



# FY2017 Budget

*Enriching Lives, Connecting Communities, Expanding Opportunities*

January 2016



**Des Moines Area Regional Transit Authority  
FY 2017 BUDGET**



**FY 2017 BUDGET**

July 1, 2016 through June 30, 2017

**DART Commission Members**

**Steve Peterson (Chairperson)**, Represents Region 2 - Clive; West Des Moines; Windsor Heights

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

**Bob Mahaffey (Secretary/Treasurer)**, Represents Region 4 - Des Moines; Pleasant Hill

**Steve Van Oort**, Represents Region 7 - Alleman; Ankeny; Des Moines; Polk City

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

**Christine Hensley**, Represents Region 3 - Des Moines

**Joann Muldoon**, Represents Region 6 - Des Moines

**Angela Connolly**, Represents Polk County At-Large

**Gaye Johnson**, Represents Polk County At-Large

**DATE: January 27, 2016**



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# Des Moines Area Regional Transit Authority FY 2017 BUDGET



January 27, 2016

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

FROM: Elizabeth Presutti, DART General Manager

As DART heads into a new fiscal year, we are beginning to see many signs that a major transformation in transportation is underway. According to a recent report by the National League of Cities, "Vehicle-miles-traveled (VMT) in the United States have been steadily declining since mid-2005. This trend has been attributed to a number of factors, including the economic downturn of the Great Recession, the increasing popularity of compact, urban living, and the younger generations' disinterest in cars."

DART aims to be a part of this transformation by making riding public transit easier than ever with MyDART Tools, Trip Planner and RideTime App. The growing suite of tools use DART schedule information and the real-time locations of its buses, based on their GPS positions, to provide a greater level of information about bus service in Greater Des Moines.

We've also expanded service since 2012 in order to better serve the community. These investments were recommended as part of the DART Forward 2035 Plan; the long-term transit services plan for the region. This investment has resulted in improved service, including shorter wait times between trips; service later at night on weekdays and earlier and later on weekends to better align with retail hours; and additional or expanded routes to serve more places in the region.

These improvements have resulted in increased ridership, with DART reaching approximately 4.8 million rides in FY 2015.

For the Fiscal Year 2017, DART is foregoing further service investments while extensive public outreach is completed to update the DART Forward 2035 plan. We realize that there are major changes happening in our region, and we want to ensure a long-term vision for public transit in the region that reflects those changes as well as the dramatic shift in transportation patterns.

While foregoing any further service investments, the total budget will increase 2.48 percent, from \$30.08 million to \$30.82 million, in keeping with DART's plans to put the authority on financially sustainable footing. The additional property tax revenue will be used primarily to supplement the return of capital dollars back to the capital plan; thus a reduction in the operating revenue.

This requires an increase in the DART property tax levy of two (2) cents per \$1,000 of taxable property valuation, which falls under the 8- to 12-cent range that was forecast in the DART Forward 2035 plan. DART's fares are already on the high side for a system of its size and will therefore be kept at current rates.



## Des Moines Area Regional Transit Authority FY 2017 BUDGET



As the region looks to the future of public transit, an essential component of the conversation is how the region funds DART into the future. It is likely that DART will reach its property tax levy cap of \$.95 per \$1,000 in the next several years. To be proactive, the DART Commission and staff are considering various long-term funding options and have been seeking the community's feedback on those options as part of the DART Forward 2035 update.

As with many public service agencies, DART is in a challenging position in trying to balance revenues and expenses while also maintaining its fleet and facilities. The DART staff will continue to look for opportunities to improve DART's overall revenue picture in the coming year.

Thank you for the opportunity to serve the community and offer a high quality transportation system for the region. We look forward to working with all of our regional partners in the coming year.

Sincerely,

Elizabeth Presutti  
DART General Manager



## DART ORGANZATIONAL 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 4.45 million trips in FY 2013. Each weekday, customers board DART buses an average of 15,000 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 three 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:

- Steve Peterson, Chair
- Tom Gayman, Vice Chair
- Bob Mahaffey, Secretary/Treasurer
- Skip Conkling
- Angela Connolly
- Steve Van Oort
- Christine Hensley
- Gaye Johnson
- Joann Muldoon

### DART FACTS (as of June 30, 2015)

#### Service Area:

- 569 square miles
- 18 member governments
- 445,547 people

#### Unlimited Access Employer Free Ride Program:

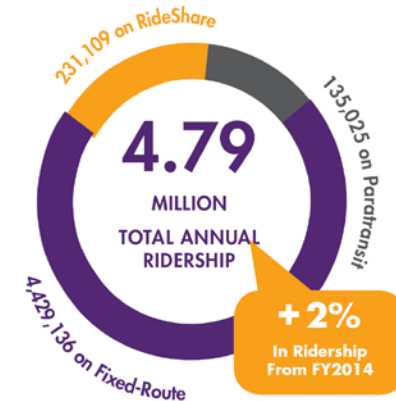
- 14 active employers
- 371,828 passenger trips in FY 2015

#### Bus Service:

- 148 Buses (8 Diesel-Electric Hybrid)
- 25 Shelters
- 1,500 Bus Stops
- 51,792 Bike Rack Uses in FY 2015
- 1 Station (DART Central Station)

#### RideShare Vanpool Program:

- 89 RideShare vanpools
- 645 Customers





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**DART STRATEGIC PRIORITIES AND GOALS  
FY 2016 – FY 2017**

**1) Safety & Operational Excellence**

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

**2) Financial Stewardship & Sustainability**

- 2.1 Based on our understanding of community support, develop strategies to address long term financial sustainability goals, by year end FY16.
- 2.2 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.
- 2.3 Improve monthly planning and management of budgetary resources as measured by Actual vs. Budget utilization % by month +/- 2%.
- 2.4 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.

