

UTA Board of Trustees Meeting

March 27, 2019



Call to Order and Opening Remarks



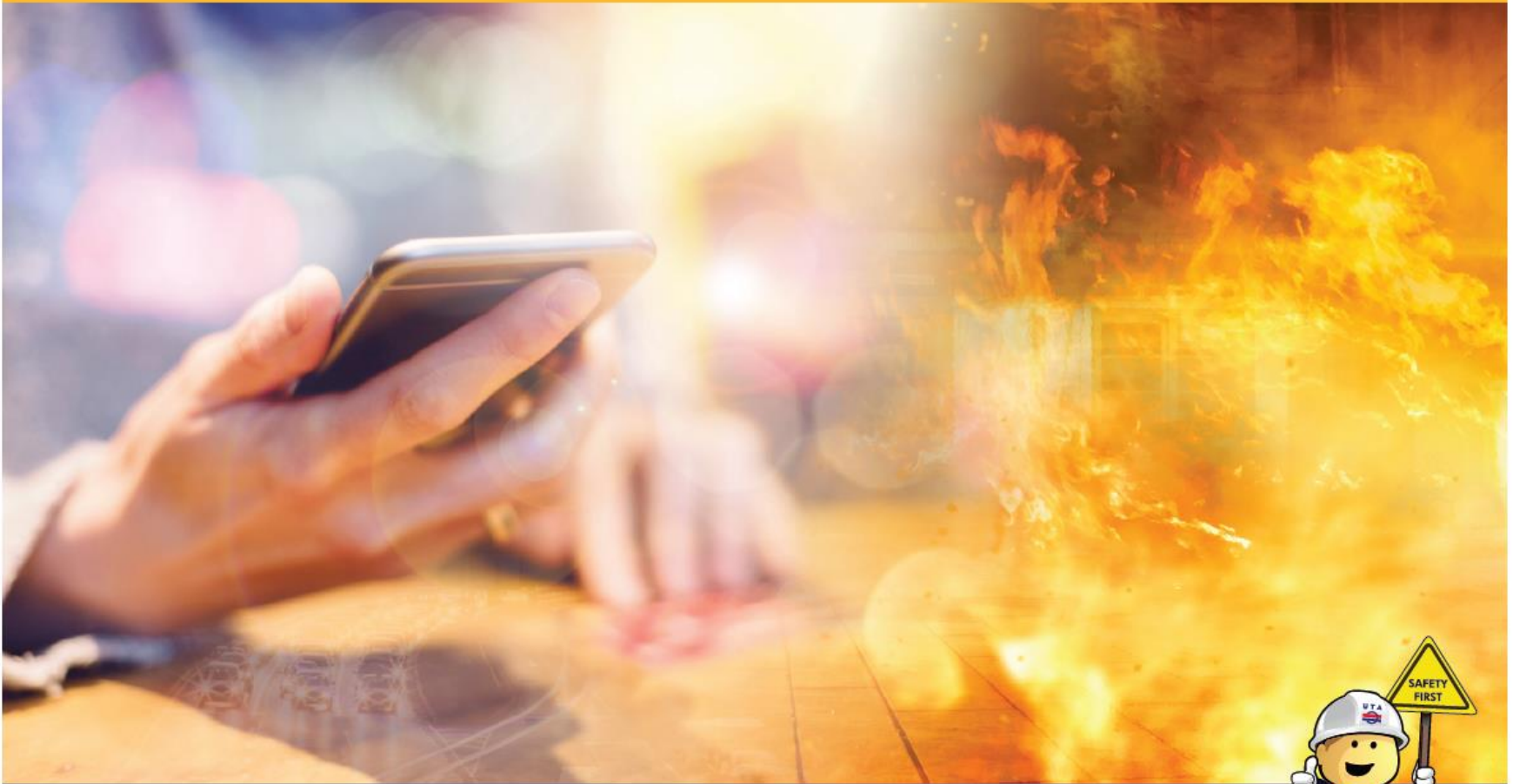
Pledge of Allegiance



Safety First Minute



**In case of fire, exit the building
before tweeting about it!**



Public Comment Period



Public Comment Guidelines

- Each comment will be limited to two minutes per citizen or five minutes per group representative
- No handouts allowed



