



# 2021 Budget Presentation *Workshop Day 2*

# 2021 Budget Workshops: Day 2

## Agenda

- **Executive Director** - Carolyn Gonot
  - Break
- **Communications & Marketing** - Nichol Bourdeaux
  - Break
- **People** - Kim Ulibarri



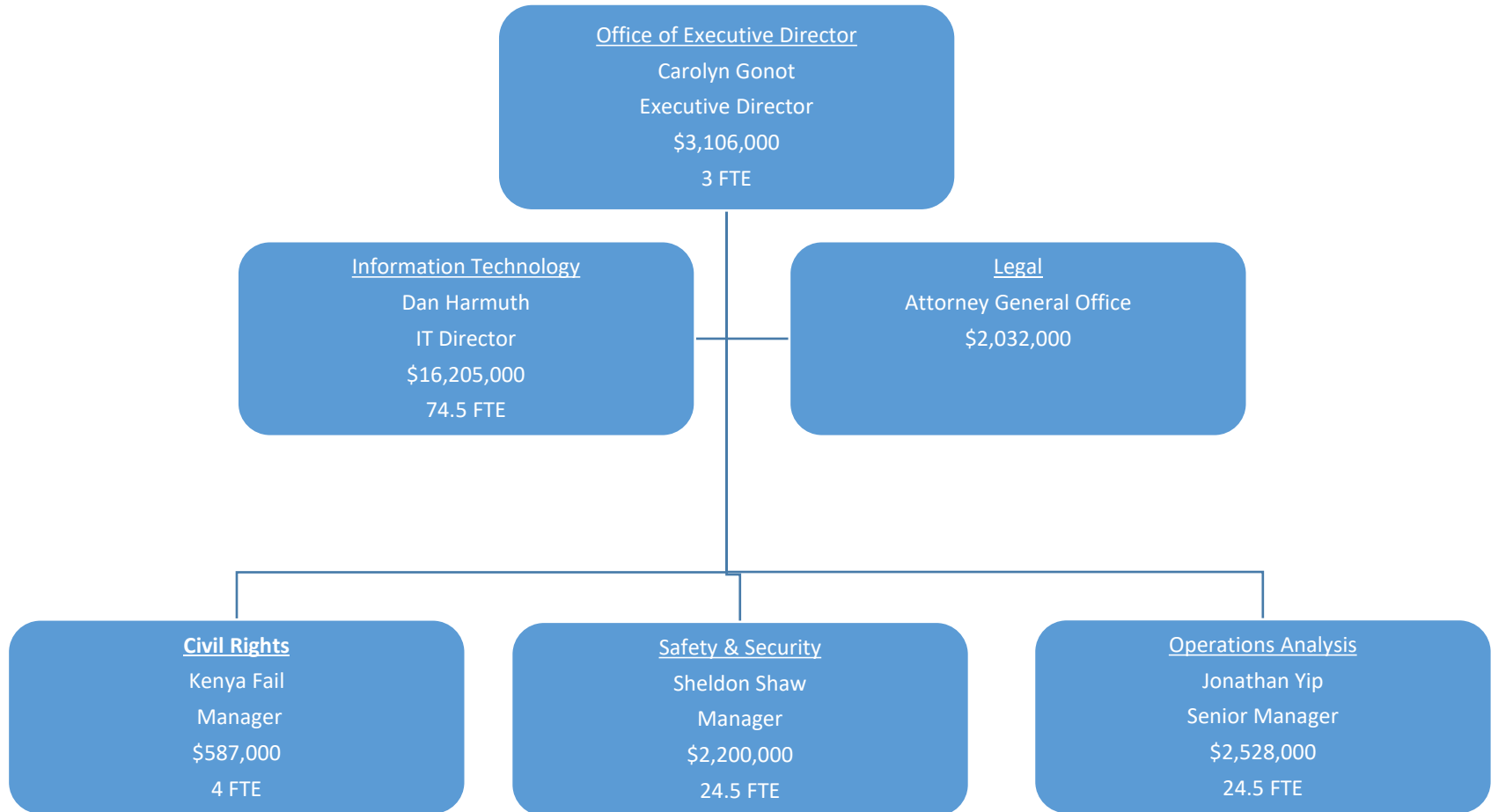


# 2021 Budget Presentation

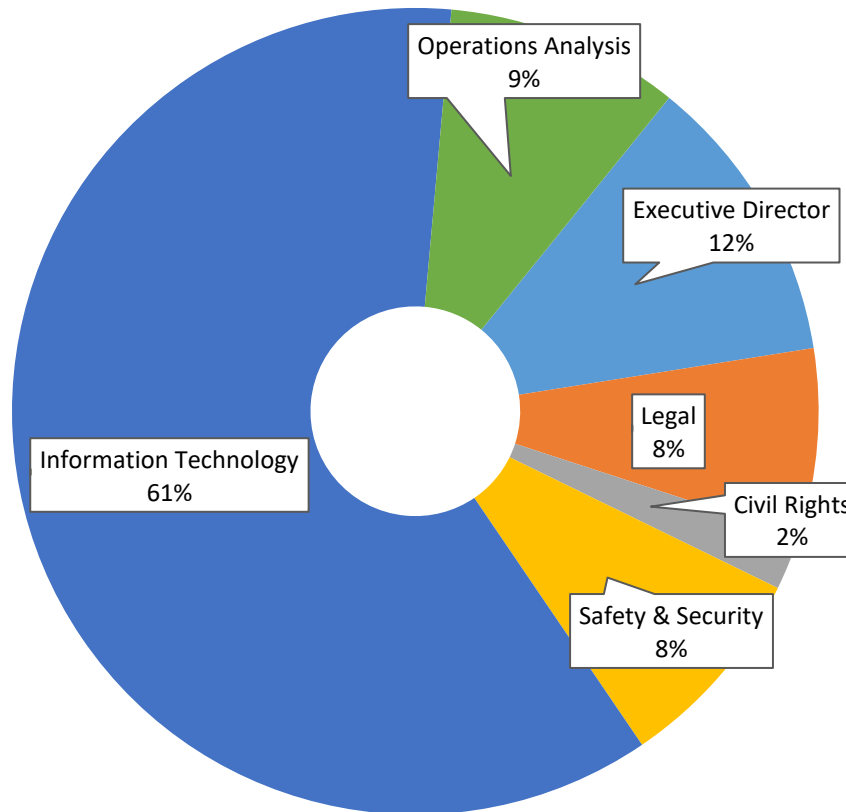
## *Executive Director*

# Executive Director

Total Funding \$26,658,000  
FTE 130.5



# 2021 Executive Director Operating Budget



# 2021 Executive Director Operating Budget Expenses by Division

	FY 2020 Budget	FY 2021 Budget	Change
Executive Director	\$2,430,712	\$3,105,579	\$792,269
Legal	2,004,880	2,031,752	26,872
Civil Rights	804,079	587,276	(216,803)
Safety & Security	2,098,785	2,200,008	101,223
Information Technology	14,834,406	16,204,718	1,370,312
Operations Analysis	2,225,095	2,528,380	303,285
<b>Total Division</b>	<b>\$24,397,957</b>	<b>\$26,657,713</b>	<b>\$2,259,756</b>



# 2021 Executive Director Operating Budget Expenses by Category

	FY 2020 Budget	FY 2021 Budget	% Change
Wages	\$10,042,848	\$10,401,060	3.6%
Fringe	4,027,560	3,993,995	(0.8)%
Services	6,913,998	8,205,616	18.7%
Utilities	624,578	694,796	11.2%
Other O&M	1,288,495	1,197,246	(7.1)%
Contingency	1,500,478	2,165,000	44.3%
<b>Total Group</b>	<b>\$24,397,957</b>	<b>\$26,657,713</b>	<b>9.3%</b>



# Executive Director FTE Summary

## 2020 Budget and 2021 Proposed Budget

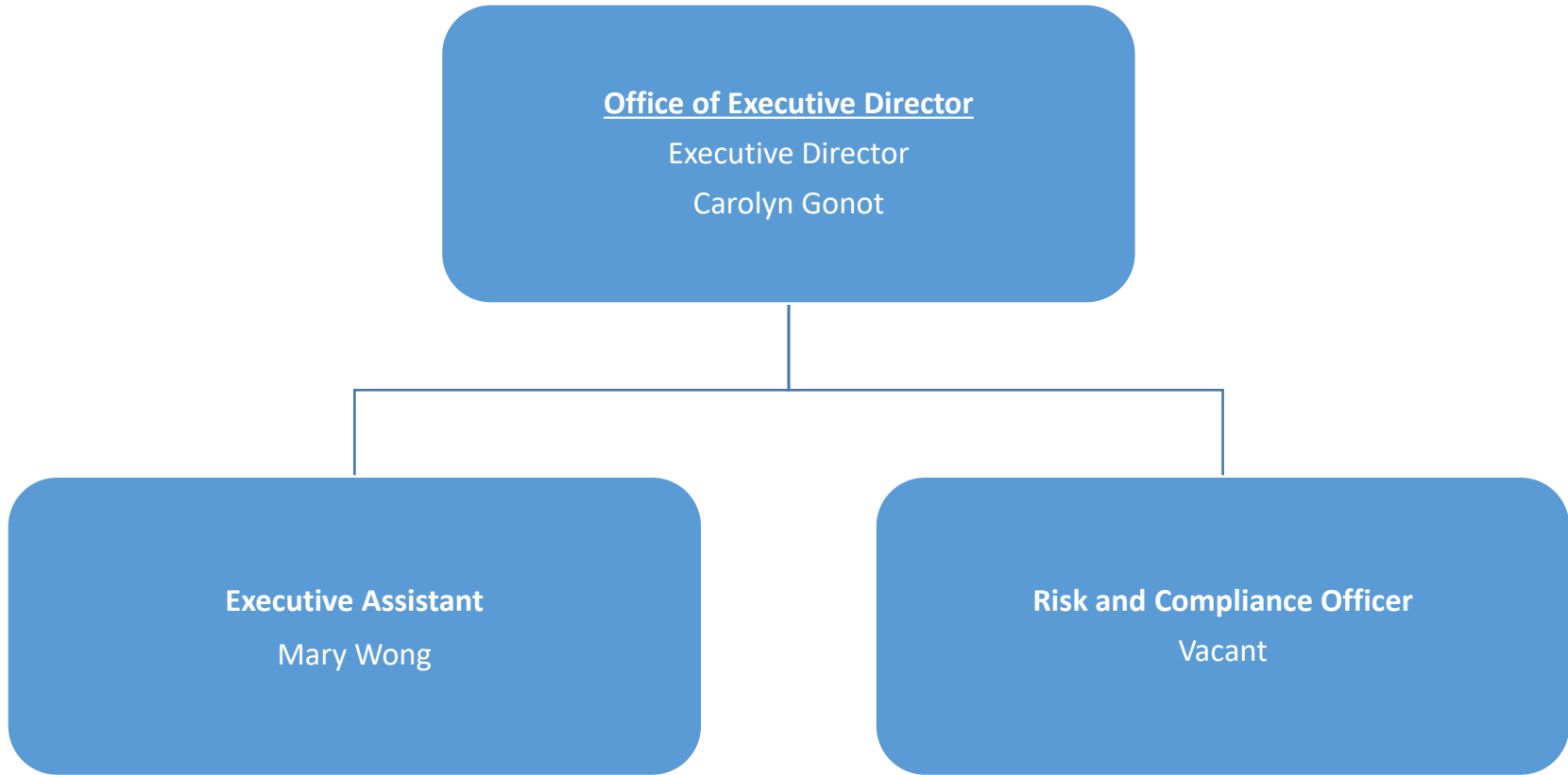
	2020 Budget	2021 Proposed	Change	Reason
Executive Director	2.0	3.0	1.0	
Legal	11.0	11.0	0.0	
Civil Rights	5	4	(1.0)	
Safety & Security	25.5	24.5	(1.0)	
Information Technology	75	74.5	(0.5)	
Operations Analysis	22.5	24.5	2.0	
Totals	130.0	130.5	0.5	





