



DART Technology Reorganization



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EVP Business Solutions and Innovation & CFO

Agenda

- Background
- Challenges
- Objectives
- Organization Transformation Outline
- Salary Range Reset Methodology
- Compensation Alignment

Background



Lean Economic Times

Staff Reductions
Outdated salary plan
Stale job titles and descriptions

Staffing Crisis

Loss of strategic focus
Best Practices not emphasized
Ineffective recruitment

Risk Profile Expands

Strong demand with resurging economy
Policies and processes soften
Non-competitive compensation plans
Aging workforce retires.

Technology Department – Org Chart

As of 01-01-2015

Nicole Fontayne-Bardowell
Vice President
Chief Information Officer

Cordell Hudson
Analyst - IT

Kent Montee
Director IT Operations

Open
Architecture & Info Mgmt

Abed Abukar
Director Ops Technology

Lee Chu
Director Applications Mgmt

Charles Record
Sr. Mgr
Technology Services
(Manage Sys Admin, Desktop, NOC)

Don Barber
Mgr System Engineering
(Manage Sys Engineering)

Roel Dizon
Mgr Telecomm
(Manage Network Engineering / Voip)

Alan Gorman
Sr Mgr
Business Intelligence
(Manage BI / Info Management)

Jorge Garcia
Mgr IT Program Mgmt Office
(Lead PMO Initiatives, Project Reporting)

Chris Patrick
Proj Mgr II
(TSP, UPS, ATS, Camera/ Radio Systems Streetcar)

Tom Serdar
Project Manager I
(TSP/IVR Pro Mgmt & maintenance, ITS support)

Open
Project Manager

Darwin Collins
Mgr Web Application
(DartNet Web Applications Dev/Maint)

Linda VanTan
Mgr Enterprise Systems
(Manage Lawson, Spear, Trapeze, EPC)

Alvin Cates
Manager Business Systems

Kris Mendoza
Enterprise System Admin
(Active Dir / Group Policies)

Bob Przybyl
Lead Desktop Tech
(Laptop Repair)

Ray Ennis
Lead Client Services Spec
(Service Desk / Backups, Sys Monitoring)

Sonny Mendoza
Ent Solutions Architect
(MS Svr, HP HW, VMWare, Storage)

Darrin Green
Sr Technical Support Spec
(Routers/Switch/Wireless/Firewall)

Ron Nguyen
Database Admin
(Oracle DBA)

Susan Mathai
Programmer Analyst III
(GIS Admin / Dev, Cognos Reporting)

Stephanie Schuchert
IT Proj Mgr II
(PM CFFS, Mobile Ticketing)

Keith Andrews
IT Ent Architect
(Technology Roadmap, Architectural Governance)

Sylvester Cyriac
Tech Project Analyst
(VBS, MDC, IVC, TSP, UPS, ATS, Camera)

Bobby Butler
Proj Mgr I
(UPS, TSP, IVC, MDC, TRE Next Train, Radio Sys)

Cipriano Hernandez
VBS Technician
(VBS, TSP and IVC Technician, TRE Next Train)

Ray Garton
IT Analyst V
(DartNet Web Applications Dev/Maint)

Rick Hayes
ERP System Analyst
(Trapeze Support- OPS, FX-MON, Plan)

Daniel Hernandez
Business Systems Developer

Ronald Jones
Enterprise System Admin
(Hardware/ Remote Desktop / AD)

Masha Duniphin
Sr Desktop Tech
(Training/ Tablets/Google/ PC Support)

Rodrigo Banos
Client Services Spec
(Service Desk / System Monitoring)

Dmitri Bourinski
Sr Technical Support Spec
(VoIP / Unix)

Minh Vo
Sr Technical Support Spec
(Routers/Switch/Wireless/Firewall)

Aleksander Mrdenovic
Database Admin
(Oracle DBA)

Brian Reed
BI Programmer Analyst
(Ripplestone SQL, Crystal, Tableau Dev)

