

UTA Board of Trustees Meeting

March 25, 2020



Call to Order and Opening Remarks



Pledge of Allegiance

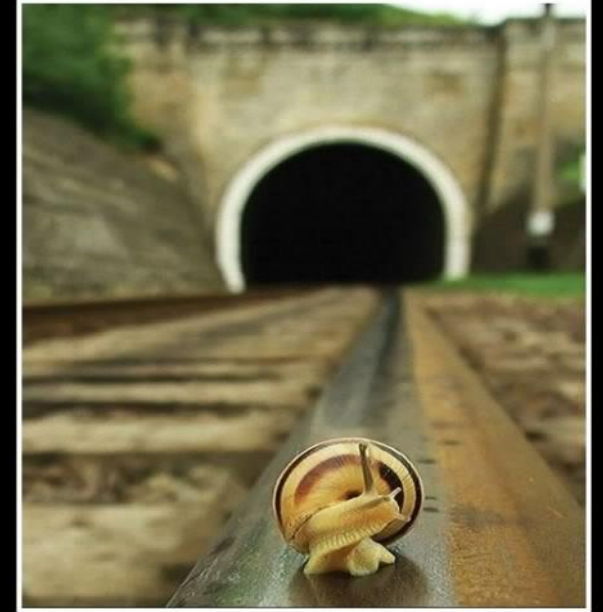


Safety First Minute



Complacency: Safety's Worst Enemy

- Complacency is a self-satisfied state of mind oblivious to any danger present.
- Working safely is not easy, nor is it automatic – we have to work at it with the highest degree of awareness.
- One key to avoid the complacency trap is to form ‘safety habits’ – habits that you repeat until they override your former unsafe behavior and become automated.
- Habits such as wearing gloves, glasses, proper footwear, safety harness on and tied off, face shield when grinding, removing tripping hazards, attending safety meetings, paying attention, checking switch points, following procedures/checklists, using seat belts, etc.
- Let’s work in a manner that we do not fall into the complacency trap.



Complacency

Just because things are going well now, doesn't mean they can't go horribly wrong at any moment...



Consent Agenda

- a. Approval of March 6, 2020 Special Board Meeting Minutes
- b. Approval of March 11, 2020 Board Meeting Minutes
- c. Approval of External Auditor Engagement Letter (Keddington and Christensen)
- d. Approval of COVID-19 Pandemic Leave Program



Recommended Action (by acclamation)

Motion to approve



Agency Report

- a. COVID-19 Update
- b. Earthquake Update
- c. UTA Happenings



Government Relations and Legislative Update



Resolutions



R2020-03-02

**Resolution Approving the Interlocal Cooperation
Agreement for the Maintenance of Park-and-Ride Lots
Near Big and Little Cottonwood Canyons**



Recommended Action (by roll call)

Motion to approve R2020-03-02

Resolution Approving the Interlocal Cooperation Agreement for the Maintenance of
Park-and-Ride Lots Near Big and Little Cottonwood Canyons



R2020-03-03

**Resolution Approving Title VI Service Equity Analysis of
April 2020 Change Day**



Title VI of the Civil Rights Act of 1964

Prohibits discrimination on the basis of race, color, or national origin in any program or activity that receives Federal funds or other Federal financial assistance



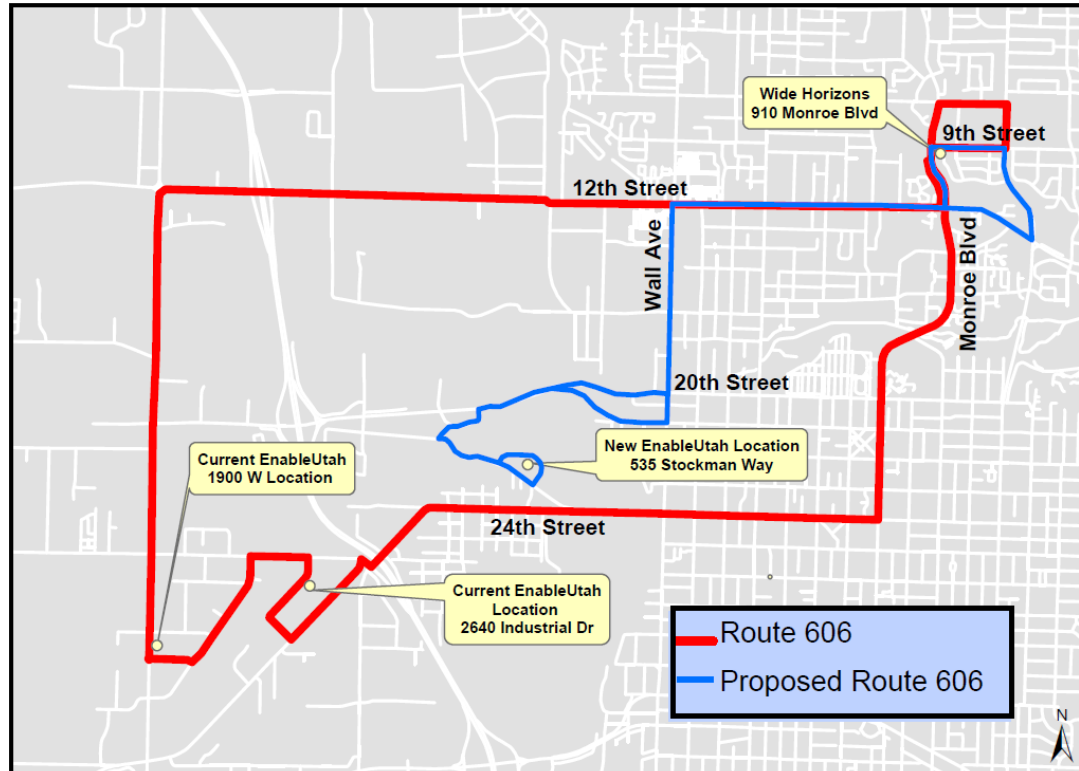
UTA and Title VI

- **UTA performs a Title VI Equity analysis and public involvement on all *major changes***
 - **The Addition of Service;**
 - **A proposed service level reduction in miles, hours, or trips of thirty three percent (33%) or more of any route;**
 - **The elimination of all service during a time period (peak, midday, evening, Saturday, or Sunday);**
 - **A proposed twenty-five (25%) or greater change in route alignment;**
 - **A proposed fare change.**



Route 606 – Alignment Change

- EnableUtah is moving its services to a new building
- Route 606 takes people from Wide Horizons to Enable Utah for services



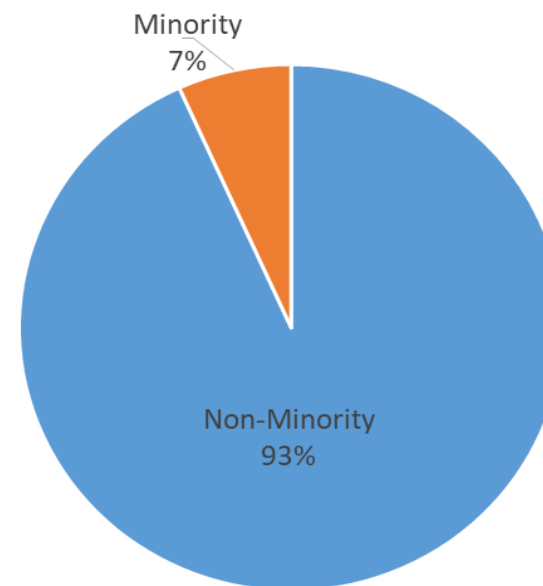
- Service is offered twice per day – Morning & afternoon
- Failure to adjust alignment would fail to address riders' needs