# Office of Executive Director

Total Funding \$3,106,000  
FTE 3



# 2021 Office of Executive Director Operating Budget Expenses by Division

	FY 2020 Budget	FY 2021 Budget	Change
Executive Director	\$2,430,712	\$3,105,579	\$674,867
<b>Total Division</b>	<b>\$2,430,712</b>	<b>\$3,105,579</b>	<b>\$674,867</b>



# 2021 Office of Executive Director Operating Budget Expenses by Category

	FY 2020 Budget	FY 2021 Budget	% Change
Wages	\$294,996	\$492,072	66.8%
Fringe	118,668	161,442	36.0%
Services	40,000	225,000	462.5%
Contingency	1,500,478	2,165,000	44.3%
Employee Recognition	425,000	35,000	(91.8%)
Other O&M	51,570	27,065	(47.5)%
<b>Total Group</b>	<b>\$2,430,712</b>	<b>\$3,105,579</b>	<b>27.8%</b>

\* Contingency is 0.7% of overall operating budget



# Office of Executive Director FTE Summary

## 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Executive Director	2.0	3.0	1.0	Transfer Risk Officer
Totals	2.0	3.0	1.0	



# Executive Office

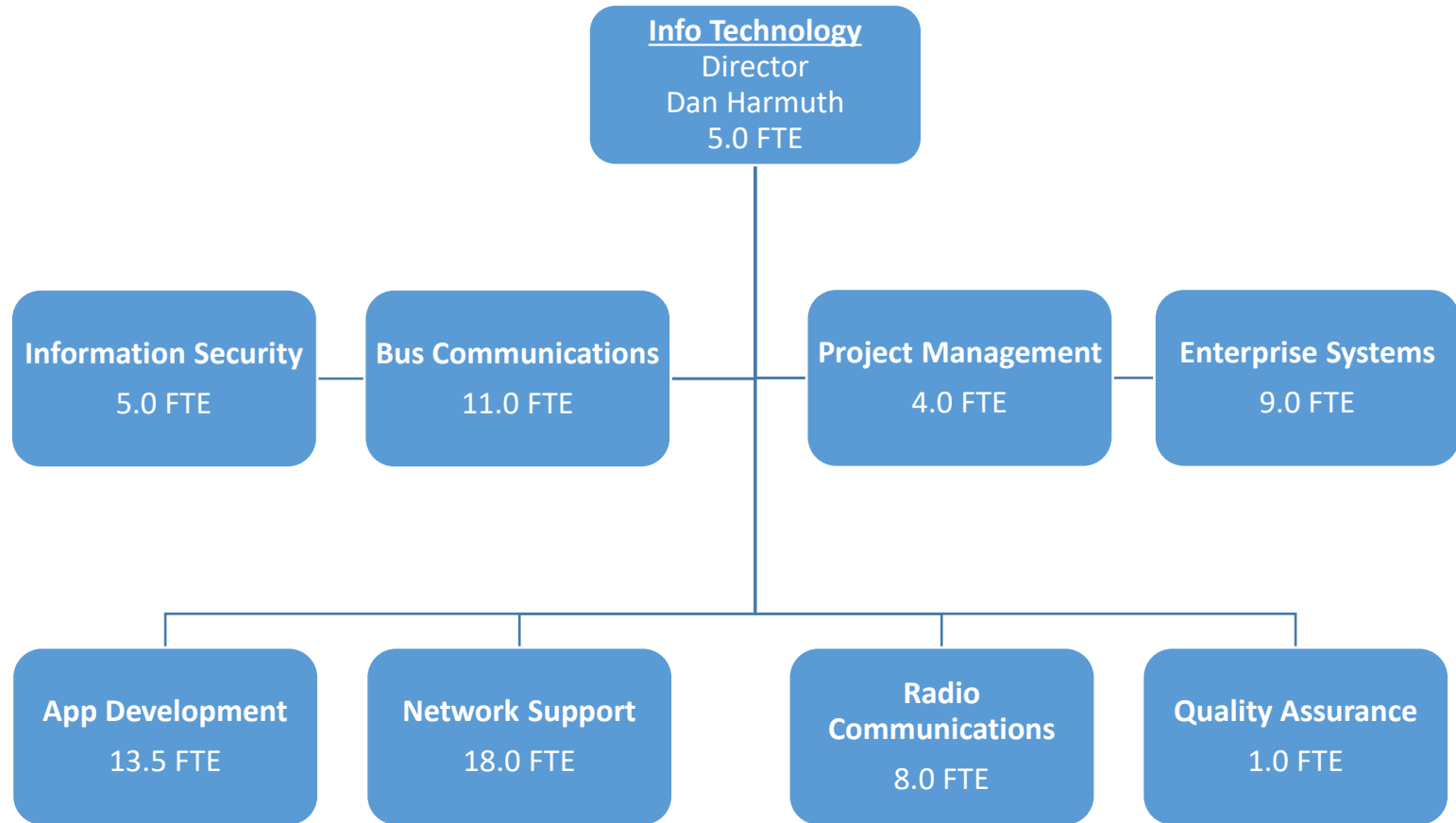
## 2021 Budget Changes

- Combine Corporate Support and Executive Director cost centers
- Transfer Risk Compliance Officer from Civil Rights to Executive Director
- Transferred Motivosity for Employee Recognition to Total Rewards (\$390K)
- Increase wages and fringe for structure adjustments \$70K
- Increase contingency due to COVID-19 uncertainties \$600K
- Reduce APTA one-time 2020 expense by (\$20K) for hosting



# Information Technology

Total Funding \$16,205,000  
FTE 74.5



# 2021 Information Technology Operating Budget Expenses by Department

	FY 2020 Budget	FY 2021 Budget	Change
CTO	\$5,366,219	\$6,024,741	\$658,522
Info Security	-	521,736	521,736
Project Management	724,135	558,017	(166,118)
Bus Communications	1,028,836	1,031,400	2,564
Enterprise Systems	1,961,229	1,395,161	(566,068)
App Development	1,434,576	2,103,520	668,944
Network Support	2,959,270	3,290,452	331,182
Radio Communications	1,188,254	1,106,904	(81,350)
Quality Assurance	171,887	172,787	900
<b>Total Division</b>	<b>\$14,834,406</b>	<b>\$16,204,718</b>	<b>\$1,370,312</b>



# 2021 Information Technology Operating Budget Expenses by Category

	FY 2020 Budget	FY 2021 Budget	% Change
Wages	\$6,408,408	\$6,485,916	1.2%
Fringe	2,591,484	* 2,440,867	*(5.8)%
Services	4,592,168	5,667,501	23.4%
Utilities	610,000	674,733	10.6%
Other O&M	632,346	935,701	48.0%
<b>Total Group</b>	<b>\$14,834,406</b>	<b>\$16,204,718</b>	<b>9.2%</b>
FTE	75.0	74.5	(0.5)

\* Adjustment needed





# Information Technology

## 2021 Budget Changes

- \$588K – Funds Transferred in from multiple departments to centralize Hardware and Software SoGR
- \$952K – Consolidate UTA Software related to Contract Services
- \$310K – Centralize Computer Hardware SoGR
- \$65K – Increase in Cellular lines for Buses, Frontrunner, TRAX, and phones
- (\$470K) – Decreases in Contract Services



