



**Working Meeting of the
Service and Customer Relations Committee
Wednesday, May 10th, 2017
3:00– 4:30 p.m.
Report**

Present: ***Sherrie Hall Everett, Committee Chair***

Jayme Blakesley	David Schroeder	
Trustee Robert McKinley, Board Chair	Bob Biles	Lamont Worthy
Trustee Karen Cronin	Riana De Villiers	Rebecca Cruz
Trustee Babs De Lay	Todd Provost	Alisha Garrett
Trustee Charles Henderson	Brad Armstrong	Cathie Griffiths
Trustee Dannie McConkie	Ali Oliver	Erika Shubin
Trustee Necia Christensen	Chris Chesnut	Cindy Medford
Jerry Benson	Jerry Van Wie	EiLeen Billings
Nichol Bourdeaux		

Guest: Siobhan Locke, Langdon Group Brianne Bigelow, Langdon Group
 Lisa Riley Roche, Deseret News Lee Davidson, Salt Lake Tribune

I. Service and Customers Relations Committee meeting commenced at 3:00 p.m., a quorum was present.

II. May’s Safety First Message was presented by Lamont Worthy

III. Services Standards Update (Jerry Benson) –

- Service Standards are one of the mechanisms that an agency can use to align the organization with its vision and strategic priorities, while ensuring that there is accountability on each of those strategic priorities.
- UTA is working to draft a simple and small set of standards that contain the “Public Promise”
- 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 regarding the process and next steps required prior to implementations. UTA’s Board Policy 1.2.3 – Effective Administration states that, “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 will appropriately price services, optimize ridership and revenues, and provide affordable transportation options for everyone, including transit-dependent populations.”
- UTA reforms and Path Forward Update:
 1. Phase One: Foundational Reforms (FY 2014-2015) -
 - a. Board Composition and Department Shifts
 - b. Compensation and Benefits
 - c. Travel and travel Approval Process
 - d. Revised Long-Term Financial Plan
 2. Phase Two: Overhaul of Policies, Procedures and Personnel (FY 2015):

- a. New Ethics Policies and Goal Setting
- b. Personnel Changes and Additions
- c. Internal Audit, including new Chief Internal Auditor Named
- d. Stakeholder Engagement
- e. Service Additions (mostly on bus, using fuel savings and agency efficiencies).
- 3. Phase Three: Ongoing Transparency and Agency Culture (FY 2016 and Beyond):
 - a. Transparency and Accountability
 - b. Organizational Restructuring
 - c. Proactive Communications.
- **Action Item:** As part of overall transparency listed in Phase Three, UTA is currently in the process of developing a set of service standards. These standards are a promise to the public regarding the level and quality of service that UTA will deliver. UTA will measure itself against that public promise and illustrate how well they are performing.
- Uses of Service Standards:
 - 1. Policy:
 - a. Public Accountability
 - b. Contracting
 - c. Resource Allocation
 - d. Project & Service Prioritization
 - 2. Operation:
 - a. Benchmarking performance
 - b. Performance Management
 - c. Continuous Improvement tool
 - d. Project & Service Prioritization
- Work To Date:
 - 1. Identified in 2014 as part of reforms
 - 2. Researched Best Practices of six (6) peer agencies
 - 3. Met with External stakeholders, i.e., Joint Policy Advisory Committee; Metropolitan Planning Organizations; Technical Advisory Committees of MPOs (for city planner input)
- Benchmarking: UTA has a long history of benchmarking with other transit agencies. UTA is a member of the American Bus Benchmarking Group and also a founding member of Benchmarking Group of North American Light Rail System.
- Recommendations from Peers – “More is **Not** Better”:
 - 1. Develop and stay with one set of service standards. It takes time and opportunity to improve performance.
 - 2. Include public and communities more in service planning issues.
 - 3. Realize long-term results require continual refinement and consistent focus.
- Conducted Additional Research:
 - 1. The Optimal Supply and Demand for Urban Transit in the United States
 - 2. Federal Title VI Requirements regarding Service Standards
 - 3. Transit Cooperative Research on Service Standards regarding several transit topics
- Service Standards Currently in Practice:
 - 1. Create Transparency and Accountability:
 - a. Make a public commitment regarding a level of performance
 - b. Measure the agency to that standard of performance
 - c. Report that information publicly
 - d. Demonstrate what the Authority will do to close those gaps of performance
 - e. Continue to improve in those areas that matter most to the public.
 - 2. Plan Service and Capital Priorities: Use feedback from our system to plan service and capital priorities.
 - 3. Annual Work Plan: Use system feedback to evaluate ongoing services and made incremental changes.
- Continue to Follow UTA’s True North’s and Values:

1. UTA's True Norths include Service, People, Environment, Community and Stewardship.
 2. UTA's Values Include: Integrity, Accountability, Continuous Improvement, Inclusivity, Helpfulness, Safety and Collaboration.
- Next Steps Include:
 1. Draft Internal Review (May 2017)
 2. Board of Trustees Retreat (June 2017)
 3. Final Internal Review (July 2017)
 4. Review and Feedback from Metropolitan Planning Organizations (August 2017)
 5. Review and Feedback from UTA Board (September 2017)
 6. Deliver Final Report and Documents to UTA Board (October 2017)

IV. Fares Update (Nichol Bourdeaux) -

- Improving UTA's Fare System: This presentation is to provide the Board with information and insight into UTA's current efforts to improve its Fare System.
- The objective of UTA's efforts is to make the system easier for everyone to use. The Authority is working to make the Fare System Simple and Easy to Understand, as well as to make it Equitable for All. This effort is part of the CEO's and Boards commitments to Service, Community and Riders.
- Staff is re-evaluating the full fare system, in order to create proposals for change.
- Aspects of the Fare System Redesign: Improving the Fare System means looking at multiple aspects of fares at UTA.

1. Fare Policy	4. Fare Payment Technology
2. Fare Pricing Structure	5. Fare Related Organizational Structure
3. Fare Payment Processes	
- Cross-Functional Effort to Improve the Fare System: UTA's Vice Presidents request the CEO to set up a cross functional effort to review and recommend changes to the UTA Fare System. David Schroeder, who has successfully facilitated numerous cross-functional projects in the past, was brought in on a temporary assignment to lead these efforts and assist with helping those involved to evaluate and redesign UTA's fare strategy, policy and system.
- UTA's Current Fare Organizational Structure: Improving the fare system is complicated by the fact that multiple departments control a different part of the puzzle. Coordination is difficult due to the vested interests each group had in proposing or managing changes to the Fare System:
 1. Operations: Ticket vending machine (TVM) operations and maintenance.
 2. Finance: Electronic fare card (EFC) operations.
 3. Safety/Security/Technology: Fares technology.
 4. External Affairs: Customer service, partner contracts, planning and communications.
 5. Legal: Title VI compliance.
- UTA's Current Fare System: The current system is both a major source of customer complaints and a significant barrier to new riders
 1. Is a major source of customer frustration. The equipment is problematic and the cost of fare is confusing. Ticket vending machines have a history of not being reliable
 2. A significant entry barrier to the uninitiated. There is a lot of confusion regarding how to pay the fare, as well as what the fare actually is.
 3. Complications in the current system include: Many riders find that UTA's current fare system is relatively complicated and confusing.
 - a. Fare calculation on FrontRunner: Many have difficulty determining the fare they need to pay on FrontRunner due to the distance involved in their trip.

- b. Transferring to and from FrontRunner and other premium service is complicated by the process for credit regarding a fare paid earlier.
 - c. Free Fare Zone: It is unclear to many how to pay Fare if they enter the service in the Downtown Free Fare Zone.
 - d. Fares for aide agencies and third parties: UTA provides additional products for the use of various social service agencies and third parties.
 - e. Policy on youth riders: The policies covering youth and minor riders can easily cause confusion and concern.
- Cross-Functional Effort to Improve the Fare System:
 - 1. Overall Objectives
 - a. Simplify: Make the system easy for customers to use and understand. Also make it equitable for customers.
 - b. Implement Best Practices: UTA staff wants to consult with similar properties and see what is working well for them, as it could also work for the Authority.
- Fare Policy Components: The Fare Policy requires the delicate balance of multiple trade-offs and needs to concern itself with the following issues:

<ul style="list-style-type: none"> 1. Easy to use 2. Understandability 3. System meets customer needs 4. Affordability 5. Promotes ridership 	<ul style="list-style-type: none"> 6. Revenue source for transit 7. Accessibility 8. Process for adjusting fares 9. Paratransit impact 10. Title VI compliance
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- Fare Option Components: Improving the fare system also means looking at each of the basic components, looking at what the current system is, what the issues with each of these components are, and developing viable change options and alternatives. Each option and alternative requires evaluation and input from UTA's external customers and stakeholders:

<ul style="list-style-type: none"> 1. Basic system 2. Transfers 3. Station to Station fares 4. Daily/weekly/monthly passes 5. Reduced fares 	<ul style="list-style-type: none"> 6. Low-income 7. Age-based fares 8. Special zones 9. Partner agreements 10. Flex routes/deviations
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- UTA Fare Initiative Process: UTA has a process plan for tackling the complexity of the Fare Initiative:
 - 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 and alternatives
 - 7. Creation of draft fare policy/strategy documents
 - 8. Board review of fare policy/strategy
 - 9. Public hearing process on proposed changes to the fare system
 - 10. Title VI analysis on proposed changes to the 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 peer systems around the country, with similarities to UTA, as benchmarks. This insight will help UTA craft change options for the fare system. Feedback is providing some good

ideas and the Authority is learning from their Fare System Experiences. This insight will help UTA craft change options to the current fare system.

