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Working Session of the committee of
Service and Customer Relations Committee

Wednesday, May 10, 2017
3:00 – 4:30 p.m.
Frontlines Headquarters Building, Golden Spike Rooms
669 West 200 South, Salt Lake City

Committee Members:	*Sherrie Hall Everett, SCRC Chair*	
	Babs De Lay	Charles Henderson
	Karen Cronin	

Agenda

		Executive:	**Forward to Board:**
1.	**Safety First Minute**	Dave Goeres	
2.	*Service Standards Update*	Jerry Benson	
3.	*Fares Update*	Nichol Bourdeaux	

4.	**Items for Continued Board Study**
	     a. Veterans
	     b. Schools
		Sherrie Hall Everett	

5.	*Community Relations Workshop Follow-up*	Nichol Bourdeaux/ Siobhan Locke	

6.	**Closed Session**
	     a. Discussion of the Purchase, Exchange, Lease or Sale of Real Property when Public Discussion would Prevent the Authority from Completing the Transaction on the Best Possible Terms.
	     b. Strategy Session to Discuss the Character, Professional Competence, Physical or Mental Health of an Individual.
	     c. Strategy Session to Discuss Collective Bargaining.
	     d. Strategy Session to Discuss Pending or Reasonably Imminent Litigation.		

7.	**Action Taken Regarding Matters Discussed in Closed Session**	Sherrie Hall Everett	
8.	**Liaison, Conference & External Committee Reports**	Sherrie Hall Everett	
9.	**Input & Date for the Next Committee Meeting**	Sherrie Hall Everett	
10.	**Other Business**	Sherrie Hall Everett	
11.	**Adjourn**		

Protect yourself from skin cancer in five ways

SLIP *on a shirt*

SLOP *on some sunscreen*

SLAP *on a hat*

SEEK *shade*

SLIDE *on sunglasses*

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SAFETY & SECURITY

May 2017

SAFETY FIRST

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UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES
Service and Customer Relations Committee
Agenda Item Coversheet

DATE:	**May 10, 2017**
CONTACT PERSON:	**Jerry Benson**
SUBJECT:	**Service Standards Update**
BACKGROUND:	As part of UTA's reforms process and its ongoing commitment to the public, the agency is putting together a set of service standards. This report is intended to update the board on the process and next steps required prior to implementation.
STRATEGIC FOCUS ALIGNMENT:	
LEGAL REVIEW:	N/A
EXHIBITS:	• Service Standards Update ppt.

Service Standards Update

Jerry Benson, President/CEO

UTA Board Policy

Ends Policy No. 1.2.3

Effective Administration of Utah Transit Authority

Utah Transit Authority management and staff will administer UTA in a manner that anticipates future growth with appropriate planning and investment. UTA management and staff will periodically adjust services and fare policies according to a published set of criteria that appropriately price services, optimize ridership and revenues, and provide affordable transportation options for everyone, including transit-dependent populations.

Effective Date: April 26, 2006

Adopted by: R2006-04-07

Reforms

UTA Reforms and Path Forward
January 2017 Update

Phase One: Foundational Reforms (2014-2015)

Board Composition and Departmental Shifts
- ✓ Named H. David Burton as board chair
- ✓ Separated legal and transit-oriented development (TOD) functions
- ✓ Adopted a policy requiring management to establish an internal, multi-disciplinary team to review proposed TOD development and operating agreements
- ✓ Required independent review and board approval of TOD agreements
- ✓ Separated the general counsel and president of government relations positions

Compensation and Benefits
- ✓ Conducted a comprehensive review of total compensation
- ✓ Reset market-based pay comparisons to focus on transit, government and non-profit entities
- ✓ Reduced the benefits/retirement program and overall compensation for newly hired executives
- ✓ Restructured incentive program to a maximum of 4 percent of annual pay or $7,500, whichever is less; no executive bonuses in 2016 and 2017
- ✓ Eliminated new executive employment contracts

Travel
- ✓ Updated travel approval process for all employees
- ✓ Open meeting board approval required for all international travel

Revised Long-Term Financial Plan
- ✓ Included asset management needs in long-term financial plan to ensure infrastructure is maintained in a state of good repair; committing to $1.8 billion in long-term needs by 2040

Phase Two: Overhaul of Policies, Procedures and Personnel (2015)

New Ethics Policies and Goal Setting
- ✓ Required financial disclosures for all board members and senior staff
- ✓ Independent review of potential conflicts for all board members and senior staff
- ✓ 2016 UTA board goals with public trust and accountability as No. 1 priority

Personnel Changes and Additions
- ✓ Two new board vice-chairs are named
- ✓ New general counsel named
- ✓ Initiated national search for a new president & CEO
- ✓ Initiated search for new government relations officer

Internal Audit
- ✓ New chief internal auditor named
- ✓ New board audit committee formed
- ✓ Completed comprehensive risk assessment

Stakeholder Engagement
- ✓ Community Transit Advisory Committee (CTAC) formed, with broad level of engagement and input to UTA policies and programs
- ✓ Extensive outreach on fare policy, service plans for Prop 1 and service standards
- ✓ Enhanced use of Open UTA online forum and social media to increase input from riders and stakeholders
- ✓ Engaged in multiple surveys and focus groups with the public

Service Additions
- ✓ Added permanent service to 15 routes in August, mostly on bus, using fuel cost savings and agency efficiencies

Phase Three: Ongoing Transparency and Agency Culture (2016 and Beyond)

**Transparency and Accountability**
- ✓ UTA performance metrics posted on website (ridership and reliability)
- ✓ Begin Prop. 1 transit implementation in Davis, Weber and Tooele Counties including stakeholder engagement of final plans with clear dashboard of progress
- ✓ Establish a baseline measure of public trust through survey tools that engage with riders, opinion leaders and policymakers about UTA's future
- ✓ Implement a joint oversight process with municipal and agency partners for major projects
- ○ Overhaul and simplify fare structure using public engagement and input (in process)

Organizational Restructuring
- ✓ Develop a more strategic, targeted approach for external federal, state and local government relations
- ✓ New UTA internal government relations team
- ✓ Hire government relations officer
- ✓ President/CEO selection and engagement with stakeholders
- ✓ Internal audit staff hiring

