



Operations Committee Minutes October 14, 2015

Attending Committee Members: Robert McKinley
Missing Committee Members: Jeff Hawker Matt Bell Bret Millburn
Other Board Members Present: Dannie McConkie H. David Burton Chris Sloan
Attending Staff: Jerry Benson Robert Biles Jayme Blakesley Steve Meyer
Sheldon Shaw Matt Sibul Dave Kallas Jonathan Yip
Andrea Packer Isaac Clarke Rebecca Cruz Eric Callison
Clair Fiet Todd Provost Eddy Cumins Maria Stahl
Christopher Chesnut Usha Balakrishnan

Visitors: Lee Davidson (SL Tribune)

Acting Committee Chair Robert McKinley opened the meeting at 10:05 a.m. and appointed Trustee Dannie McConkie as a voting committee member for today's meeting.

Safety First Minute

Sheldon Shaw, UTA Safety Manager, presented the safety message for the week *"Proper use of stairs is essential."*

- There are over 1 million falls on stairs every year. Falls on the stairs are the most common incidents that occur at the workplace and at home. These incidents are the leading cause of accidental injury second only to motor vehicles. Here are some helpful hints:
 - Always hold the handrail giving you two points of contact
 - Never read or text while using stairs
 - Always look straight ahead when using stairs
 - Only take one step at a time
 - Get help if you have to carry something up or down the stairs
 - If steps are outside be extremely careful in the rain or snow

Local Option Update

Dave Kallas, UTA Sr. Advisor to the President/CEO presented.

- Ballots have been mailed out to those that Vote by Mail. So far, quite a few ballots are being returned.
- Voters tend to wait and do their research before they fill out their ballots.
- UTA's entire service district will be voting on Prop 1 this year.
- Summit, Washington, and Cache Counties do not have Prop 1 on their ballots this year.
- Thus far, UTA has held 10-12 events to provide riders and the general public with information about Prop 1 and to request feedback of service they would like to see in their areas.
- A survey for public feedback has been posted to UTA's website, 927 responses have been completed so far. Radio spots are also running requesting feedback as well.
- If Prop 1 does or doesn't pass, UTA will use the survey information to help guide/improve future service decisions.
- Election date is Tuesday, November 3rd
- UTA is providing information on Prop 1 only and not advocating for it.

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- The statement against Prop 1 in the Davis County voter information packet contains inaccurate information (stating the money raised in Davis County will be spent in Salt Lake).

Acting Committee Chair McKinley requested the results of the surveys be shared with the committee after the information has been compiled.

Trustee Dannie McConkie asked if Prop 1 passes, if the monies collected within that county will remain/be used for service within that county. Mr. Kallas stated they would.

August Change Day Update

Christopher Chesnut, UTA Sr. Manager of Integrated Service Planning presented.

- August 2015 Initial Results
- Process of Identifying Improvements
 - Customer Comments
 - Direct Observation
 - Demand Modeling – TBEST (Transit Boarding Estimation Tool)
 - Estimated IPR (how much spent on service vs rate of return)
- Added service in Weber/Davis County
 - 612 – Washington Blvd
 - 603 – Ogden Transit Station/Weber State
 - 470 – Ogden/SLC
 - Changes consisted of improved Saturday service and route frequency

Acting Committee Chair McKinley asked where the money came from to make the service changes. Jerry Benson, UTA Interim President/CEO explained the money came from savings in fuel, sales tax revenue, and approximately 20% from passenger revenues.

- Added service in Salt Lake County
 - Route 6 – 6th Avenue
 - Route 2X – 200 South Express
 - Route 39 – 3900 South
 - Route 45 – 4500 South
 - Route 220 – Highland/2000 East
 - Route 54 – 5400 South
 - Route 240 – Dixie Valley
 - Route 516 - Poplar Grove
 - Changes consisted of improved Sunday service and route frequency
 - All TRAX Sunday service now matches Saturday's TRAX service
- Added service in Utah County
 - Added 10 trips a day on Route 841 Orem/UVU
- Summary of Service Added (from April 2015 to August 2015)
 - Miles and Hours of Service Before/After Changes
 - Bus Weekday
 - Miles – 54,311 to 56,034 (a difference of 1,723 miles or 3%)
 - Hours – 3,250 to 3,363 (a difference of 113 hours or 3%)
 - Bus Saturday
 - Miles – 21,016 to 23,536 (a difference of 2,519 miles or 12%)

- Hours – 1,262 to 1,408 (a difference of 147 hours or 12%)
- Bus Sunday
 - Miles – 4,325 to 5,683 (a difference 1,357 miles or 31%)
 - Hours – 255 to 346 (a difference of 91 hours or 36%)
- Rail Weekday
 - Miles – 13,469 to 13,805 (a difference of 336 miles or 3%)
 - Hours – 507 to 515 (a difference of 8 hours or 2%)
- Rail Saturday
 - Miles – 10,258 to 10,642 (a difference of 384 miles or 4%)
 - Hours – 389 to 423 (a difference of 34 hours or 9%)
- Rail Sunday
 - Miles – 5,270 to 6,435 (a difference of 1,165 miles or 22%)
 - Hours – 228 to 293 (a difference of 65 hours or 28%)
- Paratransit service was also changed. The full impact is still being evaluated but preliminary results show an approximate 2-3% increase in cost and ridership.

