.6209% in FY2019
- Commercial rollback at 90%
- Multi-Residential rate at 75% and will continue to drop by 3.75% per year until 2021. Impact of \$247,800 in FY20 and approx. \$1M cumulatively
- Withdrawal of Alleman and Granger; reducing revenue by \$14,249 and \$38,153 respectively
- \$26,499 held as debt service reserve for future debt obligations for the cities of Alleman and Granger levied through property taxes
- 2.5 cent Property Tax Levy Increase
- Medicaid revenue reduced by \$500,000
- Additional \$115,000 in Paratransit Revenue for upcoming ESL transportation in partnership with City of West Des Moines and an expanded meal site pilot with Polk County
- Growth in RideShare Program
- \$675,000 in Federal Lease Funds
- Increase in State Operating Assistance of \$25,000

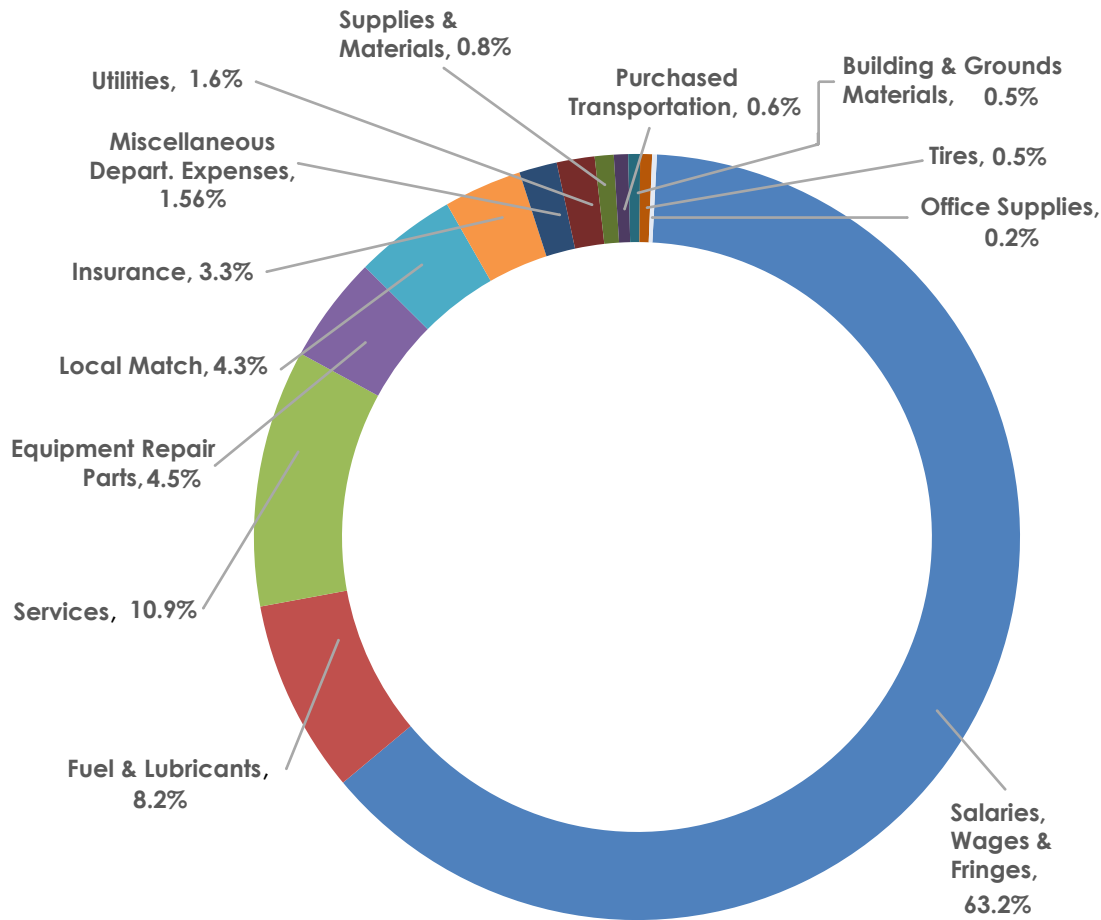


BUDGET SUMMARY - OPERATING EXPENSES

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Adopted FY 2019</u>	<u>Budget FY 2020</u>	<u>% Change FY2019/ FY2020</u>
Salaries, Wages and Fringes	\$18,646,918	\$19,938,011	\$20,957,012	\$22,237,970	6.11%
Services	3,086,852	3,715,764	3,276,551	3,826,695	16.79%
Building and Grounds Materials	226,773	265,851	61,000	179,000	193.44%
Office Supplies	128,306	71,131	56,700	64,000	12.87%
Fuels and Lubricants	1,758,128	2,038,914	2,949,000	2,878,950	(2.38%)
Tires	190,173	152,718	166,000	165,800	(0.12%)
Equipment Repair Parts	1,721,301	1,557,207	1,582,256	1,594,250	0.76%
Supplies and Materials	255,291	218,254	250,480	286,600	14.42%
Utilities	352,062	449,302	492,000	560,750	13.97%
Insurance	801,783	914,194	1,128,760	1,164,000	3.12%
Purchased Transportation	251,724	256,129	188,500	209,500	11.14%
Miscellaneous Depart. Expenses	696,217	685,168	534,520	549,340	2.77%
Local Match	1,170,971	1,481,674	1,333,541	1,496,846	12.25%
TOTAL EXPENSES	\$29,286,499	\$31,744,317	\$32,976,320	\$35,213,701	6.78 %