**3) Workforce Performance, Readiness & Wellbeing**

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

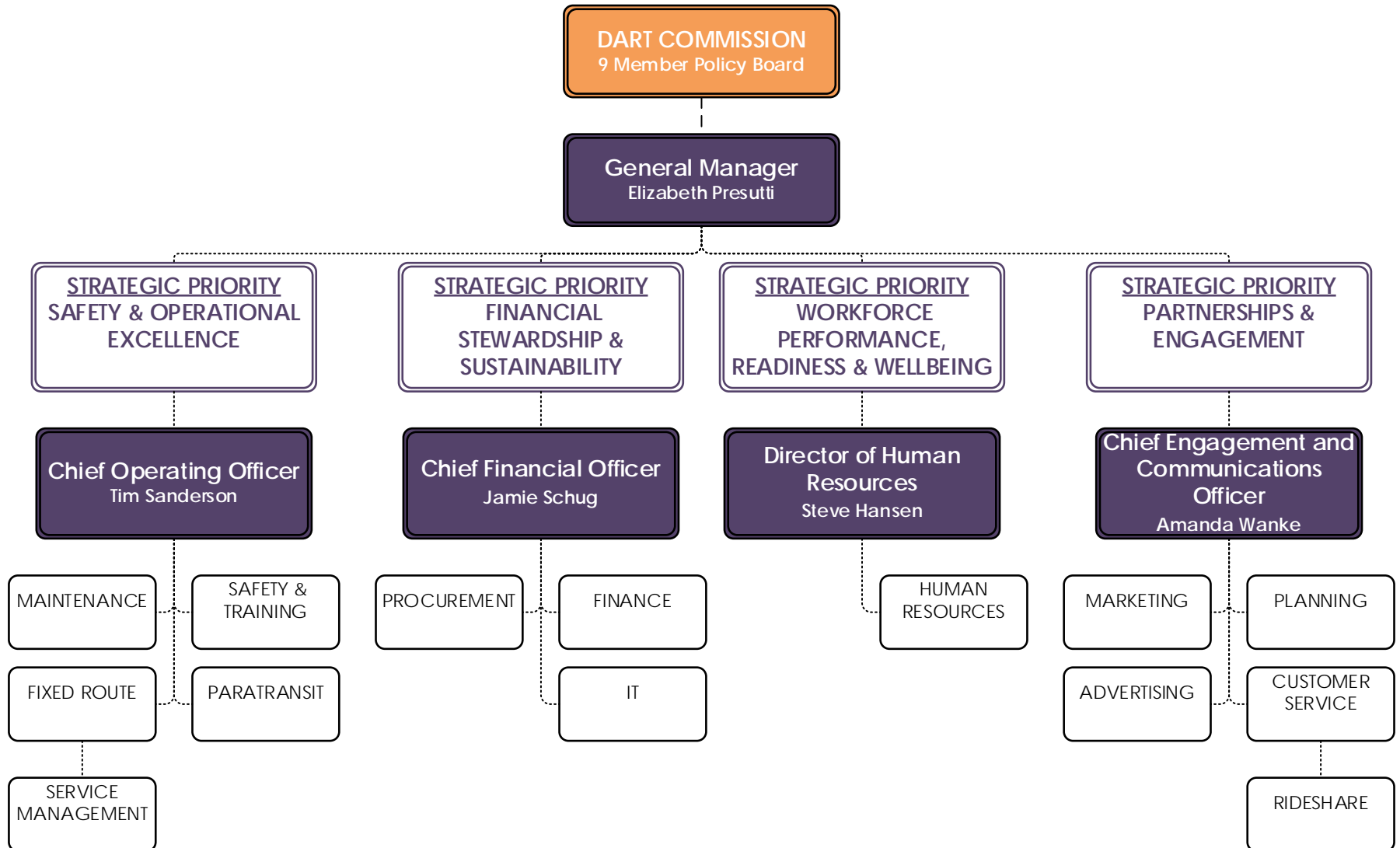
**4) Partnerships & Engagement**

- 4.1 Update the DART Forward plan by Nov. 15, 2016.
- 4.2 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.
- 4.3 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.
- 4.4 Improve stakeholder perception of relationship strength through a qualitative survey to be administered, by year end FY17.
- 4.5 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.  
Enhance public support and perception through improvement on key issues that surface on the DART Forward survey by "X" percent by end of FY17.





### DART STRATEGIC PRIORITY AREA ORGANIZATIONAL ALIGNMENT





### FY 2017 BUDGET OVERVIEW

<u>FY 2017 Budget</u>	
Operating Revenue	\$8,008,000
Non-Operating Revenue	\$22,815,783
Total Revenue	\$30,823,783
Total Expenses	\$30,823,783
Surplus (Deficit)	\$0



Des Moines Area Regional Transit Authority  
FY 2017 BUDGET



FY 2017 BUDGET OVERVIEW  
2 Cent Levy Increase

	<u>Actual</u> FY 2014	<u>Actual</u> FY 2015	<u>Adopted</u> FY 2016	<u>Budget</u> FY 2017	% Change FY2016/FY2017
Operating Revenue	\$7,347,587	\$7,271,037	\$8,023,000	\$8,008,000	-0.19%
Non-Operating Revenue	\$19,238,280	\$20,822,009	\$22,056,250	\$22,815,783	3.44%
<b>Total Revenue</b>	<b>\$26,585,867</b>	<b>\$28,093,046</b>	<b>\$30,079,250</b>	<b>\$30,823,783</b>	<b>2.48%</b>
Salaries, Wages and Fringes	\$15,654,442	\$16,038,877	\$18,898,938	\$19,658,966	4.02%
Services	\$1,770,353	\$2,637,441	\$2,196,565	\$2,360,739	7.47%
Building and Grounds Materials	\$285,894	\$131,746	\$105,000	\$105,000	0.00%
Office Supplies	\$54,967	\$43,967	\$57,950	\$57,950	0.00%
Fuels and Lubricants	\$3,277,491	\$3,091,419	\$3,828,956	\$3,274,416	-14.48%
Tires	\$203,971	\$150,339	\$148,750	\$149,750	0.67%
Equipment Repair Parts	\$1,468,430	\$1,370,371	\$1,436,750	\$1,576,750	9.74%
Supplies and Materials	\$303,037	\$304,528	\$305,380	\$305,380	0.00%
Utilities	\$362,913	\$337,966	\$342,880	\$342,880	0.00%
Insurance	\$867,466	\$624,903	\$957,000	\$1,174,581	22.74%
Purchased Transportation	\$197,272	\$218,417	\$184,000	\$183,500	-0.27%
Miscellaneous Dept. Expenses	\$503,479	\$704,513	\$464,618	\$462,900	-0.37%
Local Match	\$815,003	\$1,088,098	\$1,152,463	\$1,170,971	1.61%
<b>Total Expenses</b>	<b>\$25,764,718</b>	<b>\$26,742,585</b>	<b>\$30,079,250</b>	<b>\$30,823,783</b>	<b>2.48%</b>
<b>SURPLUS (DEFICIT)</b>	<b>\$821,149</b>	<b>\$1,350,461</b>	<b>\$0</b>	<b>\$0</b>	