Approval of March 20, 2019 Board Meeting Minutes

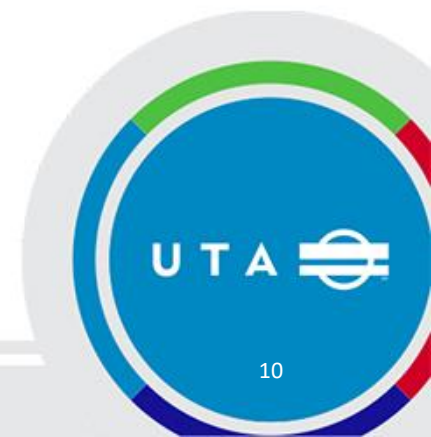


Recommended Action (by acclamation)

Motion to approve



Agency Report



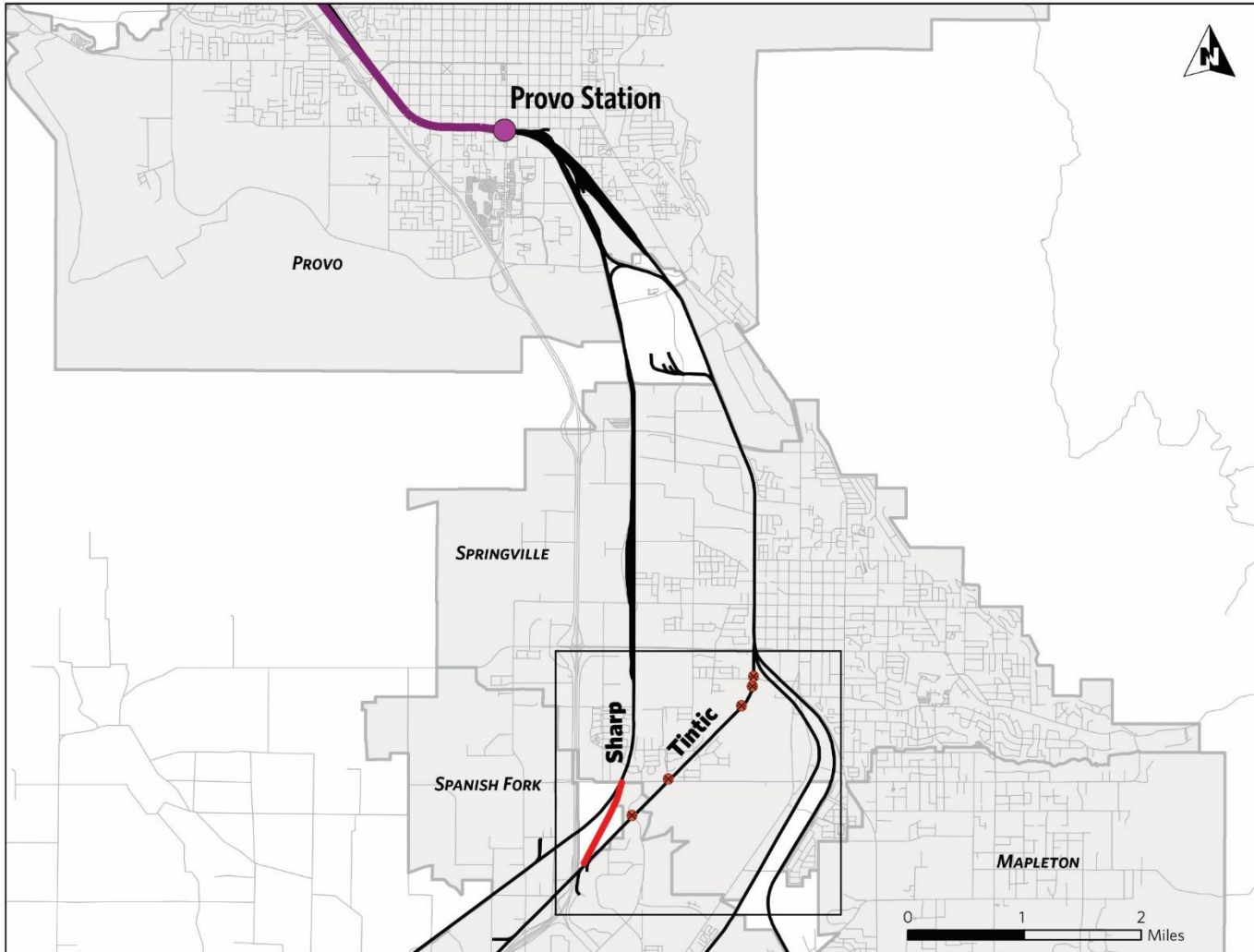
Sharp/Tintic Railroad Connection

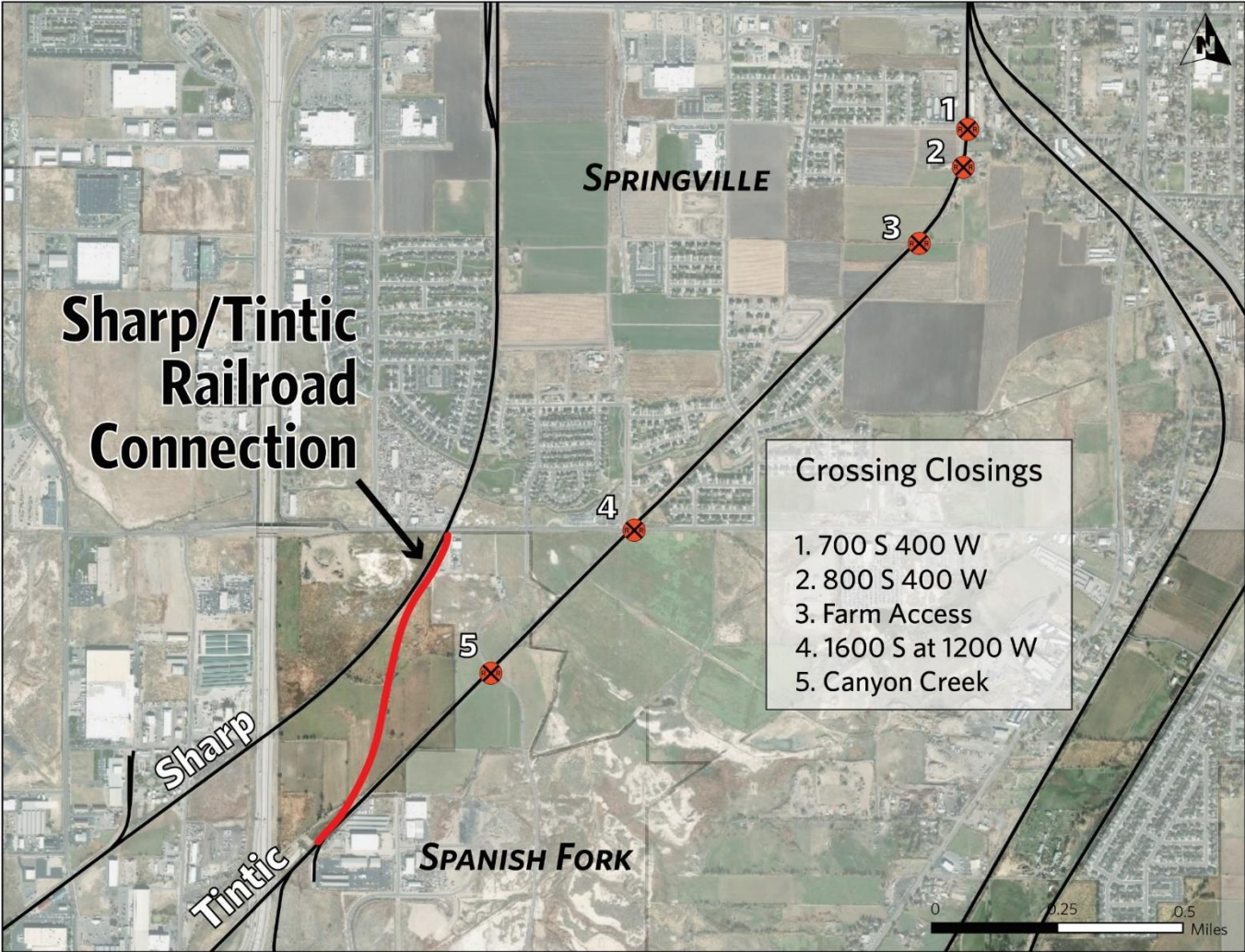


Project Background

- UTA owns portions of the Sharp Subdivision and the Tintic Industrial Lead
- There is no connection between the two lines
- Frontrunner South operates in the Sharp corridor to Provo Station
- Local partners proposed a project to connect the two corridors
- This would:
 - Eliminate five at-grade crossings
 - Facilitate future development in Springville and Spanish Fork
 - Allow for future FrontRunner expansion to Payson







Funding

- Springville City was awarded \$5.15M in federal funds for the project through UDOT
- UTA will manage the project and, at Springville's request, has assumed the role of grantee