BUDGET SUMMARY - OPERATING EXPENSES



Expense Assumptions:

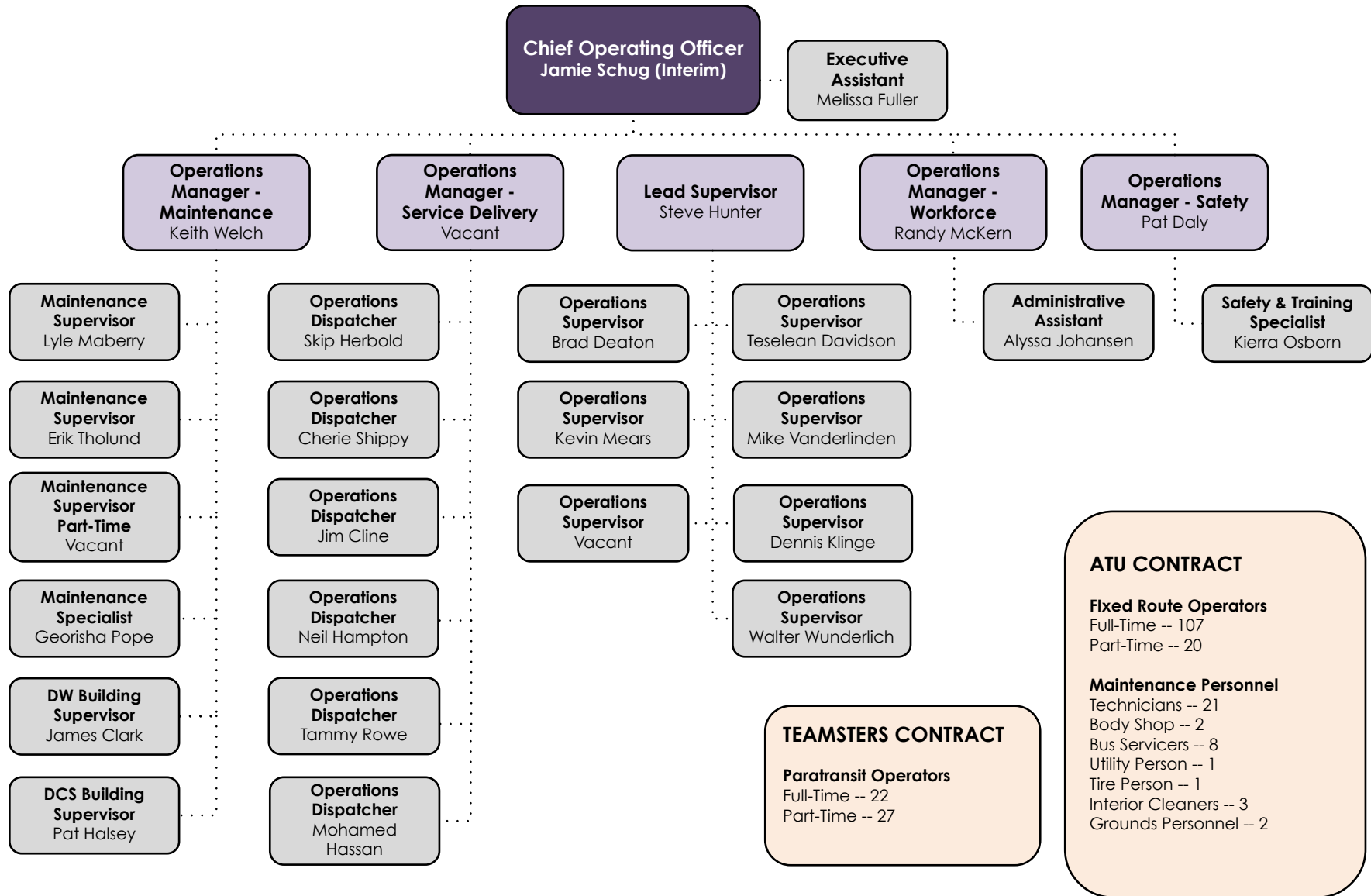
- Average of 3% pay increase for staff based upon labor contracts -tentative agreement has been reached with ATU
- 10% premium increase in health insurance expense for employees currently enrolled
- IPERS Rates steady at FY19 levels
 - Employee rate 6.29%
 - Employer Rate 9.44%
- Maintain existing service levels
- Long Range Plan budgeted for \$300,000
- Additional maintenance expense planned for remaining at DART Way location
- Growth in RideShare program of 9.36%; \$80,100
- Increase in Local Match for grants of 12.25%; \$163,305
- Planned software upgrades
- Requested temporary and permanent FTE positions; \$246,000



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OPERATIONS DEPARTMENT ORGANIZATION





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. These are referred to as the three S's of Safety, Service and Schedule.