Title VI Equity Analysis Considerations

- **2015-2016 on-board survey data was used to determine demographics**
- **No low-income data available**
- **Public hearing was held at EnableUtah's facility**
- **Zero comments received**
- **Overall positive change for all riders**

Route 606 Demographics



Conclusion

- UTA defines a Title VI finding as a *negative* impact on minority and/or low-income populations greater than 5% of the general population
- Due to the positive and necessary nature of the change, UTA did not find a disparate impact or disproportionate burden



Recommended Action (by roll call)

Motion to approve R2020-03-03

Resolution Approving Title VI Service Equity Analysis of April 2020 Change Day



Contracts, Disbursements, and Grants

- a. Contract: Provo/Orem BRT Property Acquisition – Parcel 155:A, 155:E, 155Ref:A, 155Ref:E (University Crossing Shopping Center, LLC)
- b. Contract: Property Mediation Settlement – FrontRunner North Between 600-800 North, Salt Lake City (Salt Lake City Metro, LLC)



**Contract: Provo/Orem BRT Property Acquisition –
Parcel 155:A, 155:E, 155Ref:A, 155Ref:E
(University Crossing Shopping Center, LLC)**

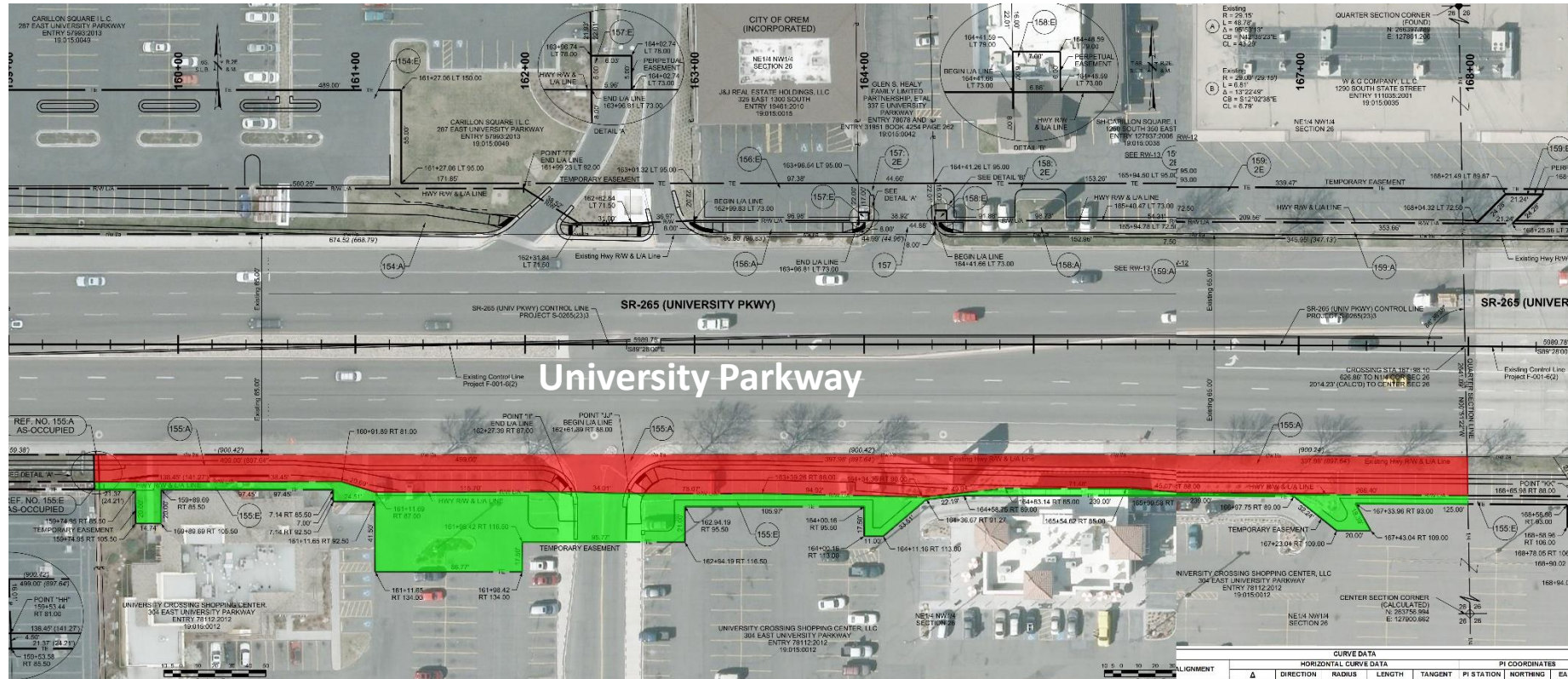


Property Overview



Seller	University Crossing Shopping Center, LLC
Purpose of Acquisition	Provo-Orem Bus Rapid Transit Right-of-Way
Location	304 East University Parkway, Orem
Fee Acquisition	35,284 square feet
Temporary Construction Easement	22,689 square feet
Administrative Settlement	\$127,570
Total Property Cost	\$585,570

Property Context Map



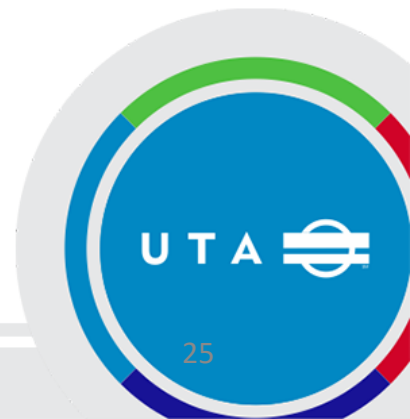
- Fee Acquisition
- Temporary Construction Easement