Des Moines Area Regional Transit Authority  
FY 2017 BUDGET



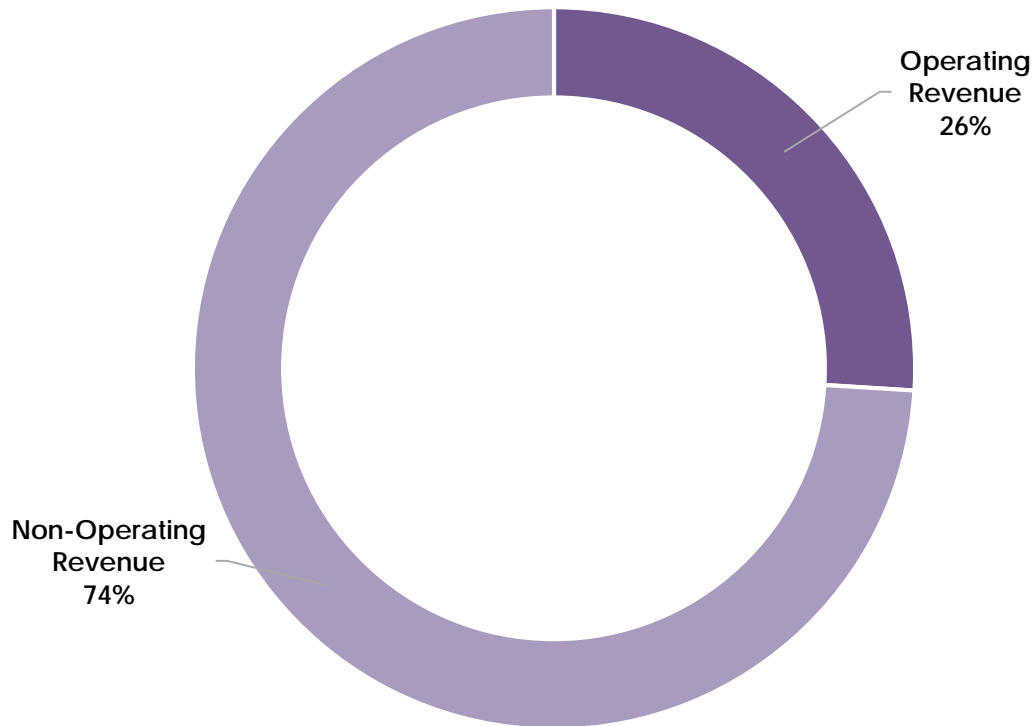
**BUDGET SUMMARY - OPERATING REVENUE**

	<u>Actual</u> FY 2014	<u>Actual</u> FY 2015	<u>Adopted</u> FY 2016	<u>Budget</u> FY 2017	% Change FY2016/FY2017
<b>OPERATING REVENUE</b>					
Cash Fares	\$4,293,399	\$4,215,680	\$4,782,000	\$4,745,500	-0.76%
Other Contracted Services	\$2,354,557	\$2,413,624	\$2,342,000	\$2,363,500	0.92%
Polk County Funding	\$581,268	\$524,861	\$624,000	\$624,000	0.00%
Advertising Income	\$118,363	\$116,872	\$275,000	\$275,000	0.00%
<b>TOTAL Operating Revenue</b>	<b>\$7,347,587</b>	<b>\$7,271,037</b>	<b>\$8,023,000</b>	<b>\$8,008,000</b>	<b>-0.19%</b>
<b>NON-OPERATING REVENUE</b>					
Interest Income (Expense)	-\$5,435	\$1,153	-\$4,660	-\$4,660	0.00%
Sale Of Scrap	\$5,316	\$4,061	\$7,500	\$7,500	0.00%
DCS Rental Income	\$13,881	\$20,933	\$14,000	\$21,000	50.00%
Miscellaneous Income	\$14,984	\$56,800	\$18,500	\$41,000	121.62%
County Tax Revenues	\$12,025,395	\$13,511,571	\$15,227,910	\$16,620,284	9.14%
Municipal Operating Assistance	\$680,000	\$680,000	\$680,000	\$680,000	0.00%
State Operating Assistance	\$1,179,740	\$1,352,197	\$1,540,000	\$1,722,859	11.87%
State Fellowships	\$50,919	\$60,968	\$0	\$0	0%
State Property Tax Backfill	\$0	\$309,013	\$430,000	\$577,800	34.37%
JARC Funds	\$165,000	\$165,000	\$0	\$0	0.00%
CMAQ Funds	\$409,728	\$335,262	\$285,000	\$0	-100.00%
FTA ADA - 5307	\$375,000	\$375,000	\$375,000	\$375,000	0.00%
5310 Cabs	\$148,535	\$162,691	\$160,000	\$170,000	6.25%
New Freedom	\$115,000	\$148,000	\$0	\$0	0.00%
FTA Operating Income	\$3,772,000	\$3,460,000	\$3,030,000	\$2,595,000	-14.36%
FTA Planning Income	\$118,592	\$107,361	\$280,000	\$0	-100.00%
FTA 5311 Rural	\$53,547	\$13,959	\$13,000	\$10,000	-23.08%
FTA Lease Funds	\$116,078	\$58,040	\$0	\$0	0.00%
<b>TOTAL Non-Operating Revenue</b>	<b>\$19,238,280</b>	<b>\$20,822,009</b>	<b>\$22,056,250</b>	<b>\$22,815,783</b>	<b>3.44%</b>
<b>TOTAL REVENUE</b>	<b>\$26,585,867</b>	<b>\$28,093,046</b>	<b>\$30,079,250</b>	<b>\$30,823,783</b>	<b>2.48%</b>