Two distinct modes of transit are operated by DART: Fixed Route, which is the traditional form of transit utilizing larger buses on set schedules; and Demand Response, which includes non-traditional transit modes of Paratransit, Flex and On-Call service. The most visible part of the team, Bus Operators, are supported by a highly trained and dedicated Operations Team.

In order to ensure that the DART fleet 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.

Furthermore, 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, despite adverse weather conditions.

FY2020 INITIATIVES:

Safety

- Full implementation of the Safety Management System (SMS).
- Continued reduction on both internal and external safety related incidents.
- Development of an operations Disaster Recovery Plan for DART.

Customer

- Continued focus on on-time performance for fixed route and paratransit
- Improve the customer complaint resolution process.

Financial Stewardship

- Continued focus on finding opportunities to manage operational expenses.



OPERATIONS DEPARTMENT

FY2020 INITIATIVES, Continued:

Preparing for the Future

- Successfully implement Electric Bus Pilot program and necessary infrastructure upgrades.
- Continued emphasis on utilizing data for decision making:
 - On-time performance
 - Accidents and incidents
 - Preventative maintenance inspections completed on-time
 - Miles between roadcalls
 - Complaint resolution

RECENT KEY ACCOMPLISHMENTS:

- Successfully installed and implemented new farebox system on all DART buses.
- Developed Electric Bus Pilot program and infrastructure needs.
- Completed the facility assessment of 1100 DART Way Operations and Maintenance facility to assist with the prioritization of infrastructure Capital Planning and better understand potential future requirements.



OPERATIONS DEPARTMENT

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

<u>Expense Item</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Adopted FY 2019</u>	<u>Budget FY 2020</u>	<u>% Change FY2019/ FY2020</u>
Salaries, Wages and Fringes	\$13,486,359	\$14,337,168	\$14,906,134	\$15,634,850	4.89%
Services	477,220	641,650	716,245	735,150	2.64%
Building & Grounds Materials	226,773	265,851	61,000	179,000	193.44%
Office Supplies	29,840	36,922	23,500	28,500	21.28%
Supplies and Materials	176,340	150,511	166,780	166,900	0.07%
Fuels and Lubricants	1,368,716	1,589,965	2,343,000	2,243,000	(4.27%)
Tires	145,218	122,644	114,000	114,000	0.00%
Equipment Repair Parts	1,541,295	1,362,137	1,362,000	1,352,500	(0.70%)
Utilities	226,762	239,523	240,650	264,000	9.70%
Miscellaneous Departmental Expenses	137,104	163,315	92,700	123,800	33.55%
Total	\$17,815,627	\$18,909,687	\$20,026,009	\$20,841,700	4.07 %