- UTA and UDOT previously signed a Federal Aid Agreement for the grant (approved at 10/25/18 Board meeting)
- A Cooperative Agreement is for the local match (\$321K) to be split evenly between Springville, Spanish Fork, and UTA
- UTA's match of \$107K will be in-kind management services



Cooperative Agreement

- Per the agreement, any project overages will be split evenly among the parties
- If local funds are determined to not be sufficient, additional funding will be sought or cost savings strategies implemented
- After design is completed, if it is determined that funding is not sufficient and additional funds are not available, the project may be put on hold until additional funding is identified



**R2019-03-05:
Designating Transit-Oriented
Development Sites**



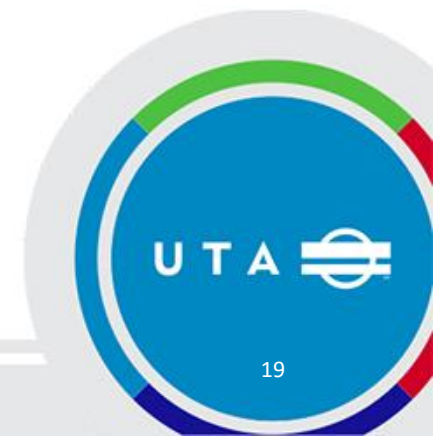
System Analysis Results

| Rank | Overall | Growth Opportunity | Affordable Housing |
|------|--|---|--|
| 1 | Salt Lake Central/ N Temple Station | West Jordan City Center | Ogden Central |