### BUDGET SUMMARY - OPERATING REVENUE

FY 2017 Operating Revenue  
as a % of Total Revenue



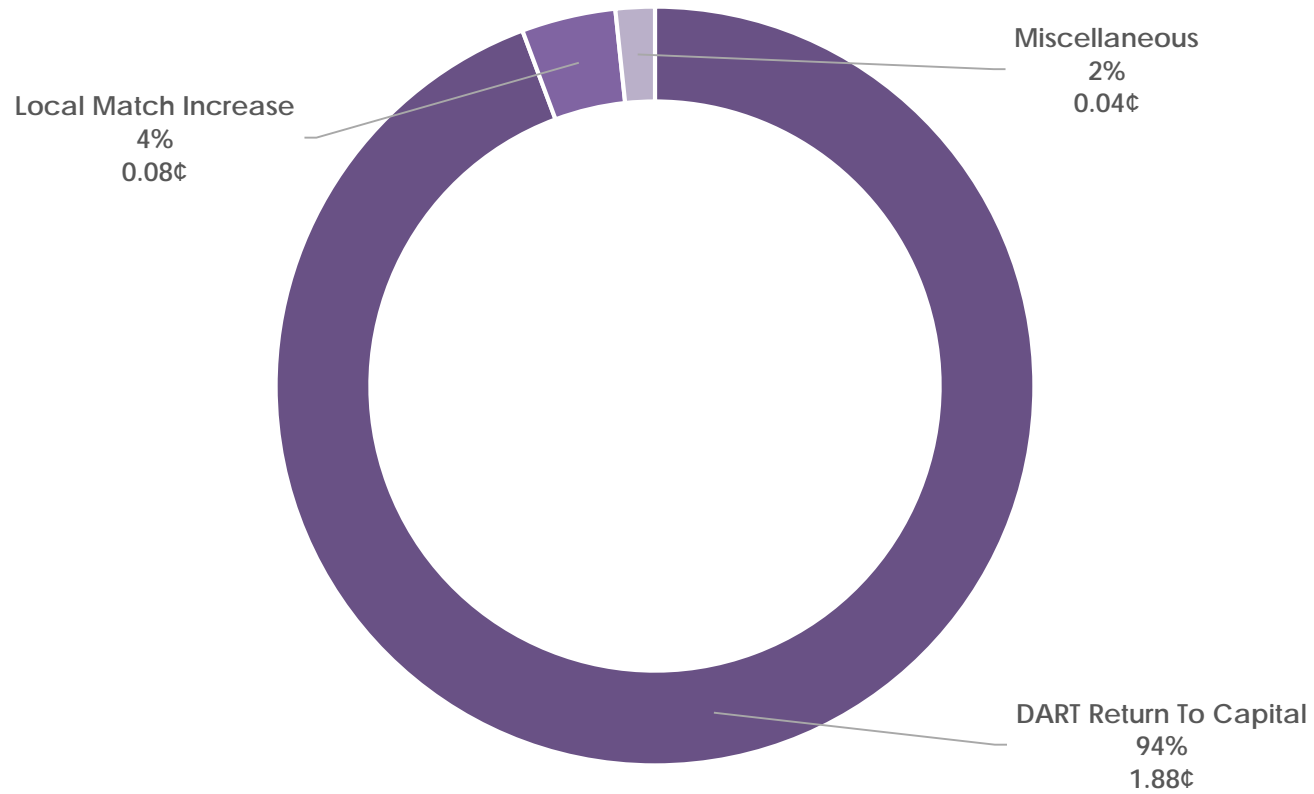
#### Revenue Assumptions:

- Residential rollback at 55.6259% down from 55.7335% in FY2016.
- Commercial rollback at 90%.
- Anticipated back-fill of \$577,800 due to property tax reform.
- Multi-Residential 86.25% will continue to drop by 3.75% per year until 2021
- Increase in property tax revenue due to valuations \$931,000.
- Decrease of \$435,000 in federal funds used for operating.
- Two (2) cent tax levy increase.



### DART PROPERTY TAX LEVY INCREASE

\$461,206 – 2 cent Property Tax Levy Increase





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**Des Moines Area Regional Transit Authority  
FY 2017 BUDGET**



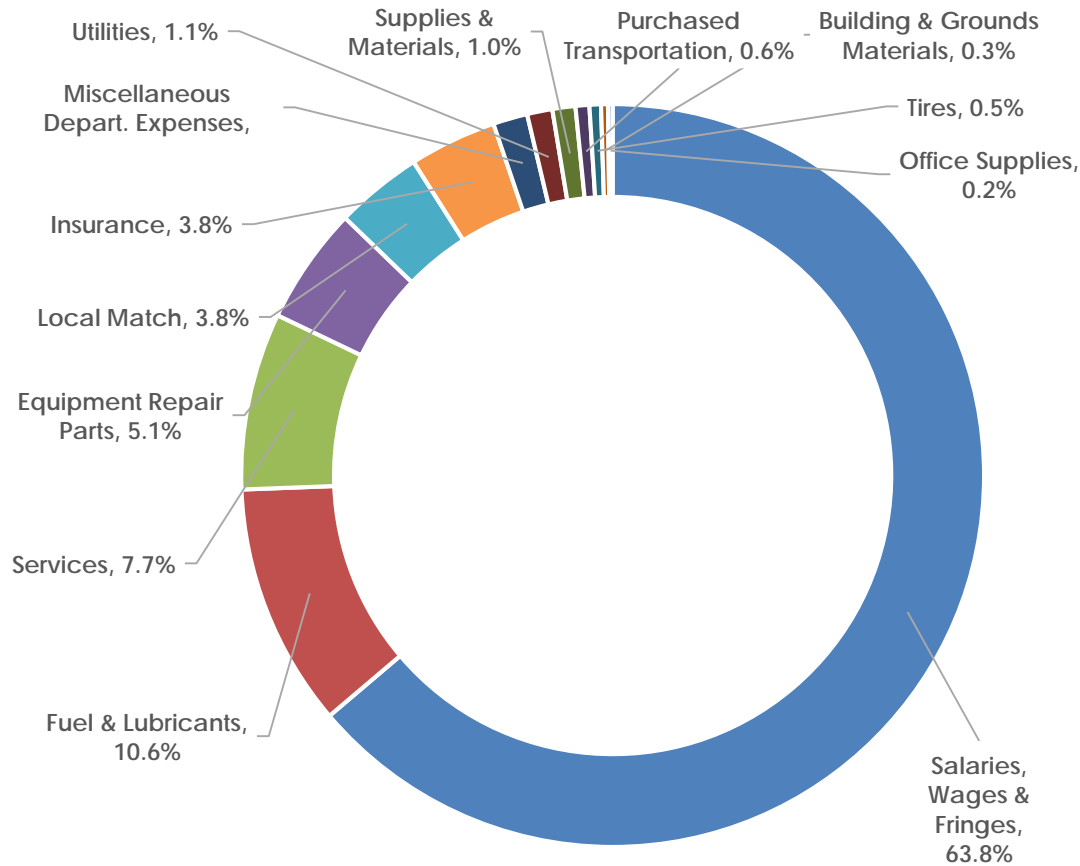
**BUDGET SUMMARY - OPERATING EXPENSES**

	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Adopted FY 2016</u>	<u>Budget FY 2017</u>	<u>% Change FY2016/FY2017</u>
Salaries, Wages and Fringes	\$15,654,442	\$16,038,877	\$18,898,938	\$19,658,966	4.02%
Services	\$1,770,353	\$2,637,441	\$2,196,565	\$2,360,739	7.47%
Building and Grounds Materials	\$285,894	\$131,746	\$105,000	\$105,000	0.00%
Office Supplies	\$54,966	\$43,967	\$57,950	\$57,950	0.00%
Fuels and Lubricants	\$3,277,491	\$3,091,419	\$3,828,956	\$3,274,416	-14.48%
Tires	\$203,971	\$150,339	\$148,750	\$149,750	.67%
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Supplies and Materials	\$303,038	\$304,528	\$305,380	\$305,380	0.00%
Utilities	\$362,913	\$337,966	\$342,880	\$342,880	0.00%
Insurance	\$867,466	\$624,903	\$957,000	\$1,174,581	22.74%
Purchased Transportation	\$197,272	\$218,417	\$184,000	\$183,500	-0.27%
Miscellaneous Depart. Expenses	\$503,479	\$704,513	\$464,618	\$462,900	-0.37%
Local Match	\$815,003	\$1,088,098	\$1,152,463	\$1,170,971	1.61%
<b>TOTAL EXPENSES</b>	<b>\$25,764,718</b>	<b>\$26,742,585</b>	<b>\$30,079,250</b>	<b>\$30,823,783</b>	<b>2.48%</b>