# Information Technology

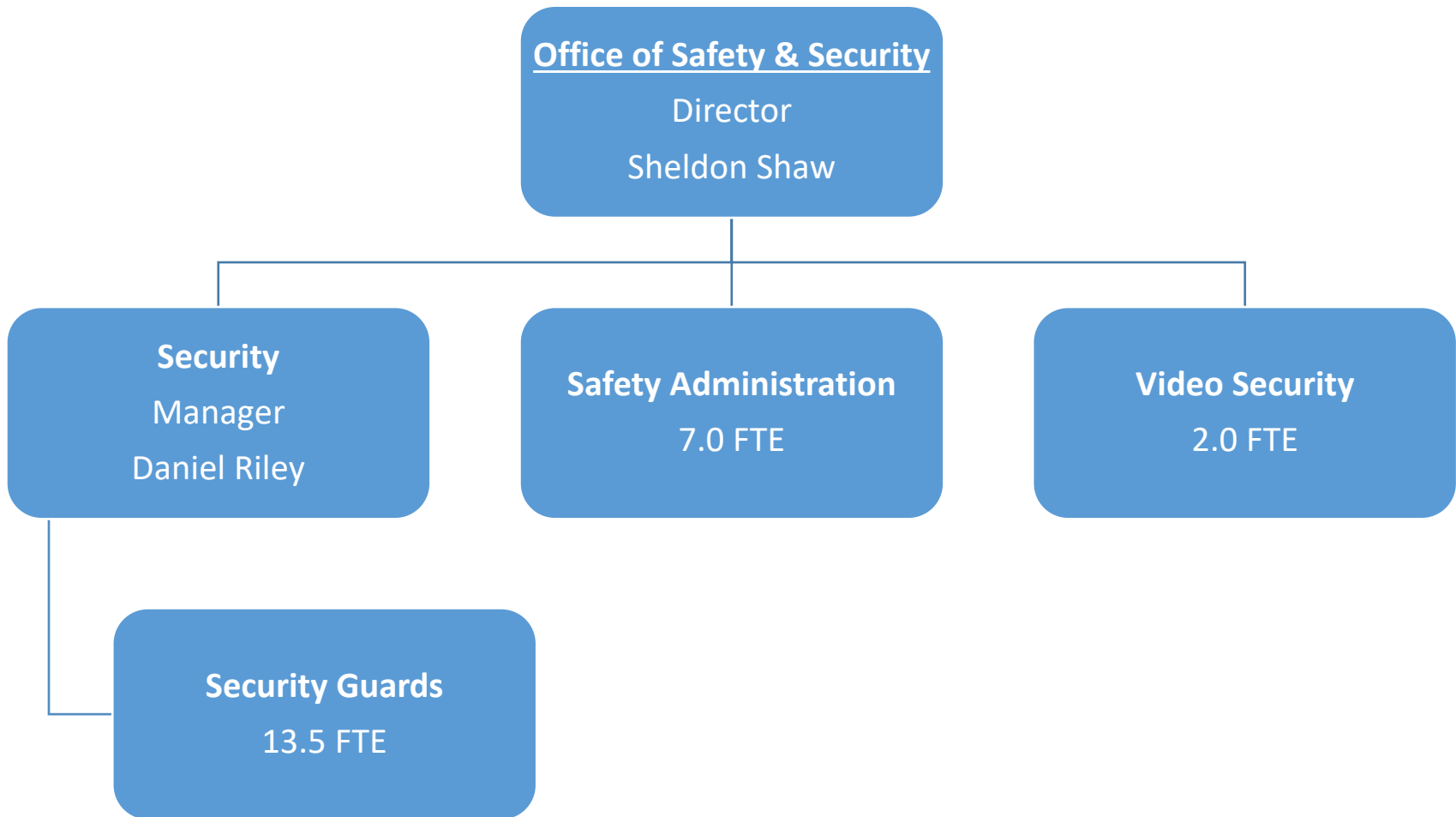
## 2021 Key Initiatives

- CAD/AVL & MDC system re-write and new Hardware (TMS Program)
  - TRAX upgraded to new tablets, cellular gateways and MDC system
  - Complete Bus TMS Pilot Upgrade
  - 2021 Bus Installations w/new Tablets for new MDC system
- Fares Systems Strategy
- UTA Rail Network Assessment and Firewalls added for security
- Office 365 Deployment & Exchange Email Migration to Office 365
- Assume Computer Hardware SoGR from Business Units
- Expand / Improve Frontrunner Wi-Fi Coverage
- Multi-Factor Authentication (MFA) & VPN Switch-over



# Safety & Security

Total Funding \$2,200,000  
FTE 24.5



# 2021 Safety & Security Operating Budget Expenses by Department

	FY 2020 Budget	FY 2021 Budget	Change
Safety & Security	\$2,098,785	\$2,200,008	\$101,223
<b>Total Division</b>	<b>\$2,098,785</b>	<b>\$2,200,008</b>	<b>\$101,223</b>



# 2021 Safety & Security Operating Budget Expenses by Category

	FY 2020 Budget	FY 2021 Budget	% Change
Wages	\$1,300,428	\$1,356,756	4.3%
Fringe	496,992	540,552	8.8%
Services	219,500	202,000	(8.0)%
Other O&M	81,865	100,700	23.0%
<b>Total Group</b>	<b>\$2,098,785</b>	<b>\$2,200,008</b>	<b>4.8%</b>
FTE	25.5	24.5	(1.0)



# Safety & Security

## 2021 Budget Changes

- Add \$15K for post incident bio clean up to contract services
- Transfer 1 FTE from TVM for a security guard to assist with TVM maintenance
- Move Emergency Management Program budget to the Public Safety (\$137K)



# Safety & Security

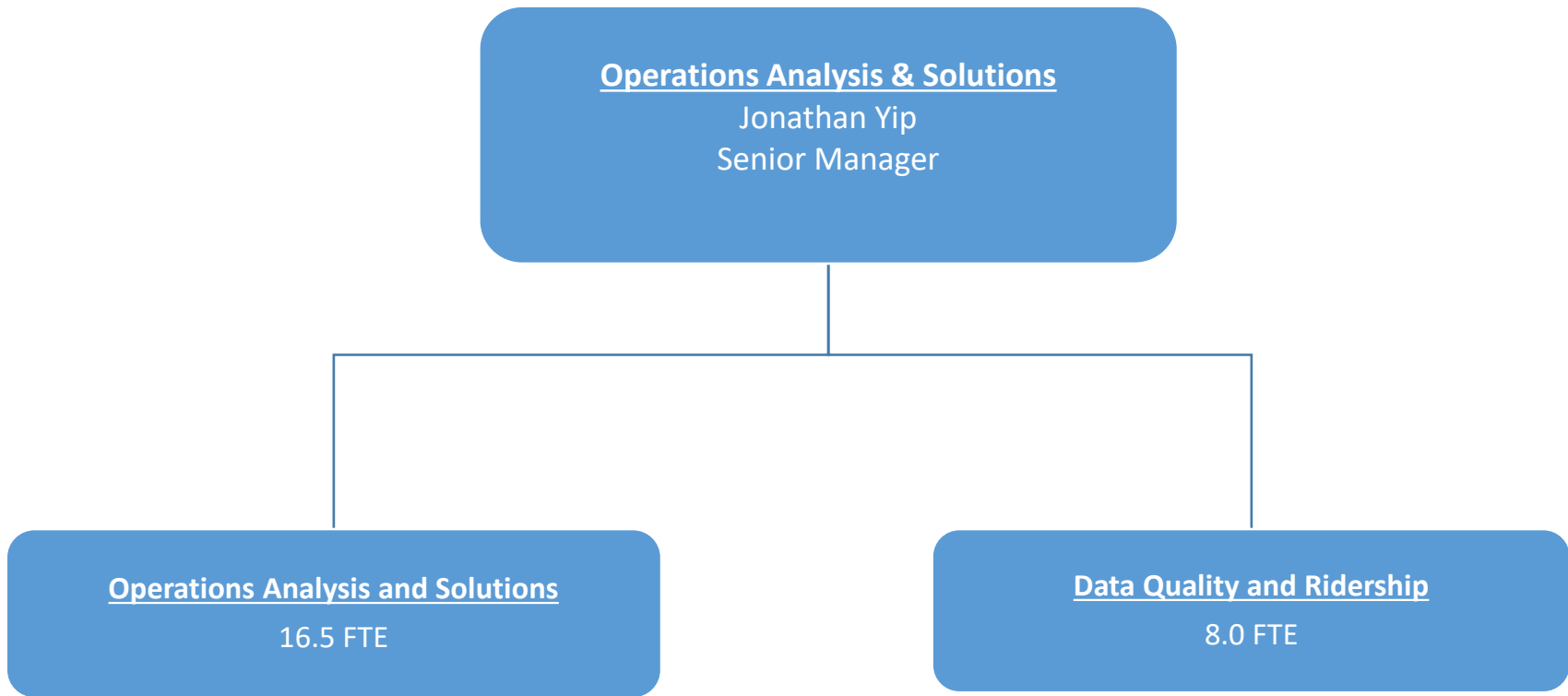
## 2021 Key Initiatives

- Develop and implement a System Safety Plan per 49CFR Part 270
- Continue emphasis of proactive training by adopting a Trafficking in Persons awareness program
- Add one new facility security vehicle to facilitate roving patrols of rail facilities
- Working to extend our Milestone video retention to 30 days



# Operations Analysis & Solutions

Total Funding \$2,528,000  
FTE 24.5





# 2021 Operations Analysis Operating Budget Expenses by Department

	FY 2020 Budget	FY 2021 Budget	Change
Operations Analysis	\$1,720,593	\$1,976,816	\$256,223
Data Quality/Ridership	504,502	551,564	47,062
<b>Total Division</b>	<b>\$2,225,095</b>	<b>\$2,528,380</b>	<b>\$303,285</b>



# 2021 Operations Analysis Operating Budget Expenses by Category

	FY 2020 Budget	FY 2021 Budget	% Change
Wages	\$1,555,584	\$1,734,972	11.5%
Fringe	591,948	691,621	16.8%
Services	24,205	54,905	126.8%
Other O&M	53,358	47,582	(10.8)%
<b>Total Group</b>	<b>\$2,225,095</b>	<b>\$2,528,380</b>	<b>13.6%</b>
FTE	22.5	24.5	2.0



# Operations Analysis

## 2021 Budget Changes

- Add 1 Business Intelligence Analyst to meet growing information needs
- Add 1 Technical Business Analyst position to support business requirement analysis and critical application user support (e.g. JDE Maintenance, Salesforce)
- Add \$35K for professional consulting service to augment growing needs for new business solutions



# Operations Analysis

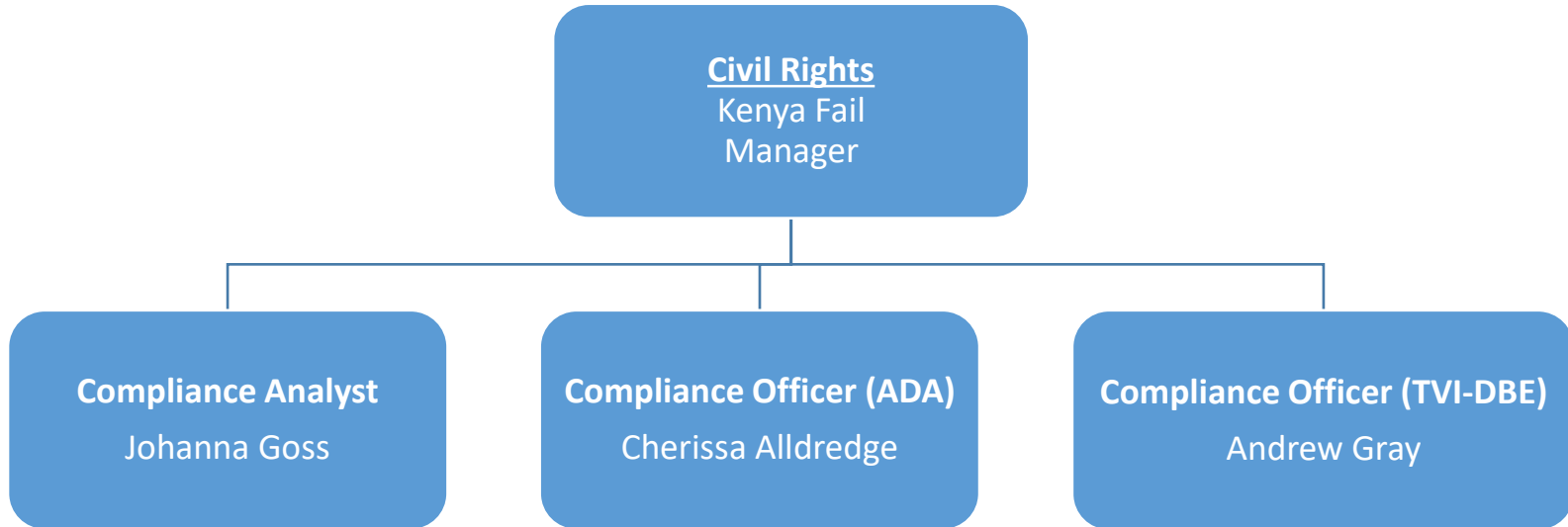
## 2021 Key Initiatives

- Ensure compliance with FTA/State reporting requirements for ridership and service data
- Deliver accurate and actionable data solutions and insights to support UTA's key information needs
- Achieve high ROI in technology investment through business analysis and prioritization
- Improve mission-critical business systems client experience