Acting Committee Chair McKinley inquired as to why paratransit service was expanded. Mr. Chesnut explained that federal guidelines stipulate that complimentary service on Paratransit needs to be provided when service is added to bus and rail.

- Public Outreach
 - Radio Liners
 - Direct Mailers (sent to all residents living within ¼ mile of the routes)
 - Bus Stops (information posted on 2,000 stops)
 - SMS Text Messages (about 4,000 hits per day)
 - Geo – Locating (advertising that appears on mobile phone screens while in location of specific routes)
 - Social Media (blog posts)
 - Earned Media (newspaper agencies)
 - Internal Announcements on buses and trains (an automatic announcement that plays when a bus hits a certain point on the route). Something new that's never been done before.
- Summary of Ridership Results (on the routes that had improved service)
 - Bus Service (2014 to 2015)
 - Weekday – 6,884 to 7,782 (13% change)
 - Saturday – 4,782 to 5,896 (23% change)
 - Sunday – 354 to 1,461 (313% change)
 - Rail Service (2014 to 2015)
 - Weekday – 1,174 to 1,297 (11% change)
 - Saturday – 1,115 to 1,176 (6% change)
 - Sunday – 16,805 to 19,210 (14% change)
- Customer Comments
 - Social Media
 - Customers who called in

Acting Committee Chair McKinley stated he was impressed with the information presented and expressed appreciation for the expansion of service. Mr. Chesnut said the changes have been positive and calls of appreciation from the public have been coming in to UTA.

Trustee McConkie asked if UTA typically sees an increase in service around the holidays. Mr. Benson explained UTA loses some riders when college is out, but evening and weekday ridership on TRAX and FrontRunner tends to be really strong.

Operations Business Update – Mt. Ogden Business Unit (MOBU)

Eddy Cumins, UTA Regional General Manager of the Mt. Ogden Business Unit presented

- MOBU Facts
 - Total Employees: 185
 - Service Delivery: 139
 - Maintenance: 42
 - Admin Support: 4
 - Fleet: 94 Buses
 - Routes: 25
 - Counties Served: Weber, Davis, and Box Elder
 - Ridership:
 - Average Weekday Ridership: 12,000
 - Average Saturday Ridership: 4,700
 - Average Sunday Ridership: 1,100
 - Total Ridership YTD: 2,219,545
- Event Service
 - Ogden Temple Open House (Weber County)
 - 7,395 Riders
 - Hill AFB Air Show (Davis County)
 - 6,783 Riders
 - Peach Days (Box Elder County)
 - 2,460 Riders
- Mission, Vision, and Strategy
 - "The primary purpose of the Mt. Ogden Business Unit (MOBU) is to create a better quality of life for customers, employees, and tax payers by providing superior bus service to Weber, Davis, and Box Elder County residents. The MOBU exist to serve the public. As stated in the company's mission statement "Utah Transit Authority strengthens and connects communities enabling individuals to pursue a fuller life with greater ease and convenience by leading through partnering, planning, and wise investment of physical, economic, and human resources." The business unit will accomplish this mission by pursuing operational excellence in everything we do."
- 2015 Key Priorities
 - Implementing UTA WAY
 - Safety
 - Employee Engagement
 - Customer Service

