

# FY2021 BUDGET

*Enriching Lives,  
Connecting Communities,  
Expanding Opportunities*

March 2020

**dart**





**Des Moines Area Regional Transit Authority  
FY 2021 Budget**



**FY 2021 BUDGET**

July 1, 2020 through June 30, 2021

**DART Commission Members**

**Russ Trimble (Chairperson)**, City of West Des Moines

**Doug Elrod (Vice-Chairperson)**, City of Bondurant

**Josh Mandlebaum (Secretary/Treasurer)**, City of Des Moines

**Paula Dierenfeld (At Large)**, City of Johnston

**Ross Grooters (At Large)**, City of Pleasant Hill

**Vernon Willey II**, City of Altoona

**Kelly Whiting**, City of Ankeny

**Michael McCoy**, City of Clive

**Jill Altringer**, City of Grimes

**Angela Connolly**, Polk County

**Bridget Montgomery**, City of Urbandale

**Joseph Jones**, City of Windsor Heights



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# Des Moines Area Regional Transit Authority FY 2021 Budget



**March 3, 2020**

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

As a Ruan employee, Dustin takes advantage of his company's partnership with DART to get to work: "I ride the Ankeny Express. I get on at the Mercy stop here in Ankeny and then I ride straight downtown. It's about a 20-minute ride. I do it every day. Five days a week." Dustin isn't alone. In fact, nearly half of all riders use DART to get to and from work.

Residents often live in a different community than where they work. Connecting our communities with public transit provides central lowans with affordable transportation that also preserves our high quality of life by reducing congestion and carbon emissions...benefiting all residents whether they use DART or not.

Our work of enriching lives, connecting communities and expanding opportunities is never complete. Over the last year, the DART Commission and staff have worked diligently to identify cost saving opportunities while also expanding access to public transit throughout the region. Initiatives over the last year included:

- Revamping service in the northern and western suburbs, eliminating underutilized services and reinvesting those resources to fulfill unmet transportation needs;
- Launching Flex Connect, an on-demand first-mile, last-mile connection to DART using Uber or YellowCabCo;
- Partnering with DMACC to provide all students, staff and faculty with access to ride DART for free;
- Serving a record-breaking number of passengers traveling to and from the Iowa State Fair;
- Sharing "The Last Stop on Market Street" with students in central Iowa through United Way's READ TO SUCCEED program;
- Securing a \$17.275 million Bus and Bus Facilities Grant from the Federal Transit Administration for a new operations and maintenance facility; and
- Completing a fleet mix analysis, which led to the purchase of five 30' buses to more efficiently service shuttle and support routes than the standard 40' bus.



The DART FY 2021 budget aims to continue this progress over the next year with the following strategic initiatives:

- Introduction of seven electric buses;
- Determining how best to invest DART's limited capital funds towards an operations and maintenance facility;
- Completion of a Transit Optimization Study, analyzing other business models that could be used to meet regional mobility needs;
- Advancing the Commission's direction of any changes to the Property Tax Formula and Governance Structure;
- Creation of a shelter plan that aims to add more than 80 bus shelters in the region over the next five years, some of which will include art;



## Des Moines Area Regional Transit Authority FY 2021 Budget



- Streamlining DART's reduced fare program in order to reduce barriers to transit, streamline processes and encourage ridership; and
- Adding Fixed Route service to Bondurant.

The DART team is continuously working to provide the best regional transportation solutions as efficiently and effectively as possible. As a result, the proposed FY 2021 budget maintained existing service levels without a levy increase. Several factors made this particularly challenging, including:

- Projected loss of an additional \$170,000 in revenue due to continued disruption in the Iowa Medicaid system;
- An additional \$100,000 programmed towards capital facility needs;
- Addition of Fixed Route service to Bondurant for an estimated cost of \$75,000; and
- Revenue, other than property taxes, remain stagnant.

As the DART Commission discussed the proposed budget and long-term needs of DART, it adopted a budget with a 0.5 cent levy increase in order to fund a staff resource in accounting and the reconfiguration of DART's financial system. This was identified as a priority as not doing so would prevent DART from implementing more innovative services, like Flex Connect, that may save the organization money longer term.

While the FY 2021 budget does not meet all the needs we have heard from within the community, we are pleased that the efficiencies found over the last year are allowing DART to absorb further losses in Medicaid, fund capital facility investments and add service to Bondurant to serve the new Amazon fulfillment center.

The initiatives outlined for FY 2021, and supported by this budget, will allow DART to continue working towards the Commission's vision to "facilitate affordable, seamless mobility options that support economic prosperity for all."

Sincerely,

Elizabeth Presutti  
Chief Executive Officer



## VISION

Facilitate affordable, seamless mobility options that support economic prosperity for all.

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## MISSION

Enriching Lives, Connecting Communities,  
Expanding Opportunities



## DART ORGANIZATIONAL OVERVIEW

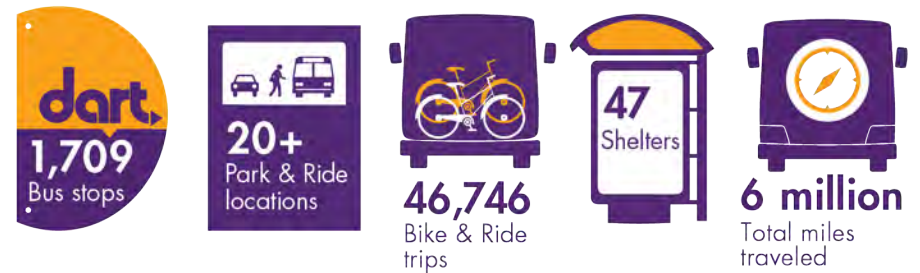
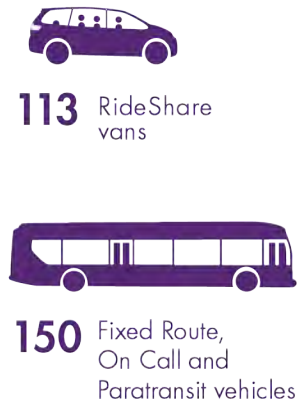
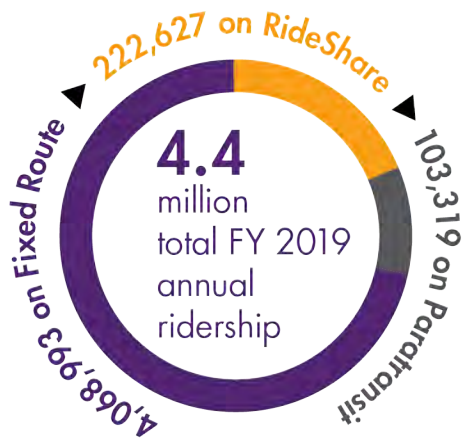
### BACKGROUND

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:

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

### DART FACTS



### Top 5 reasons people ride DART





**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

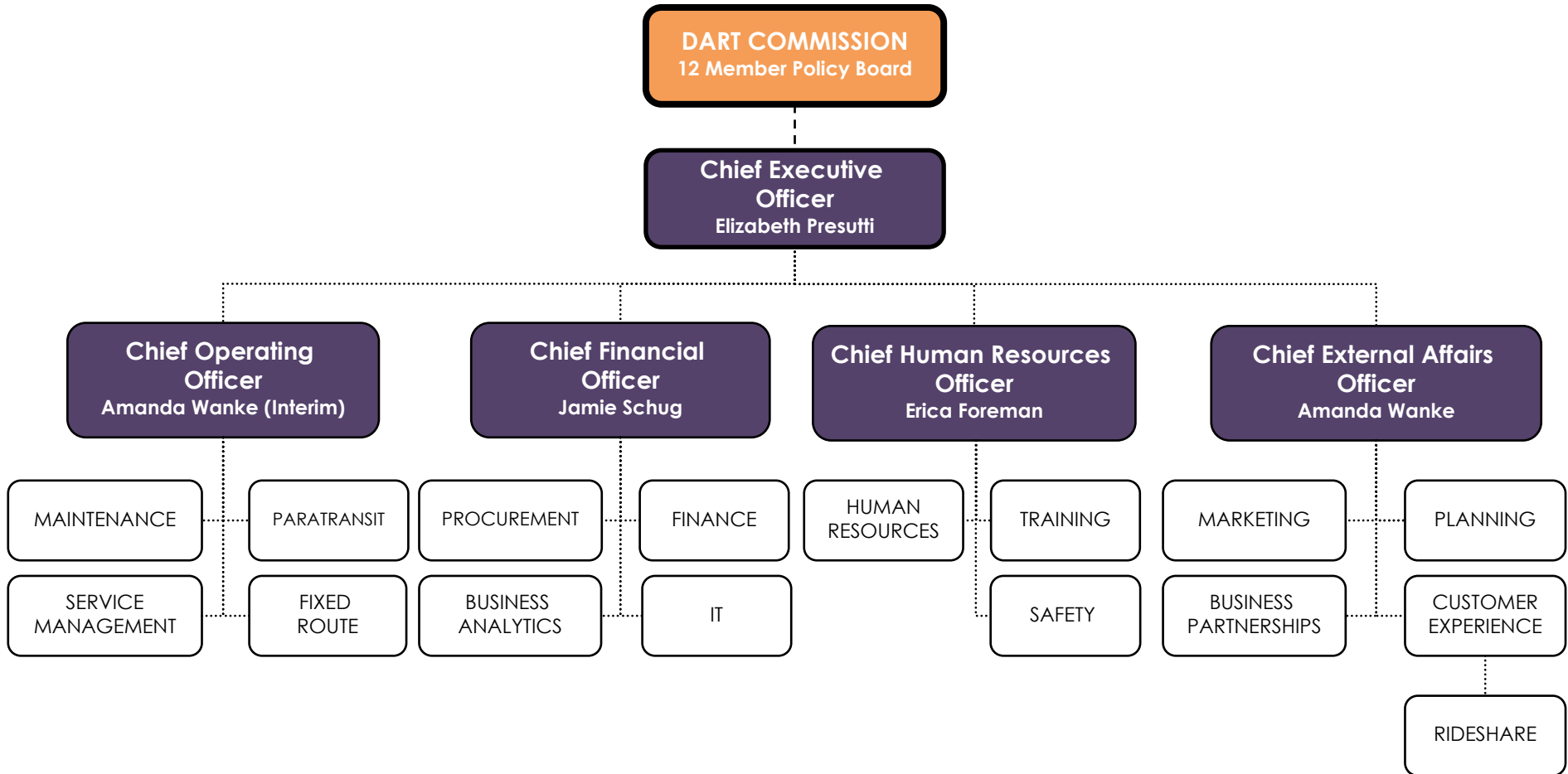
- ▶ Build and nurture an inclusive, inspired, and high-performing workforce
- ▶ Drive and foster organizational innovation and agility
- ▶ Plan for the future mobility and facility needs for the region







### DART ORGANIZATIONAL STRUCTURE





**FY 2021 BUDGET OVERVIEW**

<u>FY 2021 Budget</u>	
<b>Operating Revenue</b>	\$7,873,760
<b>Non-Operating Revenue</b>	\$29,083,250
<b>Total Revenue</b>	\$36,957,010
<b>Total Expenses</b>	\$36,957,010
<b>Surplus (Deficit)</b>	\$0



**FY 2021 BUDGET OVERVIEW  
Half (0.5) Cent Levy Increase**

	<u>Actual</u> FY 2018	<u>Actual</u> FY 2019	<u>Adopted</u> FY 2020	<u>Budget</u> FY 2021	<u>% Change</u> FY2020/ FY2021
Operating Revenue	\$6,917,742	\$6,987,276	\$7,895,533	\$7,873,760	(0.28%)
Non-Operating Revenue	24,268,134	25,988,992	27,344,667	29,083,250	6.36%
<b>Total Revenue</b>	<b>\$31,185,876</b>	<b>\$32,976,268</b>	<b>\$35,240,200</b>	<b>\$36,957,010</b>	<b>4.87%</b>
Salaries, Wages and Fringes	\$19,938,011	\$20,687,374	\$22,417,970	\$23,931,200	6.75%
Services	3,715,764	3,696,047	3,891,695	3,765,370	(3.25%)
Building and Grounds Materials	265,851	223,643	179,000	240,000	34.08%
Office Supplies	71,131	58,508	64,000	56,300	(12.03%)
Fuels and Lubricants	2,038,914	2,434,963	2,678,950	2,796,200	4.38%
Tires	152,718	114,861	165,800	170,380	2.76%
Equipment Repair Parts	1,568,147	1,504,653	1,594,250	1,639,880	2.86%
Supplies and Materials	218,254	326,491	286,600	271,700	(5.20%)
Utilities	449,302	549,471	560,750	600,370	7.07%
Insurance	914,194	511,027	1,099,000	1,107,920	0.81%
Purchased Transportation	256,129	201,211	229,500	238,000	3.70%
Miscellaneous Dept. Expenses	685,168	1,155,476	549,340	524,400	(4.54%)
Local Match	1,481,674	1,263,438	1,496,846	1,615,290	7.91%
<b>Total Expenses</b>	<b>\$31,755,257</b>	<b>\$32,727,163</b>	<b>\$35,213,701</b>	<b>\$36,957,010</b>	<b>4.95%</b>
<b>SURPLUS (DEFICIT)</b>	<b>(\$569,381)</b>	<b>\$249,105</b>	<b>\$26,499</b>	<b>\$0</b>	



