



Working Session of the Combined Committees of
Stakeholder/Government Relations
and
Service & Customer Relations

of the Board of Trustees of the Utah Transit Authority
Wednesday, July 12, 2017, 10:15 – 12:15 p.m.

Frontlines Headquarters, Golden Spike Rooms, 669 West 200 South, Salt Lake City

Members of the public are invited to attend all committee meetings, and public comment may be taken at the discretion of the committee chair. If public comment is not taken at the committee meeting, the public will be able to review and provide comment via www.rideuta.com on all action items prior to the next full Board of Trustees meeting. If public comment is taken at the committee meeting, in order to be considerate of time and the agenda, comments will be limited to 2 minutes per individual, or 5 minutes for a spokesperson designated to represent a group.

Committee Members:

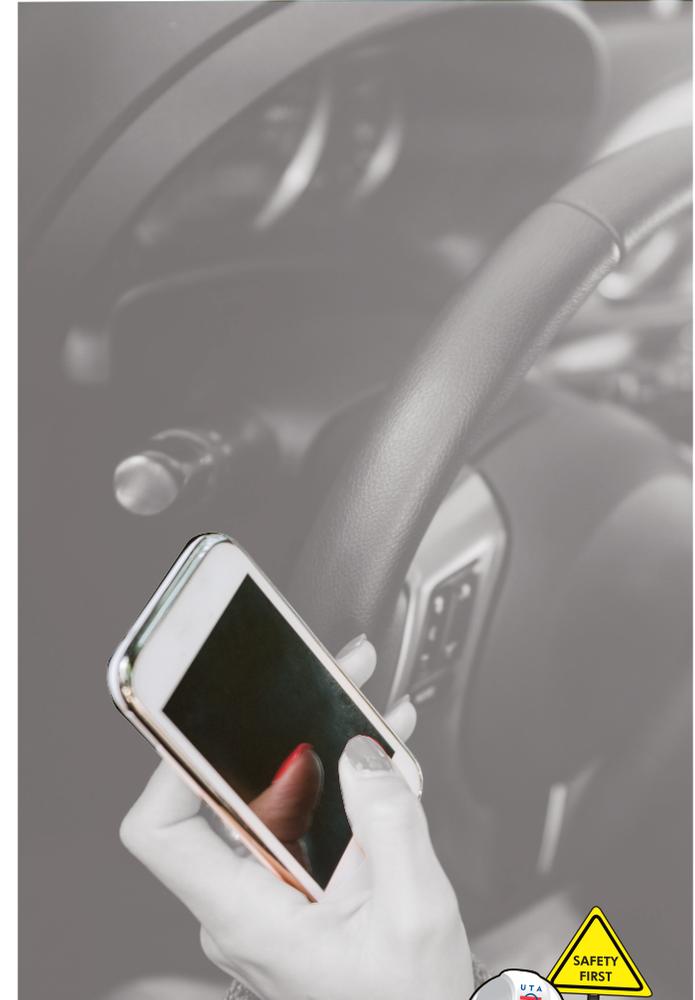
Bret Millburn, SGRC Committee Chair	Sherrie Hall Everett, SCRC Committee Chair
Jeff Acerson	Charles Henderson
Greg Bell (excused)	Dannie McConkie
Necia Christensen	Troy Walker (excused)
Karen Cronin	
Babs De Lay	

Agenda

- 1. Safety First Minute**
- 2. [Approval of June 14, 2017 SGRC Meeting Report](#)**
- 3. Presentations/Informational Items**
 - Formation of Citizens' Advisory Board (CAB)- Update
Laura Hanson/
Annette Royle
- 4. [Approval of May 11, 2017 SCRC Meeting Report](#)**
- 5. Presentations/Informational Items**
 - Communications/Public Relations Update & Discussion*
Andrea Packer
 - Customer & Public Feedback Report*
Nichol Bourdeaux []
- 6. Closed Session**
 - 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.
 - Strategy Session to Discuss the Character, Professional Competence, Physical or Mental Health of an Individual.
 - Strategy Session to Discuss Collective Bargaining.
 - Strategy Session to Discuss Pending or Reasonably Imminent Litigation.

7. Action Taken Regarding Matters Discussed in Closed Session
8. Liaison, Conference & External Committee Reports
 - a. Transportation Governance & Funding Task Force Update Trustee Bret Millburn
9. Input & Date for the Next Committee Meeting
10. Other Business
11. Adjourn

Safety is a state of mind - accidents are an absence of mind



UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES
Agenda Item Coversheet

DATE:	July 12, 2017
CONTACT PERSON:	Bret Millburn, Chair
SUBJECT:	Minutes of the Stakeholder/Government Relations Committee
BACKGROUND:	The minutes were distributed to the committee members and any revisions or changes have been incorporated. The minutes are presented for approval.
ALTERNATIVES:	<ul style="list-style-type: none">• Approve as presented• Amend and approve• No action
RATIONALE FOR PREFERRED ALTERNATIVE:	The minutes have been reviewed by the committee members.
FINANCIAL IMPACT:	None
LEGAL REVIEW:	The minutes have been reviewed by legal staff and found to have no obvious legal ramifications.
EXHIBITS:	<ul style="list-style-type: none">• 06-14-17 SGRC Meeting Report - unapproved