OPERATIONS DEPARTMENT
Paratransit Budget

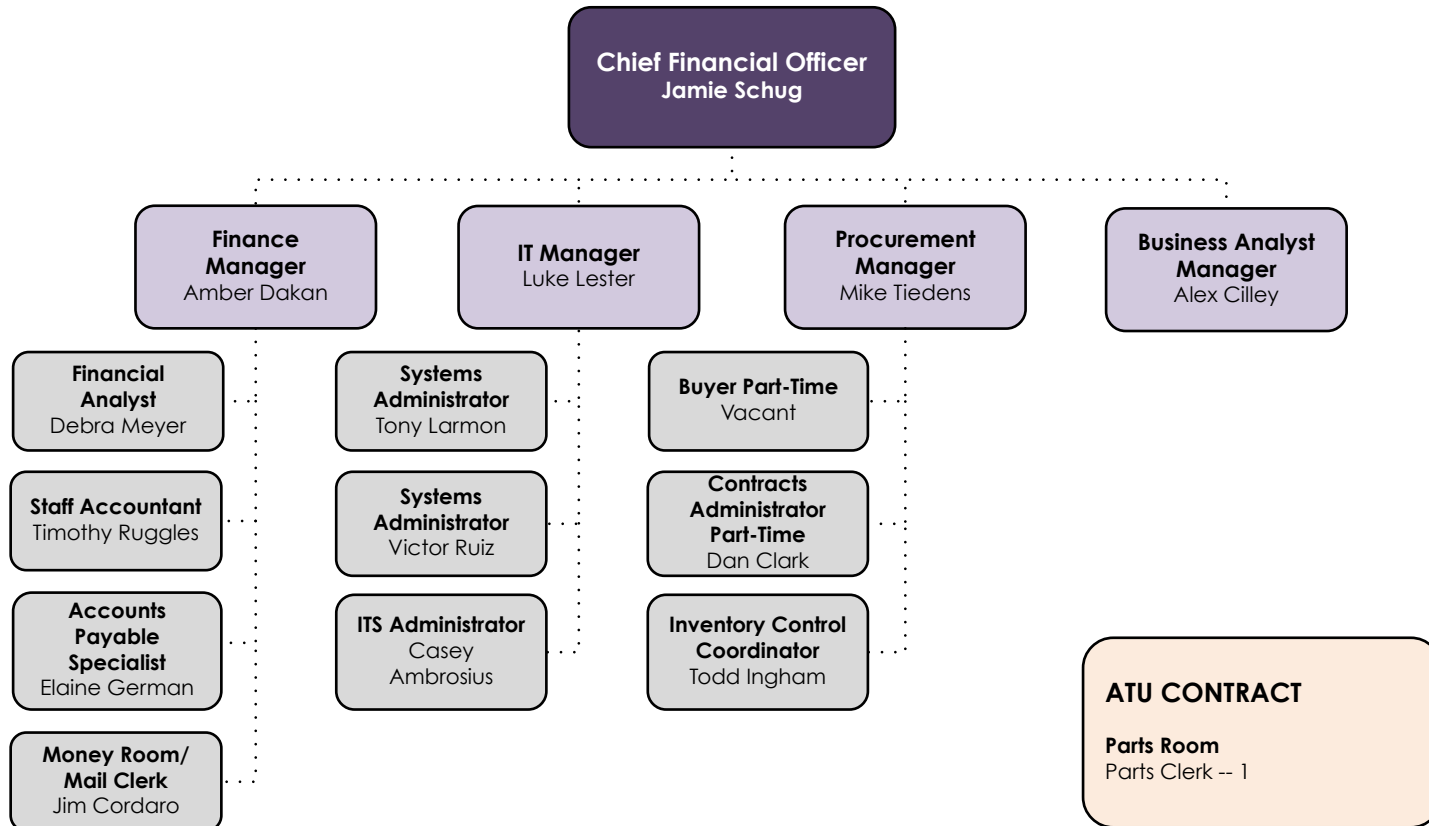
<u>Expense Item</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Adopted FY 2019</u>	<u>Budget FY 2020</u>	<u>% Change FY2019/ FY2020</u>
Salaries, Wages and Fringes	\$1,779,042	\$1,775,231	\$1,880,740	\$1,834,140	(2.48%)
Services	28,774	76,671	11,800	19,000	61.02%
Office Supplies	2,829	26	2,000	2,000	0.00%
Supplies and Materials	9,202	13,635	11,200	11,200	0.00%
Fuels and Lubricants	177,315	169,960	317,200	297,200	(6.31%)
Tires	32,508	13,459	35,000	30,000	(14.29%)
Equipment Repair Parts	131,477	110,902	150,750	150,750	0.00%
Utilities	1,891	939	800	800	0.00%
Insurance	117,435	146,093	108,250	119,040	9.97%
Purchased Transportation	243,431	246,815	180,000	200,000	11.11%
Miscellaneous Departmental Expenses	309,258	377,630	306,618	474,750	54.83%
Local Match	95,683	202,103	202,103	107,078	(47.02%)
Total	\$2,928,844	\$3,133,463	\$3,206,461	\$3,245,958	1.23 %



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FINANCE DEPARTMENT ORGANIZATION





FINANCE DEPARTMENT

The Finance team is comprised of Finance, Procurement, Information Technology, and Data Analytics. All four groups hold support roles for the organization and ensure fiduciary responsibility over agency assets and information. Specific duties include financial planning, reporting, grant administration, budget development, risk management, coordination of inventory, policy compliance, competitive procurement, contract management, system wide security, delivery of technology tools to staff and external users, data reporting for agency wide decision making and overall data management. The Financial Team is also responsible for adhering to local, state and federal requirements while providing the best service offerings to our stakeholders.

FY2020 INITIATIVES:

Safety

- Develop Disaster Recovery Plan for our technology infrastructure.

Customer

- Synchronized upgrade of DART's ERP system and Vehicle Maintenance software.
- Continued dedication to farebox conversion success.
- Implement a long-term shelter plan to create more comfortable places for riders to wait.

Financial Stewardship

- Construct DART's first iteration of a Comprehensive Annual Financial Report (CAFR); a set of financial statements for a governmental entity that complies with the Governmental Accounting Standards Board; as a continuation from FY2019.
- Complete assessment of inventory process to ensure control and accuracy throughout the life cycle.