Proactive Communications
- ✓ Increased direct presence of UTA leadership with local and state elected officials
- ✓ Proactively communicate with the public through multiple channels such as social media, community partners and news media
- ✓ Increase information shared with the public about how UTA resources are invested, services offered and the impact of transit
- ✓ Enhance public dialog by increasing stakeholder and rider input in the decision-making process
- ○ Develop a set of service standards (in process)
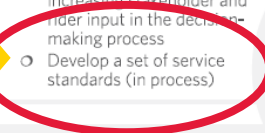
Past Policy

Policy

- Equity
- Regional Transportation Plan
- Federal regulations

Operation

- On-time service
- Seat availability
- Frequency of service
- Vehicle type
- Vehicle age
- Transfer coordination

Effectiveness

- Ridership
- Continual improvement of investment per rider
- Land use and urban design

Uses of Service Standards

Policy

− Public accountability

− Contracting

− Resource allocation

− Project and service prioritization

Operation

− Benchmarking

− Performance management

− Continuous improvement

− Project and service prioritization

Example: WMATA
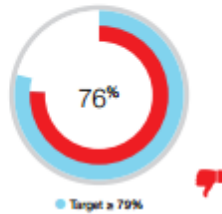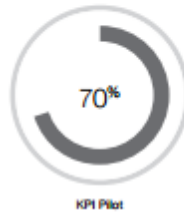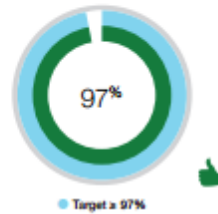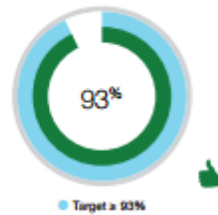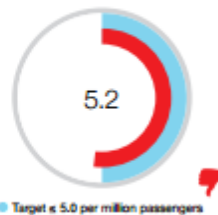
Example: RTD

Goal	Objectives	Performance Measures
To meet the present transportation needs of the District by providing safe transportation service	• Reduce vehicle accident ratio • Increase preventive maintenance • Reduce passenger accident ratio • Improve light rail safety • Improve employee safety	• Vehicle accident involvements per 100,000 miles – preventable • Percentage of preventive maintenance inspections incurred as scheduled every 6,000 miles – systemwide • Passenger accident ratio per 100,000 miles – systemwide • Reportable light rail/auto accidents per month • Reportable light rail/auto accidents per 100,000 miles – preventable • Operator or passenger assault ratio per 100,000 boardings • Average response time to emergency dispatch calls
To meet the present transportation needs of the District by providing clean transportation service	• Prompt graffiti removal • Prompt bus interior and exterior cleaning • Prompt shelter cleaning	• Average response time to public comments • Average graffiti complaints per month • Average facilities maintenance complaints per month • Average overdue bus interior cleanings per month
To meet the present transportation needs of the District by providing reliable transportation service	• Improve on-time performance • Improve miles between lost service road calls • Decrease number of missed trips	• Local on-time service – systemwide • Regional and express on-time service • Light rail – on-time service • Light rail – service available • Adherence to scheduled revenue service trip start time – systemwide • Mileage between lost service maintenance road calls • Hours between lost service maintenance road calls • Average number of buses • Average age of buses

Example: LTD

Goal	Performance Measure										
	On-time departures as a % of total departures	Frequency of transit service	Passenger miles per vehicle revenue hour	Passenger miles per capita	% of households with access to transit	% of employers with access to transit	Preventable vehicle collisions as a % of total vehicle collisions	Sense of safety while riding with other passengers	Operating costs per vehicle revenue mile	Operating cost per boarding	General rider satisfaction
Provide attractive travel options to improve ease of connectivity throughout LTD's service area	X	X	X	X	X	X		X			X
Sustain and enhance economic prosperity, environmental health, and quality of life through investment in transit service and infrastructure	X	X	X	X	X	X			X	X	X
Ensure equitable and accessible transit service	X	X		X	X	X					X
Maintain and enhance safety and security of LTD's services							X	X			
Use LTD's resources sustainably in adapting to future conditions	X	X	X	X	X	X			X	X	X
Engage the regional community in LET's short- and long-term planning process									X		X

Work to Date

– Identified in 2014 as part of reforms

– Researched best practices of six peer agencies

– Met with external stakeholders
  – Joint Policy Advisory Committee
  – Metropolitan Planning Organizations (MPOs)
  – Technical Advisory Committees of MPOs (for city planner input)

Benchmarking

AMERICAN BUS BENCHMARKING GROUP

BENCHMARKING GROUP OF
NORTH AMERICAN LIGHT RAIL SYSTEMS

Recommendations from Peers

| Develop and stay with one set of service standards	Include public and communities more in service planning	Realize long-term results require continual refinement and consistent focus

More Is Not Better

Additional Research

- The Optimal Supply and Demand for Urban Transit in the United States

- Federal Title VI Requirements on Service Standards

- Transit Cooperative Research Program (TCRP)
  - A Handbook for Measuring Customer Satisfaction and Service Quality
  - Converting Service Quality Research Findings into Transit Agency Performance Measures
  - Elements Needed to Create High Ridership Transit Systems
  - A Methodology for Performance Measurement and Peer Comparison in the Public Transportation Industry
  - Transit Capacity and Quality of Service Manual
  - Performance Measurement and Outcomes
  - Performance-Based Measures in Transit Fund Allocation
  - Using Archived AVL-APC Data to Improve Transit Performance and Management

Service Standards in Practice

Transparency & Accountability → Plan Service & Capital Priorities → Annual Work Plan