**Des Moines Area Regional Transit Authority  
FY 2021 Budget**



**BUDGET SUMMARY - OPERATING REVENUE**

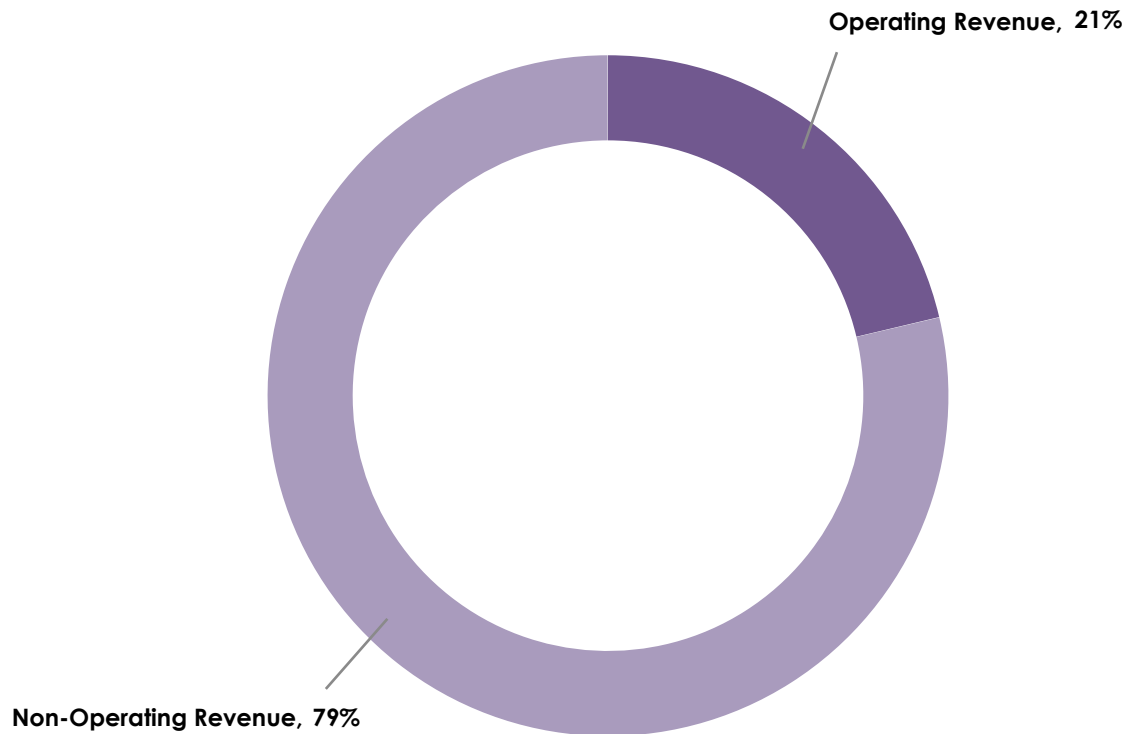
	<u>Actual</u> <u>FY 2018</u>	<u>Actual</u> <u>FY 2019</u>	<u>Adopted</u> <u>FY 2020</u>	<u>Budget</u> <u>FY 2021</u>	<u>% Change</u> <u>FY2020/ FY2021</u>
<b>OPERATING REVENUE</b>					
Cash Fares	\$3,984,638	\$3,941,929	\$4,775,033	\$4,698,480	(1.60%)
Other Contracted Services	2,080,071	2,143,113	2,097,500	1,900,280	(9.40%)
Polk County Funding	569,100	568,997	705,000	847,000	20.14%
West Des Moines Funding	0	0	18,000	68,000	277.78%
Advertising Income	283,933	333,237	300,000	360,000	20.00%
<b>TOTAL OPERATING REVENUE</b>	<b>\$6,917,742</b>	<b>\$6,987,276</b>	<b>\$7,895,533</b>	<b>\$7,873,760</b>	<b>(0.28%)</b>
<b>NON-OPERATING REVENUE</b>					
Interest Income (Expense)	(\$139,688)	(\$57,620)	(\$120,500)	(\$25,000)	(79.25%)
Sale Of Scrap	4,824	4,340	7,500	7,500	0.00%
DCS Rental Income	27,121	21,344	28,000	28,000	0.00%
Miscellaneous Income	118,222	144,312	61,000	64,500	5.74%
Property Tax Revenue	17,286,723	19,404,588	20,924,667	22,458,500	7.33%
Municipal Operating Assistance	680,000	0	0	0	0.00%
State Operating Assistance	1,607,610	1,542,389	1,675,000	1,700,000	1.49%
State Fellowships	64,830	40,377	0	0	0.00%
State Property Tax Backfill	634,140	732,457	610,000	700,000	14.75%
State Special Projects	0	(2,896)	0	0	0.00%
State Grant Funds	10,200	0	0	0	0.00%
CMAQ Funds	105,144	304,585	315,000	313,750	(0.40%)
FTA ADA - 5307	375,000	375,000	375,000	475,000	26.67%
FTA Cabs - 5310	177,052	131,251	185,000	70,000	(62.16%)
FTA Operating Income	2,595,000	2,595,000	2,595,000	2,600,000	0.19%
FTA Planning Income	0	52,420	0	0	0.00%
FTA 5311 Rural	11,507	14,343	14,000	16,000	14.29%
FTA Lease Funds	710,449	687,102	675,000	675,000	0.00%
<b>TOTAL NON-OPERATING REVENUE</b>	<b>\$24,268,134</b>	<b>\$25,988,992</b>	<b>\$27,344,667</b>	<b>\$29,083,250</b>	<b>6.36%</b>
<b>TOTAL REVENUE</b>	<b>\$31,185,876</b>	<b>\$32,976,268</b>	<b>\$35,240,200</b>	<b>\$36,957,010</b>	<b>4.87%</b>





## BUDGET SUMMARY - OPERATING REVENUE

**FY 2021 Operating Revenue  
as a % of Total Revenue**



### Revenue Assumptions:

- Residential rollback at 55.0743%, down from 56.918% in FY2020
- Commercial rollback at 90%
- Multi-Residential rollback decreased to 71.25% and will continue to drop by 3.75% per year for another two budget years. Impact of \$303,021 in FY21 and approx. \$1.6M cumulatively
- Taxable valuation growth of 6.64%
- Half cent property tax levy increase
- Increase in advertising revenue by 20% or \$60,000
- Medicaid revenue reduced by \$169,000
- Increase in state operating funds of \$25,000
- Reduction in RideShare program revenue by 12.45%
- Federal funding operating revenue as a whole remains flat over prior year