Lida Dosser
IT Proj Mgr I
(PM Application Admin, PMO mentoring / planning)

Tin Nguyen
VBS Technician
(VBS, TSP and IVC Technician, TRE Next Train)

Rido Park
Web Developer II
(DartNet Web Applications Dev/Maint)

Stanley Lai
Manager ERP Application
(Lawson HC&Payroll Support)

Jeff Smith
Enterprise System Admin
(Unix/Linux/ VoIP)

Shane Delorantis
Desktop Support
(PC Repair – Field)

Annette V.
Client Services Spec
(Service Desk / System Monitoring)

Daniel Arredondo
Technical Support Spec
(Unix Admin)

Open
Sr Technical Support Spec

Vinh Tang
Web Dev II
(Cognos Admin/ Dev, Web App Admin/Dev, Tableau Dev)

Andrey Zaytsev
Desktop Support
(Printer / PC Repair)

Sergio Falcon
Client Services Spec
(Service Desk / System Monitoring)

Open
Technical Support Spec

Hector Contreras
Enterprise System Admin
(VoIP Admin)

Open
BI Analyst

Cynthia Garcia
Desktop Support
(PC Repair – HQ)

Mark Pyeatt
Client Services Spec
(Service Desk / System Monitoring)

Roddy Chavez
Telecomm Tech

Open
Desktop Support
(PC Repair – Field)

Open
Desktop Support
(PC Repair – Field)

Mai Nguyen
ERP Systems Analyst
(Trapeze Support – INFO Agent, TripPlan)

Jaime Rodriguez
ERP Systems Admin – Lawson
(Lawson Admin)

Open
Manager ERP Application

Tracye Winn
ERP Systems Analyst
(Spear / Lawson Support)

Calvin Wilson
ERP Systems Admin – Trapeze
(Trapeze Admin)

DART Technology Organization Challenges September 2014

Alignment on technology platforms not business units

Critical skills are misplaced and diminishing as experienced resources retire or resign for more competitive salaries.

Foundational elements not present to motivate and engage a productive team (Training, Portfolio Mgt, Development Tools, Monitoring of production systems)

Not positioned to meet future demand nor build for the future with significant gaps in BI, QA, Enterprise Development, ITS

Managers hiring “down” for survival rather than growth

Salary plan not competitive blocking recruitment of capable new resources

Transformation Objectives

Define organization structure and compensation plan to increase DART Technology effectiveness:

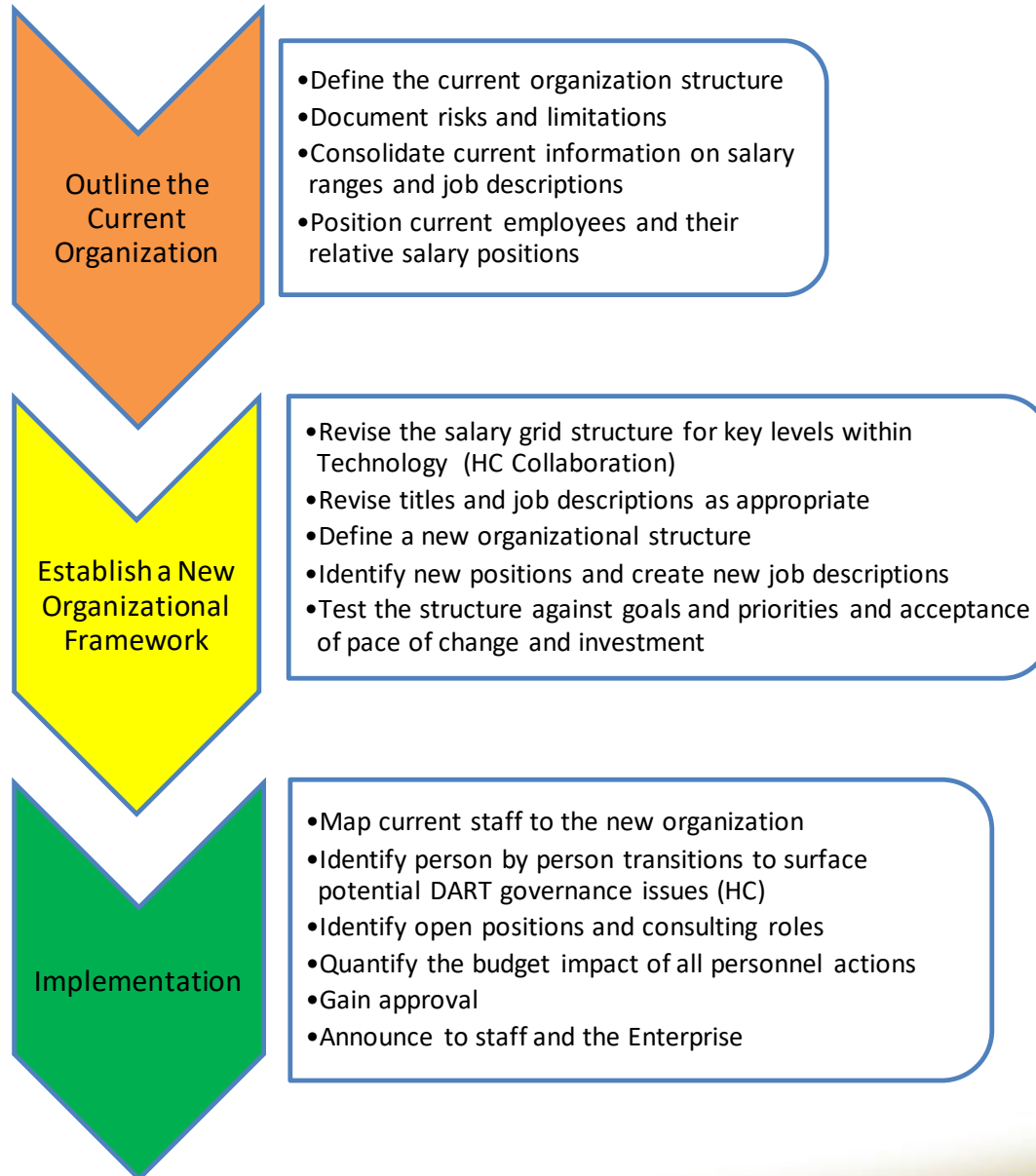
- Align with Business “Towers”
- Enhance Execution
- Improve Coordination and Communication
- Solidify Retention and Accelerate Recruiting
- Improve alignment with the technology industry in compensation, job titles and job descriptions

Prepare budget impact statement underlying the plan

Initiate the plan to move DART Technology to Future State for organization, systems, policies and best practices



The Organization Transformation Process Outline



DART Technology Compensation Alignment to Industry

DART

- Job titles sometimes vague or narrowly targeted
 - Jobs are difficult to match to Survey
 - Managers dilute the governance intent in order to work within system constraints
- Compensation Ranges are inadequate to sustain the plan going forward
 - 40% of employees between 70% and 100% of their respective range
 - Equivalent new hires do not map well
 - Initial analysis indicates that salary minimums are 25% below the industry, and salary maximums are as much as 40% below the industry
- **Midpoint recommendation is ~34% improvement over 3 year window while regularly recalibrating**

Industry

- **72% of the current nationwide workforce in IT is male, 28% female**
- **There is a higher % of males in senior management**
- The median level for compensation as a % of the overall IT budget is 50%
- Average merit increases are 3%, and have been for several years while y/y industry trends exceed 5%
- Voluntary turnover rates: .9% for retirement; 6% for resignations; 6.9% overall
- There is a long list of jobs that are considered difficult to recruit. There is a section on incentives that are being used to retain and recruit those jobs
- The median age in 2012 was 51
- The % of eligibility for retirements is increasing as the Boomers reach the 60 to 65 threshold
- Overall comp is viewed as:
 - Salary
 - Special Incentives
 - Benefits
 - Retention and signing bonuses
 - Training budget commitments