| 2 | Ogden Central | American Fork Station | Murray Central |
| 3 | Clearfield Station | Clearfield Station | Salt Lake Central/ N Temple Station |
| 4 | American Fork Station | Roy Station | Midvale Fort Union Station |
| 5 | Orem Central Station | Historic Sandy Station | Clearfield Station |
| 6 | Roy Station | Draper Town Center Station | 1300 S Ballpark Station |
| 7 | Murray Central Station | 5651 W Old Bingham Hwy (West Jordan) | West Jordan City Center Station |
| 8 | West Jordan City Center Station | Kimballs Lane Station (Draper) | Fashion Place West Station |
| 9 | Farmington Station | Lehi Station | Midvale Center Station |
| 10 | Midvale Fort Union Station | Fashion Place West Station | Roy Station |

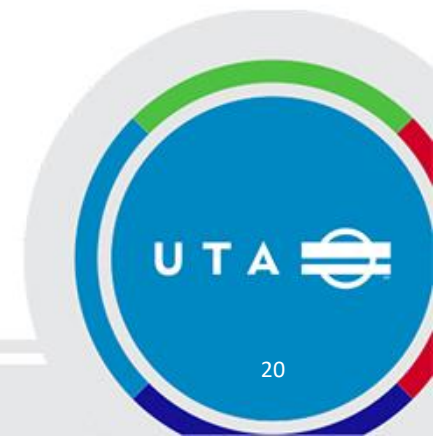


Recommended Action (by roll call)

Motion to approve R2019-03-05:
Designating Transit-Oriented Development Sites



Contracts and Disbursements



Contract: Depot District Hazardous Materials Management (Wasatch Environmental)