Request

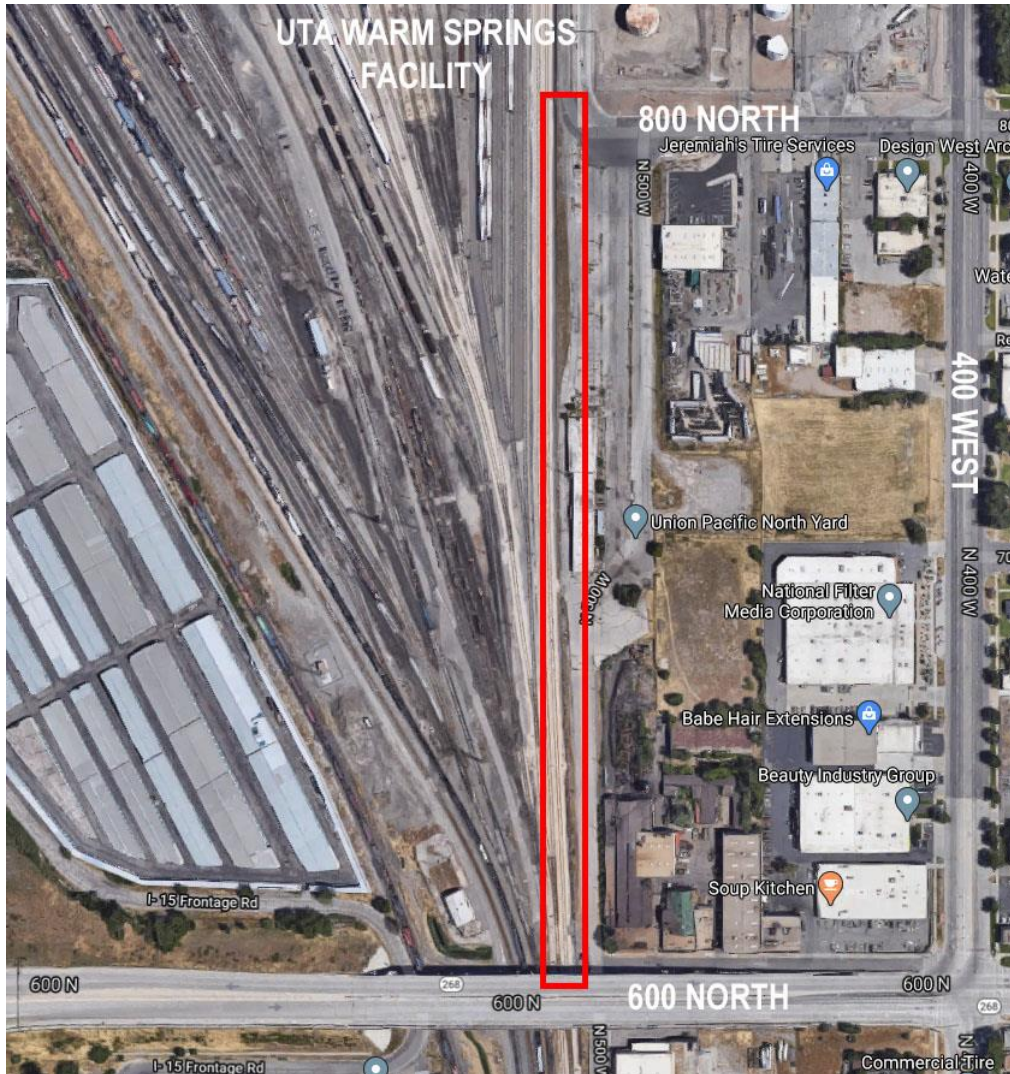


1. Board of Trustees approves:
 - purchase of the Property
2. Board of Trustees authorizes Executive Director to execute the contract and related documents and disbursements

**Contract: Property Mediation Settlement –
FrontRunner North Between 600-800 North,
Salt Lake City
(Salt Lake City Metro, LLC)**



Disputed Property



- **2002** - UTA purchased corridor from Union Pacific Railroad (UPRR) for \$185 million
- **Perceived intent:**
 - UPRR to include property now in dispute (Disputed Property) with purchase
- **Disputed Property was never formally conveyed**

UTA Claim



- Both UTA and UPRR intended to include the Disputed Property in overall purchase
- Recorded legal descriptions were a Mutual Mistake
- UPRR did not have the right to sell the Disputed Property to Salt Lake City Metro, LLC (SLCM)

Salt Lake City Metro Claims



March 2018:

- SLCM purchased the Disputed Property from UPRR
- SLCM demanded UTA remove infrastructure

September 2018:

- SLCM served UTA with Notice of Claim:
 - Trespass
 - Equitable Estoppel
 - Inverse Condemnation
 - Severance damages

July 2019:

- Files Complaint in Third District Court

UTA Counterclaims



September 2019:

- UTA files counterclaim:
 - Deed reformation
 - Quiet title
 - Public way by implied dedication
 - Trespass

UTA Options



- **Move infrastructure**
 - \$1 million +
 - Major disruption to FrontRunner service
 - Future maintenance would cause further disruptions
- **Purchase Disputed Property**
 - SLCM offered to sell for \$1.5 million or trade for property of equal value
- **Dispute claims in court**
 - Success was uncertain
 - Legal costs would be in 100's of thousands

Mediated Settlement Terms



March 2020:

UTA and SLCM mediate a settlement:

- **Settlement Amount = \$585,000**
- UTA to receive fee ownership of disputed property (17,658 square feet)
- UTA to provide legal description and draft deed
- Payment deadline = April 10, 2020



Questions?

Contracts, Disbursements, and Grants (continued)

- c. Disbursement: Light Rail Parts Inventory (Siemens Mobility Inc.)
- d. Pre-Procurement
 - i. Light Rail Vehicle Door Parts
 - ii. Meadowbrook Maintenance Bays and Canopies Design Work
 - iii. Transit Planning Software
- e. Grant Application: Department of Health and Human Services Grant Application for Administration on Community Living Challenge – Partnering with Community Options, Inc.



Discussion Items



UTA FrontLines Headquarters Administration Building

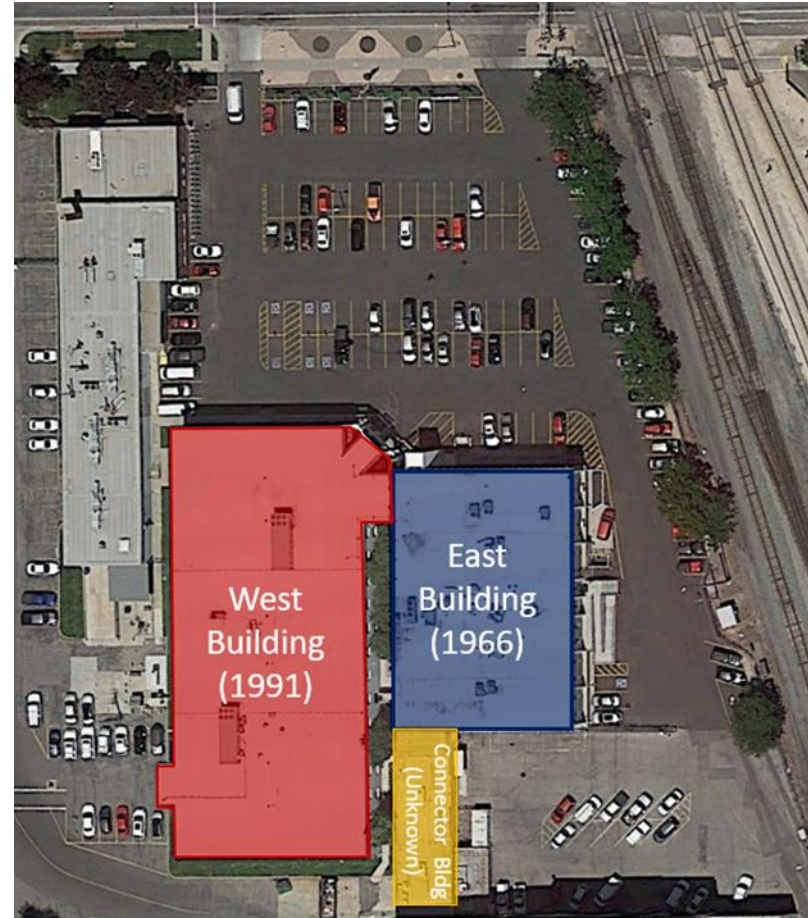


FLHQ Structural Analysis Results



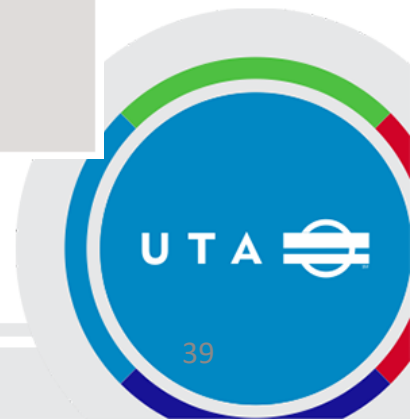
FLHQ Structural Analysis

- FLHQ consists of two separate buildings, which were built prior to UTA ownership
 - East Building (1966)
 - West Building (1991)
- A structural analysis was completed to determine what investments are needed to seismically upgrade the building