UTA True Norths & Values
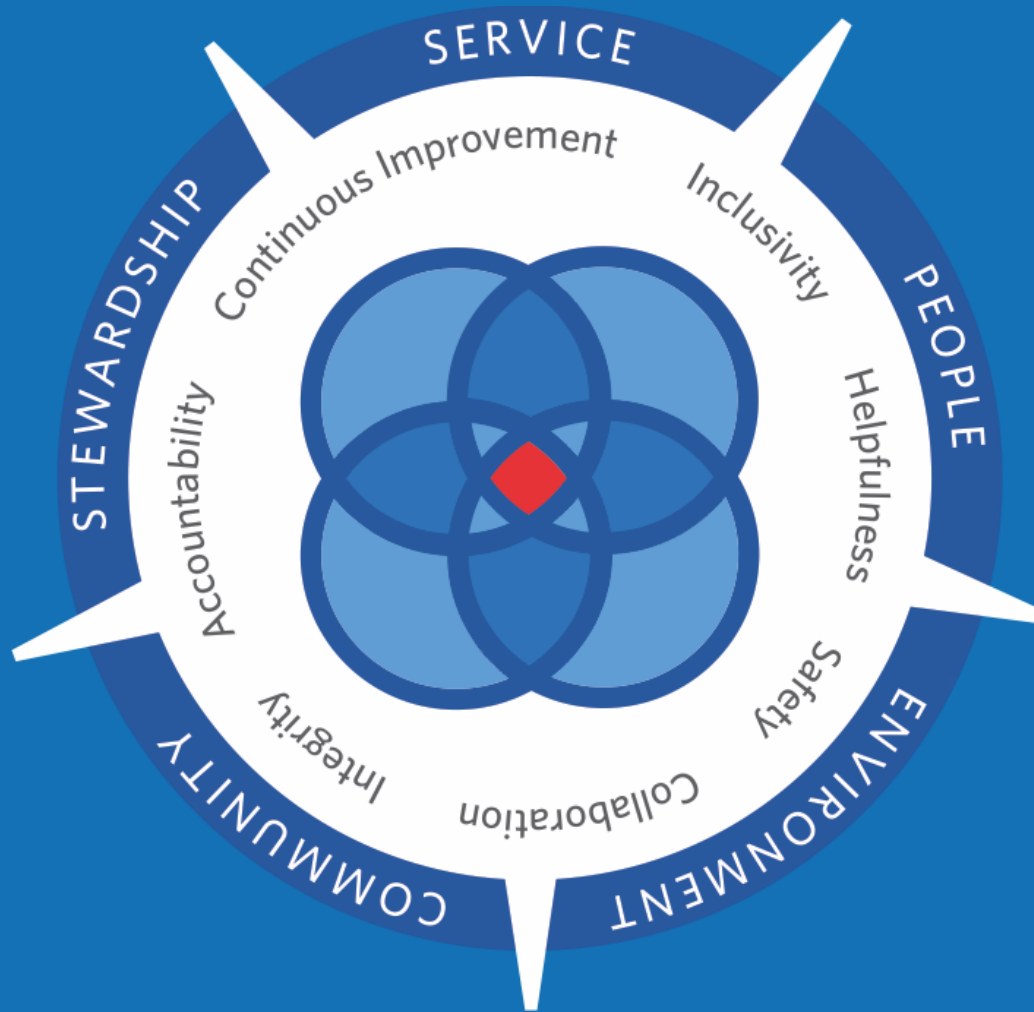
Next Steps

- May 2017:   Draft Internal Review

- June 2017:   Board Retreat

- July 2017:   Final Internal Review

- August 2017:   Review and Feedback from MPOs

- September 2017:   Review and Feedback from UTA Board

- October 2017:   Deliver Final Report and Documents to UTA

  Board

UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES
Agenda Item Coversheet

|	
DATE:	**May 10, 2017**
TITLE:	**Fares Update**
UTA EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Nichol Bourdeaux**
SUBJECT:	**UTA Fares process update**
BACKGROUND:	We are working to improve the Fares system and will present the Board of Trustees with updated information, providing insight into our processes.
ALTERNATIVES:	- Approve as presented - Revise/amend and approve - Return to committee
PREFERRED ALTERNATIVE:	Approve
STRATEGIC GOAL ALIGNMENT:	Customer Service
FINANCIAL IMPACT:	Unknown
LEGAL REVIEW:	The proposed item has been reviewed by UTA legal staff.
EXHIBITS:	a. Fares Project10may17 Board Presentation
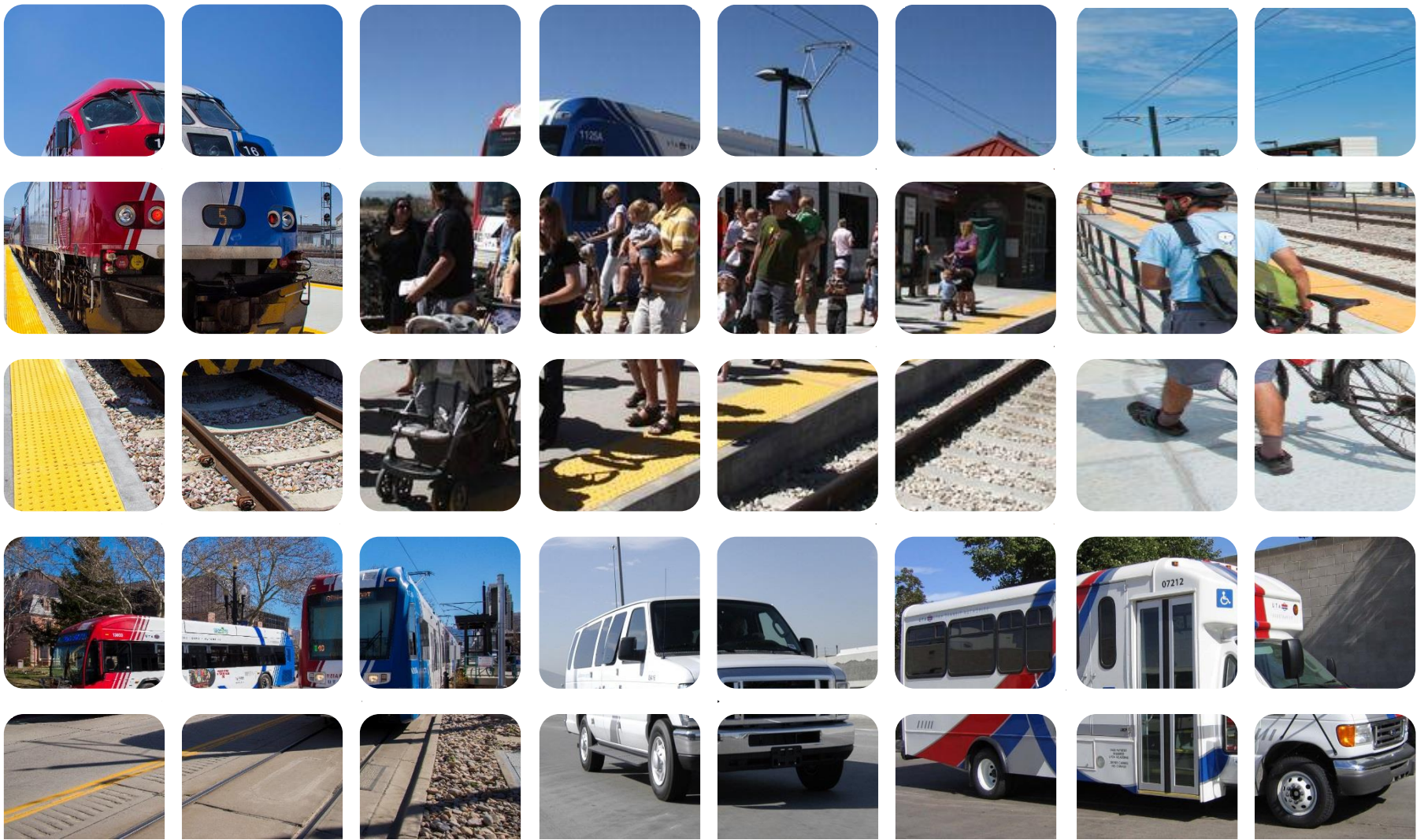
IMPROVING UTA'S FARE SYSTEM