Stakeholder/Government Relations Committee

June 14, 2017

Trustees Present:

	Jeff Acerson	Necia Christensen
Dannie McConkie	Karen Cronin	Brent Taylor
Sherrie Hall Everett (phone)	Robert McKinley	Bret Millburn @ 9:34 am

Excused: Trustee Greg Bell and Trustee Troy Walker

Meeting commenced at 10:20 a.m. with committee chair, Trustee Bret Millburn welcoming everyone.

- 1. Safety First Minute: Dave Goeres provided the Safety Message**
- 2. Review of February 8, 2017 Meeting Report:** Motion was made by Karen Cronin to approve the meeting minutes with a second by Dannie McConkie. Motion passed unanimously.
- 3. a. Benchmark Survey**

Nichol Bourdeaux introduced the Benchmark report (and referred to it as it related to the comments in the previous meeting which were presented by Trustee Taylor). This report is attached to this report of the meeting. It was noted that concern was expressed by Trustee McConkie of the accuracy of the report by such a small sampling. She responded that it was conducted by Dan Jones & Associates.

Erika Shubin reviewed the slides with the group. On the slide referring to the “Overall, do you have a favorable or unfavorable impression of the Utah Transit Authority?” Nichol explained the specifics of this slide. Chair McKinley emphasized that only 16% of the people surveyed had a “somewhat to very unfavorable” opinion of UTA (meaning that a larger percentage have a favorable opinion).

Opinions expressed included the feeling that expanding and providing more routes are considered positive changes. Nichol mentioned ski service and how it is improving public trust and opinions. She noted that, ‘Executive wages/salaries, scandal/corruption, financial management, poor use of tax dollars and bad publicity’ public opinion had improved.

It was noted that the question “UTA is held accountable to the public” was just added in 2016.

Jerry Benson explained that the Onboard Survey (not included with this presentation) explains in better detail what specific mode riders feel about the services. It was also noted that this type of survey is conducted in person among the riders.

A slide which generated conversation was the “What are the reasons you do not use UTA?” The largest increase was seen in “Doesn’t go where needed” went from 13% to 24% in 2016.

At the conclusion of the presentation, Trustee Acerson asked if our reports are cross-referenced with other transit agencies to see if there are trends in the industry. He also asked if Dan Jones & Associates had provided any recommendations on how we can improve the survey. He asked if UDOT or the Legislature also has a public opinion survey which could be used collaboratively. Trustee McConkie noted that Joe Walker at UDOT could provide the UDOT public opinion survey. Trustee Acerson also mentioned that he would like to see the areas we can improve on. Trustee McConkie then commented that comparing systems from state-to-state is not really “apples to apples” because our system is still so “young” and others (like back east where they are 50+ years old) is not a fair comparison. Trustee Acerson acknowledged that, but also mentioned that we should be looking ahead and learning from other Authorities and what their trends are.

Jerry Benson recommended that the Staff bring back any suggestions from the experts on survey improvements. He mentioned that Nichol Bourdeaux is working on a Community Relations Plan with the Langdon Group. There are also other data gathering projects going on. Would like us to look at all of the feedback “tools” which we have and to perhaps look at additional means and ways of how to get accurate feedback and to determine what our ‘true priorities’ are.

Trustee Taylor asked for a copy of the full survey results. He was referring to a survey by Utah Politics.com which was conducted early in the year and how the results vastly differ. Trustee Millburn also requested that the copies be sent out to the full board.

Nichol did answer that the survey is conducted at the beginning of the year (by February).

(Trustee Hall Everett left the phone conference call at 11:15 a.m.)

3. b. Citizen Transportation Advisory Committee (CTAC) Update by Matt Sibul

Matt Sibul introduced the item and explained SB174 which explains in fuller detail the requirements of establishing the CAB (Citizens’ Advisory Board) and subsequent meetings. He read from the full SB174 bill the specific requirements, but also provided a summarized version. He also provided context as to the COMMUNITY Transportation Advisory Committee (CTAC) which was established years ago. Although this committee has been in existence for another purpose, Matt explained that the original group had been disbanded but that some of the criteria for selection could be used in the new committee. . The CAB will be formed with a specific connection and oversight by the Board of Trustees.

Trustee Millburn emphasized that we make the meetings ‘meaningful.’”