# Civil Rights

Total Funding \$587,000  
FTE 4



# 2021 Civil Rights Operating Budget Expenses by Category

	FY 2020 Budget	FY 2021 Budget	% Change
Wages	\$483,432	\$331,344	(31.5)%
Fringe	228,468	159,513	(30.2)%
Services	33,245	40,510	21.9%
Other O&M	58,934	55,909	(5.1)%
<b>Total Group</b>	<b>\$804,079</b>	<b>\$587,276</b>	<b>(27.0)%</b>
FTE	5.0	4.0	(1.0)



# Civil Rights

## 2021 Budget Changes

- 27% decrease due to the transfer of Risk Compliance Officer FTE to Executive Director budget
- Increased Services by \$4K for ASL interpretation/translation services
- Increased Services by \$3K for consultant support of Paratransit eligibility process



# Civil Rights

## 2021 Key Initiatives

- Proactively maintain compliance with local and federal Civil Rights requirements
- Provide responsive, accountable and trustworthy technical advice to clients regarding civil rights compliance
- Review and update UTA Policies and SOPs related to Title VI, DBE, ADA, and EEO
- Partner with other departments to develop and modify automated data analytics reporting for civil rights compliance
- Identify employee training opportunities that foster inclusion and compliance
- Increase community engagement with UTA's programs and procurements





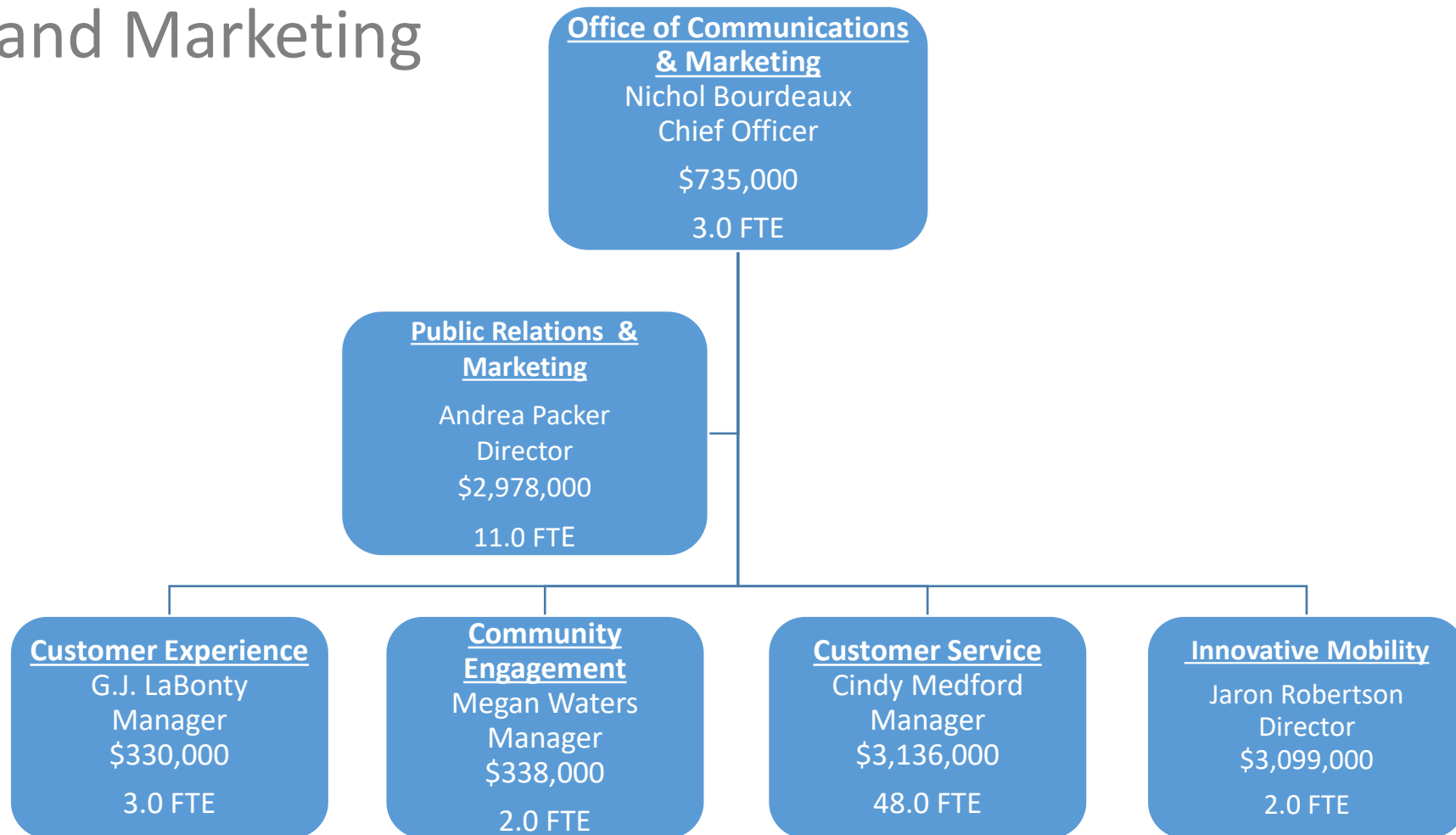


# 2021 Budget Presentation

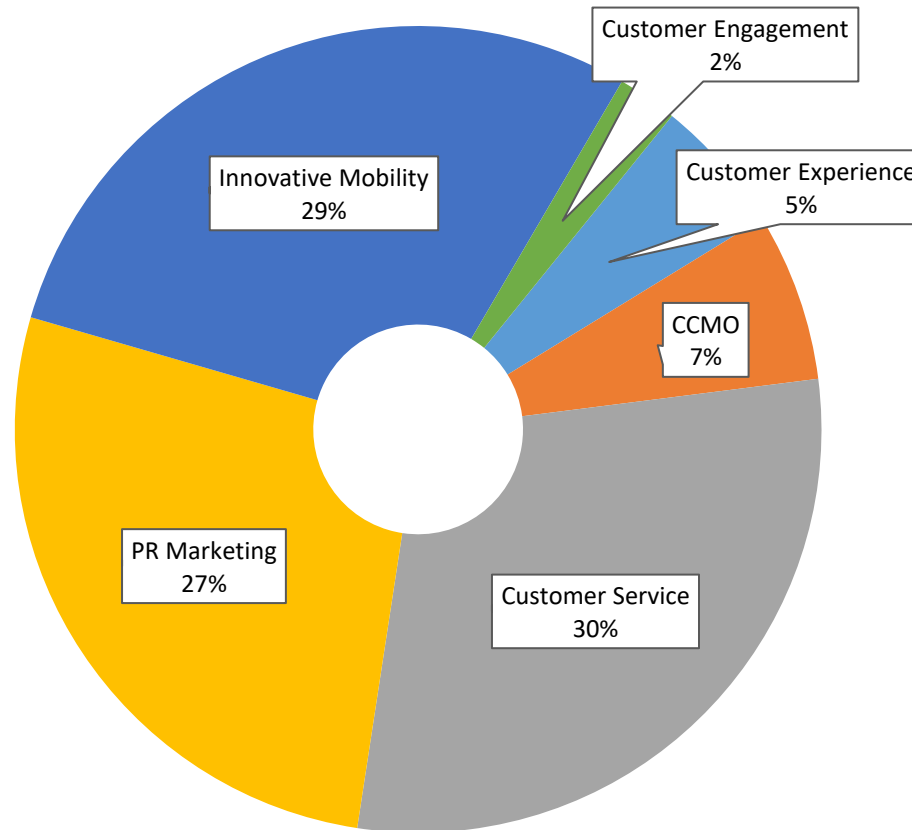
## *Communications & Marketing*

# Communications and Marketing

Total Funding \$10,616,000  
FTE 69



# 2021 Proposed Communications & Marketing Operating Budget Expenses: \$10.6M



# 2021 Proposed Communications & Marketing Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Chief Comm. Marketing	\$718,726	\$735,064	\$16,338
PR & Marketing	2,877,952	2,978,779	100,827
Community Engagement	255,120	337,773	82,653
Customer Experience	576,260	330,253	(246,007)
Customer Service	3,132,784	3,135,566	2,782
Innovative Mobility	3,083,029	3,098,852	15,823
<b>Totals</b>	<b>\$10,643,871</b>	<b>\$10,616,287</b>	<b>\$(27,584)</b>



# 2021 Proposed Communications & Marketing Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$3,762,616	\$3,855,100	2.5%
Fringe	1,731,480	1,695,740	(2.1)%
Services	3,996,877	3,901,897	(2.4)%
Media	605,000	610,000	0.8%
Other O&M	547,898	553,550	1.0%
<b>Totals</b>	<b>\$10,643,871</b>	<b>\$10,616,287</b>	<b>(0.3)%</b>



# Communications & Marketing FTE Summary

## 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Chief Comm. Marketing	3.0	3.0	0.0	
PR & Marketing	11.0	11.0	0.0	
Community Engagement	2.0	2.0	0.0	
Customer Experience	3.0	3.0	0.0	
Customer Service	48.0	48.0	0.0	
Innovative Mobility	2.0	2.0	0.0	
Totals	69.0	69.0	0.0	



# 2021 Proposed CCMO Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$301,992	\$315,144	4.4%
Fringe	101,628	110,020	8.3%
Services	130,000	115,000	(11.5)%
APTA/Other Dues	155,000	180,000	16.1%
Other O&M	30,106	14,900	(50.5)%
<b>Totals</b>	<b>\$718,726</b>	<b>735,064</b>	<b>2.3%</b>
FTE	3.0	3.0	0.0