**Des Moines Area Regional Transit Authority  
FY 2021 Budget**

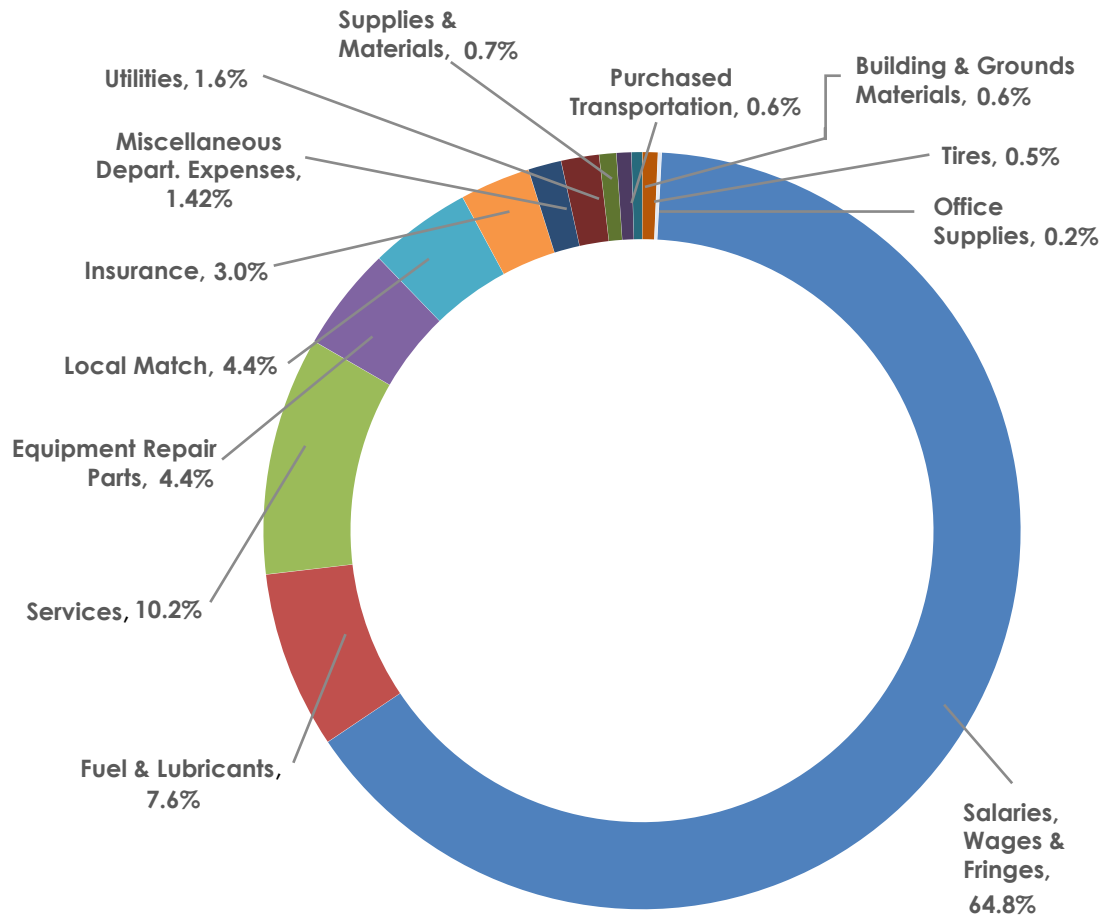


**BUDGET SUMMARY - OPERATING EXPENSES**

	<u>Actual</u> FY 2018	<u>Actual</u> FY 2019	<u>Adopted</u> FY 2020	<u>Budget</u> FY 2021	<u>% Change</u> FY2020/ FY2021
Salaries, Wages and Fringes	\$19,938,011	\$20,687,374	\$22,417,970	\$23,931,200	6.75%
Services	3,715,764	3,696,047	3,891,695	3,765,370	(3.25%)
Building and Grounds Materials	265,851	223,643	179,000	240,000	34.08%
Office Supplies	71,131	58,508	64,000	56,300	(12.03%)
Fuels and Lubricants	2,038,914	2,434,963	2,678,950	2,796,200	4.38%
Tires	152,718	114,861	165,800	170,380	2.76%
Equipment Repair Parts	1,568,147	1,504,653	1,594,250	1,639,880	2.86%
Supplies and Materials	218,254	326,491	286,600	271,700	(5.20%)
Utilities	449,302	549,471	560,750	600,370	7.07%
Insurance	914,194	511,027	1,099,000	1,107,920	0.81%
Purchased Transportation	256,129	201,211	229,500	238,000	3.70%
Miscellaneous Depart. Expenses	685,168	1,155,476	549,340	524,400	(4.54%)
Local Match	1,481,674	1,263,438	1,496,846	1,615,290	7.91%
<b>TOTAL EXPENSES</b>	<b>\$31,755,257</b>	<b>\$32,727,163</b>	<b>\$35,213,701</b>	<b>\$36,957,010</b>	<b>4.95%</b>



**BUDGET SUMMARY - OPERATING EXPENSES**

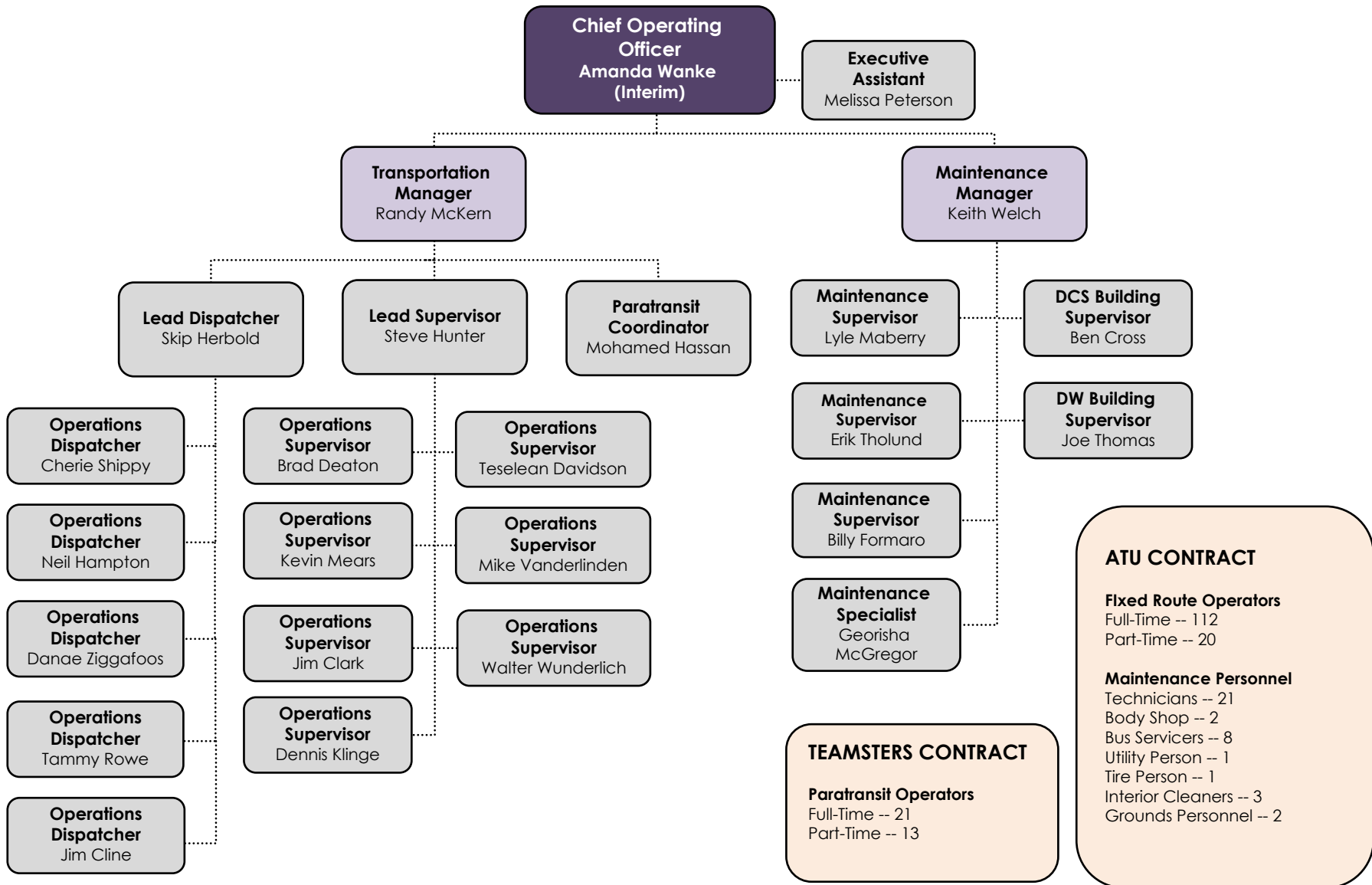


**Expense Assumptions:**

- Average of 3% pay increase for staff based upon 2 labor contracts and administrative staff
- 8% premium increase in health insurance expense for employees currently enrolled
- IPERS rates steady at FY20 levels
  - Employee rate 6.29%
  - Employer rate 9.44%
- Additional service added to Bondurant to meet economic growth needs
- Additional maintenance expense planned for DART Way location
- Shift of professional service budget within IT and marketing departments to salaries for 3 FTEs
- Full year of utility expenses for electric buses
- Additional capital funds programmed into local match for capital facility funding



**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, On-Call and the Flex Connect service. The most visible part of the team, our bus operators, are supported by a highly trained and dedicated team of dispatchers, supervisors and managers.

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 team 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, especially in adverse weather conditions.