FLHQ Structural Analysis - Result

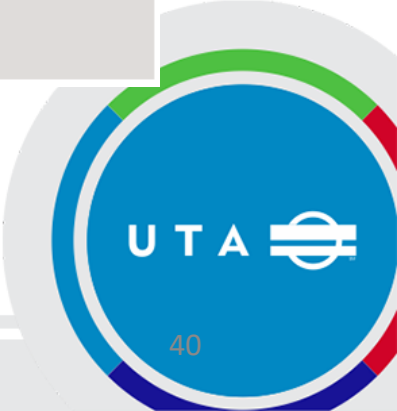
East Building 36,000 square feet \$7,380,000 Replacement Cost			
	Current state	Seismic Upgrade	Structural and Non-structural Seismic Upgrade
Safety	Loss of life likely in the building ★ ★ ★ ★ ★	Loss of life unlikely ★ ★ ★ ★ ★	Serious injuries unlikely ★ ★ ★ ★ ★
Mean expected loss as a percent of building replacement cost	93.6% ★ ★ ★ ★ ★	30.4% ★ ★ ★ ★ ★	9.2% ★ ★ ★ ★ ★
Median recovery time with impedance factors	26 months ★ ★ ★ ★ ★	8.3 months ★ ★ ★ ★ ★	7.8 months ★ ★ ★ ★ ★



West Building
 46,500 square feet
 \$9,532,500 Replacement Cost

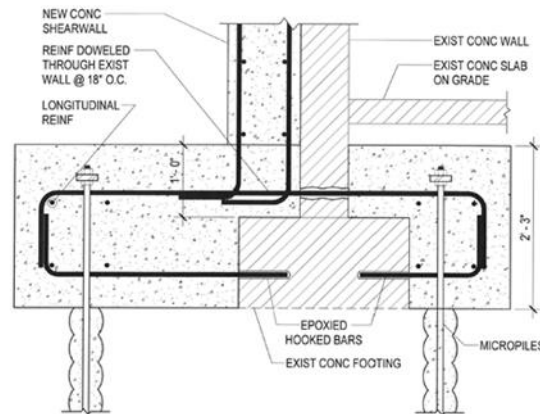
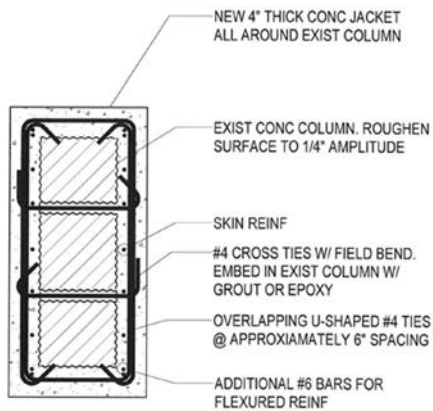
	Current state	Seismic Upgrade	Structural and Non-structural Seismic Upgrade
Safety	Loss of life possible in isolated locations ★★★★★	Loss of life unlikely ★★★★★	Serious injuries unlikely ★★★★★
Mean expected loss as a percent of building replacement cost	11.6% ★★★★★	7.8% ★★★★★	7.7% ★★★★★
Median recovery time with impedance factors	7.6months ★★★★★	7.3 months ★★★★★	7.2 months ★★★★★

Total replacement cost for both building is \$16.8 on the existing site



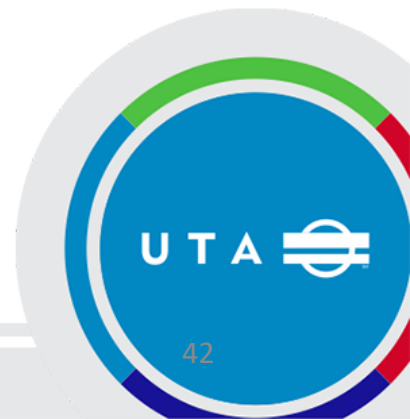
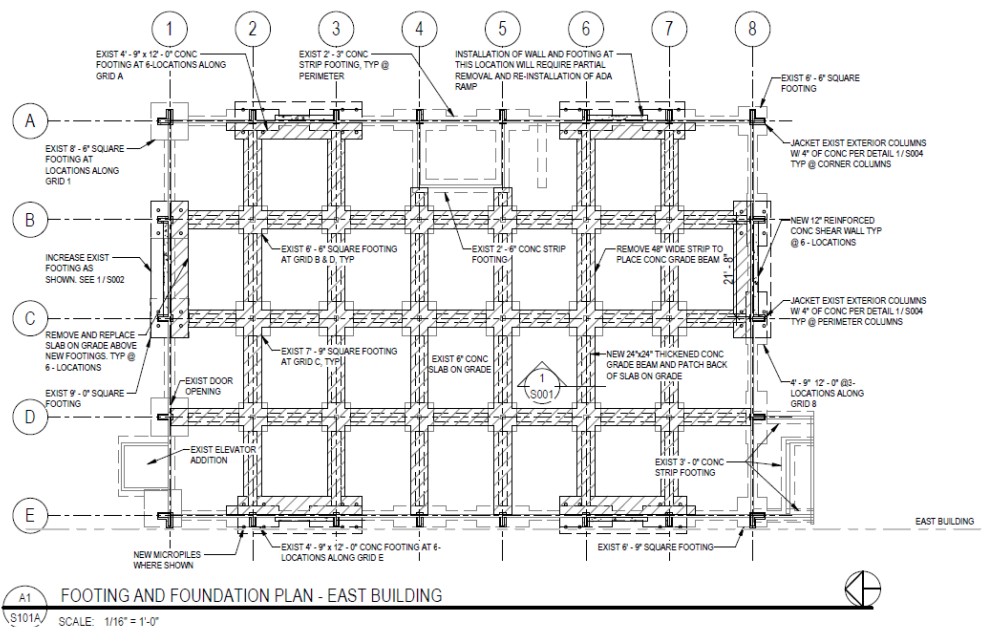
FLHQ Structural Analysis - Findings and Recommendations

- Introduce new anchors along the north and south walls of the east building—add blocking and straps to ensure that anchor forces are developed into the diaphragm
- Construct new concrete shear walls, on the perimeter of the east building to provide a continuous load path to the foundations
- Remove unbraced masonry walls and replace with new building envelope and partition walls



FLHQ Structural Analysis - Findings and Recommendations

- Provide independent gravity supports for the lobby area of the West Building and separate it from the East Building
- Tie the building foundations together with grade beams to counteract the effects of liquefaction
- Stairs to be removed and replaced with steel stairs designed to accommodate movement