Salary Ranges Reset Based on Robert Half and Gartner Studies

Step 1: Aligned Titles and Positions with DART equivalents

Step 2: Prepared new job descriptions for each title

Step 3: Compared DART Salary Bands to the industry with titles from Step 1

- Used RH Salary recommendations to create new ranges (T07 to T15)
- Executive positions excluded

Step 4: Compared incumbents to Proposed Ranges

- Several individuals fell below Q1. Proposed adjustments
- Adjusted promotions and reassignments
- Proposed additional adjustments to reflect new assignments

Step 4: Developed cost impact (Multiple iterations)

- Salary adjustments made to new minimums or other market adjustments depending on skills

Step 6: Aligned methodology to DART administrative systems

- Established a separate pay grade family for Technology positions
- Job titles “unique” to Technology
- Salary ranges renamed from “S” to “T”
- Vacant AVP positions were reclassified to avoid salary compression in the executive ranks

Step 7: Summarized the Financial Impact over 5 Year Timeframe



DART Technology Organization Principles 2016

Align applications staff around business (EVP) towers with a customer relationship focus

Acquire critical skills

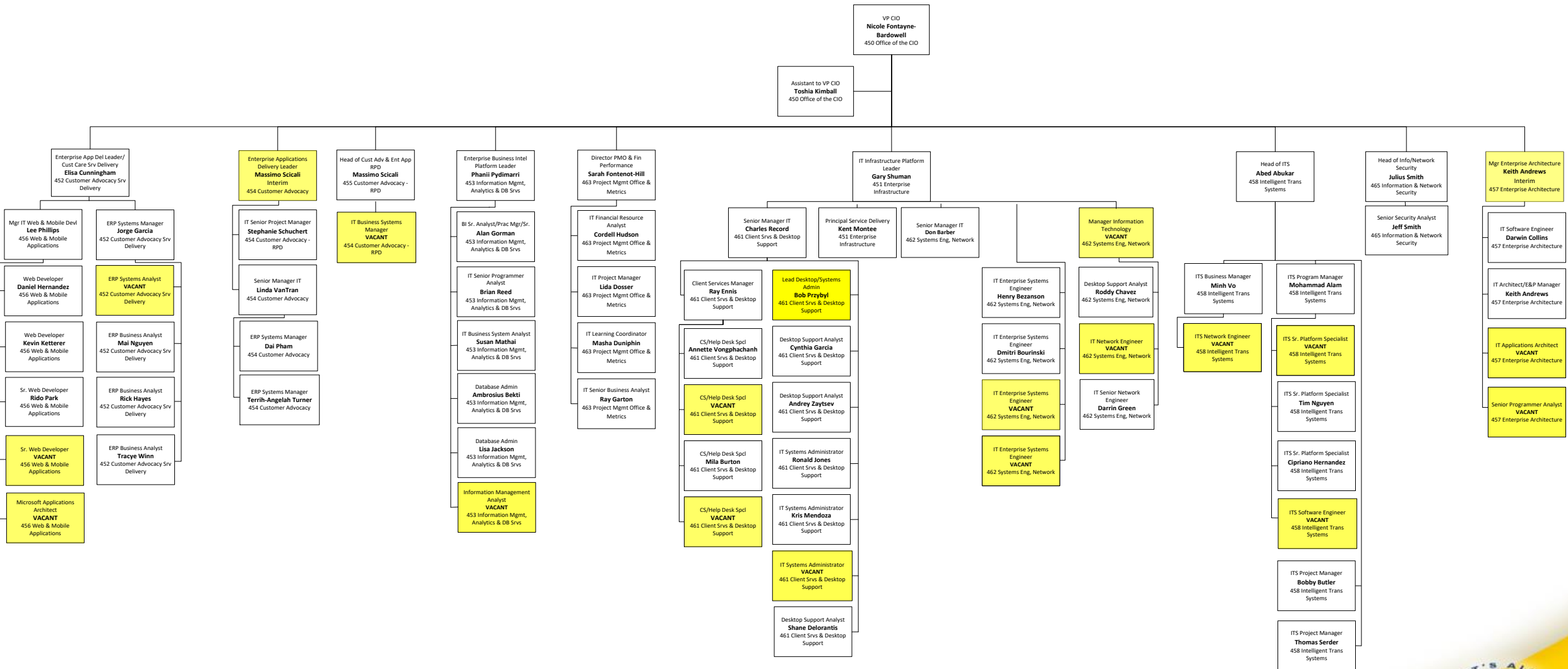
Insert foundational elements to motivate and engage a productive team (Training, Portfolio Mgt, Development Tools, Monitoring of production systems)