Preparing for the Future

- Embark on Automatic Passenger Counter (APC) technology statistical validation.
- Develop a Technology Plan for the organization.

RECENT KEY ACCOMPLISHMENTS:

- Received a clean audit opinion for FY2018.
- Successful Triennial Review by the Federal Transit Administration.
- Completion of several large procurements including battery electric buses, on call taxi services, and financial audit services.
- Close out of ICAAP grant project entailing a signification infrastructure upgrade to the Windsor Heights Walmart bus stop and surroundings.
- DART Trip Planner Implementation.
- Conversion of new farebox hardware on all rolling stock as well as correlating back office software replacement.
- Upgraded operations technology suite: Ops, Com, FX, Blockbuster and Pass.
- Launched refresh of DART's monthly Performance Report to provide readers a more appealing and comprehensive format.



FINANCE DEPARTMENT

Finance, Procurement and Information Technology Budgets

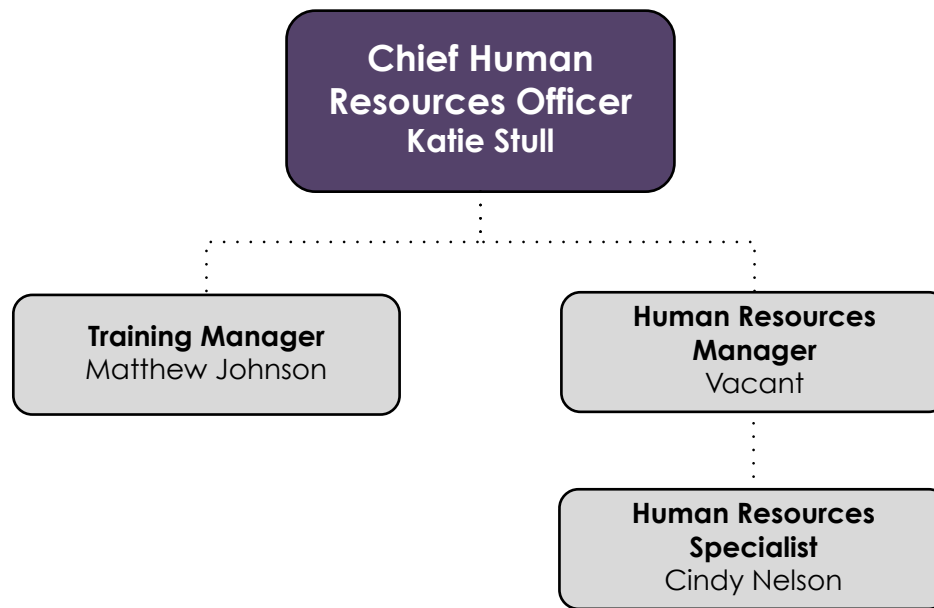
<u>Expense Item</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Adopted FY 2019</u>	<u>Budget FY 2020</u>	<u>% Change FY2019/ FY2020</u>
Salaries, Wages and Fringes	\$1,322,930	\$1,430,261	\$1,497,139	\$1,824,860	21.89%
Services	1,471,071	1,673,915	1,795,386	1,847,885	2.92%
Office Supplies	71,280	9,498	7,000	7,000	0.00%
Supplies and Materials	4,705	4,671	6,500	6,500	0.00%
Utilities	118,052	205,085	236,450	281,100	18.88%
Insurance	618,190	694,522	876,000	968,500	10.56%
Miscellaneous Departmental Expenses	(101,476)	(314,774)	(274,948)	(440,010)	60.03%
Local Match	943,778	1,141,977	993,844	1,251,768	25.95%
Total	\$4,448,531	\$4,845,156	\$5,137,371	\$5,747,603	11.88%



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HUMAN RESOURCES DEPARTMENT ORGANIZATION





HUMAN RESOURCES DEPARTMENT

The human resources functional responsibilities include the following: workforce planning and staffing; organizational structure; compensation; employee engagement initiatives; selection and administration of employee benefits; employee and labor relations; team building; policy development and compliance with employment laws.

FY2020 INITIATIVES:

Safety

- Expand on data analysis, including the following:
 - Operations trainer retention
 - Operator training effectiveness
 - Workers compensation trends

Customer

- Review DART's fare programs to streamline processes and reduce barriers to transit
- Evaluate and improve the Customer Experience complaint process

Financial Stewardship

- Negotiate next Teamsters Bargaining Agreement which expires on June 30, 2020
- Implement a compensation philosophy for Administrative positions

Community

- Conduct Bias and Inclusion training for Managers and Supervisors

Preparing for the Future

- Implement a recruitment strategy based on DART values
- Build curriculum for operations training requirements and best practices

RECENT KEY ACCOMPLISHMENTS:

- Maintenance of a <2% vacancy rate within Operator positions
- Aligned training within Human Resources department
- Electronic Benefits Platform set-up
- Negotiations toward an ATU collective bargaining agreement effective July 1, 2019



HUMAN RESOURCES DEPARTMENT
Human Resources and Training Budgets

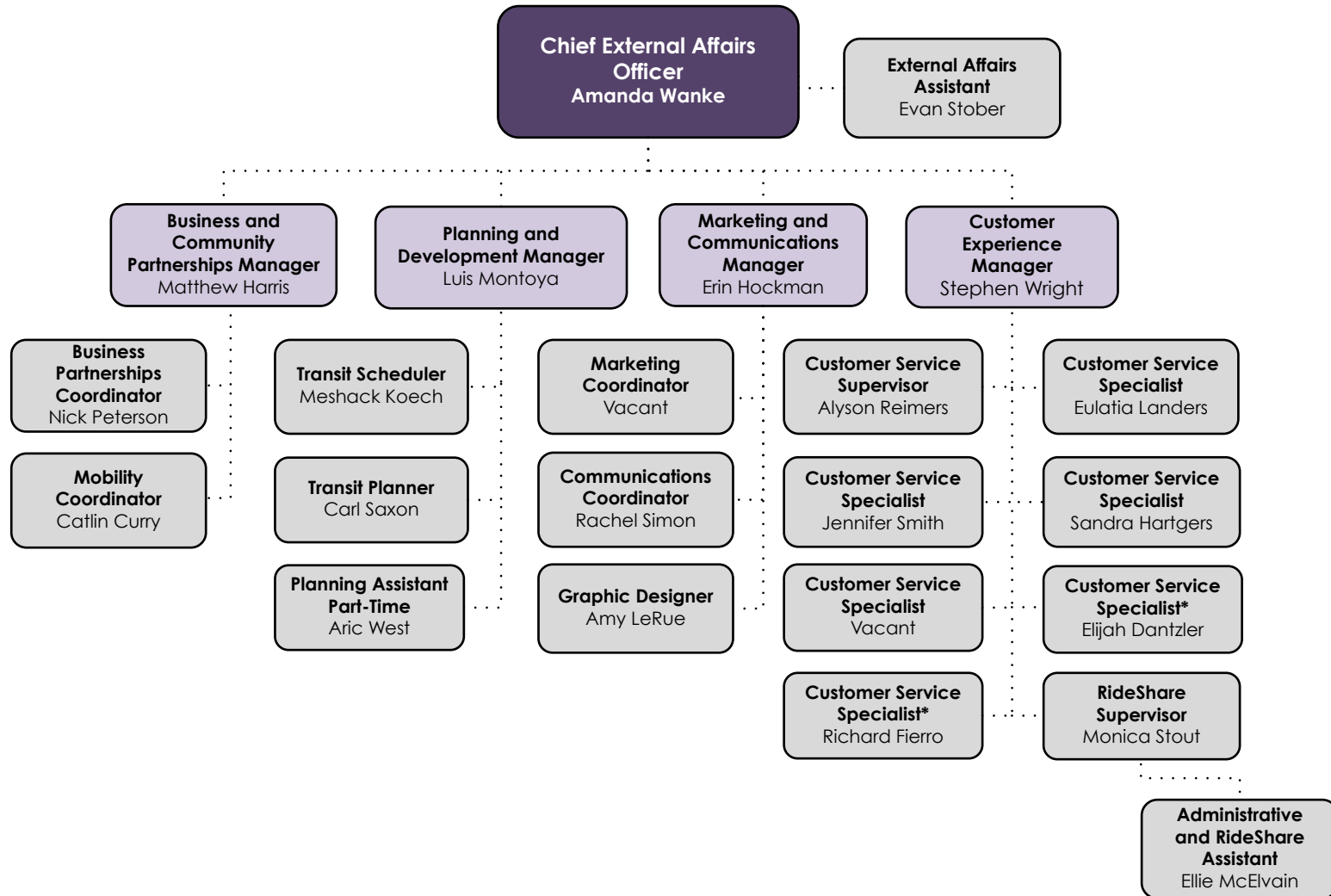
<u>Expense Item</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Adopted FY 2019</u>	<u>Budget FY 2020</u>	<u>% Change FY2019/ FY2020</u>
Salaries, Wages and Fringes	\$559,789	\$625,610	\$606,754	\$509,950	(15.95%)
Services	252,226	133,892	63,700	62,800	(1.41%)
Office Supplies	4,196	5,644	6,000	6,500	8.33%
Utilities	3,431	4,401	3,300	2,450	(25.76%)
Miscellaneous Departmental Expenses	201,117	175,205	169,800	143,800	(15.31%)
Total	\$1,020,758	\$944,753	\$849,554	\$725,500	(14.60%)



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EXTERNAL AFFAIRS DEPARTMENT ORGANIZATION



* Included in Paratransit Budget



EXTERNAL AFFAIRS DEPARTMENT

The external affairs team is responsible for advancing DART in the Greater Des Moines community by providing an excellent customer experience and ensuring high-quality marketing and communication, business and community partnerships, 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.