# Communications and Marketing 2021 Budget Changes

- FTE's remain unchanged
- Overall budget remained neutral
- Majority of line items reduced
- Added funds to the Dues and Memberships line item to enhance participation in chambers and community organizations: +\$25K





# Communications and Marketing

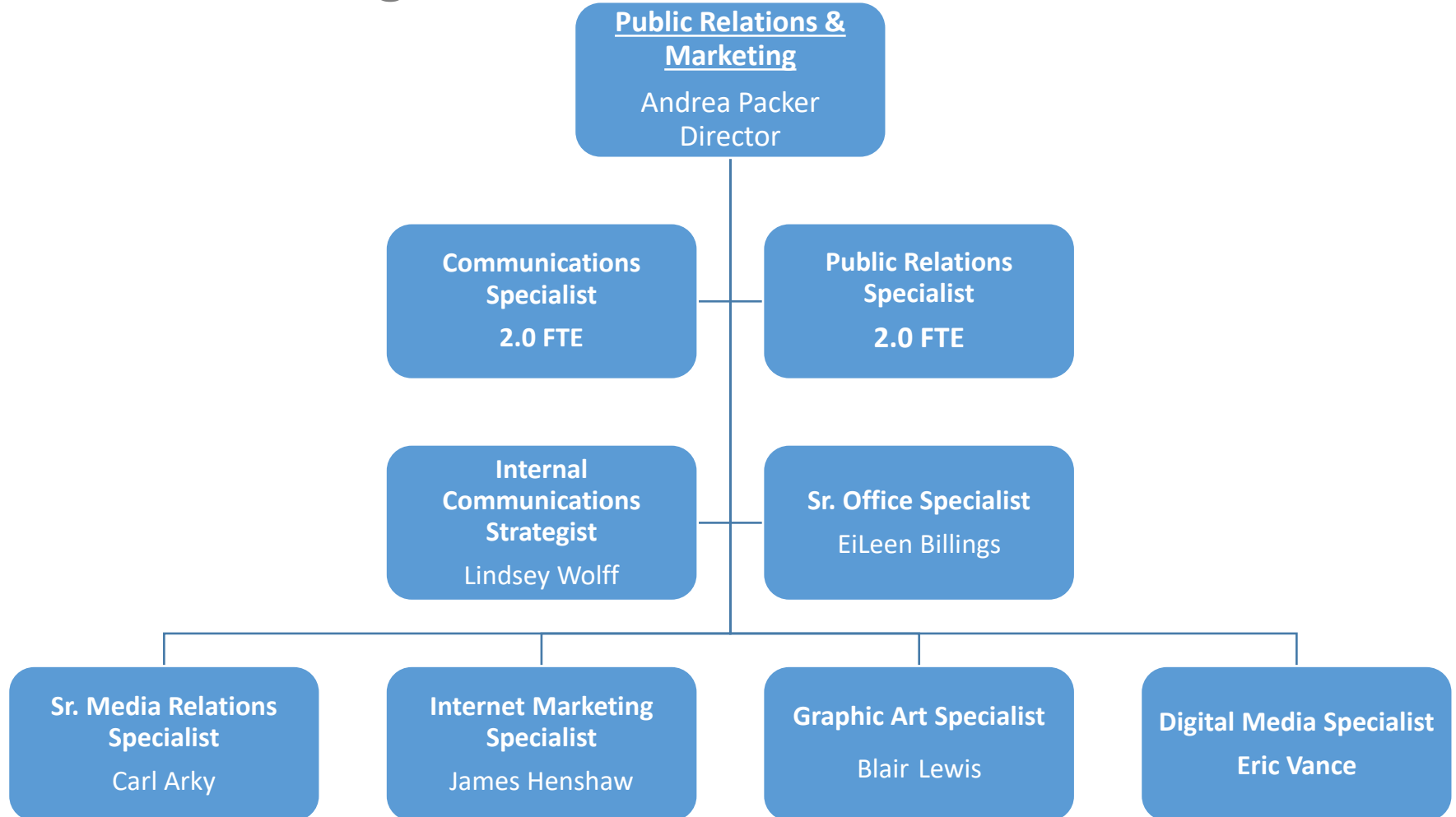
## 2021 Key Initiatives

- Complete RFP for on-demand services and innovative technology that can be used for key service integration
- Build strong community outreach programs with professional groups such as chambers, community agencies and private organizations that strengthen UTA's relationships in the community
- Continue to strengthen relationships and implement programs that help build access to opportunities for low income, transit-dependent and underserved communities



# Public Relations and Marketing

Total Funding \$2,979,000  
FTE 11



# 2021 Proposed Public Relations & Marketing Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$920,592	\$943,104	2.4%
Fringe	341,160	357,675	4.8%
Services	829,700	909,000	9.6%
Media	605,000	605,000	0.0%
Other O&M	181,500	164,000	(9.6)%
<b>Totals</b>	<b>\$2,877,952</b>	<b>\$2,978,779</b>	<b>3.5%</b>
FTE	11.0	11.0	0.0



# Public Relations and Marketing 2021 Budget Changes

- UTA Website: The most notable change to the proposed 2021 budget is an increase of \$80K for website enhancements



# Public Relations and Marketing

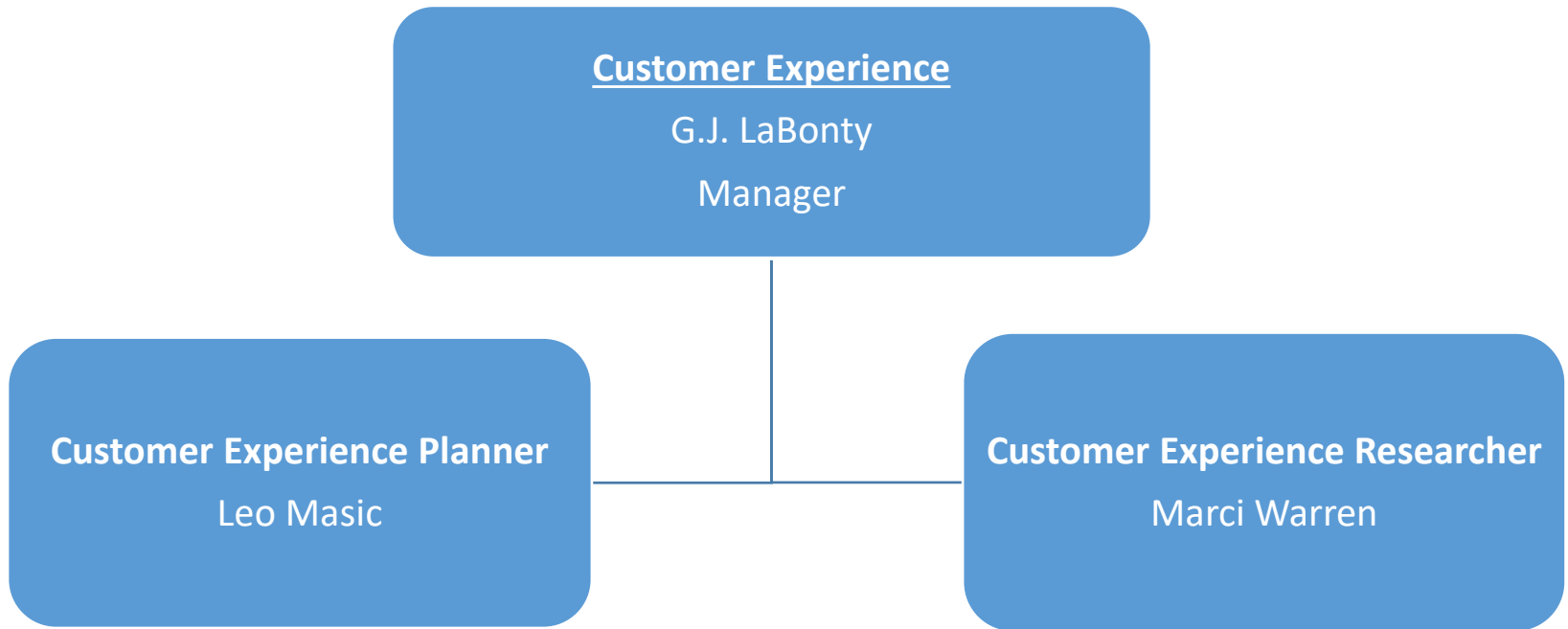
## 2021 Key Initiatives

- Moving forward with website redesign
- Develop and implement a communications and messaging strategy to successfully emerge from COVID-19 and rebuild ridership and customer confidence
- Implement improved analytics and reporting of UTA news, social media and online coverage



# Customer Experience

Total Funding \$330,000  
FTE 3



# 2021 Proposed Customer Experience Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$216,216	\$224,412	3.8%
Fringe	76,044	91,341	20.1%
Services	255,000	12,000	(95.3)%
Other O&M	29,000	2,500	(91.4)%
<b>Totals</b>	<b>\$576,260</b>	<b>\$330,253</b>	<b>(42.7)%</b>
FTE	3.0	3.0	0.0



# Customer Experience 2021 Budget Changes

- Other Expenses – down (\$269.5K). This was largely due a one-time \$250K expense in the 2019 budget that was used for the On Board Survey





