



**Minutes of the Budget Work Session**  
of the  
**Board of Trustees of the Utah Transit Authority**  
Thursday, October 1, 2020, 10:00 a.m. – 4:00 p.m.  
Utah Transit Authority Headquarters  
669 West 200 South, Salt Lake City, Utah  
Golden Spike Conference Rooms

**Board Members Participating:**

Carlton Christensen, Chair  
Beth Holbrook  
Kent Millington

Also participating were members of UTA staff.

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**Call to Order and Opening Remarks.** Chair Christensen welcomed attendees and called the meeting to order at 10:04am.

**Safety First Minute.** Sheldon Shaw, UTA Safety and Security Director, provided a brief safety message on suicide prevention.

**Executive Director – 2021 Draft Budget Presentation and Discussion.**

**Executive Director Operating Budget & Legal Services.** Carolyn Gonot, UTA Executive Director, introduced the Office of the Executive Director's FTE structure and presented the total budget. A breakdown of the budget was given by department and category and compared to 2020's budget. Information Services shows an increase which was discussed later on the agenda. Changes in the budget include combining corporate support and executive director cost centers, transferring risk compliance officer from Civil Rights to Executive Director, transferring Motivosity to Total Rewards, increasing wages and fringe for structure adjustments, increasing contingency due to COVID-19 uncertainties, and reducing APTA onetime 2020 expense for hosting.

Chair Christensen asked about contingencies. Ms. Gonot responded. Discussion ensued with staff. Clarity was given on the FTE numbers. Further questions were presented to David Wilkins, Assistant Attorney General, who responded.

**Information Technology.** Dan Harmuth, UTA Director of Information Technology, introduced the Information Technology unit's FTE structure and presented the total budget. A breakdown of the budget was given by department and compared to 2020's budget. No budget increases were made, but monies were reallocated within the budget. Mr. Harmuth gave a breakdown of the budget by category and compared to 2020's budget, noting that the fringe budget will need adjustments. It was reported that the changes in the 2021 budget include centralizing hardware and software, consolidating software related to Contract Services, centralizing computer hardware, increasing cellular lines, and decreases in Contract Services.

Mr. Harmuth identified that key initiatives include system re-write and new hardware, fares systems strategy, network assessment and firewalls for security, Office 365 deployment and Exchange email migration, assuming computer hardware SOGR from business units, expanding and improving FrontRunner WiFi coverage, and multi-factor authentication and VPN switch over.

The board asked questions on the Enterprise Systems budget, estimates on PCs, and the TMS program and tablets on buses. Mr. Harmuth responded. Discussion ensued.

Ms. Gonot noted the change within IT and commended Mr. Harmuth and his team. Ms. Gonot also asked about the steering committee. Discussion ensued.

**Safety and Security.** Mr. Shaw introduced the Safety and Security FTE structure and presented the total budget. A breakdown of the budget was given by department and category and compared to 2020's budget, noting that additional hours have been assigned to projects. Mr. Shaw reported that the changes in the 2021 budget include adding incident bio clean up to contract services, transferring of one FTE, and moving the Emergency Management Program to the Public Safety budget.

Mr. Shaw identified that key initiatives include developing and implementing a system of safety plan, continuing emphasis on training by adopting a trafficking in persons awareness program, adding a new facility security vehicle, and extending the Milestone video retention to 30 days.

Chair Christensen asked about Milestone video and patrol cars. Mr. Shaw responded. Discussion ensued with staff.

**Operations Analysis and Solutions.** Jonathan Yip, UTA Senior Manager of Operations Analysis and Solutions (OAS), introduced the OAS unit's FTE structure, noting a change made with no increase of funds, but using reallocated monies. A breakdown of the budget was given by department and compared to 2020's budget, noting that increases include new FTEs and adding the use of a professional consulting service. A breakdown of the budget was also given by category and compared to 2020's budget summarizing

reallocated funds. Mr. Yip reported that the changes in the 2021 budget include an addition of one business intelligence analyst, an addition of one technical business analyst, and adding professional consulting service.