FY2020 INITIATIVES:

Safety

- Create and train on an emergency communications plan

Customer

- Review DART's fare programs to streamline processes and reduce barriers to transit
- Evaluate and improve the Customer Experience complaint process
- Implement a long-term shelter plan to create more comfortable places for riders to wait

Financial Stewardship

- Expand business and community partnerships to increase access to transit and provide revenue opportunities

Community

- Implement a major 2019 service change in the western and northern suburbs to ensure existing transit service matches the needs of residents and businesses; enhance services in a cost-neutral manner; and align DART services with goals of member communities and region

Preparing for the Future

- Conduct a long-range transit services plan in order to ensure services and business models will meet the changing needs of the community into the future
- Implement an on-demand transit pilot in order to test new service models
- Conduct a fundraising feasibility study to determine support for an art shelter campaign and identify other potential fundraising opportunities



EXTERNAL AFFAIRS DEPARTMENT

RECENT KEY ACCOMPLISHMENTS:

- Implemented the largest service change since 2012 including:
 - The new Route 50, which was funded through an Iowa Clean Air Attainment Program grant
 - A major schedule overhaul to ensure service is efficient and effective, including a cost-neutral addition of earlier service on several routes
- Provided more than 12,000 free rides each month to veterans through a partnership with Polk County Veterans Affairs
- Installed major bus stop improvements at the Windsor Heights Wal-Mart through an FTA grant
- Established new business and community partnerships to:
 - Expand the Route 4 to the new Hy-Vee commissary in partnership with Hy-Vee
 - Establish a temporary shuttle for residents near the Harding Hills Hy-Vee
 - Grew ridership by 4.5% in the RideShare program in FY 2019
- Launched a targeted marketing campaign that ran from April to October 2018 resulting in 10.5 digital media impressions and increased mydart.com pageviews by 49-93%
- Communicated significant customer process changes including the new farebox launch, MyDART App expansion, and paper transfer elimination
- Implemented a consolidated call center for Fixed Route and Paratransit to better serve customers and increase coordination and efficiencies between different parts of the organization
- Worked with the Commission to establish a planning committee that guides service planning efforts
- Partnered with Cultureall and Drake University where two freshman seminar courses rode DART and documented their experience using photo ethnography.
- Implemented a public affairs plan using the theme of "Connecting our Communities, Making us Stronger." The first stakeholder e-newsletter was sent on Nov. 1 to more than 500 recipients and received a 33%, higher than our average open rate of 22%.
- Revamped the Transit Riders Advisory Committee to reflect the Commission governance changes. Recruited seven new TRAC members to join the group in 2019.



EXTERNAL AFFAIRS DEPARTMENT

Advertising, Customer Experience, Marketing, Business Partnerships and Planning Budgets

<u>Expense Item</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Adopted FY 2019</u>	<u>Budget FY 2020</u>	<u>% Change FY2019/ FY2020</u>
Salaries, Wages and Fringes	\$1,026,228	\$1,299,765	\$1,533,885	\$1,824,800	18.97%
Services	578,774	908,151	428,670	823,170	92.03%
Office Supplies	7,153	9,559	7,700	9,500	23.38%
Supplies and Materials	65,043	49,437	66,000	102,000	54.55%
Utilities	6,054	7,488	6,500	8,800	35.38%
Purchased Transportation	3,167	1,930	2,000	2,000	0.00%
Miscellaneous Departmental Expenses	42,975	73,258	27,500	43,500	58.18%
Total	\$1,729,395	\$2,349,588	\$2,072,255	\$2,813,770	35.78%