### **FY2021 INITIATIVES:**

#### **Safety**

- Continued reduction of both internal and external safety related incidents
- Development of an Emergency Response Plan for operations

#### **Customer**

- Continued focus on on-time performance
- Improve the customer complaint resolution process and subsequent coaching and retraining

#### **Financial Stewardship**

- Continued focus on finding opportunities to manage operational expenses
- Exploration of paratransit scheduling and administrative changes in order to minimize future expense growth



**Des Moines Area Regional Transit Authority  
FY 2021 Budget**

**OPERATIONS DEPARTMENT**

**FY2021 INITIATIVES, CONTINUED:**

**Community**

- Establish communication and processes with Des Moines Public Schools and other key stakeholders related to student-related travel and incidents

**Preparing for the Future**

- Successfully implement Electric Bus Pilot program and necessary infrastructure upgrades

**RECENT KEY ACCOMPLISHMENTS:**

- Installation of the Electric Bus Pilot infrastructure
- Record Iowa State Fair ridership on DART with 253,217 rides, a 9 percent increase over the previous record set in 2014
- Fleet diversification including the addition of smaller, 30' buses in place of 40' vehicles
- Apprenticeship program updated for maintenance technicians to improve professional development opportunities



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

<u>Expense Item</u>	<u>Actual</u> <u>FY 2018</u>	<u>Actual</u> <u>FY 2019</u>	<u>Adopted</u> <u>FY 2020</u>	<u>Budget</u> <u>FY 2021</u>	<u>% Change</u> <u>FY2020/ FY2021</u>
<b>Salaries, Wages and Fringes</b>	\$14,337,168	\$14,791,128	\$15,398,540	\$16,114,340	4.65%
<b>Services</b>	641,650	802,032	735,150	960,600	30.67%
<b>Building &amp; Grounds Materials</b>	265,851	223,643	179,000	240,000	34.08%
<b>Office Supplies</b>	36,922	37,918	26,500	23,300	(12.08%)
<b>Supplies and Materials</b>	150,511	130,070	166,900	160,700	(3.71%)
<b>Fuels and Lubricants</b>	1,589,965	1,896,304	2,043,000	2,203,200	7.84%
<b>Tires</b>	122,644	77,607	114,000	116,000	1.75%
<b>Equipment Repair Parts</b>	1,370,450	1,309,551	1,352,500	1,387,500	2.59%
<b>Utilities</b>	239,523	250,076	262,550	284,370	8.31%
<b>Miscellaneous Departmental Expenses</b>	163,315	76,687	109,300	82,900	(24.15%)
<b>Total</b>	<b>\$18,917,999</b>	<b>\$19,595,015</b>	<b>\$20,387,440</b>	<b>\$21,572,910</b>	<b>5.81%</b>



**Des Moines Area Regional Transit Authority  
FY 2021 Budget**



**OPERATIONS DEPARTMENT  
Paratransit Budget**

	<u>Actual</u> FY 2018	<u>Actual</u> FY 2019	<u>Adopted</u> FY 2020	<u>Budget</u> FY 2021	<u>% Change</u> FY2020/ FY2021
<b>Cash Fares</b>	\$110,744	\$113,929	\$105,000	\$105,000	0.00%
<b>Mobile Ticketing</b>	\$18	\$546	\$0	\$3,500	N/A
<b>Other Contracted Services</b>	\$539,067	\$329,765	\$475,000	\$306,000	(35.58%)
<b>Polk County Funding</b>	\$569,100	\$568,997	\$705,000	\$847,000	20.14%
<b>West Des Moines Funding</b>	\$0	\$0	\$18,000	\$68,000	277.78%
<b>Property Tax Revenue</b>	\$799,825	\$1,039,461	\$1,391,458	\$1,503,750	8.07%
<b>State Special Projects</b>	0	(2,896)	0	0	0.00%
<b>FTA Cabs - 5310</b>	177,052	131,251	185,000	70,000	(62.16%)
<b>FTA ADA - 5307</b>	375,000	375,000	375,000	475,000	26.67%
<b>FTA 5311 Rural</b>	11,507	14,343	14,000	16,000	14.29%
<b>Total Revenue</b>	<b>\$2,582,313</b>	<b>\$2,570,396</b>	<b>\$3,268,458</b>	<b>\$3,394,250</b>	<b>3.85%</b>
<b>Salaries, Wages and Fringes</b>	\$1,775,231	\$1,748,228	\$1,834,140	\$2,007,750	9.47%
<b>Services</b>	76,671	11,838	41,500	47,500	14.46%
<b>Office Supplies</b>	26	252	2,000	1,000	(50.00%)
<b>Supplies and Materials</b>	13,635	17,407	11,200	19,500	74.11%
<b>Fuels and Lubricants</b>	169,960	255,060	297,200	297,200	0.00%
<b>Tires</b>	13,459	13,363	30,000	30,000	0.00%
<b>Equipment Repair Parts</b>	113,529	89,706	150,750	150,750	0.00%
<b>Utilities</b>	939	104	800	800	0.00%
<b>Insurance</b>	146,093	53,484	119,040	100,220	(15.81%)
<b>Purchased Transportation</b>	246,815	193,630	200,000	200,000	0.00%
<b>Miscellaneous Departmental Expenses</b>	377,630	239,594	474,750	474,750	0.00%
<b>Local Match</b>	202,103	132,000	107,078	64,780	(39.50%)
<b>Total Expenses</b>	<b>\$3,136,091</b>	<b>\$2,754,665</b>	<b>\$3,268,458</b>	<b>\$3,394,250</b>	<b>3.85%</b>
<b>SURPLUS (DEFICIT)</b>	<b>(\$553,778)</b>	<b>(\$184,269)</b>	<b>\$0</b>	<b>\$0</b>	