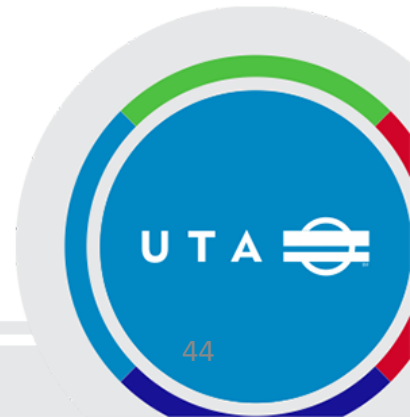
Salt Lake Central

UTA Administrative Office and
Development Opportunities



Scenario 1: Renovating Current Offices

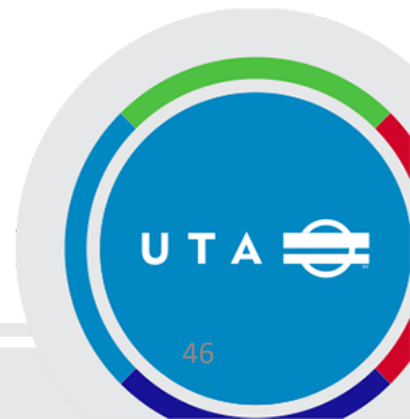
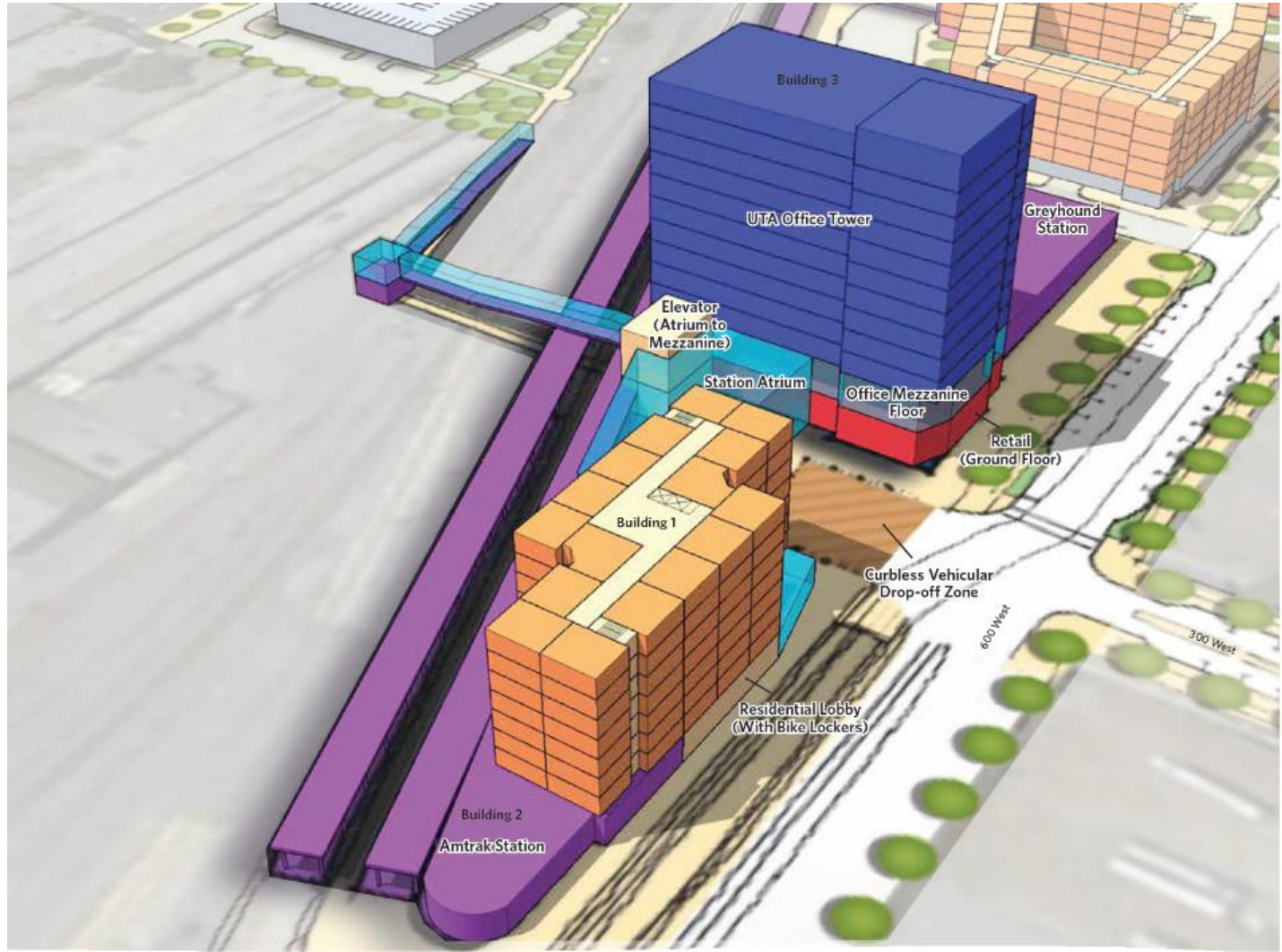
- FLHQ seismic upgrades: **\$10.8 million**
- Office to be temporarily vacated