EXTERNAL AFFAIRS DEPARTMENT
RideShare Budget

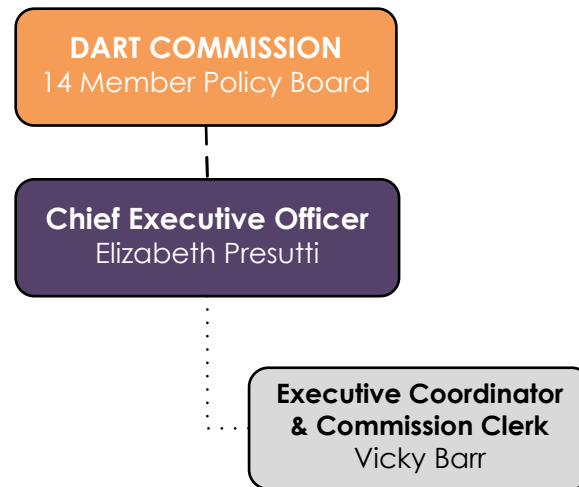
	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Adopted FY 2019</u>	<u>Budget FY 2020</u>	<u>% Change FY2019/ FY2020</u>
Cash Fares	\$688,136	\$782,388	\$855,400	\$935,500	9.36 %
Total Revenue	\$688,136	\$782,388	\$855,400	\$935,500	9.36%
Salaries, Wages and Fringes	\$119,836	\$133,848	\$158,090	\$154,700	(2.14%)
Services	6,716	6,895	11,250	19,690	75.02 %
Office Supplies	25	297	1,500	1,500	0.00 %
Fuels and Lubricants	212,098	278,990	288,800	338,750	17.30 %
Tires	12,447	16,615	17,000	21,800	28.24 %
Equipment Repair Parts	48,495	84,168	69,506	91,000	30.92 %
Utilities	1,731	1,263	1,800	1,100	(38.89%)
Insurance	66,159	73,579	69,510	76,460	10.00 %
Purchased Transportation	5,126	7,384	6,500	7,500	15.38 %
Miscellaneous Departmental Expenses	(29,850)	170,340	93,850	85,000	(9.43%)
Local Match	131,510	137,594	137,594	138,000	0.30 %
Total Expenses	\$574,293	\$910,973	\$855,400	\$935,500	9.36 %
SURPLUS (DEFICIT)	\$113,843	(\$128,585)	\$0	\$0	



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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.

FY2020 INITIATIVES:

Safety

- Development of an organizational Disaster Recovery Plan for DART.

Customer

- Continued focus on maximizing ridership opportunities on the services being provided by DART.

Financial Stewardship

- Work with DART's State and Federal representatives on moving DART's Legislative priorities forward.

Community

- Complete the review of the DART governance structure after 2 years of being in effect as prescribed by the DART 28E agreement.

Preparing for the Future

- Work with the DART Commission and member communities on the development of the long-range transit services plan that takes advantage of new and innovative service delivery models.

RECENT KEY ACCOMPLISHMENTS:

- DART Commission approved a new vision statement for DART.
- Development of the DART Commission Planning Committee.
- Establishment of State Legislative Priorities for 2019 that address DART's funding needs for the future.
- Continued development of a DART Business Plan for FY 2020.



GENERAL ADMINISTRATION DEPARTMENT BUDGET

<u>Expense Item</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Adopted FY 2019</u>	<u>Budget FY 2020</u>	<u>% Change FY2019/ FY2020</u>
Salaries, Wages and Fringes	\$352,735	\$336,128	\$414,270	\$454,670	9.75%
Services	272,071	274,590	289,000	319,000	10.38%
Office Supplies	12,984	9,183	9,000	9,000	0.00%
Supplies and Materials	0	0	0	0	0.00%
Utilities	(5,860)	(9,397)	2,500	2,500	0.00%
Miscellaneous Departmental Expenses	137,463	40,195	114,500	118,500	3.49%
Total	\$769,393	\$650,699	\$829,270	\$903,670	8.97%



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Approved FY 2020 Temporary & FTE Positions

<u>Budget Item</u>	<u>Description of Item</u>	<u>Cost of Item</u>
IT Staffing	<ul style="list-style-type: none"> DART has grown significantly since 2014, more than doubling the amount of customer facing technology and end user helpdesk tickets submitted. We are currently utilizing 3 contractors to supplement DART staff resources in order to meet the needs of the organization. Staff proposes the transition of 2 Helpdesk Specialist contractors and an IT Project Manager contractor to Full-Time Employees for a total addition of 3 FTEs. This net new position is offset by a reduction in the need for consulting resources. 	\$0
Planning Staff	<ul style="list-style-type: none"> The transportation environment is ever changing with the addition of new technology and new potential services. Our current staffing levels allow us to maintain the current system with minimal changes but have limited time for innovation; increased analysis of effectiveness and efficiency; major changes in service. Staff proposes adding one Senior Planner to staff as well as repurposing our intern and part-time positions into a full-time scheduling position. New resources will allow for a more consistent review of services to ensure they are efficient and effective as well as being able to implement the long-range plan. 	\$146,000
Medicaid Temp	<ul style="list-style-type: none"> With the Iowa Medicaid provider platform change, DART now contracts with more than six Medicaid brokers; all with separate billing structures, contract requirements, and requirements for payment processing. DART staff lacks the capacity of increased hours that the changes demand. DART proposes the addition of a half time contract resource to assist in the manual billing, reprocessing, and claims review. 	\$20,000
Electric Vehicle Technician	<ul style="list-style-type: none"> With the upcoming addition of electric buses to DART's fleet, we currently do not have technicians with high-voltage electrical knowledge. Recognizing the need for this knowledge and the time needed to train existing personnel on high-voltage electrical, staff is proposing the addition of an Electric Vehicle Technician to DART's Vehicle Maintenance Department. 	\$80,000
Total		\$246,000



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