Improve positioning to meet future demand build for the future with significant gaps in BI, QA, Enterprise Development, ITS

Implement a competitive compensation plan to retain key staff and hire capable new resources



DART Technology 2016



Realigned Ranges to Reduce Complexity

Category	Job Description	2014 Min	2014 Max	Midpoint	2015 Min	2015 Max	DART Job Description	Dart Job (Min	Max	Mid	Var min	Var max	Var mid	%mid	
Applications Development	Systems Analyst	\$76,250.00	\$108,750.00		\$79,500.00	\$114,500.00	S10 Programmer Analyst III	0842							
Applications Development	Systems Analyst	\$76,250.00	\$108,750.00		\$79,500.00	\$114,500.00	S10 Programmer Analyst III	0842							
		\$76,250.00	\$108,750.00	92500					\$52,636	\$82,824	\$67,730	(\$23,614)	(\$25,926)	(\$24,770)	-26.78%
Applications Development	CRM Technical Developer	\$89,500.00	\$119,750.00		\$93,500.00	\$129,250.00	S11 Business Systems Developer	7155							
Technical Services, Help Desk & Tec	Systems Administrator	\$62,250.00	\$96,500.00		\$65,750.00	\$100,500.00	S11 Ent Systems Administrator	7154							
Technical Services, Help Desk & Tec	Systems Administrator	\$62,250.00	\$96,500.00		\$65,750.00	\$100,500.00	S11 Ent Systems Administrator	7154							
Applications Development	ERP Business Analyst	\$83,750.00	\$115,250.00		\$87,500.00	\$124,500.00	S11 ERP System Analyst	0337							
Web Development	Web Developer	\$70,000.00	\$113,500.00		\$73,500.00	\$122,000.00	S11 Web Developer II	0899							
		\$70,000.00	\$119,750.00	94875					\$56,879	\$91,345	\$74,112	(\$13,121)	(\$28,405)	(\$20,763)	-21.88%
Technical Services	Systems Engineer	\$76,750.00	\$111,250.00		\$80,250.00	\$117,500.00	S12 Sr Technical Support Spec	0149							
Applications Development	Manager	\$100,500.00	\$142,250.00		\$103,250.00	\$150,750.00	S12 ERP Applications Mgr	0340							
Applications Development	Applications Architect	\$109,750.00	\$148,750.00		\$115,750.00	\$159,500.00	S12 IT Enterprise Architect	9974							
Consulting & Systems Integration	Practice Manager	\$113,500.00	\$155,750.00		\$119,250.00	\$164,750.00	S12 Mgr IT Program Mgmt Office	9975							
Consulting & Systems Integration	Project Manager/Senior Consultant	\$94,500.00	\$135,500.00		\$98,750.00	\$144,250.00	S12 IT Project Mgr II	0462							
Networking/Telecommunications	Network Architect	\$109,250.00	\$156,500.00		\$115,000.00	\$165,250.00	S12 Sr Technical Support Spec	7156							
Technical Services, Help Desk & Tec	Manager	\$76,500.00	\$109,000.00		\$80,500.00	\$114,750.00	S12 ERP Applications Mgr	0340							
Technical Services, Help Desk & Tec	Systems Engineer	\$76,750.00	\$111,250.00		\$80,250.00	\$117,500.00	S12 Sr Technical Support Spec	0149							
		\$76,500.00	\$156,500.00	116500					\$62,567	\$100,480	\$81,524	(\$13,933)	(\$56,020)	(\$34,977)	-30.02%