UTA Board of Trustees
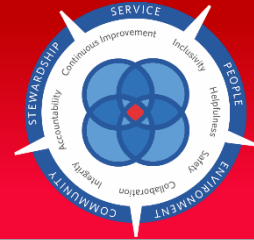
May 10, 2017

OUR TRUE NORTHS
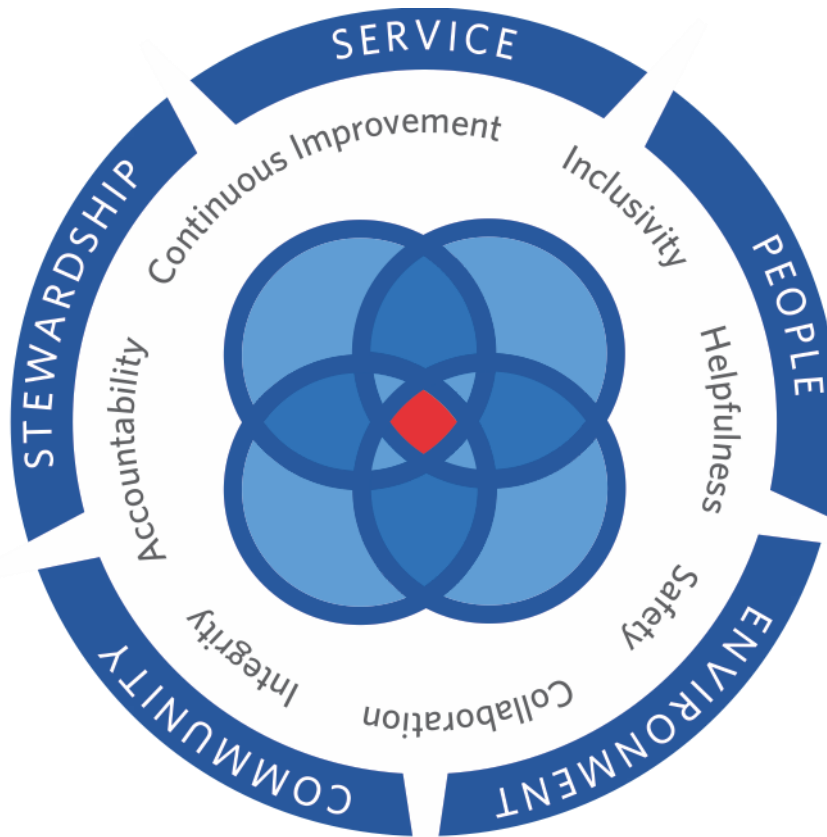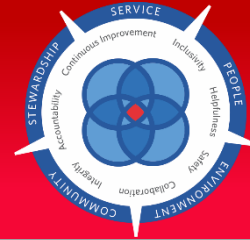
Service

People

Environment

Community

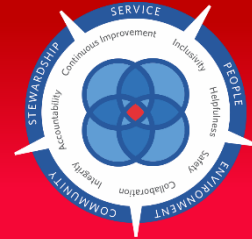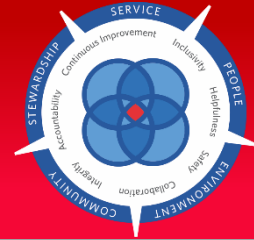**S**tewardship

- UTA has the objective of making its fare system more understandable and accessible

- Fares should be **SIMPLE** & **EASY** to understand
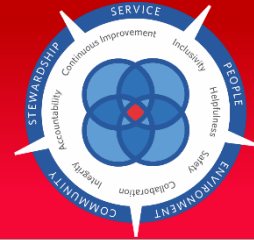
Aspects of the Fare System Redesign:

- Fare policy

- Fare pricing structure

- Fare payment processes

- Fare payment technology

- Fare-related organizational structure

## Cross-Functional Effort to Improve the Fare System:

- Assign a person to help cross-functional group to evaluate and redesign UTA's fare strategy, policy and system

Responsibilities in Multiple Departments:

- **Operations** - ticket vending machine (TVM) operations & maintenance

- **Finance** – electronic fare card (EFC) operations

- **Safety/Security/Tech** – fares technology

- **External Affairs** – customer service, partner contracts, planning & communications
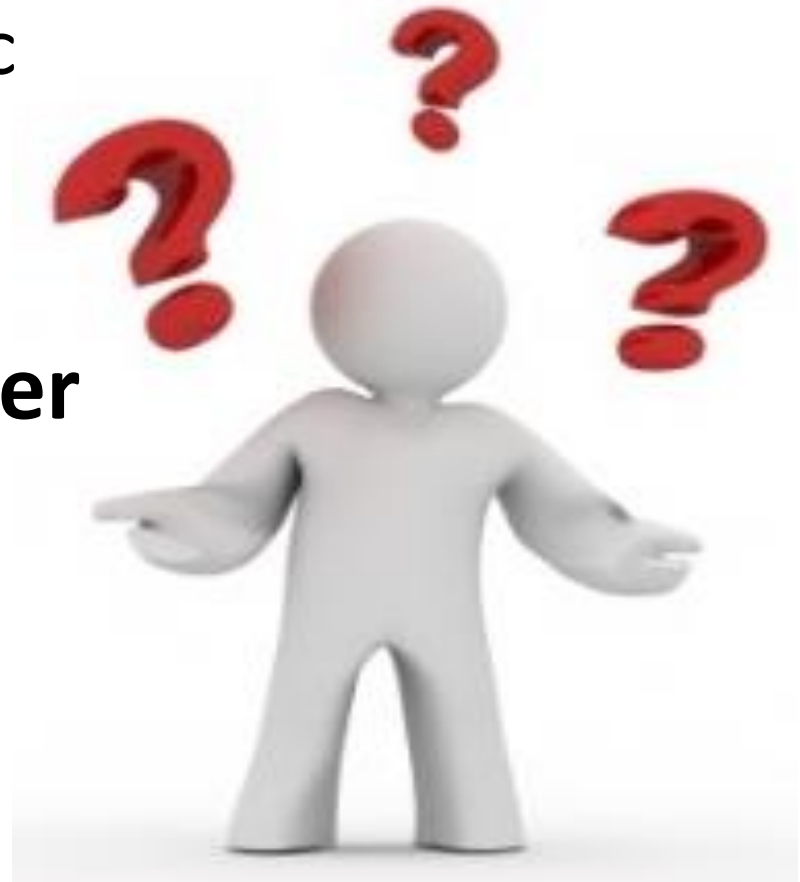
- **Legal** – Title VI compliance
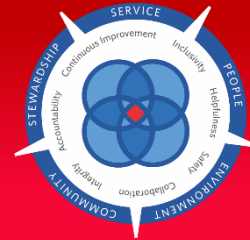
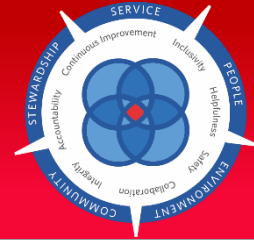## A Major Source of Customer Frustration

- Equipment is problematic
- Cost of fare is confusing

A Significant Entry Barrier
to the Uninitiated

Complications in Current System:

- Fare Calculation on FrontRunner
- Transferring to and from FrontRunner and other premium service
- Free Fare Zone
- Fares for aide agencies and third parties
- Policy on youth riders

Overall Objectives

Simplify

- Easy for customers to use and understand
- Equitable for our customers

Implement Best Practices

- Peer review and consultation
- Identify what will work best for UTA and its customers
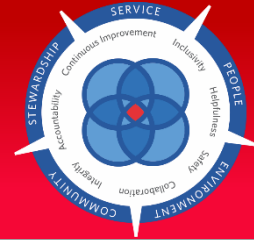
Fare Policy Components

- Ease of use
- Understandability
- System meets customer needs
- Affordability
- Promotes ridership
- Revenue source for transit
- Accessibility

- Process for adjusting fares
- Paratransit impact
- Title VI
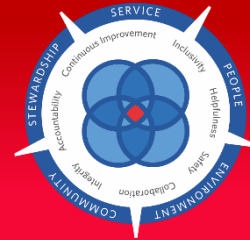
Fare Option Components

- Basic system
- Transfers
- Station to station fares
- Daily/weekly/monthly passes
- Reduced fares
- Low income

- Age based fares
- Special zones
- Partner agreements
- Flex routes/deviations
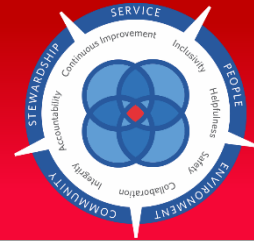
UTA FARE INITIATIVE PROCESS

1. Analysis of current system
2. Review of peer systems
3. Analysis of tech systems and roadmaps
4. Development of viable system options
5. Analysis and comparison of options
6. Documentation of options & alternatives
7. Creation of draft fare policy/strategy documents
8. Board review of fare policy/strategy
9. Public hearing process on proposed changes to fare system

10. Title VI analysis on proposed changes to fare system
11. Finalization of fare policy and fare system changes
12. Creation of education/marketing plan
13. Creation of UTA implementation plan
14. Executive of UTA implementation plan
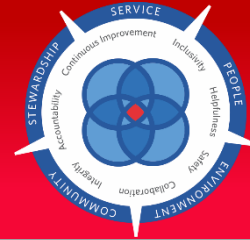
UTA is looking at the following peer systems as benchmarks

- Denver, CO (RTD)
- Portland, OR (Tri-Met)
- Dallas, TX (DART)
- Minneapolis, MN (Minneapolis Metro)
- Austin, TX (Cap Metro)
- Houston, TX (Metro Houston)
- Cleveland, OH (RTA)
- Seattle, WA (King County Metro)

UTA will use focus groups to:

- Help understand the needs and wants of our riders

- Help craft and validate options for change

- Help evaluate the impact of considered options

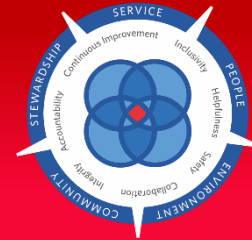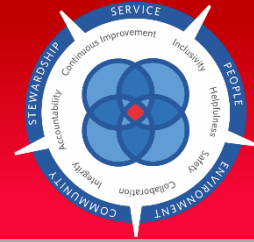|	17										18												19		
	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
Analysis of Current System	■	■	■																							
Review of Peer Systems	■	■	■																							
Analysis of Tech Systems & Roadmaps	■	■	■	■																						
Development of Viable System Options		■	■	■	■	■	■	■																		
Analysis and Comparison of Options								■	■	■	■	■														
Documentation of Options and Alternatives											■	■														
Creation of Draft Fare Policy/Strategy Documents												■	■													
Internal Review/Edit of Draft Fare Policy/Strategy Documents														■	■											
Board Reviews of Fare Policy/Strategy															■	■										
Public Hearing Process on Proposed Changes to Fare System																		■	■							
Title VI Analysis on Proposed Changes to Fare System																	■	■	■							
Finalization of Fare Policy and Fare System Changes																				■						
Creation of Education / Marketing Plan																						■	■			
Execution of Education / Marketing Plan																								■	■	■
Creation of UTA Implementation Plan																						■	■			
Execution of UTA Implementation Plan																								■	■	■

Questions & Comments

UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES
Agenda Item Coversheet

DATE:	**May 10, 2017**
TITLE:	**Community Engagement & Communications Update**
UTA EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Nichol Bourdeaux**
SUBJECT:	**UTA Community Relations Process Plan**
BACKGROUND:	As part of the Communication Strategic Plan, External Affairs is continues to work with the Langdon Group to lead an extensive process to assess UTA's community relations processes. These efforts will develop a foundational path for a sustainable community engagement framework. This information is being provided as a follow-up to the workshop which was held on April 14, 2017.
ALTERNATIVES:	N/A
PREFERRED ALTERNATIVE:	• Approve as presented • Revise/amend and approve • Return to Committee
STRATEGIC GOAL ALIGNMENT:	Customer Focus
FINANCIAL IMPACT:	N/A
LEGAL REVIEW:	The proposed item has been reviewed by UTA Legal staff.
EXHIBITS:	a. Draft Community Relations Process Plan

Goals and Objectives

Goals:

- To elevate and evolve UTA Community Relations
- Develop clear strategy behind ongoing community relations efforts
- Ensure community relations program aligns with goals of strengthening relationship with community, transparency, and "True Norths"

Objectives:

- Proactively present a more "human" side to UTA
  - Customer-focused
  - People-centric
- Create/foster a culture of engagement at UTA

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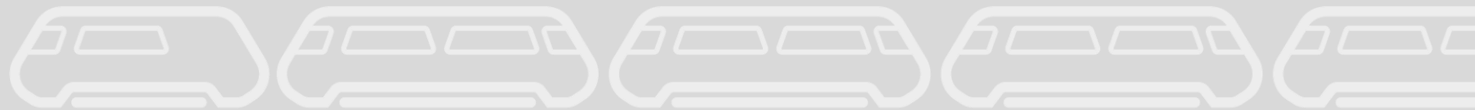
Process Overview

First Steps

STEP 1: Team Strategy Meeting

STEP 2: Internal Awareness Building
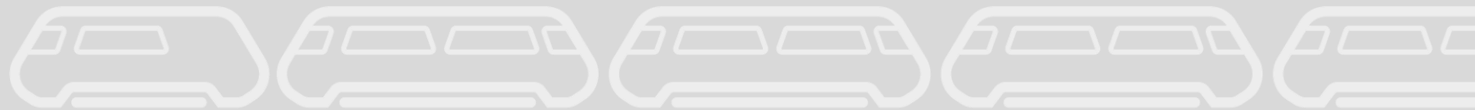
STEP 3: Situational Assessment

STEP 4: Internal Buy-off

Community Relations Planning Workshop

Strategic Planning

Determine how we will Measure Success

Current Phase → ## Detailed Plan Development

UTA

Key Takeaways from Stakeholders

- **Stakeholder Interviews**
  - Conducted 20 interviews with key internal and external stakeholders.
  - Asked for feedback on UTA's community relations efforts and how to improve them.
  - **Main Takeaway: To improve external relations, UTA must focus on core relationships**
  - The workshop will engage the staff that do this work in creating these solutions
- **Our research indicated that these are the main relationships that UTA should focus on:**
  - K-12
  - Business community
  - Low-Income/Disadvantaged
  - Taxpayers
  - Local Government Relations

UTA

# Communication vs. Relationship Building

We have data that tells us that UTA staff are communicating with our stakeholders XX number of times.

The interview feedback tells us that the stakeholders don't feel they are being communicated with.

➢ UTA has great staff doing excellent communication work

➢ Strategy will focus on <u>how</u> we can best work toward meaningful relationship building.
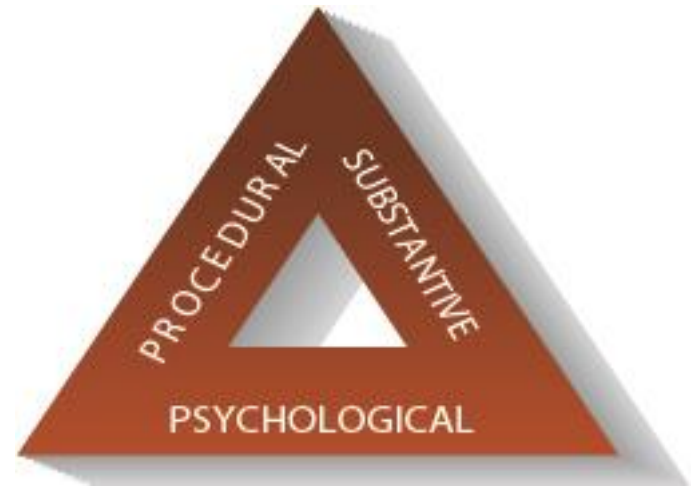
Workshop Focus

1. **Review Key themes and Takeaways** from stakeholder interviews and existing research for assigned audience

2. **Discuss Strategies and Tactics** focused on each assigned audience

3. **Discuss any Internal Cultural Challenges** that would need to be addressed (if any)

4. **Examine Resources**, existing and or/additional, that are needed
   1. Identify resource gaps
   2. Citizen's Advisory Board, Board, department staff – how can they help?