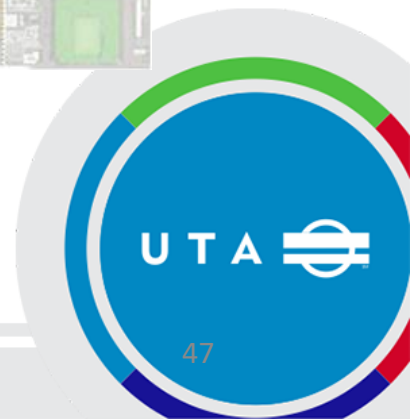
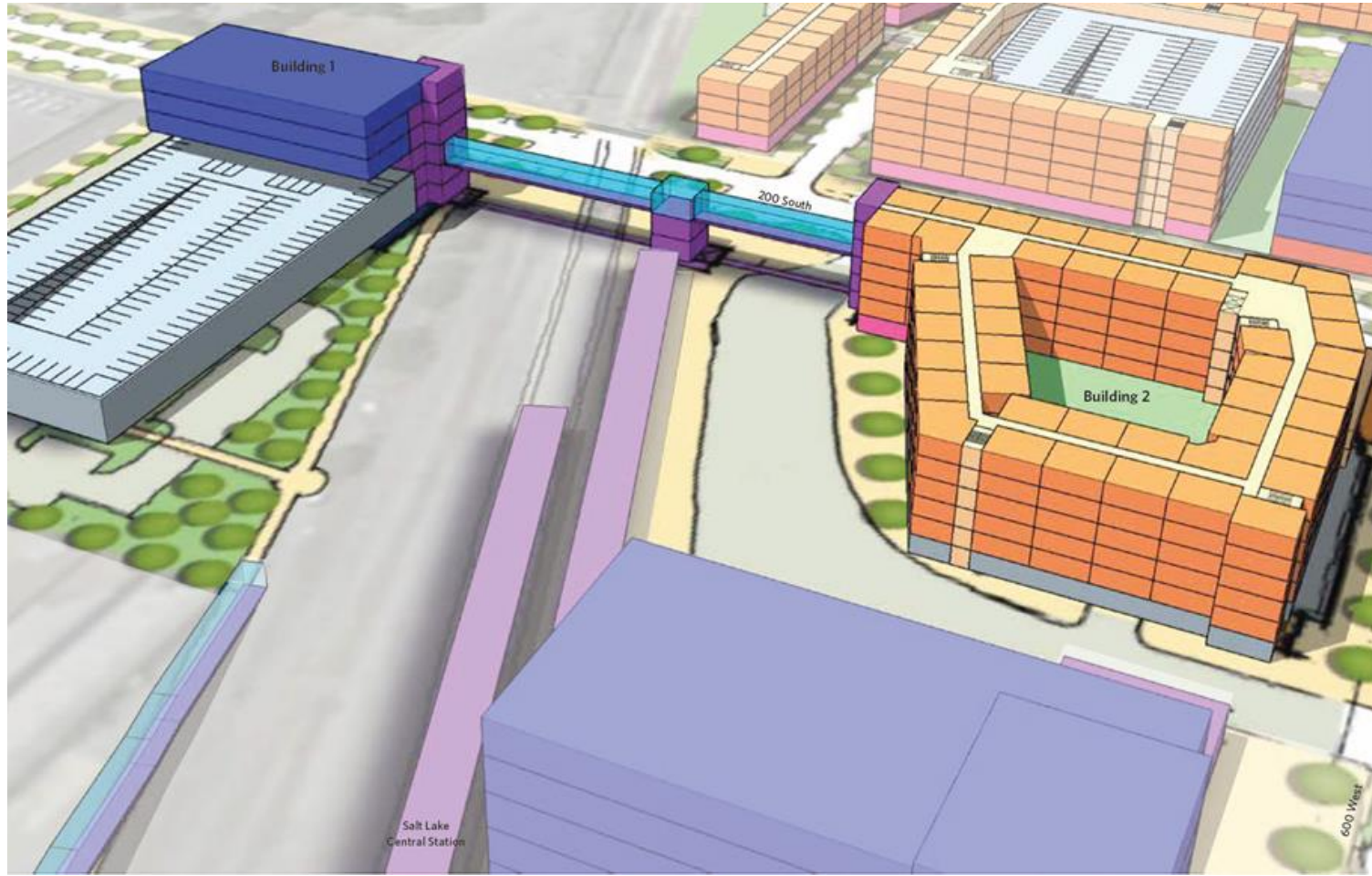


Scenario 2: New Office Development

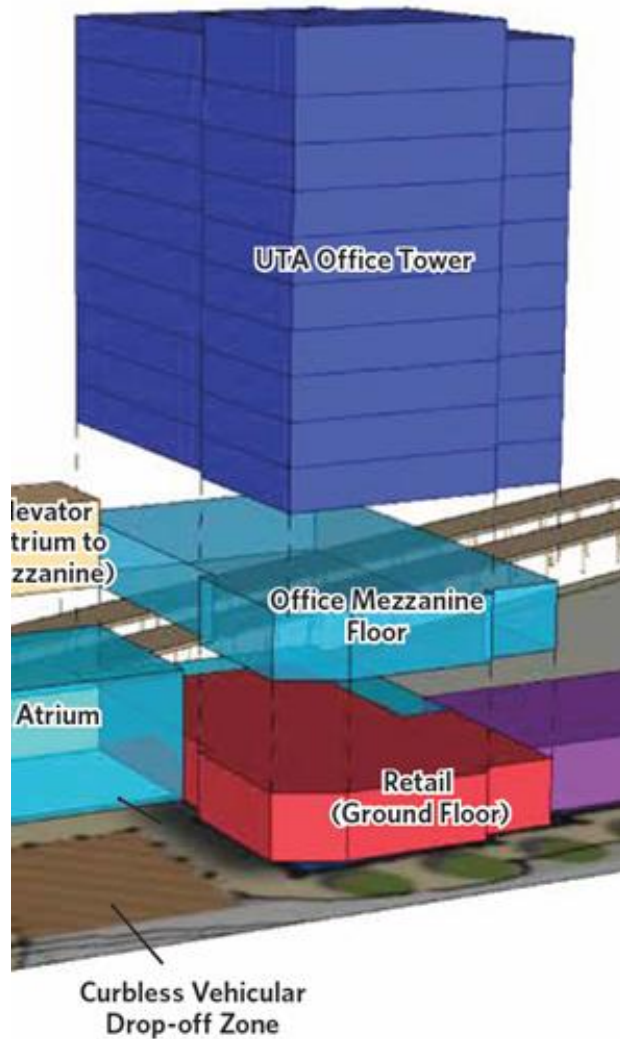


- Salt Lake Central Station Area Plan adopted by UTA board in 2019
- Recommendations:
 - Multi-tenant office building, including UTA administrative services, east of the FrontRunner platform
 - Shared parking structure west of track.





Scenario 2: New Office Development



- **New office to include:**
 - 100K square feet of UTA office space
 - Shared ground floor area for
 - Greyhound
 - Amtrak
 - UTA Customer Service
 - Service retail
 - Additional tenant office space
- **UTA portion: \$15.7M - \$20M**

Questions?



Summary of Fare Changes and Planned Public Outreach

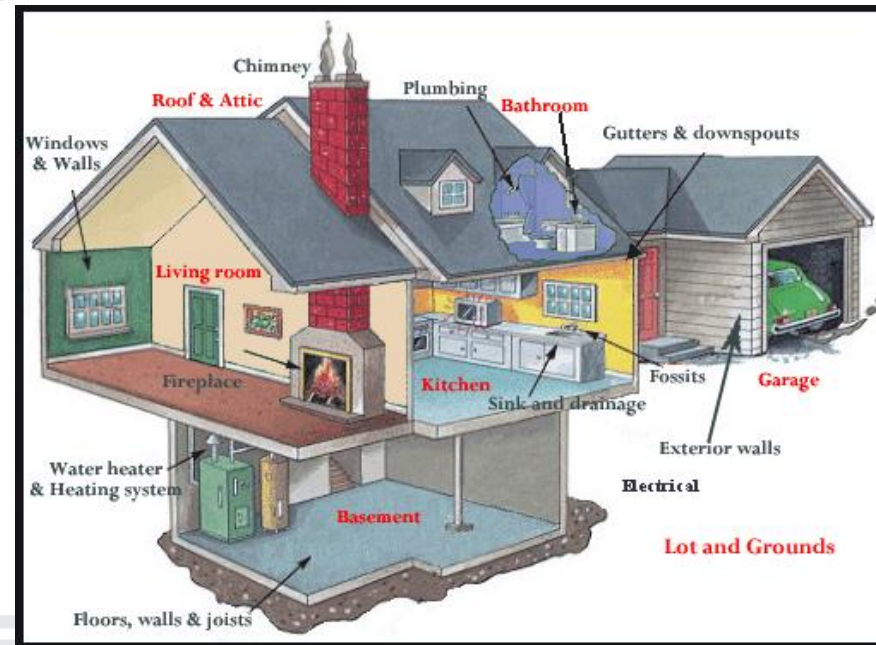


Building a House



Wish List

- Single Story
- Oceanfront
- 3,500 Sq. Feet
- Front Porch



Blueprints

- Bathroom**
- Toilet
 - Plumbing
 - Tile
 - Sink
 - Mirror



- Back Yard**
- Grass
 - Patio
 - Shed
 - Flower Bed
 - Side Walk



- House**
- Single Story
 - Oceanfront
 - 3,500 Sq. Feet
 - Front Porch



FARE POLICY

- ## PRICING
- Base Rate & Other Rates
 - Type of Service
 - Free Fare
 - Discounts
 - Transfers
 - Other