### BUDGET SUMMARY - OPERATING EXPENSES



#### Expense Assumptions:

- 3% Pay Increase for Administrative Staff
- 2% Pay Increase for Full-time; 1.5% Part-time Teamsters.
- 2% Pay Increase for ATU
- 5% Premium Increase in Health Insurance Expense for employees currently enrolled.
- Continue return of 5307 Capital Funds back to Capital.
- Replacement of 2 Fixed Route Buses damaged by fire totaling approximately \$705,000 from Fund Balance



## Strategic Priority Area:

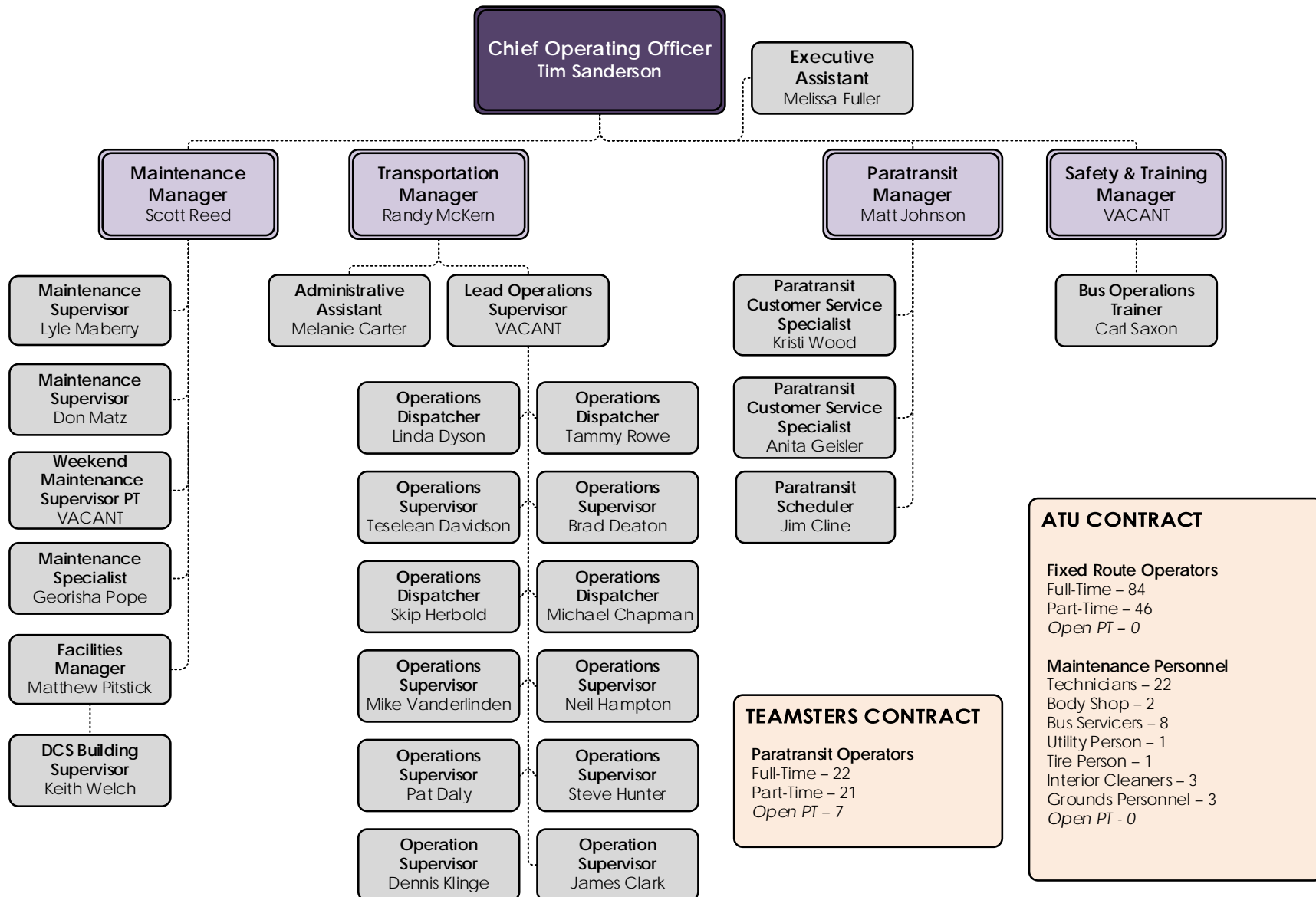
# Safety & Operational Excellence

## Departments:

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



### OPERATIONS DEPARTMENT ORGANIZATION





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

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 servicepersons who maintain, repair, service and clean our Fixed Route and Paratransit vehicles.



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

**Current Key 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. This project is continuing with a renovation of the Dispatch and Operator areas, through 2016.
- As a result of continued vigilance and a strong safety culture, preventable accidents are being maintained at a reduced level.
- Established Monthly Labor Management Meetings with both Unions in order to improve responsiveness to potential labor issues.
- In order to control maintenance costs and ensure a service delivery model, we have recently replaced:
  - 6 Articulated Buses
  - 6 Medium Duty Paratransit Buses
  - 20 40' Heavy Duty Buses (expected delivery mid 2016)
- Purchase of PASS Paratransit Scheduling Software. The implementation will occur over the next year and will result in increased efficiency and cost containment as well as improved flexibility for customers when scheduling trips.