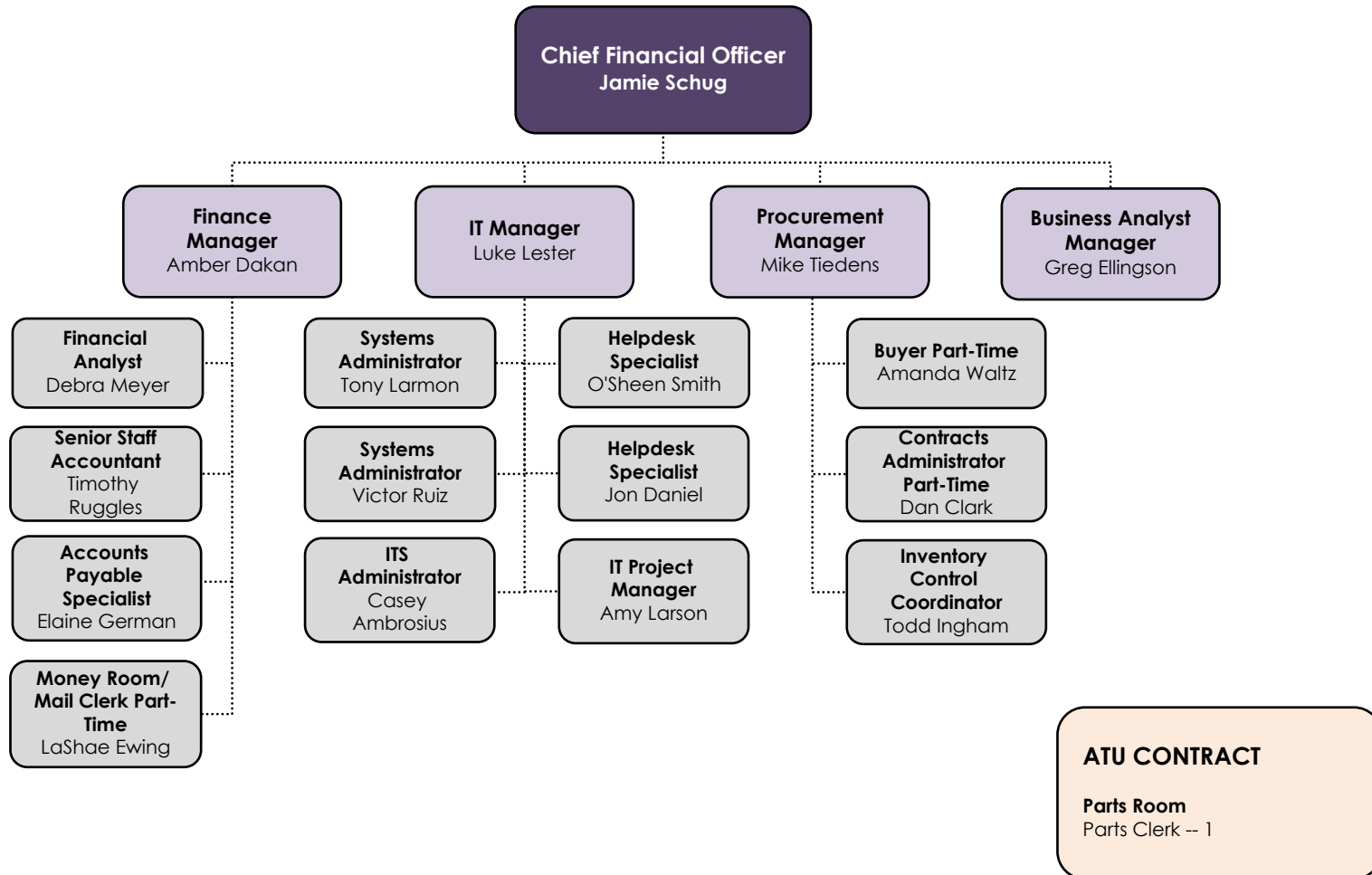




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### FINANCE DEPARTMENT ORGANIZATION





## **FINANCE DEPARTMENT**

The finance team is comprised of finance, procurement, information technology, and business analytics. All four groups hold support roles within 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.

### **FY2021 INITIATIVES:**

#### **Safety**

- Further development of a Disaster Recovery Plan for our technology infrastructure
- Improve security compliance measures around PCI and HIPAA

#### **Customer**

- Complete deployment of Electric Buses due to arrive in Summer 2020
- Rollout and build adoption of PowerBI for more accessible data insights to staff and external partners

#### **Financial Stewardship**

- Further work on DART's first iteration of a Comprehensive Annual Financial Report (CAFR)
- Rollout of an E-Procurement System

#### **Preparing for the Future**

- Sign in Terminal deployment for Operators and Maintenance Staff
- Complete analysis and plan for DART's radio system used for vehicle communication

### **RECENT KEY ACCOMPLISHMENTS:**

- Received a clean audit opinion for FY2019
- Award of a \$17.275 million dollar grant to support a new Operations and Maintenance facility
- Successful simultaneous upgrade of DART's Financial, Inventory and Maintenance Systems
- Flex Connect Pilot
- Upgraded network infrastructure and soon-to-be end of life applications
- Newly negotiated contract for Transit Technology and IT Consulting Services
- Completed a Fleet Mix Analysis which yielded a more efficient bus purchasing plan
- Hosted DART's first Disadvantaged Business Enterprise (DBE) Forum



**Des Moines Area Regional Transit Authority  
FY 2021 Budget**



**FINANCE DEPARTMENT  
Finance, Business Analytics, Procurement and Information  
Technology Budgets**

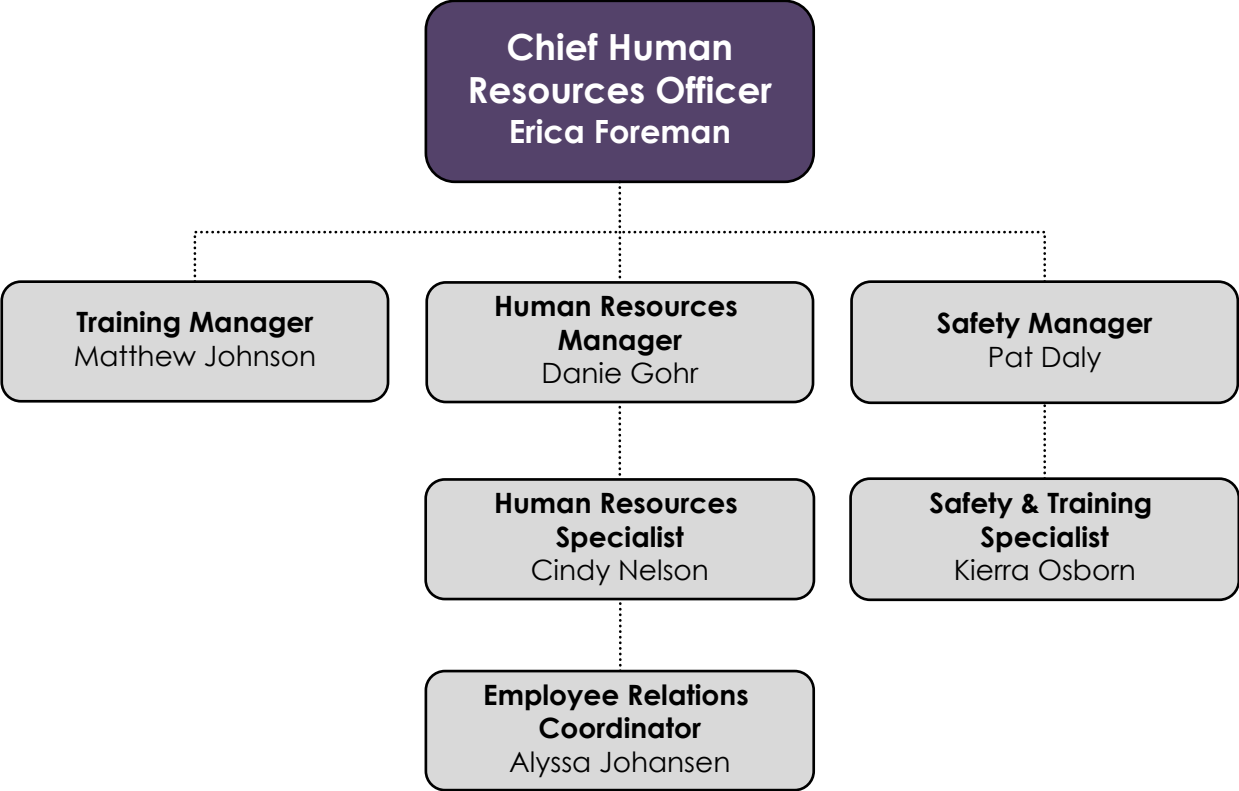
<b>Expense Item</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Adopted FY 2020</b>	<b>Budget FY 2021</b>	<b>% Change FY2020/ FY2021</b>
<b>Salaries, Wages and Fringes</b>	\$1,430,261	\$1,508,262	\$1,824,860	\$2,070,080	13.44%
<b>Services</b>	1,673,915	1,876,307	1,890,385	1,935,950	2.41%
<b>Office Supplies</b>	9,498	4,195	7,000	7,000	0.00%
<b>Supplies and Materials</b>	4,671	4,840	6,500	6,500	0.00%
<b>Utilities</b>	205,085	292,596	281,100	297,660	5.89%
<b>Insurance</b>	694,522	422,090	903,500	969,700	7.33%
<b>Miscellaneous Departmental Expenses</b>	(314,774)	306,585	(440,010)	(448,700)	1.97%
<b>Local Match</b>	1,141,977	993,844	1,251,768	1,434,300	14.58%
<b>Total</b>	<b>\$4,845,156</b>	<b>\$5,408,720</b>	<b>\$5,725,103</b>	<b>\$6,272,490</b>	<b>9.56%</b>



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HUMAN RESOURCES DEPARTMENT ORGANIZATION







## **HUMAN RESOURCES DEPARTMENT**

The human resources area is comprised of human resources, safety and training. The functional responsibilities include workforce planning and staffing, organizational structure, compensation, employee engagement initiatives, employee benefits, labor relations, policy development, compliance with employment laws, organizational safety policies and initiatives, risk management, claims processing, OSHA compliance and training of all staff with an emphasis on bus operators.