# Customer Experience

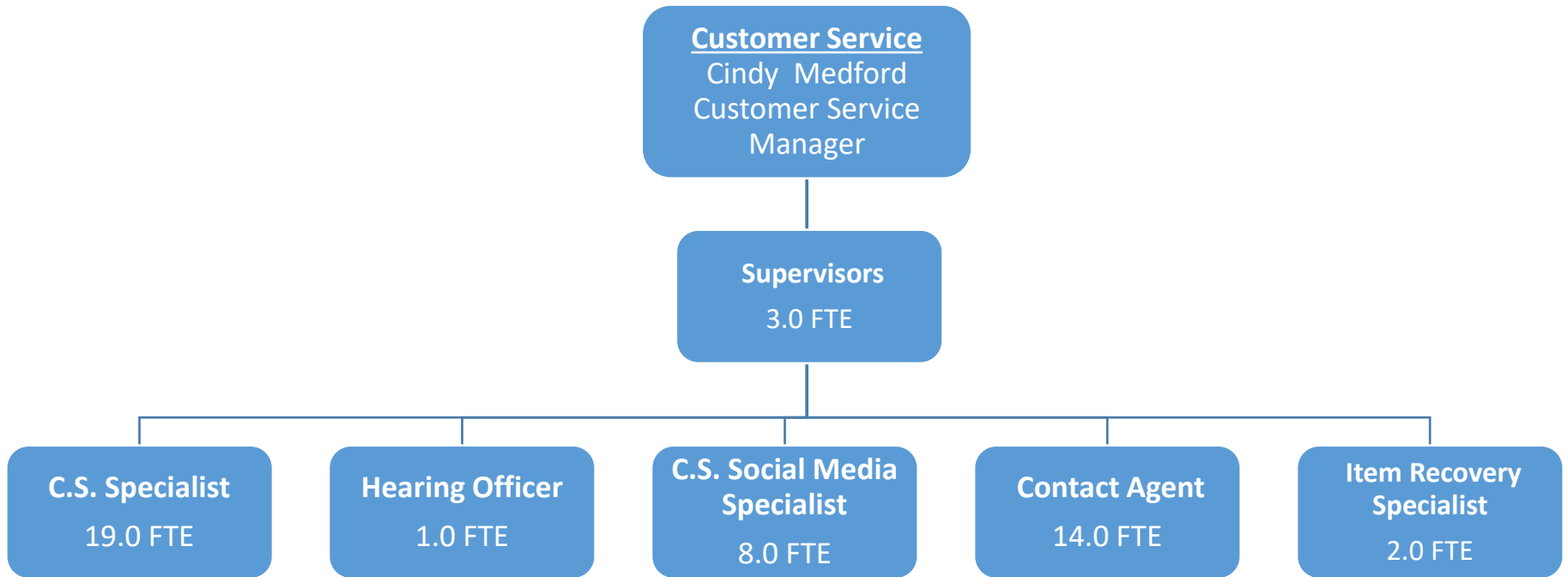
## 2021 Key Initiatives

- Develop comprehensive rider and trip profiles to better understand the return from COVID-19 to full service
- Continue implementation of Bus Stop Master Plan
- Wayfinding Implementation - Digital Bus Stop Signage
- Revise GTFS feed with as many customer information fields as possible to enhance customer experience with current technologies
- On board announcement SOP to include messages during service interruptions
- Roll out bus interior signage program with a consistent look and feel
- Complete UTA Public Art Inspection, Inventory and Maintenance Plan



# Customer Service

Total Funding \$3,136,000  
FTE 48



# 2021 Proposed Customer Service Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$1,961,776	\$1,997,440	1.8%
Fringe	1,064,712	996,916	(6.4)%
Other O&M	106,296	141,210	32.8%
<b>Totals</b>	<b>\$3,132,784</b>	<b>\$3,135,566</b>	<b>0.1%</b>
FTE	48.0	48.0	0.0



# Customer Service

## 2021 Budget Changes

- Re-allocation of staffing resources to improve customer experience including a permanent work from home option for call center employees: No additional FTE's
- Overall 2021 budget reduced and reallocated to support community engagement and communications initiatives



# Customer Service

## 2021 Key Initiatives

- Continue Full Circle Response: measuring the complete customer relations process and ensuring customer satisfaction
- Continue enhancing the Service Alerts program to help customers make informed decisions when navigating the UTA system
- Improve lost and found processes
- Implement additional innovations and technology tools for agents to communicate with customers, ex. Chatbots



# Innovative Mobility Solutions

Total Funding \$3,099,000  
FTE 2

## Innovative Mobility Solutions

Jaron Robertson  
Director

## Researcher

Shaina Quinn



# 2021 Proposed Innovative Mobility Solutions Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$219,720	\$225,960	2.8%
Fringe	93,132	92,292	(0.9)%
Services	2,752,177	2,764,000	0.4%
Other O&M	18,000	16,600	(7.8)%
<b>Totals</b>	<b>\$3,083,029</b>	<b>\$3,098,852</b>	<b>0.5%</b>
FTE	2.0	2.0	0.0



# Innovative Mobility Solutions

## 2021 Budget Changes

- Neutral headcount and budget
- Research, Development, and Implementation of New Pilot Programs and Services: \$430K
  - Decrease in Microtransit operating expenses – **No start-up costs**
  - Increase for new innovative pilots and public-private partnerships
- Innovative Grant Matches and Admin Expenses: \$93K
  - Increase for grant application matching funds





# Innovative Mobility Solutions

## 2021 Key Initiatives

- On Demand service system-wide analysis and pilot implementation
- Rapid response customer support pilot
- AV shuttle phase 2 pilot grant exploration
- Connected and autonomous vehicle systems coordination research and plan development
- Customer access and fare payment systems research and plan development



# Community Engagement

Total Funding \$338,000  
FTE 2

Community Engagement  
Megan Waters  
**Manager**

**Community Relations Specialist**  
Samantha Aramburu



# 2021 Proposed Community Engagement Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$142,320	\$149,040	4.7%
Fringe	54,804	47,496	(13.3)%
Services	25,000	78,697	21.0%
Other O&M	32,996	62,540	89.5%
<b>Totals</b>	<b>\$255,120</b>	<b>\$337,773</b>	<b>32.4%</b>
FTE	2.0	2.0	0.0



# Community Engagement 2021 Budget Changes

- Services Prof & Tech – added \$17K to reflect needs and departmental ownership of some applications
- Services Contract – decreased (\$25K) to reallocate funds within Community Engagement department
- Community Events line item – increased \$5K to reflect upcoming priorities
- Other Services line item – increased \$61K to support new engagement initiatives and agency goals
- Media Expense line item – increased \$5K to support the communications component important to effective engagement



# Community Engagement

## 2021 Key Initiatives

- Update the public input policy and develop/implement a comprehensive engagement strategy
- Support robust, meaningful, and inclusive public input opportunities across UTA departments
- Build, maintain, and strengthen partnerships with the community through:
  - Participation in events, sponsorships, memberships, and more
  - Implement and support programs that strengthen community connection and ownership of transit: Art in Motion, Adopt-a-Stop
- Coordinate school-based and community-based transit engagement



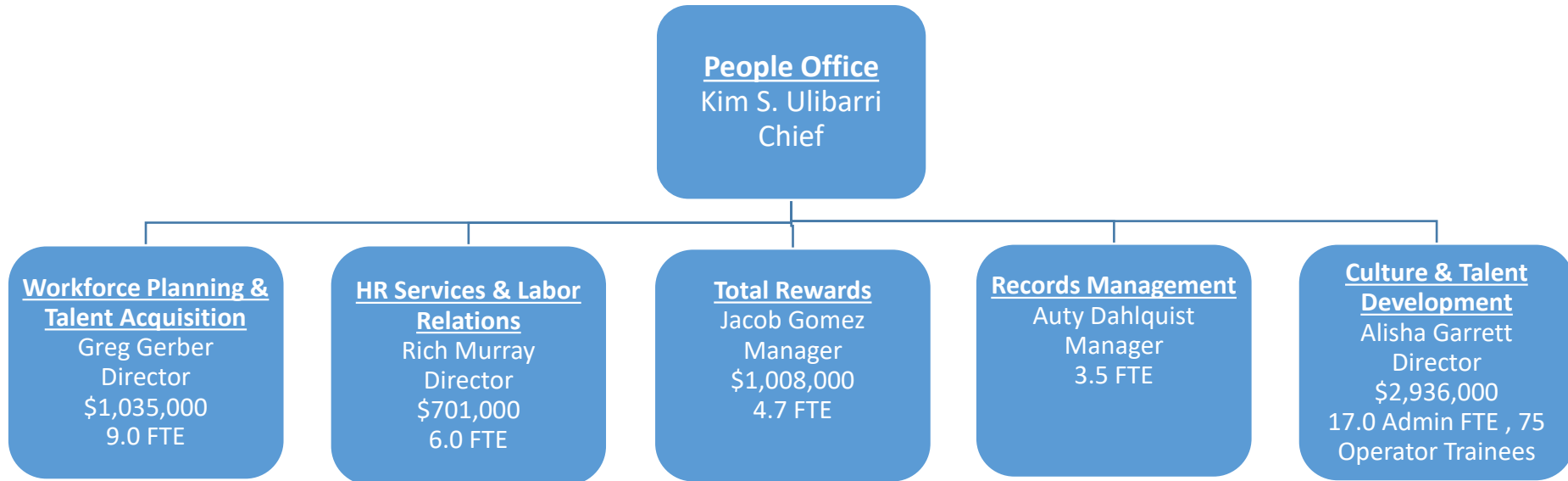


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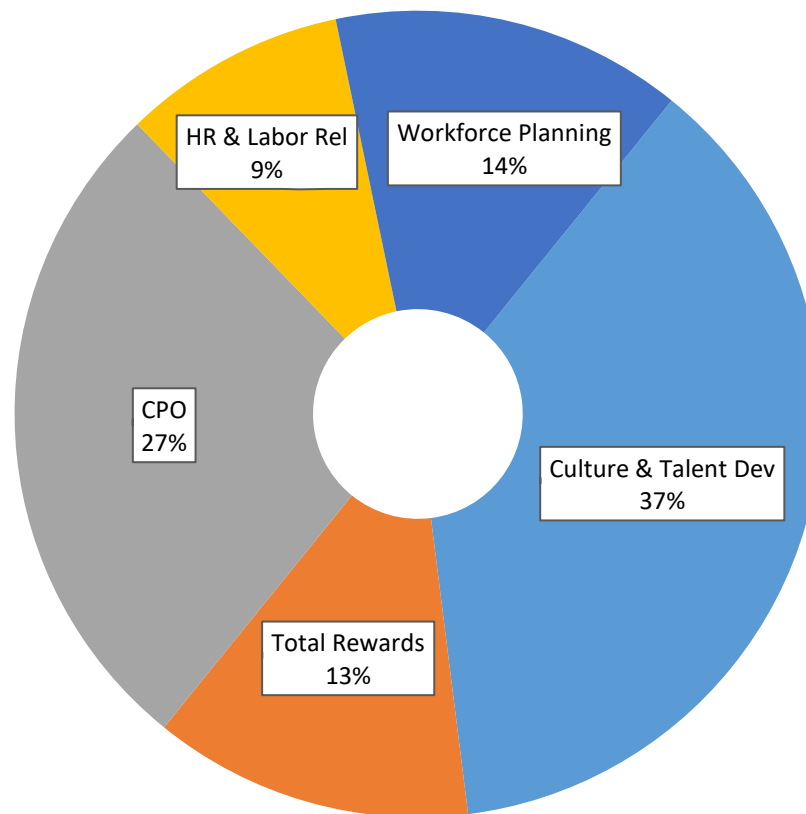
## *People*