- External Customer Focus Groups: UTA will use the feedback from various focus groups to help better understand riders and potential riders in order to draft change options. UTA will use focus group to:
 1. Help understand the needs and wants of their riders.
 2. Help craft and validate options for change
 3. Help evaluate the impact of considered options
- It is anticipated that the process of designing changes to the fares system and getting approval for those changes will take approximately 18+ months. The Education/Marketing and Implementation Plans may take longer or shorter than currently projected, based on the extent of change approved in the end by the Board of Trustees.

V. Items for Continued Board Study (Chair Sherri Hall Everett) –

- Reduced or Free Fare For Veterans: Trustee Sherri Hall Everett requested that research be conducted and consideration be given to offering reduced or free fare to veterans. This would be a way to thank them for their service, honor them, and assist them in traveling to their appointments/work. If this program was approved, the veteran would qualify by meeting UTA's eligibility requirements. He or she would then be issued a valid photo ID fare card.
 1. **Action Item:** UTA staff agreed to meet with various military related organization and research the need for this type of transit fare program. The results of the study will be reported back to the Service and Customer Relations Committee.
 2. Trustee De Lay suggested also conducting research and providing education for several other interest groups to see what their need are and how they can best access transit services.
- Free Fare for School Events: Trustee Everett also suggested that UTA make the system available for younger school group who are studying subjects such as Utah history, government, etc. Trustee Everett made suggested that the Authority consider funding some educational curriculum events, making it possible for teachers to schedule a transit ridership experience to various location, such as “This is the Place Park, Utah State Capitol building, or other historical sites. This would assist younger people to become a future generation fluent transit riders.
 1. CEO/President Jerry Benson stated that this type of recommendation is currently being considered as part of the new Community Relations program.

VI. UTA Community Relations Workshop Follow-up (Nichol Bourdeaux and Siobhan Locke) -

- As part of the Communications Strategic Plan, External Affairs 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.
- Goals:
 1. To elevate (build on what we have) and evolve (move forward as an organization) UTA Community Relations.
 2. Develop clear strategy behind ongoing community relations efforts
 3. Ensure community relations program aligns with goals of strengthening relationship with community, transparency and “True Norths”
- Objectives:
 1. Proactively present a more “human” side to UTA that is customer-focused and people-centric
 2. Create/foster a culture of engagement at UTA
- Process Overview:

1. First Steps:
 - a. Step 1: Team Strategy Meeting
 - b. Step 2: Internal Awareness Building
 - c. Step 3; Situational Assessment
 - d. Step 4: Internal Buy-off
2. Community Relations Planning Workshop: (1) Strategic Planning and (2) Determine how to Measure Success.
3. Current Phase: Detailed Plan Development
- Key Takeaways from Stakeholders (a summary of takeaways was distributed to attendees):
 1. The main Takeaway: To improve external relations, UTA must focus on core relationships.
 2. Research indicated that the following are the main relationships/audiences that UTA should focus on:
 - a. K-12
 - b. Business Community
 - c. Low-Income/Disadvantaged
 - d. Taxpayers
 - e. Local Government Relations
- Communications vs. Relationship Building: UTA has data that indicates staff is communications with their stakeholders on several occasions. However, the interview feedback states that the stakeholders do not feel they are being communicated with.
 1. UTA has great staff doing excellent communications work
 2. Strategy will focus on how UTA can best work toward meaningful relationship building.
- Workshop Focus (There was a very different discussion when a table rotation was comprised of leadership staff or project level staff):
 1. Review key themes and takeaways
 2. Discuss strategies and tactics
 3. Discuss any internal cultural challenges
 4. Examine resources: Identify resource gaps and determine how the citizen's Advisory Board can help. UTA aims to push people very hard on resources.
 5. Determine performance measures to track progress and success.
- Detailed Plan Outline:
 1. UTA Strategy Plan Outline: Should be focused on visuals, not narrative. Include guidance to help with ease of plan implementation.
 2. Executive Summary
 3. Goals
 4. Current Conditions Assessment (based on interviews and current research)
 5. Organizational Shifts Needed (derived from workshop)
 6. Strategic Plan – Overall Strategy and Audience-Specific Plans:
 - a. Short Term Action Plan
 - b. Long Term Vision
 - c. Performance Measures for Each
 7. Inventory of Resources and Gaps: Determine how UTA can use these resources more effectively and where they need to add or refocus.
- **Action Item:** The Committee members approved and supported moving forward with the Community Relations plan that was presented today. Progress of this plan will be brought back to the committee for further discussion and direction.

VII. Next Meeting Date (Sherrie Hall Everett) -

- The next meeting date of the Service and Customer Relations Committee will be determined after the June Board of Trustees Retreat.

VIII. Meeting Adjourned -

- Trustee Charles Henderson moved to adjourn.
- Trustee Babs De Lay seconded the motion, motion passed unanimously. The Working Meeting of the Service and Customer Relations Committee adjourned at 4:30 p.m.

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