### **FY2021 INITIATIVES:**

#### **Safety**

- Draft and implement the Public Transportation Agency Safety Plan (PTASP)
- Create an emergency response and tabletop training program

#### **Customer**

- Complete the Customer Service Module for all bus operators through the Transit Ambassador program

#### **Financial Stewardship**

- Utilize aggregate health screening reports to formulate an effective wellness program
- Evaluate current Human Resources' Information Systems for effectiveness of use and cost
- Implement a compensation philosophy and structure for administrative positions

#### **Preparing for the Future**

- Roll out of DART values with a focus on culture enhancement initiatives
- Increase engagement and retention of operations staff
- Implement enhanced leadership development and training

### **RECENT KEY ACCOMPLISHMENTS:**

- Updated Maintenance Apprenticeship Program effective July 2019
- Implemented retraining skills development initiative for operators out of training
- Created a return to work program to decrease time spent on light duty and foster a healthier workforce
- Negotiated the Teamsters Bargaining Agreement which goes into effect July 1, 2020
- Decreased preventable accidents in both Fixed Route and Paratransit through continual focus on safety and training



**HUMAN RESOURCES DEPARTMENT  
Human Resources, Safety & Training Budgets**

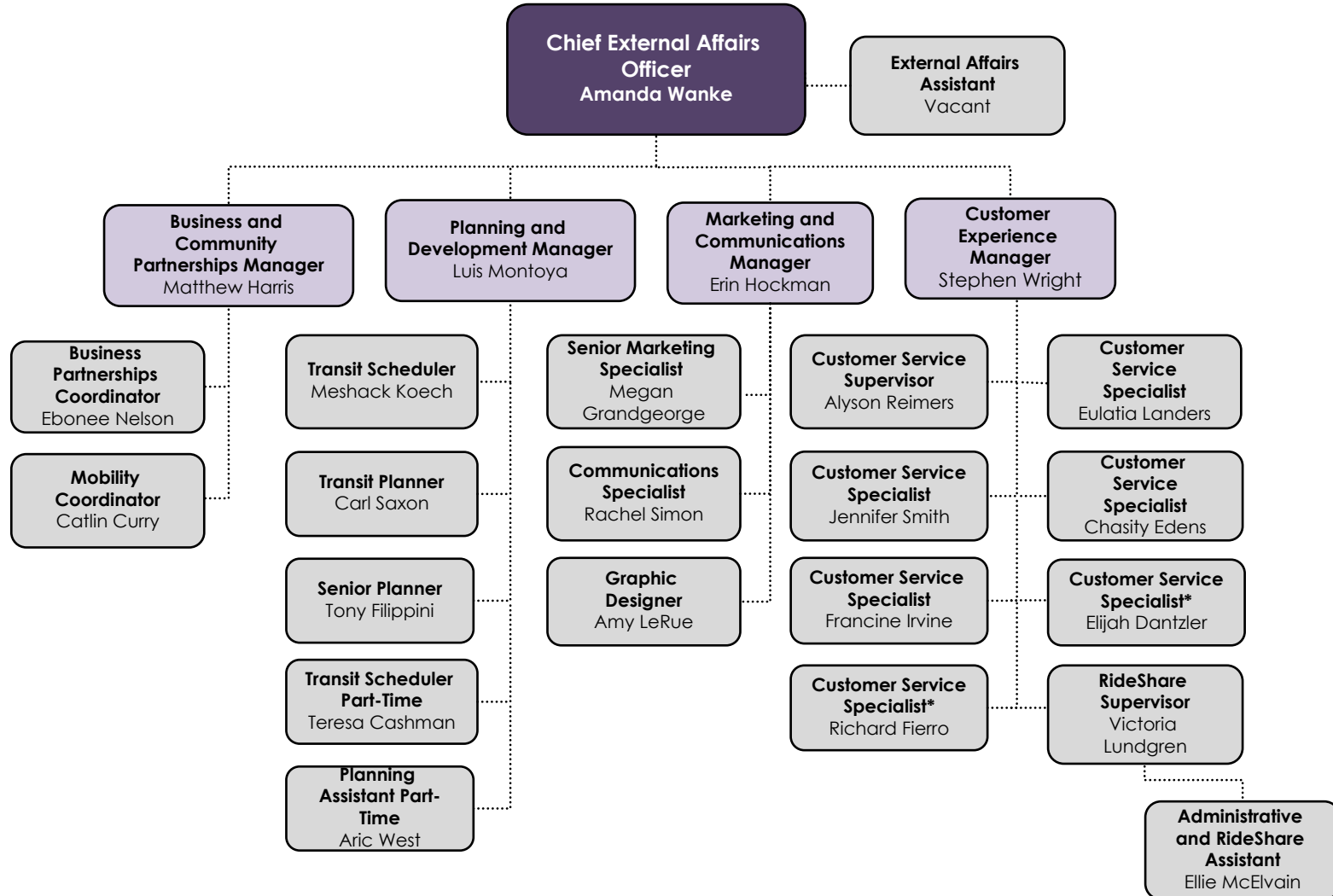
<u>Expense Item</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Budget FY 2021</u>	<u>% Change FY2020/ FY2021</u>
<b>Salaries, Wages and Fringes</b>	\$625,610	\$619,862	\$926,260	\$997,190	7.66%
<b>Services</b>	133,892	55,420	62,800	79,800	27.07%
<b>Office Supplies</b>	5,644	2,679	8,500	6,500	(23.53%)
<b>Utilities</b>	4,401	4,439	3,900	3,400	(12.82%)
<b>Miscellaneous Departmental Expenses</b>	175,205	127,491	158,300	150,000	(5.24%)
<b>Total</b>	<b>\$944,753</b>	<b>\$809,892</b>	<b>\$1,159,760</b>	<b>\$1,236,890</b>	<b>6.65%</b>



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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.

### **FY2021 INITIATIVES:**

#### **Safety**

- Create and train on an emergency communications plan

#### **Customer**

- Develop a proposal for streamlining DART's reduced fare program that reduces barriers to transit, streamlines processes and encourages ridership
- Deploy an integrated awareness campaign featuring DART riders to support DART's awareness and perception goals
- Develop a memorable electric bus brand, campaign and stakeholder events to foster a positive public perception of DART and MidAmerican Energy

#### **Financial Stewardship**

- Implement partnership program structure pricing to support business development opportunities
- Complete a fundraising feasibility study to determine support for an art shelter campaign and identify other potential private-sector funding opportunities
- Create efficient schedules that maximize available resources and prioritize customer service

#### **Community**

- Collaborate with member community partners and public art stakeholders to implement a regional plan to support and fund installation of art shelters

#### **Preparing for the Future**

- Complete the Transit Optimization Study to evaluate innovative business models to deliver regional mobility services