# People

Total Funding \$7,789,000  
FTE 57.5



# 2021 Proposed People Office Operating Budget Expenses: \$7.8M





# 2021 Proposed People Office Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Chief People Officer	\$2,231,300	\$2,108,508	\$(122,792)
Workforce Planning & Talent Acquisition	1,020,702	1,034,769	14,067
Culture & Talent Development	3,368,384	2,936,234	(432,150)
HR Services & Labor Relations	746,005	701,305	(44,700)
Total Rewards	708,530	1,007,839	299,309
<b>Totals</b>	<b>\$8,074,921</b>	<b>\$7,788,655</b>	<b>\$(286,266)</b>



# 2021 Proposed People Office Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$4,567,440	\$4,032,373	(11.7)%
Fringe	1,766,268	1,713,994	(3.0)%
Services	764,358	845,113	10.6%
Other O&M	976,855	1,197,175	22.6%
<b>Totals</b>	<b>\$8,074,921</b>	<b>\$7,788,655</b>	<b>(3.6)%</b>



# People Office FTE Summary

## 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Chief People Officer	11.0	12.0	1.0	Transfer Comp Analyst
Culture & Talent Development	42.9	25.7	(17.2)	225 to 75 HC trainees
Total Rewards	5.7	4.7	(1.0)	Transfer Comp Analyst
HR & LR	6.0	6.0	0.0	
Workforce Planning & Talent Acquisition	9.0	9.0	0.0	
Totals	74.7	57.5	(17.2)	



# People Office

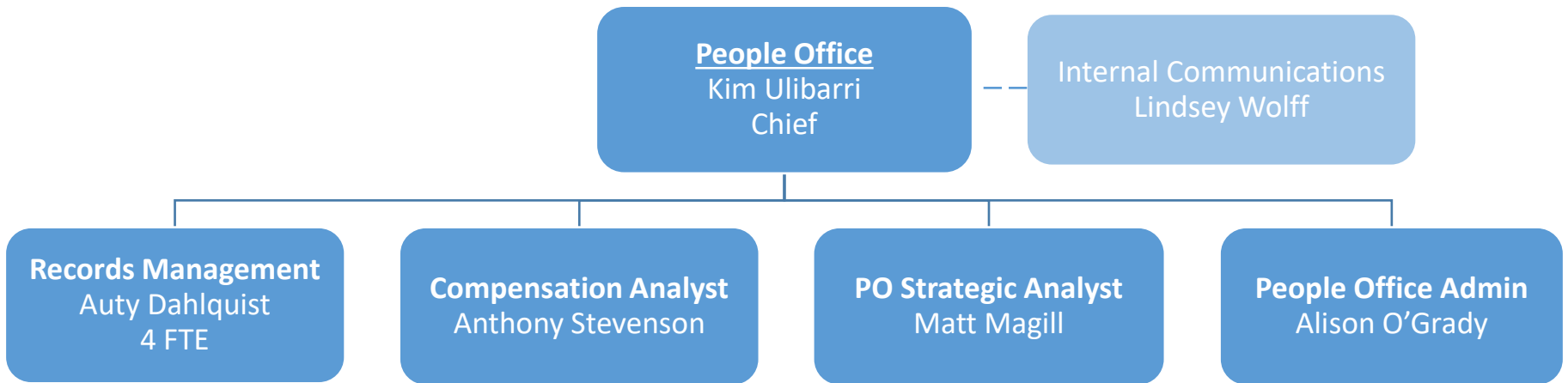
## 2021 Key Initiatives

- Develop phase 2 of UTA’s succession plan and implement training & development opportunities associated with phase 1
- Partner with Rail Maintenance groups to complete design of apprenticeship programs and implement first year modules
- Rollout updated “UTA Way” to include a focus on UTA’s Inclusion and Belonging culture
- Implement updated People Management philosophy, to include new performance management tools to better support employee development
- Promote enhanced health and wellness programs to create better opportunities for participation and use of current services
- Develop Employee Value Proposition as an attraction and retention strategy
- Improve employee communications systems



# People Office Administration

Total Funding \$2,109,000  
FTE 10



# 2021 Proposed People Office Admin Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$1,019,412	\$1,085,628	6.5%
Fringe	395,928	409,188	3.3%
UTA Benefits	772,250	577,162	(25.3)%
Other O&M	43,710	36,530	(16.4)%
<b>Totals</b>	<b>\$2,231,300</b>	<b>\$2,108,508</b>	<b>(5.5)%</b>
FTE	11	12	1.0



# People Office Administration

## 2021 Budget Changes

- Moved Compensation position from Total Rewards to Chief People Officer- Neutral impact to wages/benefits
- Reduced \$400K from CPO centralized budget for vacation accrual to decentralized fringe budget throughout the organization
- Repurposed \$250K bus operator trainee wages to Rail Maintenance Apprenticeship Program



# People Office Administration

## 2021 Key Initiatives

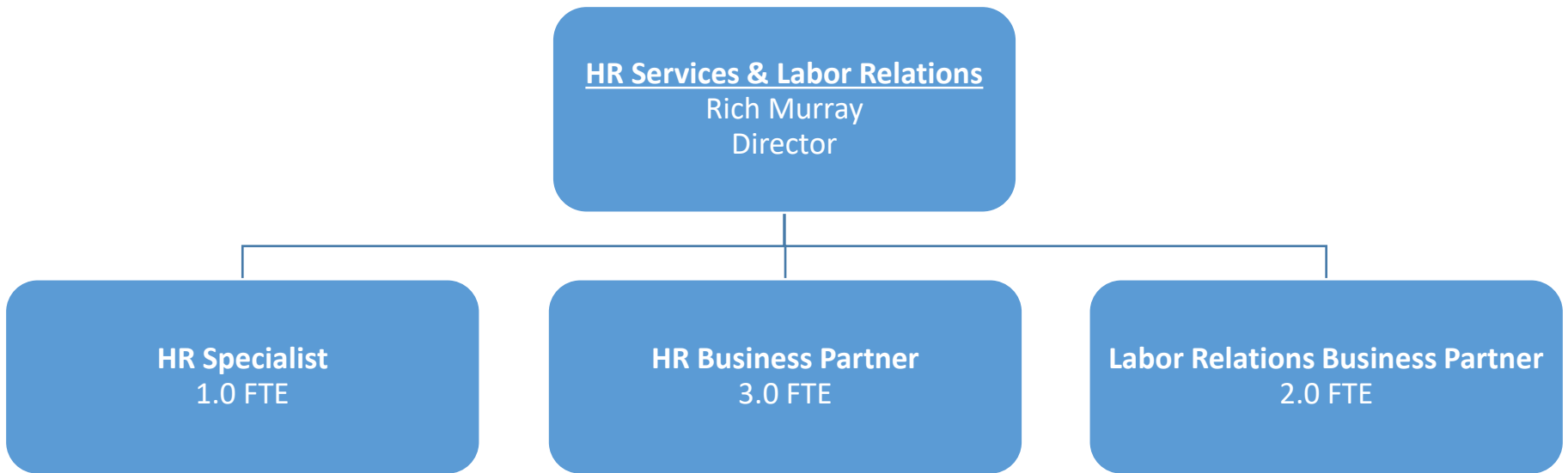
- Transition additional departments to Laserfiche for records management
- Review UTA policies to ensure updated and clear
- Review compensation system for best practices and update as needed
- Advance data analytics focused on predicting behaviors to inform decision making
- In partnership with Communications department, update SharePoint to improve access to information and identify solutions for improved front-line employee communications
- Conduct assessment of UTA's inclusiveness in the workplace





# HR & Labor Relations

Total Funding \$701,000  
FTE 6



# 2021 Proposed HR Services & Labor Relations Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$513,072	\$484,896	(5.5)%
Fringe	188,208	180,604	(4.0)%
Services	12,625	13,025	3.2%
Other O&M	32,100	22,780	(29.0)%
<b>Totals</b>	<b>\$746,005</b>	<b>\$701,305</b>	<b>(6.0)%</b>
FTE	6.0	6.0	0.0



# HR & Labor Relations

## 2021 Budget Changes

- Replaced 1 Human Resources Business Partner FTE with HR Specialist, saving \$40,000 increasing efficiency and effectiveness
- Reduced CBA negotiations funding and repurposed into professional services



# HR & Labor Relations

## 2021 Key Initiatives

- Complete phase 2 of UTA's succession plan –Director/Manager level
  - Utilize Phase 1 findings to determine development needs and priorities
- Implement updated People Management philosophy:
  - Implement new, piloted performance appraisal tool
  - Implement new, piloted performance feedback tool
  - Implement new performance management policy and tools
- Update labor agreements to reflect Rail Maintenance Apprenticeship programs