- ## PAYMENT
- Fare Products
 - Point of Sale
 - Form of Payment
 - Fare Media
 - Fare Collection/Payment
 - Validation & Enforcement



- ## FARE SYSTEM
- Simple and Easy
 - Convenient
 - Seamless
 - Flexible
 - Equitable
 - Efficient
 - Sustainable



Pricing

Base Rate/Other Rates

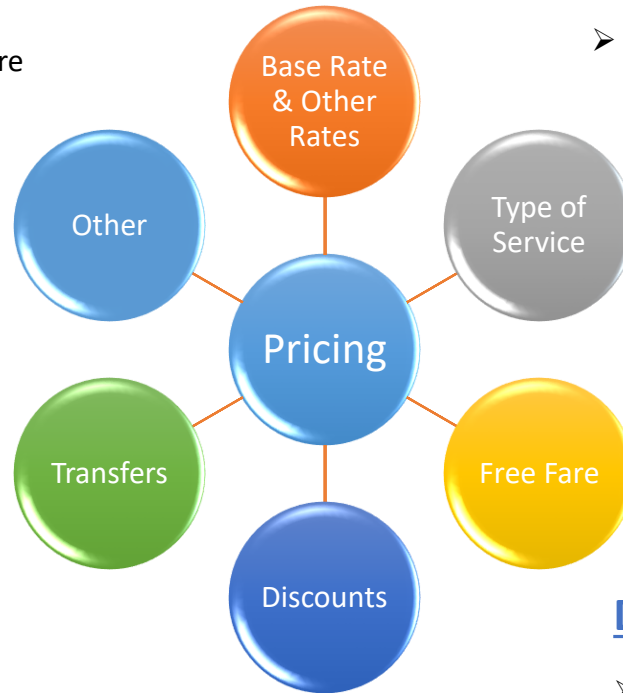
- Align the base fare rate with the long-term financial plan
- Adjust the current pricing structure for all types of service
- Restructure the current FrontRunner pricing structure

Other

- Use data and analytics to inform decisions and communicate information
- Keep fare policy (board and UTA) and standard operating procedures current

Transfers

- Improve the current process related to transfers



Type of Service

- Consolidate all the various types of service into two fare levels

Free Fare

- Review and analyze the impact of current policy on free fare to various rider groups
- Analyze the impact of a fare system that is fully subsidized and free to all riders

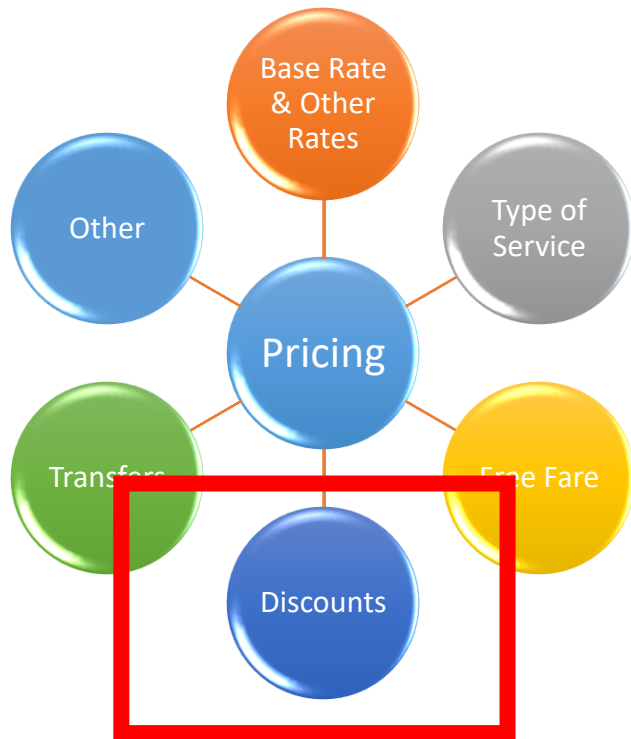
Discounts

- Consolidate the current discount levels
- Create and administer robust discounts for the disadvantaged
- Minimize the revenue loss from increased discounts



Discounts

Goals & Objectives



➤ **Consolidate the current discount levels**

- Consolidate the discounts into a 50% reduce fare
- Implement processes and parameters for the administration of all discounts
- Determine what fare products and media will be discounted

➤ **Create and administer robust discounts for the disadvantaged**

- Eliminate the horizon card discount and replace it with the low income discount
- Design a 50% discount program for the low income population
- Increase the youth discount from 25% to 50%
- Increase the low income discount (horizon card) from 25% to 50%

➤ **Minimize the revenue loss from increased discounts**

- Analyze the FAREPAY card discounts
- Conduct a survey for our FAREPAY cardholders, understand demographics
- Review onboard survey data
- Eliminate the discounts on the FAREPAY card



Key Takeaways

- The fare system is complex and has many moving parts
- It is clear where we are now and where we are going
- The fare policy has guiding principles that are directing our future fare strategy
- Our timeline is based on three phases
- Phase one goals and objectives are in place
- The timeline for Phase one runs through Oct.



Fare Rate Multipliers

Description	Rate	Multiplier
Day	2 X	Base Rate
Monthly	34 X	Base Rate
Premium Rate *	2 X	Base Rate

* Includes ski and express bus, FrontRunner pricing is the same



Discounts

Group	Discount	Parameters
Youth	50%	6 to 18 years old
Horizon	50%	Valid Horizon card
Disabled	50%	Application process
Seniors	50%	65 years or older
Medicare Card	50%	Medicare Card
FAREPAY	20%	FAREPAY Card



Fare Products & Media

Eliminate	Replacement
Regular Round Trip	Day Pass
Park City 30 Day	FAREPAY Card
Flex Route 10 Pass	Single Cash Purchase
Tokens	FAREPAY Card
Premium Upgrade	Premium Monthly



Public Outreach Goals

- Gather public input on proposed fare structure changes
 - Public Hearing
 - Public Open Houses
 - Additional comment submission available on OpenUTA, email, customer service
- Gather geographically representative input
 - Weber
 - Davis
 - Tooele
 - Salt Lake x2
 - Utah



Plan Overview

- Public comment period
- Required public hearing
- Additional public open houses
- Schedule of engagement opportunities will be available and published
- Summary report of outreach findings will be prepared



2019 Chief Performance Targets Report and 2020 Goals



Executive Director – AGENCY INITIATIVES

- Relaunch of the UTA Way
- Suicide Prevention Initiatives
- Facility Evaluation and Training Programs



Chief Financial Officer 2019 Goals

2019 GOALS	STATUS
Establish Board fare strategy and policy	Board Policy 4.1 – Fares was adopted on July 31. Thereafter, the Board discussed fare strategy and policy multiple times with adoption expected in early 2020.
Joint agency inventory contracts for long-lead time bus and rail parts	Implemented joint agency inventory contracts for bus parts. In negotiations with second bidder for rail parts.
Update budget process for 2020 operating and capital budgets as well as budget amendments	Budget process changes were implemented for 2020 budget work and for 2019 budget amendments.