## **EXTERNAL AFFAIRS DEPARTMENT**

### **RECENT KEY ACCOMPLISHMENTS:**

- Implemented the largest service change since 2012, revamping service in the northern and western suburbs to eliminate underutilized service and reinvest those resources to fulfill unmet transportation needs
- Launched Flex Connect, an on-demand first-mile, last-mile connection to DART using Uber or YellowCabCo
- Secured \$250,000 in funding from Bravo Greater Des Moines to support DART's art shelter initiative
- Expanded access to transit through new Unlimited Access partnerships with businesses, including Des Moines Area Community College and the Wittern Group
- Shared "The Last Stop on Market Street", a heartwarming story about the value of public transit, with hundreds of students and volunteers in Central Iowa through United Way's READ TO SUCCEED program
- Secured 12% adoption of new fare types one year after upgrading DART's fare collection system to include day passes and mobile ticketing passes
- Launched a direct mail campaign to new residents along key corridors in Des Moines with a promo code to access a free 31-day pass in the MyDART app. In the first few months, the campaign has garnered a 5% redemption rate, higher than the average direct mail campaign, driving both ridership and app adoption.
- Drove a 25% increase in ridership on the Route 50 in the fall of 2019 compared to fall of 2018 through targeted marketing, outreach and training opportunities
- Implemented new key performance indicators for the Customer Experience team, Service Level and Quality Assurance. The team is consistently achieving their goal of 87% for both metrics.
- Established RideShare pilot partnership with Heart of Iowa Regional Transit to expand access to vanpooling services for commuters in Boone, Dallas, Jasper, Madison, Marion, Story and Warren Counties via DART's RideShare program





**EXTERNAL AFFAIRS DEPARTMENT**

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

<u>Expense Item</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Budget FY 2021</u>	<u>% Change FY2020/ FY2021</u>
<b>Salaries, Wages and Fringes</b>	\$1,299,765	\$1,570,072	\$1,824,800	\$2,130,150	16.73%
<b>Services</b>	908,151	547,881	823,170	414,320	(49.67%)
<b>Office Supplies</b>	9,559	6,261	9,500	9,000	(5.26%)
<b>Supplies and Materials</b>	49,437	174,174	102,000	85,000	(16.67%)
<b>Utilities</b>	7,488	8,577	8,800	10,520	19.55%
<b>Purchased Transportation</b>	1,930	1,827	22,000	32,000	45.45%
<b>Miscellaneous Departmental Expenses</b>	73,258	53,293	43,500	47,000	8.05%
<b>Total</b>	<b>\$2,349,588</b>	<b>\$2,362,084</b>	<b>\$2,833,770</b>	<b>\$2,727,990</b>	<b>(3.73%)</b>



EXTERNAL AFFAIRS DEPARTMENT  
RideShare Budget

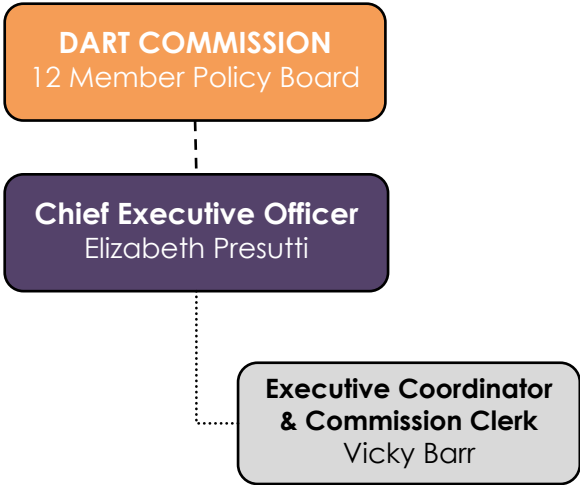
	<u>Actual</u> FY 2018	<u>Actual</u> FY 2019	<u>Adopted</u> FY 2020	<u>Budget</u> FY 2021	<u>% Change</u> FY2020/ FY2021
Cash Fares	\$782,388	\$810,092	\$935,500	\$815,000	(12.88%)
Miscellaneous Income	0	0	0	4,000	N/A
<b>Total Revenue</b>	<b>\$782,388</b>	<b>\$810,092</b>	<b>\$935,500</b>	<b>\$819,000</b>	<b>(12.45%)</b>
Salaries, Wages and Fringes	\$133,848	\$93,172	\$154,700	\$139,210	(10.01%)
Services	6,895	17,115	19,690	11,200	(43.12%)
Office Supplies	297	294	1,500	500	(66.67%)
Fuels and Lubricants	278,990	283,600	338,750	295,800	(12.68%)
Tires	16,615	23,891	21,800	24,380	11.83%
Equipment Repair Parts	84,168	105,396	91,000	101,630	11.68%
Utilities	1,263	764	1,100	1,120	1.82%
Insurance	73,579	36,340	76,460	38,000	(50.30%)
Purchased Transportation	7,384	5,754	7,500	6,000	(20.00%)
Miscellaneous Departmental Expenses	170,340	129,041	85,000	84,950	(0.06%)
Local Match	137,594	137,594	138,000	116,210	(15.79%)
<b>Total Expenses</b>	<b>\$910,973</b>	<b>\$832,960</b>	<b>\$935,500</b>	<b>\$819,000</b>	<b>(12.45%)</b>
<b>SURPLUS (DEFICIT)</b>	<b>(\$128,585)</b>	<b>(\$22,868)</b>	<b>\$0</b>	<b>\$0</b>	



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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 ensuring financial accountability and stewardship of the system.

### **FY2021 INITIATIVES:**

#### **Safety**

- Complete 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, including a solution for DART's loss in medicaid revenue

#### **Community**

- Continued education regarding the value of DART with stakeholders and newly elected officials

#### **Preparing for the Future**

- Implementation of DART Commission decisions on long-term planning efforts around the property tax formula evaluation, transit optimization study and capital planning

### **RECENT KEY ACCOMPLISHMENTS:**

- Securing a \$17.275 million dollar federal grant to support a new Operations and Maintenance facility
- Adopted organizational priorities and goals for DART Business Plan



**GENERAL ADMINISTRATION DEPARTMENT BUDGET**

<u>Expense Item</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Budget FY 2021</u>	<u>% Change FY2020/ FY2021</u>
<b>Salaries, Wages and Fringes</b>	\$336,128	\$356,650	\$454,670	\$472,480	3.92%
<b>Services</b>	274,590	385,454	319,000	316,000	(0.94%)
<b>Office Supplies</b>	9,183	6,909	9,000	9,000	0.00%
<b>Supplies and Materials</b>	0	0	0	0	0.00%
<b>Utilities</b>	(9,397)	(7,085)	2,500	2,500	0.00%
<b>Miscellaneous Departmental Expenses</b>	40,195	222,787	118,500	133,500	12.66%
<b>Total</b>	<b>\$650,699</b>	<b>\$963,827</b>	<b>\$903,670</b>	<b>\$933,480</b>	<b>3.30%</b>





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**Approved FY 2021 FTE Position & Consulting Service**

<u>Budget Item</u>	<u>Description of Item</u>	<u>Cost of Item</u>
<b>Funding Diversification</b>	<ul style="list-style-type: none"> <li>To further the Commission priority of exploring new service delivery methods, staff has identified some challenges with our current financial system that will require additional resources.</li> <li>DART currently has one general fund through which all revenues and expenses flow, which limits financial reporting capabilities. It will be necessary to make changes to demonstrate to the FTA that we are using our federal money appropriately.</li> <li>In order to accomplish this, staff proposes adding one Staff Accountant to staff (\$70,000).</li> <li>New resources will allow for the ability to manage different funding streams and segregate them from beginning to end on both the operating and capital budgets.</li> <li>Additionally, staff anticipates a one time consulting need in order to convert the Financial System itself to accommodate the new methodologies (\$69,000).</li> </ul>	\$139,000
<b>Total</b>		<b>\$139,000</b>



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