Mr. Yip identified that key initiatives include ensuring compliance with FTA/State reporting requirements for ridership and service data, delivering accurate and actionable data solutions and insights, achieving high return on investments in technology investment, and improving mission critical business systems client experience.

Chair Christensen asked questions on the skill set that is needed for a new hire and the return on investments and working with IT. Mr. Yip responded. Discussion ensued. Trustee Millington commended the work being done.

**Civil Rights and Compliance.** Kenya Fail, UTA Manager of Civil Rights Compliance, introduced the Civil Rights and Compliance unit's FTE structure, noting a new FTE that had been filled. A breakdown of the budget was given by category and compared to 2020's budget. Ms. Fail reported that the changes in the 2021 budget include a decrease due to the transfer of the Risk Compliance Officer FTE to the Executive Director's budget, an increase in services for ASL interpretation/translation services, and an increase in services for consultant support of Paratransit eligibility process.

Ms. Fail identified that key initiatives include proactively maintaining compliance with local and federal Civil Rights requirements, providing technical advice to clients regarding civil rights compliance, reviewing and updating policies and standard operating procedures (SOPs) related to Title VI, DBE, ADA, and EEO, partnering with other departments to develop and modify automated data and analytics, identifying employee training opportunities that foster inclusion and compliance, and increasing community engagement.

Trustee Holbrook asked questions about inclusion efforts and training opportunities. Ms. Fail responded. Discussion ensued with staff and board. Trustee Millington asked about the fairness of salaries being paid to women managers and recruiting minorities. Ms. Fail responded. Discussion with the board and staff ensued.

Chair Christensen called for a break at 11:40am.

Chair Christensen reconvened the meeting at 12:33pm.

**Chief Communications and Marketing Officer – 2021 Draft Budget Presentation and Discussion.**

**CCMO Operating Budget.** Nichol Bourdeaux, UTA Chief Officer of Communications and Marketing, introduced the Office of Communications and Marketing unit's FTE structure

and presented the total budget. A breakdown of the overall budget was given by department and category and compared to 2020's budget, noting that monies were reallocated within the budget structure. Ms. Bourdeaux reported that the changes in the 2021 budget include the majority of line items being reduced, added funds to the dues and memberships line item.

Ms. Bourdeaux identified that key initiatives include completing an RFP for on demand services and technology, building strong community outreach, and continuing to strengthen relationships and implementing programs that help build access to opportunities for low income and underserved communities.

The board had questions on revenue and public engagement. Ms. Bourdeaux responded. Discussion with staff ensued.

**Communications.** Andrea Packer, UTA Director of Public Relations and Marketing, introduced the Public Relations and Marketing unit's FTE structure. A breakdown of the budget was given by category and compared to 2020's budget, noting an increase in the services area for the website. It was reported that the changes in the 2021 budget include website enhancements.

Ms. Packer identified that the key initiatives include website design, developing and implementing a communication and messaging strategy to successfully emerge from COVID-19 and rebuild ridership, and implementing improved analytics and reporting of social media.

The board asked about purchasing passes through the website, the use of a consultant, cohesive communication efforts, and increased ridership. Ms. Packer responded. Discussion ensued.

**Customer Experience.** GJ LaBonty, UTA Manager of Customer Experience, introduced the Customer Experience unit and its FTE structure. A breakdown of the budget was given by category and compared to 2020's budget, noting that all of their projects are funded out of the five-year plan. It was reported that the changes in the 2021 budget are impacted by a onetime expense in the 2019 budget that was used for the On Board Survey.

Mr. LaBonty identified that key initiatives include developing comprehensive rider and trip profiles, continuing implementation of the bus stop master plan, implementation of

digital bus stop signage, revising General Transit Feed Specification feed to enhance customer experience, on board announcement SOP to start including messages during service interruptions. Key initiatives include discussing the rolling out the bus interior signage program and completing the art inspection and inventory.