- Pursuing Operational Excellence
- Achieving Results
- Key Performance Indicators
 - YTD Performance:
 - Cost per Hour - \$34.11 is over the goal of \$33.71 by 1%
 - Ridership – 2,219,545 is below the goal of 2,323,968 by 4%
 - IPR – \$5.29 exceeds the goal of \$5.44 by 3%
 - Budget – \$8,506,555 exceeds the goal of \$9,215,842 by 8%
 - Cost per Mile – \$1.02 exceeds the goal of \$1.36 by 25%
 - Reliability – 94.7% exceeds the goal of 94.5% by 0.2%
 - Voice of the Customer (VOC) Road Calls – 34,417 exceeds the goal of 20,266 by 70%.
 - Mr. Cumins explained that road calls have always been measured but through the MOBU Lean journey, they shifted the focus from measuring maintenance, to how the road calls affect the customers and then made adjustments so there's minimal impact to the customer.
 - Miles per Gallon – 5.07 exceeds the goal of 4.85 by 5%
 - Accidents - .55 exceeds the goal of .80 by 31%
 - Fleet In-Service Rate – 91% exceeds the goal of 88% by 3%
- Performance from 2011 to 2015
 - Reliability – Improvement of 3% (up from 92.3% to 94.7%)
 - Avoidable Accidents – Improvement of 44% (up from 0.99 to 0.55)
 - Miles per Gallon – Improvement of 9% (up from 4.66 to 5.07)
 - Road Calls – Improvement of 238% (up from 10,178 to 34,417)
- Current Challenges
 - Ridership – A 12 month rolling average chart shown reflects a lot of volatility in ridership from 2000 to 2015. Mr. Cumins specifically pointed out a big drop from August 2012 to August 2014 which was determined to have a direct correlation to Weber State University implementing a \$20 annual charge for student transit passes. Mr. Cumins worked with the university to change this practice and Weber State ridership has been climbing back up ever since.
 - Weber State University Ridership
 - Total Ridership
 - 2011/2012 vs 2013/2014 = 19% decline
 - 2013/2014 vs 2014/2015 = 11% increase
 - Bus Ridership
 - 2011/2012 vs 2013/2014 = 29% decline
 - 2013/2014 vs 2014/2015 = 7% increase
 - Ridership Initiatives – August Change Day
 - Increased Saturday Frequency
 - Route 470: +21%
 - Route 603: +29%
 - Route 612: +23%
 - Route 645 (Servicing Dee Events Center)

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- WSU Taps up 407%
- System Redesign
 - Market Segmentation
 - Customer Feedback
 - Open Houses
 - Open UTA
- Maturing Assets
 - Assets Strategy – 2006 Gillig Buses
 - 2006 Gillig Bus Fleet = 25% of Ogden’s buses
 - Condition Based Replacement Strategy (Data Driven Decisions)
 - An assessment of the copper and iron levels in the engine is performed each time the oil is changed
 - Engine Replacements required: 23
 - 7 Engine Replacements in 2015
 - 16 Engine Replacements in 2016
 - Transmission Replacements required: 22

Review of August Performance Dashboards

Mr. Benson presented.

- YTD Ridership is up 0.08% compared to the same period in 2014 (the second month this year that ridership has been higher than last year)
- YTD IPR of \$3.81 exceeds the goal of \$4.01 (keeping operating expenses down)
- YTD System On-Time Reliability of 93.28% exceeds the goal of 92.23% (bus is doing well but Rail is struggling)

Trustee McConkie asked if UTA anticipates the savings in fuel to continue. Bob Biles, UTA Vice President of Finance stated that fuel prices are expected to stay down so fuel savings should continue.

Board Chair H. David Burton asked what the IPR number would look like if the savings in fuel was taken out. Mr. Benson stated an analysis would be done and the information would be provided at next month’s meeting.

Shingo Achievement Presentation

Mr. Benson and Jonathan Yip, UTA Manager of Operations Analysis and Planning presented.

- Mr. Benson shared the following information about the Shingo Prize and then turned the time over to Mr. Yip:
 - The Shingo Prize is the international gold standard of recognition for enterprise excellence
 - The Shingo Prize grew out of what most people know today as Lean which came out of a Japanese Toyota Production System.
 - Lean is a system that assures the highest levels of quality and efficiency through continuous improvement work process and engagement with employees.
 - The Shingo Prize is administered by the Shingo Institute at Utah State University (USU)

- USU wanted to instill worldwide best practices about operational excellence and enterprise excellence and to put them together and set a criterion against which organizations that can be assessed.
- Organizations that demonstrate the highest level of application of these prudent principles and practices can qualify for the Shingo Prize. It's a very select group.
- There are approximately 20 organizations that have achieved this level of recognition.
- UTA is fortunate to be in Utah and have the Shingo Institute and the Shingo Prize to be housed here. It provides additional opportunities to be able to attend seminars and training.
- Utah organization's that have received the Shingo Prize include OC Tanner, Barnes Aerospace, Autoliv and US Synthetics.
- Over the past few years, UTA has been learning about Shingo and the Shingo Prize; to be able to tour . UTA has had the opportunity to collaborate with other organizations using these practices and to tour the Utah facilities that have received the Shingo Prize in the past.
- Applying for the Shingo Prize is a learning experience. UTA is excited to be challenging for the Prize this year and is anxious to hear if the Shingo Institute determines UTA is at a level to be recognized.
- Shingo Model
 - Results – Passenger Boardings
 - Tools – On-Time Performance
- The UTA Way
- Customer Focus and Value
 - Voice of the Customer
 - Surveys
 - Service Delivery Customer Data Collection
 - Trans Track (Customer Comments Module)
 - Communication and Customer Feedback
 - Social Media (Facebook and Twitter)
 - Community Outreach
 - Community Action Teams
 - Industry Involvement
 - American Public Transportation Association
 - American Bus Benchmarking Group
 - International Standards Organization
 - Environmental Responsibility
 - ISO 14001
 - Miles per Gallon
 - Emissions
- Why challenge for the Shingo Prize?
 - Operational Excellence
 - Advance our learning
 - Document what we accomplished
 - Organize our effort in continuous improvement
 - Understand where we are in the journey