Applications Development	ERP Technical Developer	\$94,250.00	\$130,250.00		\$99,750.00	\$136,750.00	S13 ERP Systems Admin - Lawson	0338A							
		\$94,250.00	\$130,250.00	112250					\$68,824	\$110,528	\$89,676	(\$25,426)	(\$19,722)	(\$22,574)	-20.11%
Administration	Information Technology Manager	\$99,000.00	\$142,250.00		\$101,750.00	\$150,750.00	S14 Mgr Systems Engineering	6215							
Data/Database Administration	Data Warehouse Manager	\$115,250.00	\$154,250.00		\$119,750.00	\$163,000.00	S14 Sr. Mgr Business Intelligence	9970							
Networking/Telecommunications	Telecommunications Manager	\$82,250.00	\$111,750.00		\$86,000.00	\$118,500.00	S14 Mgr Telecommunications	0812							
		\$82,250.00	\$154,250.00	118250					\$75,707	\$121,581	\$98,644	(\$6,543)	(\$32,669)	(\$19,606)	-16.58%
Administration	Technology Director	\$113,500.00	\$165,000.00		\$118,750.00	\$174,000.00	S15 Director IT Operations	0459							
Data/Database Administration	Database Administrator	\$87,500.00	\$126,000.00		\$91,000.00	\$134,750.00	S15 Data Base Administrator	0888							
		\$87,500.00	\$165,000.00	126250					\$83,277	\$133,739	\$108,508	(\$4,223)	(\$31,261)	(\$17,742)	-14.05%
Networking/Telecommunications	Telecommunications Specialist	\$56,500.00	\$85,750.00		\$59,000.00	\$91,250.00	S07 Tech - Telecomm Infrastructure	6015							
Networking/Telecommunications	Telecommunications Specialist	\$56,500.00	\$85,750.00		\$59,000.00	\$91,250.00	S07 VBS Technician	181							
Technical Services, Help Desk & Tec	Desktop Support Analyst	\$49,750.00	\$73,000.00		\$52,000.00	\$77,000.00	S07 Desktop Support Specialist	0712							
		\$49,750.00	\$85,750.00	67750					\$39,546	\$62,227	\$50,887	(\$10,204)	(\$23,523)	(\$16,864)	-24.89%
Networking/Telecommunications	Network Administrator	\$66,750.00	\$99,500.00		\$71,250.00	\$105,750.00	S08	0	0						
Technical Services, Help Desk & Tec	Help Desk Tier 3	\$53,000.00	\$68,500.00		\$55,250.00	\$74,000.00	S08 Sr. Desktop Tech	0083							
Applications Development	Business Systems Analyst	\$75,500.00	\$109,750.00		\$79,250.00	\$116,500.00	S08 Analyst - IT	0476A							
		\$53,000.00	\$99,500.00	76250					\$43,501	\$68,450	\$55,976	(\$9,499)	(\$31,050)	(\$20,275)	-26.59%
Technical Services, Help Desk & Tec	Systems Administrator	\$62,250.00	\$96,500.00		\$65,750.00	\$100,500.00	S09 Lead Desktop Support								
		\$62,250.00	\$96,500.00												



Fiscal Impact

Fiscal Year	Costs (000s)
FY 2015 ^{*1}	\$78.1
FY 2016 ^{*2}	\$410.9
FY 2017 ^{*3}	\$1,339.7
^{*1} - Adjustments and Promotions completed in June 2015, includes salary driven benefits	
^{*2} - Based on hiring leadership roles in 2nd & 3rd qtrs., then hiring remaining roles, includes salary driven benefits	
^{*3} - Based on assumption of all roles filled for full year, includes salary driven benefits	



214.979.1111
www.DART.org