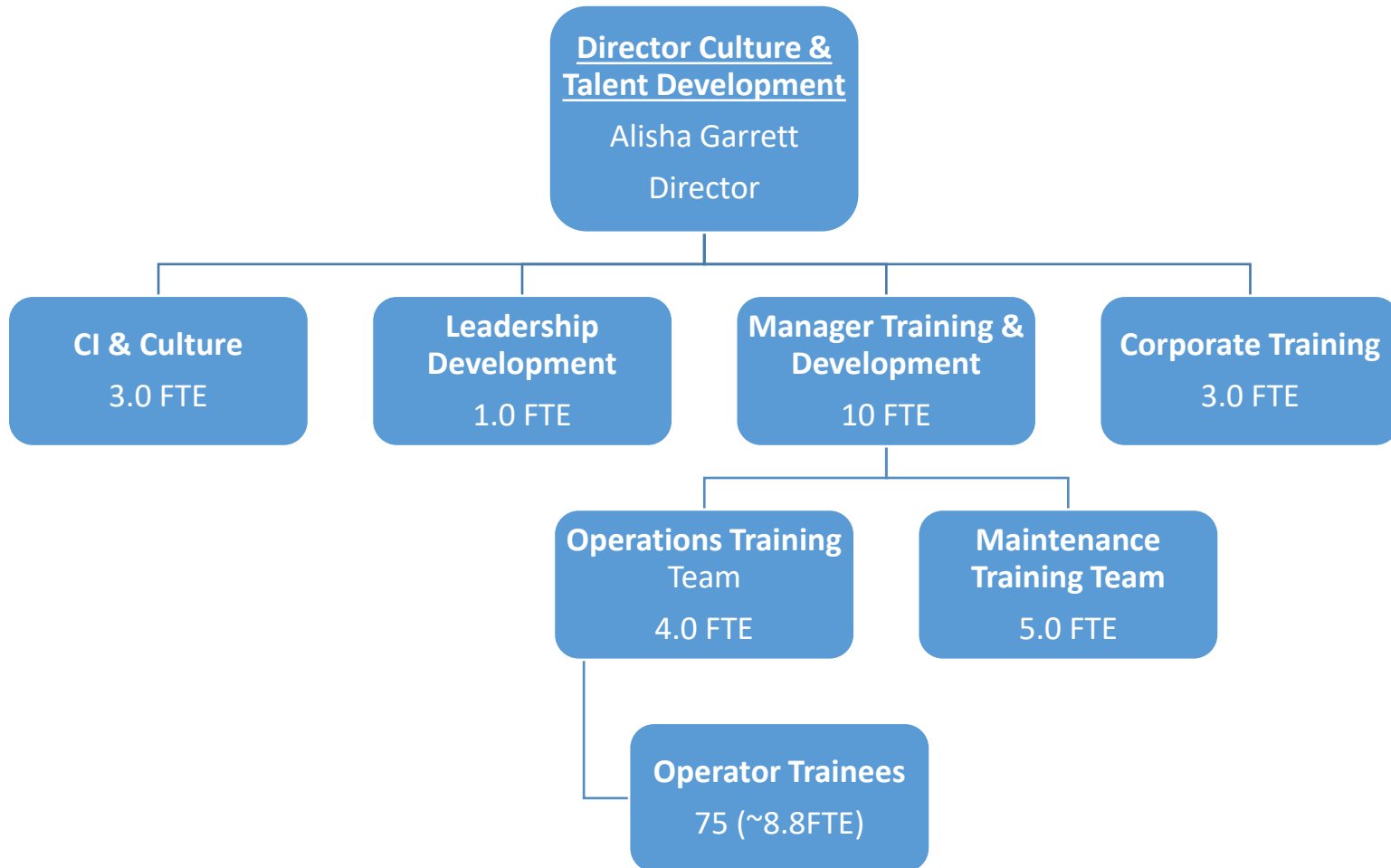


# Culture & Talent Development

Total Funding \$2,936,000

FTE: 17

75 Operator Trainees



# 2021 Proposed Culture and Talent Development Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	2,136,420	1,610,761	(24.6)%
Fringe	768,924	717,827	(6.6)%
Services	366,455	445,588	21.6%
Other O&M	96,585	162,058	67.8%
Totals	3,368,384	2,936,234	(12.8)%
FTE	42.9	25.7	(17.2)



# Culture & Talent Development

## 2021 Budget Changes

- Reduced Operator Trainee wages/benefits (\$690K)
- Repurposed funds as follows:
  - UTA Way Rollout- \$12.5K
  - Increased Bus Maintenance Procurement Training- \$75K
  - Funded rollout of Leadership Pathways Tier 3- \$36K
  - Improved Operator & Maintenance Training Programs- \$23.5K
  - Sponsored Industry Leadership Development Programs- \$21.7K
  - Added 1 FTE for Rail Maintenance Apprenticeship Training - \$114K



# Culture & Talent Development

## 2021 Key Initiatives

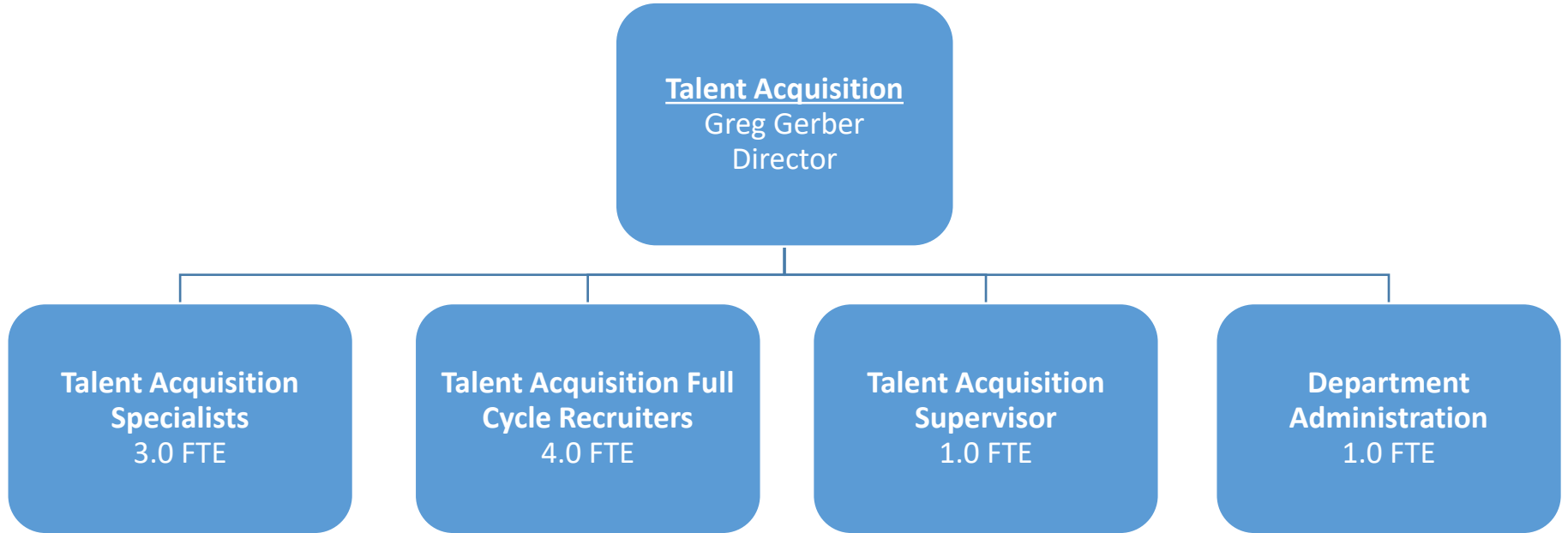
- Lead rollout of monthly UTA Way highlights
- Launch frontline employee career coaching program
- Launch Leadership Pathways Tier 3 and begin implementation of succession planning training/development work
- Conduct Employee Engagement Survey
- Provide training expertise and project management for creation and implementation of Rail Maintenance Apprenticeship Program
- Train operators and maintenance employees on multiple new fleet types





# Talent Acquisition

Total Funding \$1,035,000  
FTE 9



# 2021 Proposed Talent Acquisition Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$555,036	\$575,748	3.7%
Fringe	264,192	285,876	8.2%
Services	186,514	161,500	(13.4)%
Other O&M	14,960	11,645	(22.2)%
<b>Totals</b>	<b>\$1,020,702</b>	<b>\$1,034,769</b>	<b>1.4 %</b>
FTE	9.0	9.0	0.0



# Talent Acquisition

## 2021 Budget Changes

- Repurposed recruiting funds to development of Employment Branding and Employee Value Proposition project - \$60K



# Talent Acquisition

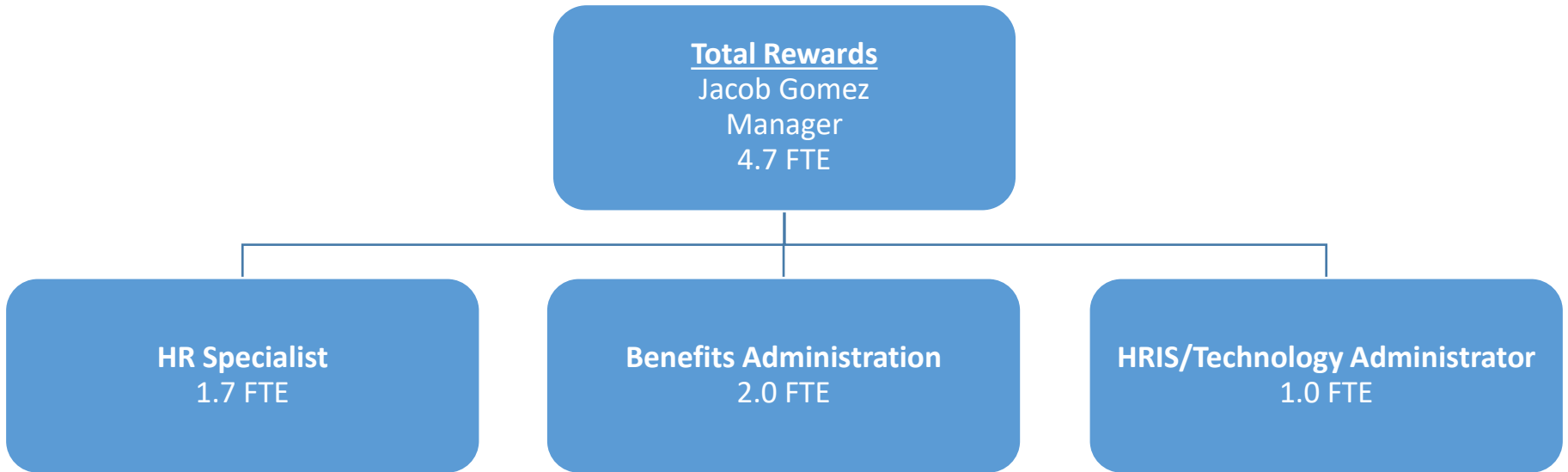
## 2021 Key Initiatives

- Design and begin implementation of improved Employment Branding and Employee Value Proposition for improved retention and attraction
- Focus on creating a diverse and inclusive candidate pool
- Ensure operator and maintenance staffing for current service and future service increases
- Implement identified efficiencies to recruiting and new hire processes
- Implement changes to onboarding process to provide an improved experience for new employees of UTA



# Total Rewards

Total Funding \$1,008,000  
FTE 4.7



# 2021 Proposed Total Rewards Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$343,500	\$275,340	(19.8)%
Fringe	149,016	120,499	(19.1)%
Services	197,764	175,000	(11.5)%
Employee Recognition	10,000	425,000	4150%
Other O&M	8,250	12,000	45.5%
<b>Totals</b>	<b>\$708,530</b>	<b>\$1,007,839</b>	<b>42.2%</b>
FTE	5.7	4.7	(1.0)



# Total Rewards

## 2021 Budget Changes

- Moved funding for Motivosity from ED budget to TR - \$300K
- Occupational Health and D&A Testing – Reduced (\$5K)
- Compensation Software Transferred to IT – (\$17.5K)
- Compensation Surveys and funding transferred to CPO – (\$20K)
- Employee Anniversary Pins increased cost – \$25K
- GBS Benefits Consulting Fee, added – \$5K



# Total Rewards

## 2021 Key Initiatives

- Continue to develop a long-term healthcare strategy for UTA employees with added focus on our Clinic and Wellness services (CareATC)
- Expand and continue Rewards Focused education programs to support employee retention and recruitment
- Deploy the employee self-service module for benefit, address, and personal information changes by year end
- Complete applicable policy evaluations and edits to ensure they align with UTA Vision and Values