- Scope
 - Operations
 - Customer Service
 - Supply Chain
 - Service Planning
 - Information Technology
 - Human Resources
- Shingo Application
 - Step 1: Results Report. Submitted and accepted by Shingo.
 - Step 2: Achievement Report. To be submitted by mid-October 2015
 - Step 3: Based on Achievement Report, Shingo makes a determination whether or not to do a site visit (if selected, the site visit would take place in December).
- Achievement Report
 - Describe ideal behaviors and what systems drive these behaviors
 - Continuous Improvement
 - Enterprise Alignment
 - Cultural Enabler
- Identified UTA Systems & Tools
- Safety
 - Safety and Security
 - Transit Police Officers
 - Cameras
 - Communication
 - Weekly/Monthly Messages
 - Safety Minute
 - Safety Campaigns
 - Training and Development
 - Bus/Rail Roadeo
 - Safety Fai
 - Technical Training
- Current UTA Systems
 - Communication
 - UTA Way
 - Strategic Planning
 - Employee Development
 - Continuous Improvement
 - Customer Focus and Value
 - Performance Management System
 - Safety
- Employee Development
 - Goal Setting
 - Goal Setting and Review Form
 - Recognition and Rewards
 - Shingle Award
 - Accident Free Awards
 - Merit Pay
 - Leadership Alignment
 - Gap Assessment
 - Employee Assessment
 - Focus Groups

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- Training, Learning, Development
 - LMS (Learning Management System)
 - New Employee Orientation
 - Technical Training
- Continuous Improvement
 - Continuous Improvement Management
 - Lean Modules such as 6S and A3
 - Voice of the Customer
 - Visual Workplace
 - Daily Task Management
 - Daily Task Tracking – Leader Standard Boards
 - Stand-Up Meetings
 - Resource Management/Efficiency
 - DOWNTIME
 - Defects
 - Over-production
 - Waiting
 - Non-utilized Resources/Talent
 - Transportation
 - Inventory
 - Motion
 - Excess Processing
 - Providing Right Service
 - Fleet Sizing
- Next Steps with the Achievement Report: Finalize report from all sources for submission by mid-October

Mr. Benson stated the Shingo model forces UTA to take the results that it's achieved, then take a look under the hood and identify the systems and the culture that produced the employee behaviors that allowed UTA to achieve the results.

Acting Committee Chair McKinley expressed that it's nice to take a really great organization such as UTA and make it better by going through this process.

Liaison, Conference and External Committee Reports

- Mr. Benson stated the APTA Annual Conference was held in San Francisco last week and although he didn't attend the actual conference he did attend a number of committee meetings with key individuals in attendance. He also participated on the Commuter Rail Sub-Committee.
- Andrea Packer, UTA Vice President of Communications & Customer Focus stated UTA was recognized for its FarePay card promotion last year.

Trustee Chris Sloan arrived and Acting Committee Chair McKinley appointed him as a voting committee member for today's meeting.

Approval of September 9, 2015 Meeting Minutes

A motion to approve the September 9, 2015 meeting minutes was made by Trustee Chris Sloan and seconded by Trustee Dannie McConkie. The motion carried by unanimous vote.

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Closed Session

Trustee Sloan made a motion to go into closed session at 11:23 am. Trustee McConkie seconded the motion. Voting was unanimous.

Re-open Meeting

Trustee Sloan made a motion to re-open the meeting at 11:26 am. Trustee McConkie seconded the motion. Voting was unanimous.

Other Business

- Committee Direction Follow-up Discussion – Not discussed due to Committee Chair Jeff Hawker being absent

Input for November Committee Meeting Agenda

- None

Adjourn

Trustee McConkie made a motion to adjourn this meeting at 11:27 am; Trustee Sloan seconded the motion. Meeting adjourned.

Report Transcribed by:
Aj Anderson, Sr. Office Specialist
Office of the Vice President/COO
E-mail: aanderson@rideuta.com
Telephone: (801) 287-2309