The board had questions on the onboard announcements and consistency, and interior signage. Mr. LaBonty responded. Discussion ensued.

**Customer Service.** Cindy Medford, UTA Manager of Customer Service, introduced the Customer Service unit's FTE structure. A breakdown of the budget was given by category and compared to 2020's budget, noting an increase in wages and new software for operations. It was reported that the changes in the 2021 budget include reallocating staffing resources to improve customer experience without adding additional FTEs. The overall budget is reduced and reallocated to support community engagement and communications initiatives.

Ms. Medford identified that key initiatives include continuing Full Circle Response, continuing enhancing the service alerts program, improving the lost and found process, and implementing additional innovations and technology tools for communication with customers.

The board asked questions on working remotely, software for receiving feedback, and customer calls. Ms. Medford responded. Discussion with the board ensued.

**Innovative Mobility Solutions.** Jaron Robertson, UTA Director of Innovative Mobility Solutions, introduced the Innovative Mobility Solutions unit's FTE structure. A breakdown of the budget was given by category and compared to 2020's budget, noting a neutral budget with the only increase being in wages. It was reported that the changes in the 2021 budget include research, development, and implementation of new pilot programs and service, and innovative grant matches. There will be a decrease as the microtransit pilot startup costs from 2020 will not be needed in 2021.

Mr. Robertson identified that key initiatives include on demand service system analysis and pilot implementation, rapid response customer support pilot, AV shuttle phase 2 pilot grant exploration, connected and autonomous vehicle systems coordination research, and customer access and fare payment systems research.

The board asked questions on the fare payment systems research and the AV shuttle phase 2. Mr. Robertson responded. Discussion ensued.

**Community Engagement.** Megan Waters, UTA Manager of Community Engagement, introduced the Community Engagement unit's FTE structure. It is a newly formed unit in 2020 so some adjustments are being made for 2021. A breakdown of the budget was given by category and compared to 2020's budget. It was reported that the changes in the 2021 budget include services technology, a decrease in services contract, an increase in the community events line item, an increase in the services line item, and an increase in the media expense line item.

Ms. Waters identified that key initiatives include updating the public input policy, supporting public input opportunities, building, maintaining, and strengthening partnerships with community, and coordinating school based and community-based transit engagement.

The board had questions on free passes for youth, UTA displays at civic activities, coordinating with government relations, public input, and if staffing is adequate. Ms. Waters responded. Discussion ensued.

Chair Christensen called a ten-minute break at 2:13pm.

Chair Christensen reconvened meeting at 2:25pm.

#### **Chief People Officer – 2021 Draft Budget Presentation and Discussion.**

**CPO Operating Budget.** Kim Ulibarri, UTA Chief People Officer, introduced the People Office's FTE structure and presented the total budget. A breakdown of the budget was given by department and category and compared to 2020's budget, noting an overall reduction in the budget based on the levels of hiring bus operators. The office is FTE neutral.

Ms. Ulibarri identified that the key initiatives in the 2021 budget include developing phase 2 of UTA's succession plan and implementing training, partnering with rail maintenance groups on design of apprenticeship programs, rolling out updated UTA Way, implementing updated people management philosophy, promoting enhanced health and wellness programs, developing employee value proposition, and improving employee communications systems.

Ms. Ulibarri introduced the People Office Administration FTE structure. A breakdown of the administration budget was given by category and compared to 2020's budget. It was reported that the changes in the 2021 administration budget include moving compensation position from total rewards to Chief People Officer, reduced centralized budget for vacation accrual to decentralized fringe budget, and repurposed bus operator trainee wages to rail maintenance apprenticeship program.