- **Creating the Nomination process**
 - Create the form to be used
 - Establish selection criteria

- Reach out to Appointing Authorities
 - Utilize all forms of media to announce
 - Create interest within own cities/areas for recruits
 - Define reimbursement/compensation/incentive guidelines
 - Conflict of Interest form policy?
- **Clear guidelines/goals on moving forward**
 - Hold a meeting in July for the SGRC committee
 - Have Committee members selected by September
 - Hold first meeting in October
- **Set aggressive goals for accomplishing this task**

Trustee Millburn will engage with the Legislative task force to find out their guidelines on staying in compliance (specifically as it relates to incentives for the committee.)

3b. Policy Review & Process Outline

General Counsel, Jayme Blakesley, passed out two documents: 1) Summary of UTA Powers, Duties and policies 2) List of Board Policies as of February 28, 2017.

Handout #1 reviewed the following:

1. Utah Public Transit District Act (Utah Code Ann. 17B-2a-801)
 - a. General and Specific Powers
 - b. Board of Trustees
 - c. Executives
2. Limitations
 - a. Federal Law
 - b. State Law
3. Current Structure of UTA Board Policies (refers to the list in handout #2)

Jayme explained in brief detail the Carver Model and how it worked to establish our current policy structure. He reviewed each line of the “Summary of UTA Powers, Duties and Policies” document.

Jerry Benson referred to PolicyGovernance.com website for any questions trustees might have regarding the establishment of the current policies. He went on to explain some of the guidelines of the Carver Model. The CEO Performance Plan was also referred to as another document which supports the direction that the Trustees are currently on.

Trustee Millburn also reviewed some of the history of using the Carver Model and expressed an interest of taking a renewed look at the existing policies and decide if we can define our existing policies and if we can govern ourselves.

Chair McKinley also mentioned that the UTA Corporate policies should align with the Board policies. He suggested that we adopt a “hybrid” Carver Model which would better meet our needs and obligations to the Stakeholders. He also reiterated the role of the Board of Trustees as a Governing Body and not to be involved in the day-to-day decisions being made at the Agency.

The conversation led to developing one set of policies which are specific to topics (vs. “Ends, Board Processes, Executive Limitations, etc.) Jayme Blakesley took a minute to orient the Trustees to Handout #2.

Jayme would like to engage his team in the Legal Department to look at peer transit agencies to see what their policy structures are. Chair McKinley also asked that we look at customizing our policy management/creation procedure to meet OUR needs (vs. a specific program).

Meeting adjourned at 12:20 p.m.

Meeting transcribed by: Rebecca Ochsenhirt Cruz

Stakeholder/Government Relations Committee

June 14, 2017

Trustees Present:

Bret Millburn, SRC Chair

Jeff Acerson

Necia Christensen

Karen Cronin

Sherrie Hall Everett (phone)

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Erika Shubin reviewed the slides with the group. On the slide referring to the “Overall, do you have a favorable or unfavorable impression of the Utah Transit Authority?” Nichol explained the specifics of this slide. Chair McKinley emphasized that only 16% of the people surveyed had a “somewhat to very unfavorable” opinion of UTA (meaning that 84% had a favorable opinion).

Opinions expressed included the feeling that expanding and providing more routes are considered positive changes. Nichol mentioned ski service and how it is improving public trust and opinions. She noted that, “Executive wages/salaries, scandal/corruption, financial management, poor use of tax dollars and bad publicity” public opinion had improved.

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Nichol responded that the survey was conducted at the beginning of 2017.

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Trustee Millburn emphasized that moving forward with the new committee, we make the meetings ‘meaningful.’

- **Creating the Nomination process**
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Trustee Millburn also reviewed some of the history of using the Carver Model and expressed an interest of taking a renewed look at our existing policies and the best model for governing the agency today.

Chair McKinley also mentioned that the UTA Corporate policies should align with the board policies. He suggested that we adopt a “hybrid” Carver model which would better meet our needs and obligations to the stakeholders. He also reiterated the role of the Board of Trustees as a governing body and not to be involved in the day-to-day decisions being made at the agency.

The conversation included ideas to develop a single set of policies which are specific to topics (vs. “Ends, Board Processes, Executive Limitations, etc.). Jayme Blakesley took a minute to orient the Trustees to Handout #2.

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UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES
Agenda Item Coversheet

DATE:	July 12, 2017
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EXHIBITS:	<ul style="list-style-type: none">• 05-10-17 SCRC Meeting Report - unapproved



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***

Jayne 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 Understands, 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
 2. Fare Pricing Structure
 3. Fare Payment Processes
 4. Fare Payment Technology
 5. Fare Related Organizational Structure
- 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:
 1. Easy to use
 2. Understandability
 3. System meets customer needs
 4. Affordability
 5. Promotes ridership
 6. Revenue source for transit
 7. Accessibility
 8. Process for adjusting fares
 9. Paratransit impact
 10. Title VI compliance
- 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:
 1. Basic system
 2. Transfers
 3. Station to Station fares
 4. Daily/weekly/monthly passes
 5. Reduced fares
 6. Low-income
 7. Age-based fares
 8. Special zones
 9. Partner agreements
 10. Flex routes/deviations
- 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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Unapproved