Chief Operating Officer 2019 Goals

2019 GOALS	STATUS
Meet or exceed all Chief Operating Officer key performance indicators	See dashboard on next slide
Successfully implement new service	<p>Implemented new Salt Lake City service in August 2019 (Increased annual bus hours by 59,590 and miles by 503,359)</p> <p>Increased staff by 37 Operators, 2 Ops Supervisors, and 3 Mechanics (reduced new hire turnover by 3.2% vs 2018)</p> <p>Sourced 10 new buses to enable expanded service</p>
Meet operating budget	Completed year 1.2% under budget (excluding fuel = .06% under budget)
Develop 5-year capital and state of good repair plan with associated funding strategies	Developed 5 year Capital and state of good repair plan with associated funding strategy for the 2020 budget
Implement initiatives to support a strong organizational culture focused on employee development and retention.	<p>Restructured SLSU Operations Management</p> <p>Met with Labor relations every 2 weeks to receive status of discipline report</p> <p>Continued development of FR, TRAX, and MOW maintenance training program</p> <p>Conducted talent assessment of all Asst. Mgrs. and up in Operations</p>

Chief Operating Officer Score Card

December 2019

METRIC

BUDGET/GOAL

ACTUAL

VARIANCE

Efficiency & Effectiveness

Expense	\$ 239,706,069	\$ 236,791,279 ¹	1.2%
Platform Hours	1,742,390	1,757,465 ¹	-0.9%
Total/Hubo Miles	29,150,428	29,314,550 ¹	-0.6%
Cost per Hour	\$ 41.82	\$ 42.61 ¹	-1.9%
Cost per Mile	\$ 1.66	\$ 1.61 ¹	3.1%
Subsidy per Rider	\$ 5.40	\$ 5.16 ¹	4.4%
On-Time Performance	90.0%	90.7%	0.7%
Average Weekday Boardings	152,679	152,065	-0.4%

Service Quality

Bus Miles per Voice of the Customer Road Call	24,238	26,943	11.2%
Rail Miles per Service Interruption	8,571	10,259	19.7%

Safety & Security

Bus Avoidable Accidents per 100K Miles*	1.00	0.84 ¹	15.5%
Fare Inspection Rate	10.0%	9.4%	-0.6%

Asset Management

Preventive Inspections	95.0%	94.2%	-0.8%
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Chief Service Development 2019 Goals

2019 GOALS	Status at December 31, 2019
Develop 5-year capital plan with associated funding strategies	Presented draft 5-year Capital Plan to UTA Board and Advisory Council in September 2019. Final 5-year plan adopted by UTA Board October 2019
Ensure design and construction quality for all UTA projects	Followed UTA’s internal Quality Control procedures during design phase and construction phases of all UTA projects. Multiple levels of review, testing, activation, and approvals were followed and completed on UTA projects
Complete and utilize TOD System Analysis Tool	Completed and utilized to prioritize and select TOD sites.
Progress TOD through issuing RFPs and groundbreaking	Selected development partner for Clearfield Station TOD. Began construction on two phases, including retail and residential uses, at the Jordan Valley TOD.
Complete Service Choices survey – then implement into 5-yr Mobility Plan	<p>Work on this project has continued into 2020 to allow for ample time for public engagement on the draft plan and for all internal stakeholders to feel confident in the proposed draft plan.</p> <p>New completion date is planned for September 2020, and a Five-Year Transit Service Plan will be ready at the same time.</p>

Chief Communications and Marketing Officer 2019 Goals

2019 GOALS	STATUS
Make UTA more relatable	Launched new “People” focused brand campaign aligned with new leaderships vision, resulting in significant increases in the benchmark survey results.
Better Customer Communications – External	Announced New Trip Planner APP (TRANSIT) Redesigned bus headers and implemented guidelines Launched Community Relations Events and K-12 Program
Better Customer Communications – Internal	Comprehensive assessment to initiate the redesign of the intranet, develop a writing style guide and glossary to all be launched in 2020.
Meet the Transit needs of current and future generations	Launched UTA’s first ever Microtransit service in South Salt Lake County Automatous Vehicle Pilot Program implementation Planning for transit signal priority (TSP) expansion on several UTA routes.
Putting the Customer at the Core of Everything	Implemented the way finding program and Bus stop masterplan. (est. 100 + bus stops per year starting in 2020)

Chief People Officer 2019 Goals

2019 GOALS	STATUS
Successfully negotiate terms of the new collective bargaining agreement	Ongoing
Ensure that hiring and training efforts support current and new service	Met hiring goals for each change day & increased operator trainee graduation rate
Implement leadership development process	Deployed Leadership Pathways 1 - Emerging Leaders, graduated 81 employees. Designed Pathways 2 for January 2020 rollout. Completed Operations leadership assessment in preparation for 2020 succession planning efforts.
Implement action planning from employee engagement survey to improve internal relationships and retention	Increased participation rate by 10.98% over 2018. Designed leader-led workshops. Completed pulse check on top 4 categories.
Roll out new clinic and wellness program to establish employee health metric benchmark in 2020	Implemented updated wellness program/new clinic vendor. Gathered data on UTA Employee Risk Metric to help drive strategies in 2020.

2020 Goals and Initiatives: SERVICE

Enhance service and improve customer experience	Improve system performance
Complete service choices study and recommend 5-year mobility plan	Provide efficient and effective service in regard to ridership, cost, and reliability (KPI's)
Complete South Salt Lake County microtransit pilot project, evaluate performance, and explore viability of other areas of the system	Improve maintenance practices to minimize service interruptions (KPI's)
Successfully implement enhanced bus service in Salt Lake County	Ensure safe and secure system with emphasis on avoidable accidents and police presence (KPI's)
Complete 100+ bus stop improvements and implement digital signage pilot project at selected bus hub locations	Secure funding for fixed guideway improvements and studies

2020 Goals and Initiatives: PEOPLE

Increase employee engagement and support workforce development

Provide Clear, Consistent and Reliable Communications

Conduct leadership talent calibration and assessment to create phase 1 succession plan.

Update Strategic Communications Framework

Redesign talent management strategy to support UTA's desired culture

Develop Community Engagement Strategy

Update UTA's performance management system to provide effective development of UTA employees

Develop Snow-Go team to minimize service delays and improve customer communication during inclement weather?

Rollout the updated "UTA Way" to ensure aligned approach across the UTA organization

Update Continuity of Operations Plan (COOP)

2020 Goals and Initiatives: STEWARDSHIP

Maintain a state of good repair

Maintain fiscal responsibility

Develop 10-year facility plan and incorporate into 2021-25 capital plan

Effective 2020 budget management

Develop 2021-25 capital plan

Adopt fare policy and implement phase I fare review

Develop a comprehensive asset management program

Increase use of strategic parts sourcing

Deliver capital projects on-time and on-budget

Develop 2021 budget with projections that maintain fiscal responsibility

Other Business

- a. Next meeting: Special Board Meeting on March 27, 2020 at 9:00 a.m.



Closed Session

- a. Strategy Session to Discuss Collective Bargaining



Closed Session



Open Session



Adjourn