- Description and purpose:
 - Hazardous materials remediation during construction of the Depot District bus maintenance facility
 - Scope includes oversight and monitoring of abatement activities, correspondence with the Department of Environmental Quality, soil and groundwater sampling, removal and disposal of contaminated soil/groundwater, and assistance with required permits with federal and state agencies
- Total contract:
 - \$300,000



Recommended Action (by roll call)

Motion to approve contract:

Depot District Hazardous Materials Management
(Wasatch Environmental)



Contract: Depot District Cultural Resource Consultation (SWCA)

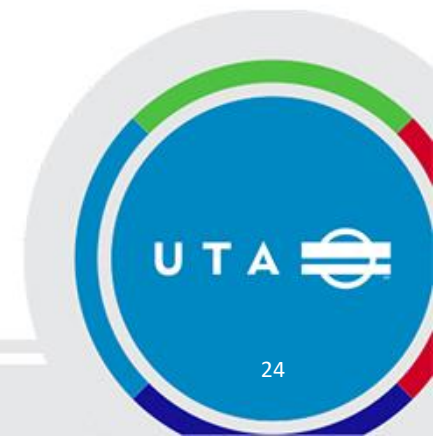
- Description and purpose:
 - SWCA has been chosen as the cultural consultant and will oversee any unforeseen historical artifact discoveries and mitigation
 - Scope includes an updated treatment plan, amending the memorandum of agreement, training construction workers, and documentation with the State Historical Preservation Office
- Total contract:
 - \$200,000



Recommended Action (by roll call)

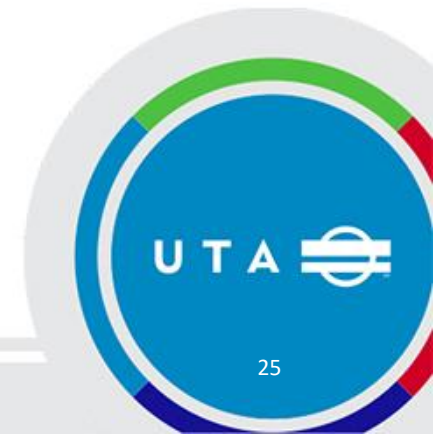
Motion to approve contract:

Depot District Hazardous Materials Management
(SWCA)



Change Order: TIGER Phase 2 Amendment 6 – Summit County Bike Share (Granite Construction)

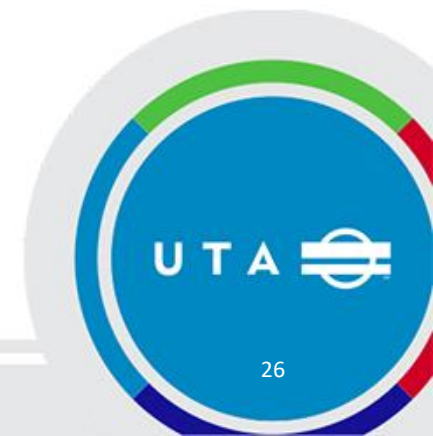
- Description and purpose:
 - Part of the Transportation Investment Generating Economic Recovery (TIGER) program of projects (includes 94 separate projects)
 - This change order is for the construction portion of the Summit County bike share project
- Total change order:
 - \$682,904
- Total contract:
 - \$25,191,479 (total contract includes all 94 projects)



Recommended Action (by roll call)

Motion to approve change order:

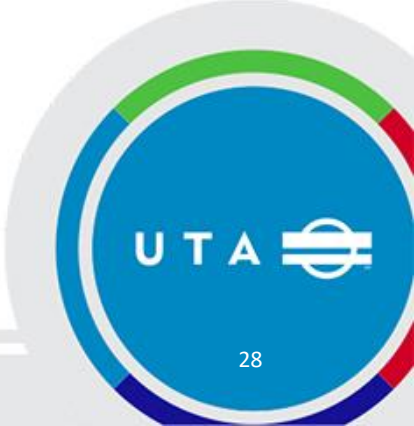
TIGER Phase 2 Amendment 6 – Summit County Bike Share
(Granite Construction)



Discussion Items



Future of FrontRunner (Part 3 of 3)