Ms. Ulibarri identified that key initiatives include transitioning additional departments to Laserfiche, reviewing policies, reviewing compensation system, advance data analytics focused on predicting behaviors, partnering with communications for improved frontline employee communications, and conducting assessment of UTA's inclusiveness.

The board asked about new hires, employee self-serve to change their information and the inclusivity assessment. Ms. Ulibarri responded. Discussion ensued.

**HR / Labor.** Rich Murray, UTA HR and Labor Relations Director, introduced the HR and Labor Relations unit's FTE structure. Mr. Murray gave a breakdown of the budget by category and compared to 2020's budget, noting that small changes were made for arbitration. It was reported that the changes in the 2021 budget include replacing one business partner FTE for one specialist FTE and reducing CBA negotiations funding and repurposed into professional services.

Mr. Murray identified that key initiatives include completing phase 2 of UTA's succession plan, implementing updated people management philosophy, and updating labor agreements to reflect rail maintenance apprenticeship programs.

Chair Christensen asked about specialists, business partners, and insurance contracts. Staff responded. Discussion ensued.

**Culture and Talent Development.** Alisha Garret, UTA Culture and Talent Development Director, introduced the Culture and Talent Development unit's FTE structure. A breakdown of the budget was given by category and compared to 2020's budget, noting a decrease due to operator wages. It was reported that the changes in the 2021 budget include reduced operator trainee wages and benefits and repurposing funds to employee programs.

Ms. Garret identified that key initiatives include leading rollout of monthly UTA Way highlights, launching frontline employee career coaching program, launching the leadership pathways tier 3, conducting employee engagement survey providing training expertise and project management for creation and implementation of rail maintenance apprenticeship program, and training operators and maintenance employees.

The board asked questions about manager training and how an employee is nominated for training. Ms. Garret responded.

**Talent Acquisition and Workforce Planning.** Greg Gerber, UTA Talent Acquisition and Workforce Planning Director, introduced the Talent Acquisition and Workforce Planning unit's FTE structure. Mr. Gerber gave a breakdown of the budget by category and compared to 2020's budget, noting that it is cost neutral. It was reported that the changes in the 2021 budget include repurposing recruiting funds to the development of employment brand and the employee value proposition project.

Mr. Gerber identified that key initiatives include designing and implementing improved employment branding, focusing on creating a diverse and inclusive candidate pool, ensuring sufficient operator and maintenance staffing, implementing identified efficiencies to recruiting and the new hire process, and implementing changes to onboarding process to provide an improved experience for new employees.

The board asked questions on competitive environments, ensuring sufficient maintenance staffing, and full cycle recruiter. Staff responded and discussion ensued.

**Total Rewards.** Jacob Gomez, UTA Total Rewards Manager, introduced the Total Reward unit's FTE structure. A breakdown of the budget was given by category and compared to 2020's budget, noting a reallocation from the Executive Directors budget. It was reported that the changes in the 2021 budget include moving funding for Motivosity from Executive Director's budget, occupational health testing, compensation software transferred, compensation surveys transferred, employee anniversary increasing in cost, and GBS benefits consulting fee being added.

Mr. Gomez identified that key initiatives include continuing to develop a long term healthcare strategy, expanding and continuing rewards focused education programs, deploying the employee self service module for benefits, and completing applicable policy evaluations.

Chair Christensen asked questions on the prescription program, providers, and health insurance coverage. Staff responded and discussion ensued.

**Adjourn.** Trustee Holbrook made a motion to adjourn, Trustee Millington gave a second. The meeting was adjourned by motion at 3:20pm.

Transcribed by Stephanie Withers  
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*This document is not intended to serve as a full transcript as additional discussion may have taken place; please refer to the meeting materials, audio, or video located at <https://www.utah.gov/pmn/sitemap/notice/631327.html> for entire content.*

*This document along with the digital recording constitute the official minutes of this meeting.*

Approved Date: November 4, 2020

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Carlton J. Christensen  
Chair, Board of Trustees