**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 2014</u>	<u>Actual FY 2015</u>	<u>Adopted FY 2016</u>	<u>Budget FY 2017</u>	<u>% Change FY2016/FY2017</u>
Salaries, Wages and Fringes	\$11,257,577	\$11,719,972	\$13,564,934	\$14,145,172	4.28%
Services	347,792	481,678	456,550	456,550	0.00%
Building & Grounds Materials	285,894	131,747	105,000	105,000	0.00%
Office Supplies	27,392	24,352	28,500	28,500	0.00%
Supplies and Materials	178,749	161,272	159,280	159,280	0.00%
Fuels and Lubricants	2,519,810	2,425,985	2,967,956	2,449,356	-17.47%
Tires	136,576	111,803	99,750	99,750	0.00%
Equipment Repair Parts	1,194,454	1,197,201	1,151,500	1,301,500	13.03%
Utilities	248,968	218,088	211,730	211,730	0.00%
Miscellaneous Departmental Expenses	91,360	103,047	107,200	107,200	0.00%
<b>Total</b>	<b>\$16,288,572</b>	<b>\$16,575,145</b>	<b>\$18,852,400</b>	<b>\$19,064,038</b>	<b>1.12%</b>



**SAFETY & OPERATIONAL EXCELLENCE**  
**Paratransit Budget**

<u>Expense Item</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Adopted FY 2016</u>	<u>Budget FY 2017</u>	<u>% Change FY2016/FY2017</u>
Salaries, Wages and Fringes	\$1,677,627	\$1,635,844	\$1,932,902	\$1,967,110	1.77%
Services	39,548	11,693	6,750	6,750	0.00%
Office Supplies	1,482	1,401	2,250	2,250	0.00%
Supplies and Materials	2,659	7,913	11,200	11,200	0.00%
Fuels and Lubricants	372,135	365,896	471,000	471,000	0.00%
Tires	48,945	23,683	33,000	33,000	0.00%
Equipment Repair Parts	187,152	115,631	193,750	193,750	0.00%
Utilities	1,237	1,281	800	800	0.00%
Insurance	6,663	26,663	105,000	105,000	0.00%
Purchased Transportation	187,521	209,130	175,000	175,000	0.00%
Miscellaneous Departmental Expenses	303,340	304,981	308,118	308,118	0.00%
Local Match	95,843	147,872	100,000	95,683	-4.32%
<b>Total</b>	<b>\$2,924,152</b>	<b>\$2,851,988</b>	<b>\$3,339,770</b>	<b>\$3,369,661</b>	<b>.90%</b>



## Strategic Priority Area:

# Financial Stewardship & Sustainability

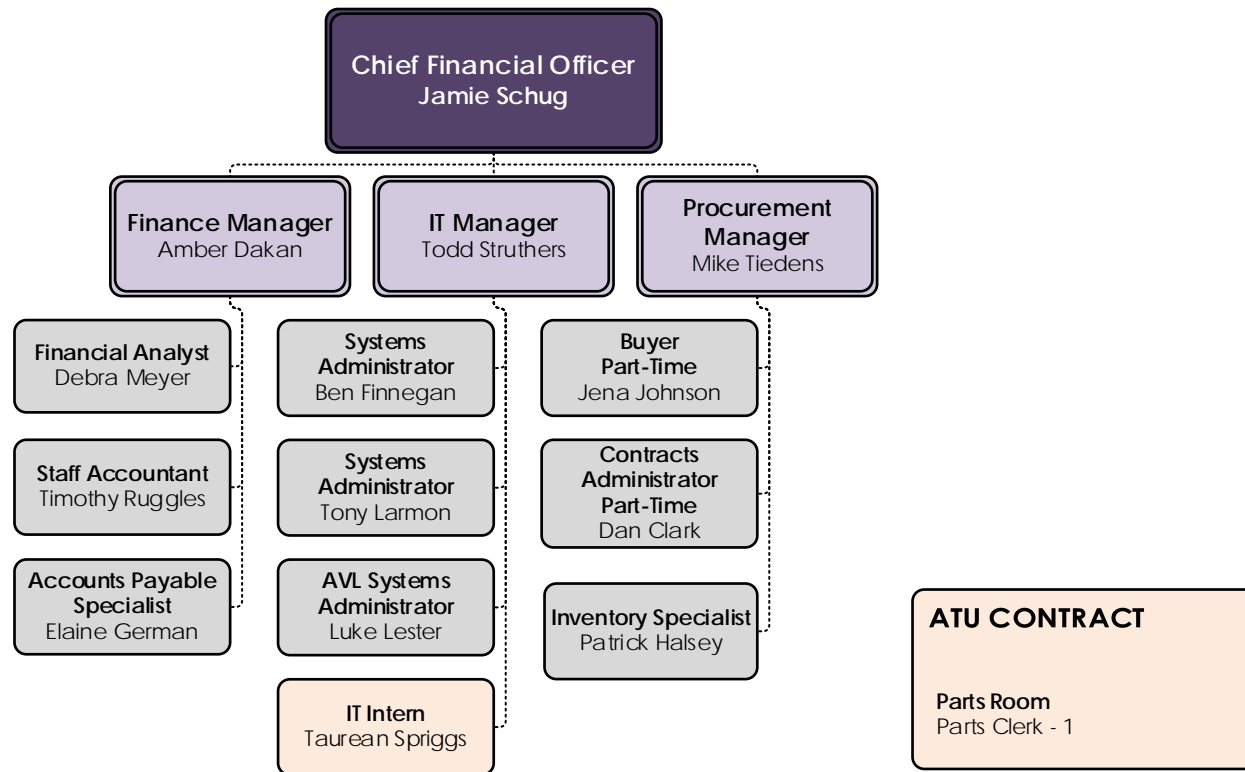
## Departments:

- 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.

**Current Key Initiatives:**

- 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:**

- Implemented SharePoint Collaboration Software to be utilized organization wide. The technology will allow DART to be more collaborative, productive, and organized.
- Completed Real-time Integration with Google Maps
- Implementation of TransTrack Systems, a transit specialized business intelligence software. Integration of TransTrack organization wide has yielded better data to make management decisions and allowed for centralized data to be accessed in real time.
- Successful completion of FY 2015 Financial Audit as well as FTA's Triennial Review
- Joined Iowa Communities Assurance Pool (ICAP) for improved risk mitigation and asset coverage.
- Consolidated parts for brake kits to reduce expense, save storage space, and simplify the replacement process during preventative maintenance.



**FINANCIAL STEWARDSHIP & SUSTAINABILITY**  
**Finance, Procurement and Informaiton Technology Budgets**

<u>Expense Item</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Adopted FY 2016</u>	<u>Budget FY 2017</u>	<u>% Change FY2016/FY2017</u>
Salaries, Wages and Fringes	\$1,055,178	\$1,070,896	\$1,306,224	\$1,417,564	8.52%
Services	776,763	1,385,368	1,086,324	1,101,928	1.44%
Office Supplies	6,088	4,991	7,000	7,000	0.00%
Supplies and Materials	5,433	7,472	8,000	8,000	0.00%
Utilities	113,212	118,567	119,200	119,200	0.00%
Insurance	829,139	567,038	819,000	1,034,931	26.37%
Miscellaneous Departmental Expenses	-164,792	-128,332	-244,618	-244,618	0.00%
Local Match	634,849	831,060	940,022	943,778	.40%
<b>Total</b>	<b>\$3,255,870</b>	<b>\$3,857,060</b>	<b>\$4,041,152</b>	<b>\$4,387,783</b>	<b>8.58%</b>