5. **Determine Performance Measures** to track progress/success

UTA

Audiences

K-12
- School Districts
- Parents
- Children
- Community at-large

Business community
- Chambers
- Small Business
- Colleges
- Economic Development

Low-Income/Disadvantaged
- Workforce Services
- Beyond Crossroads
- Refugee
- Underemployed
- Homeless

Local Government Relations
- Cities
- Not just Mayor's and Electeds

Taxpayers
- Taxpayers Association
- Non-riders
- Riders
- Electeds

UTA

K-12 Highlights

Strategies and Tactics
- Meet with school districts and educators to better understand what programs would be helpful (safety, how to ride, fun-oriented?)
- Event focused promotions (show kids in costumes riding to ComicCon)
- Kid tracker app for parents (encourage independence while putting parents at ease)

Internal Cultural Challenges
- Staff felt that programs tend to be revenue-focused and should be about generating ridership

Examine Resources
- Train on-site school staff as UTA ambassadors, reward them with a free pass for ongoing efforts
- Apply for grants for education programs
- Empower employees to take info into their kid's schools
- Operators are willing to help minors travelling alone
- Clarity on the goals of this effort would help focus resources – high level coordination with staff/operator level implementation

Performance Measures
- Qualitative – are kids and parents excited about what is being offered? (i.e. – I got to sit in the driver's seat and wear a driver's cap!!)
- Quantitative – Issue kids ticket with education effort and track use

Interviewees felt that ridership benefit should be secondary to the main goal – which should be UTA being exceptional community members
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Workshop participants focused more on ridership

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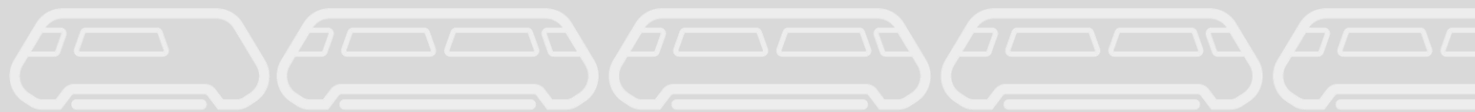
Business Community Highlights

Strategies and Tactics

- Connect the missions of the business to the mission of UTA – your success is our success
- There needs to be more Strategic and Deliberate corporate direction on how to engage with all businesses
  - Approach needs to be about education and not about sales.
- Don't focus solely on Chambers – you will miss large areas who don't have active chambers and small businesses

Internal Cultural Challenges

- The need to better manage multilevel coordination (5 P's) between businesses, government agencies, and UTA
- UTA needs to be flexible enough to be able to participate, conform, and understand community culture

Examine Resources

- Better training and collateral that will help UTA staff members understand the needs of their customers so they can do their jobs more effectively
- Need a coordinated plan that balances couples relationship building with advertising to reach non-rider taxpayers.

- **Performance Measures**

- Every business should be offered something.
  - Let's go through the steps. Are you part of the chamber, Local First, Downtown Alliance? Yes…you get a discount.
  - Nobody should be told we can't help you.

UTA

Low Income Highlights

Strategies and Tactics

- Don't be afraid of the face-to-face interactions
  - UTA doesn't always know where to go to talk to people - UTA Police Department does a monthly service (third Tuesday of the month) at St. Vincent's and serves food
- Once a bus is running, it does not cost anymore per seat – there is currently capacity to fill and a discounted pass could help fill those seats

Internal Cultural Challenges

- Fare Pay System/Service – some low income users can't afford to put money on the fare pay cardKid tracker app for parents (encourage independence while putting parents at ease) – this is a real issue that can't be ignored
- Greatly overhaul application process in order to better help low income/disadvantaged group
- UTA employees are a social service agency – this is a way of thinking that all UTA employees may not realize = this could be a cultural shift that needs to happen
- Realize that it is within UTA's power to change any needed policy – free rides for military or veterans

Examine Resources

- Create an internal UTA culture where people can feel welcome to get a job with UTA – be and active part of the solution
- This is a complex population to truly understand and serve. Develop and put together a focused group of dedicated staff to lead the effort and bring the right organizations at the table (social service organizations)

Performance Measures

- Work through workforce services to create a measure of connecting these populations to jobs

UTA

Local Government Highlights

Strategies and Tactics
- Take local government officials and legislators on tours that highlight the breadth of the services UTA offers
- Welcome packet for new elected officials – delivered and discussed at an in-person meeting
- Put your phone number in that person's cell phone and encourage them to talk to you directly with any questions or you will get them to the right place (whoever interacts can do this)

Internal Cultural Challenges
- We must stop thinking that this is impossible
- Begin to genuinely value service in our community
- Listen and be responsive to what we hear

Examine Resources
- Use the UTA Board to conduct annual interviews to track the state of valued relationships
- Empower employees to be ambassadors – while filtering through one central point
  - Integrate with (1) peer agencies (2) each other (3) Board and CTAC
- Ogden and Timp are doing well – SLC needs support and focus on this

Performance Measures
- Do they call me first?
- Can we text?

UTA

Taxpayer Highlights

Strategies and Tactics
- Jerry Benson Interviews
    - More proactive interviews with him. He should be constantly doing that and using the opportunity to share the positive stories of UTA
- Publicize our service standards and follow up with the public on how we are doing
- Make people feel important
    - "You helped low-come folks get around this month" or This bus has served the disabled in your community."
- "Provided by Your Tax Dollars" signage on bus or train siding. There is an example of this being done within Davis County.

Internal Cultural Challenges
- Embrace Brutal Honesty
    - Let's not be afraid of owning up to mistakes and communicating how we will do better. We need to be human so people will see us as people.
- We have a great story to tell – we need to be better about sharing it consistently.