Strategic Priority Area:

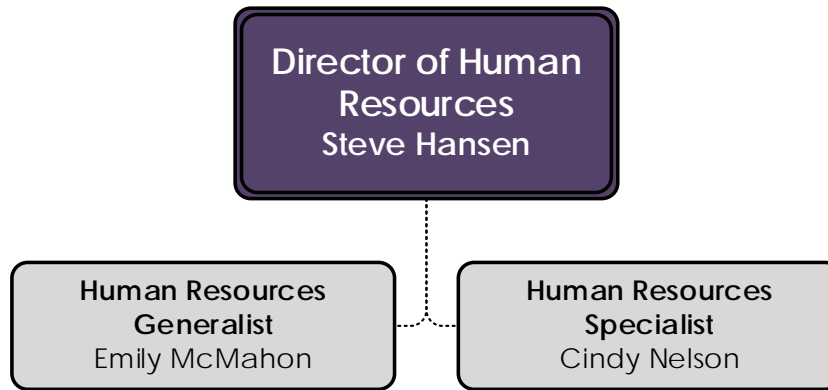
**Workforce Performance, Readiness &  
Wellbeing**

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.

**Current 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:**

- DART developed and deployed a new Part-time Fixed Route Operator benefit package. As a result, DART has become more competitive in the marketplace and ultimately expanded the available labor pool for recruiting.
- DART purchased, installed and began using an internet-based Applicant Tracking system. With the introduction of this system, DART has been able to move away from written applications. Now, applicants can search and apply for DART positions online which has increased the labor pool, applicant flow and quality of applicants.
- Due to the addition of benefits for Part-time Fixed Route Operators and the web-based Applicant Tracking system, HR has cut the vacancy rate nearly in half (vacancy rate is calculated as the number of open positions divided by the total number of current employees, plus all open employment requisitions).
- DART negotiated a new 3-year labor agreement with the ATU (DART's largest bargaining unit). This agreement was reached without mediation or interest arbitration.
- HR successfully completed two executive-level searches which filled the newly created Chief Engagement and Communications Officer position and the vacant Chief Operating Officer position. Both report directly to the General Manager and are members of the Executive Leadership Team.



WORKFORCE PERFORMANCE, READINESS & WELLBEING  
Human Resources Budget

<u>Expense Item</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Adopted FY 2016</u>	<u>Budget FY 2017</u>	<u>% Change FY2016/FY2017</u>
Salaries, Wages and Fringes	\$198,326	\$280,738	\$306,772	\$320,635	4.52%
Services	63,056	81,646	54,200	54,200	0.00%
Office Supplies	3,328	1,553	1,000	1,000	0.00%
Utilities	579	1,223	2,400	2,400	0.00%
Miscellaneous Departmental Expenses	77,247	94,743	74,300	74,300	0.00%
<b>Total</b>	<b>\$342,536</b>	<b>\$459,903</b>	<b>\$438,672</b>	<b>\$452,535</b>	<b>3.16%</b>



## Strategic Priority Area:

# Partnerships & Engagement

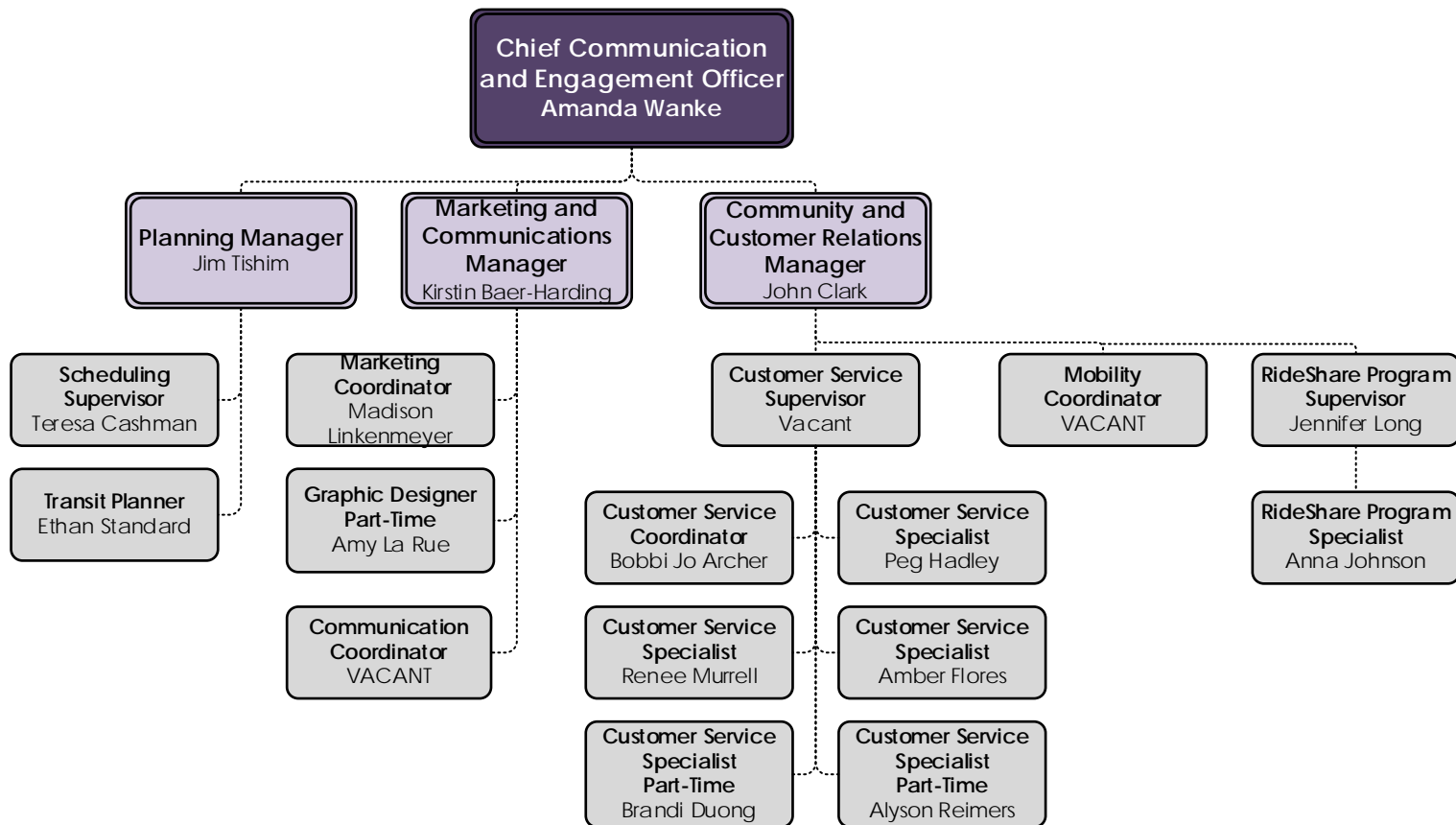
## Departments:

- 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.