Examine Resources
- Budget needed for paid/promoted social media posts. Right now we don't do any promoted social media. Would help us target our key audiences more effectively.
- Ogden and Timp are doing well – SLC needs support and focus on this

Performance Measures
- Do ballot initiative pass?
- Focus groups
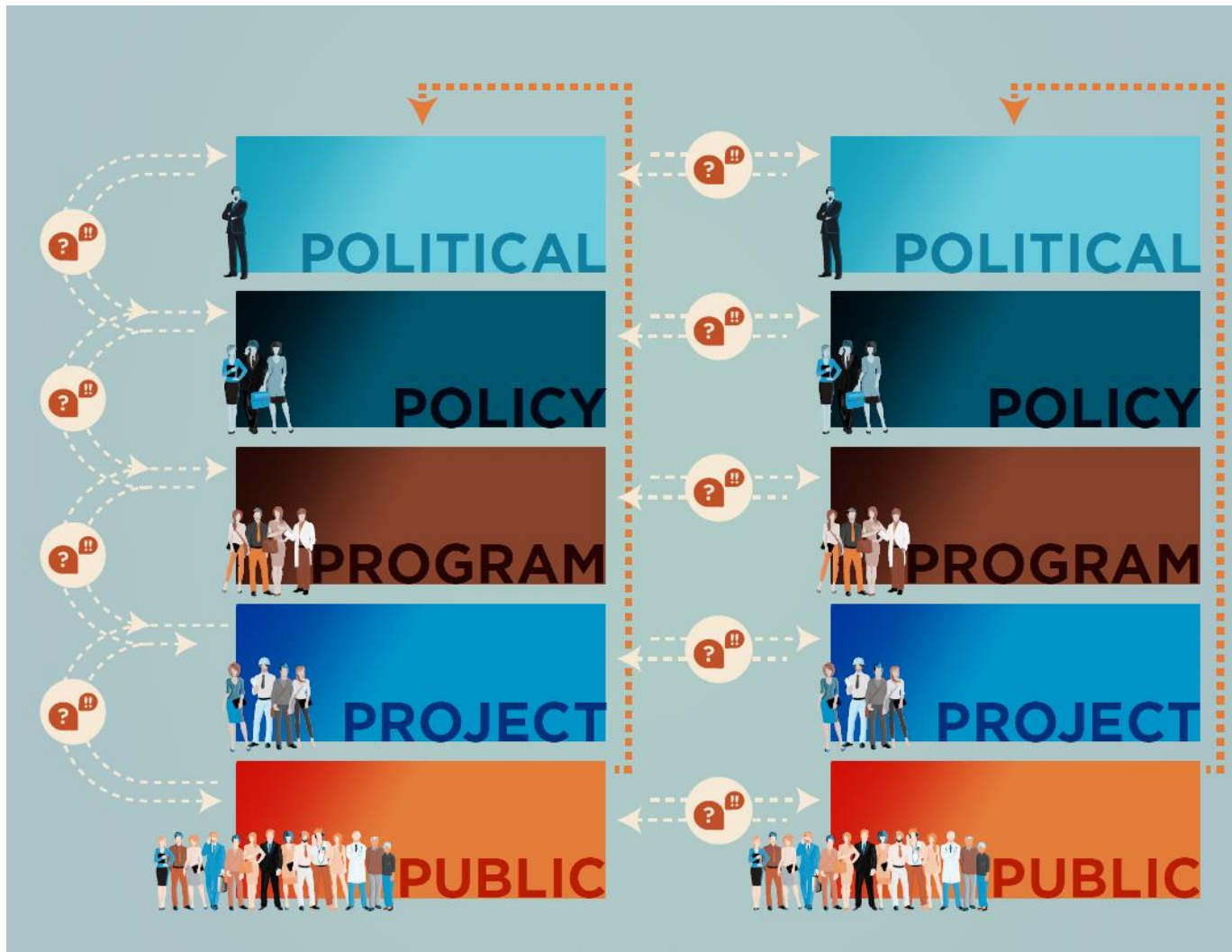
UTA

Detailed Plan Outline

- **UTA Strategy Plan Outline**
  - should be focused on visuals, not narrative – include guidance to help with ease of plan implementation
- **Executive Summary**
- **Goals**
- **Current Conditions Assessment** (based on interviews and current research)
- **Organizational Shifts Needed** (derived from workshop)
- **Strategic Plan**
  - Overall Strategy and Audience-Specific Plans
    - Short Term Action Plan
    - Long Term Vision
    - Performance Measures for each
- **Inventory of Resources and Gaps**
  - How can we use these resources more effectively and where do we need to add or refocus?

U T A

How is this effort helping UTA?
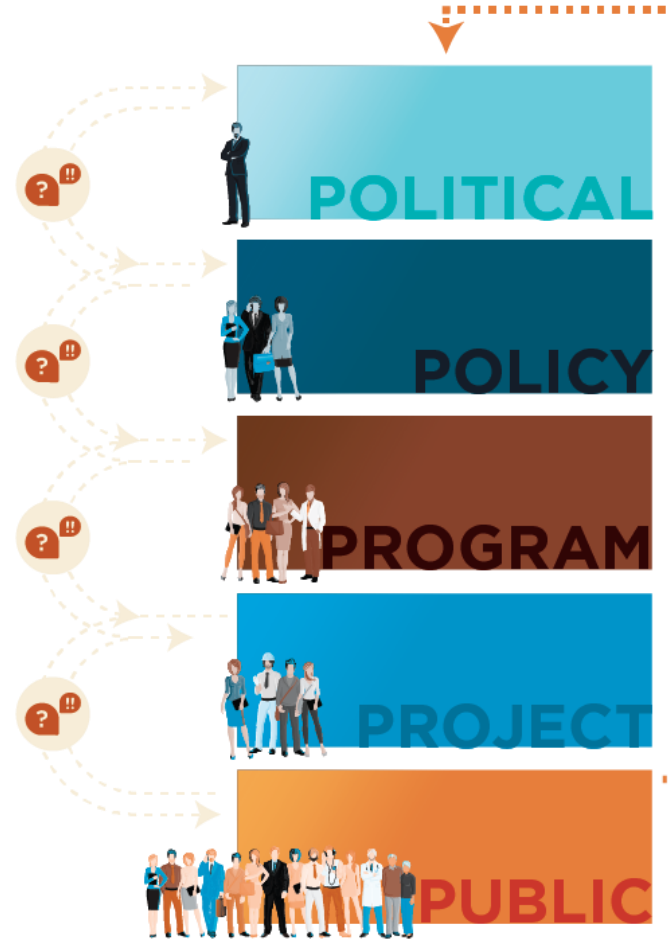
How will effective relationships benefit UTA?

Questions?