**Current Key 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:**

- Successful introduction of the redesigned Local Route 5 and 51 into the new Local Route 5 – Franklin Ave.
- Successful launch of DART's real-time bus information to Google Maps and open data to developers.
- Successful increase in social media engagement and likes with Facebook increasing by 65% and twitter followers by 16%, as well as the launch of an Instagram page.
- Implementation of the FTA required "Reasonable Modification Policy."
- Successful launch of Telephone Doctor—a customer service training program—with 100% participation.
- Customer Service Point-of-Sale end-of-day balance rate was above 98%
- Enhance public support and perception through improvement on key issues that surface on the DART Forward survey by "X" percent by end of FY17.



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

<u>Expense Item</u>	<u>Actual FY2014</u>	<u>Actual FY2015</u>	<u>Adopted FY 2016</u>	<u>Budget FY 2017</u>	<u>% Change FY2016/FY2017</u>
Salaries, Wages and Fringes	\$933,054	\$862,806	\$1,220,458	\$1,236,705	1.33%
Services	275,629	423,807	240,670	382,890	59.09%
Office Supplies	5,730	7,596	8,700	8,700	0.00%
Supplies and Materials	116,114	127,819	126,900	126,900	0.00%
Utilities	4,809	4,815	5,300	5,300	0.00%
Purchased Transportation	1,922	2,474	2,000	2,000	0.00%
Miscellaneous Departmental Expenses	18,845	37,049	15,700	13,700	-12.74%
<b>Total</b>	<b>\$1,356,103</b>	<b>\$1,466,366</b>	<b>\$1,619,728</b>	<b>\$1,776,195</b>	<b>9.66%</b>



**PARTNERSHIPS & ENGAGEMENT**  
**RideShare Budgets**

<u>Expense Item</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Adopted FY 2016</u>	<u>Budget FY 2017</u>	<u>% Change FY2016/FY2017</u>
Salaries, Wages and Fringes	\$130,939	\$112,535	\$149,781	\$150,370	.39%
Services	50,940	44,007	21,760	28,110	29.18%
Office Supplies	1,432	985	1,500	1,500	0.00%
Fuels and Lubricants	385,546	299,538	390,000	354,060	-9.22%
Tires	18,450	14,854	16,000	17,000	6.25%
Equipment Repair Parts	86,823	57,539	91,500	81,500	-10.93%
Utilities	1,168	1,191	1,600	1,600	0.00%
Insurance	31,664	31,664	33,000	34,650	5.00%
Purchased Transportation	7,829	6,813	7,000	6,500	-7.14%
Miscellaneous Departmental Expenses	87,164	193,182	92,918	93,200	.30%
Local Match	84,312	109,166	112,441	131,510	16.96%
<b>Total</b>	<b>\$886,267</b>	<b>\$871,474</b>	<b>\$917,500</b>	<b>\$900,000</b>	<b>-1.91%</b>



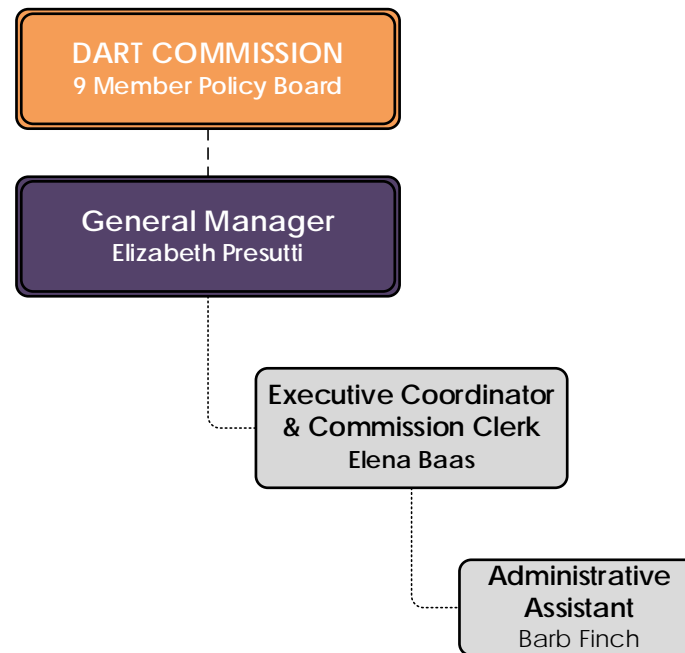
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# GENERAL ADMINISTRATION DEPARTMENT



## GENERAL ADMINISTRATION DEPARTMENT ORGANIZATION





## **GENERAL ADMINISTRATION DEPARTMENT OVERVIEW**

The General Manager 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 General Manager leads a senior executive team in carrying out the duties of the Authority. The focus of the General Manager is to build ridership throughout the DART system, to develop services and facilities that customers want and need, and to encourage the development of Human Resources (employees), while insuring financial accountability and stewardship of the system.

### **Current Key Initiatives:**

- Implementing DART's FY2016-2017 Strategic Plan.
- Ensuring DART member community buy-in of the updated DART Forward 2035 Plan.
- Pursuing additional revenue and partnership opportunities for DART in addition to securing a long-term sustainable local funding source
- Updating the records retention policy and record retention schedule.

### **Recent Key Accomplishments:**

- Meetings with mayors and city managers of DART larger member communities in conjunction with DART Commissioners.
- Collaborating with the Greater Des Moines Partnership on the formation of the Transit Future Work Group.
- FY 2015 ridership increase of 2.5 percent on fixed route services and 2.0 percent system wide.





GENERAL ADMINISTRATION DEPARTMENT BUDGET

<u>Expense Item</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Adopted FY 2016</u>	<u>Budget FY 2017</u>	<u>% Change FY2016/FY2017</u>
Salaries, Wages and Fringes	\$401,742	\$356,086	\$417,867	\$421,410	.85%
Services	216,627	209,244	330,311	330,311	0.00%
Office Supplies	9,500	3,089	9,000	9,000	0.00%
Supplies and Materials	82	51	0	0	0.00%
Utilities	-7,060	-7,200	1,850	1,850	0.00%
Insurance	0	-462	0	0	0.00%
Miscellaneous Departmental Expenses	90,315	99,842	111,000	111,000	0.00%
<b>Total</b>	<b>\$711,206</b>	<b>\$660,650</b>	<b>\$870,028</b>	<b>\$873,571</b>	<b>.41%</b>



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