WFRC Regional Transportation Plan

Frontrunner | March 27, 2019



WFRC and Frontrunner

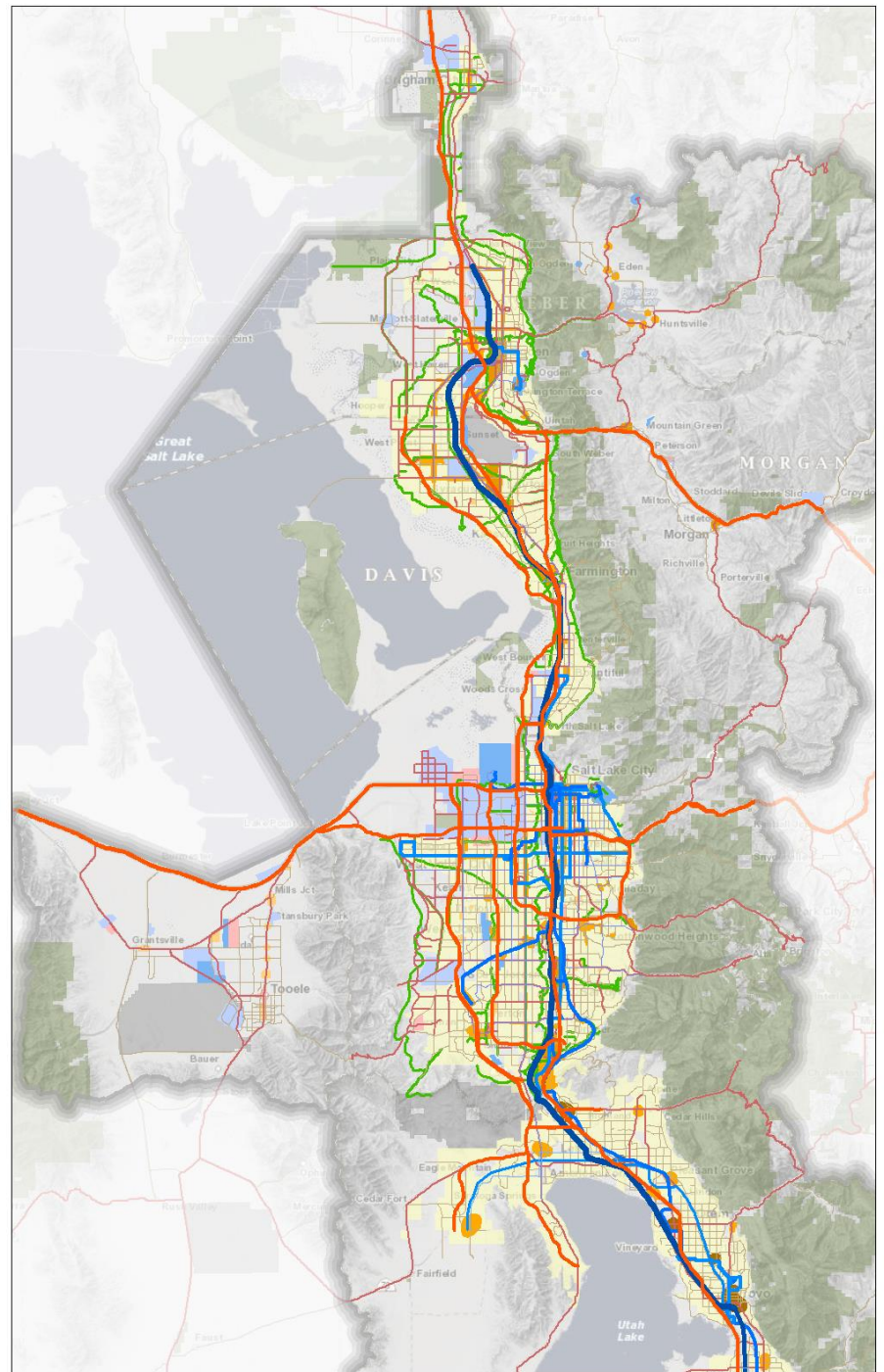
1. Overview of Planning Process
2. Plan Phasing
3. Frontrunner's Phasing Details
4. Next Steps





WASATCH CHOICE

2050



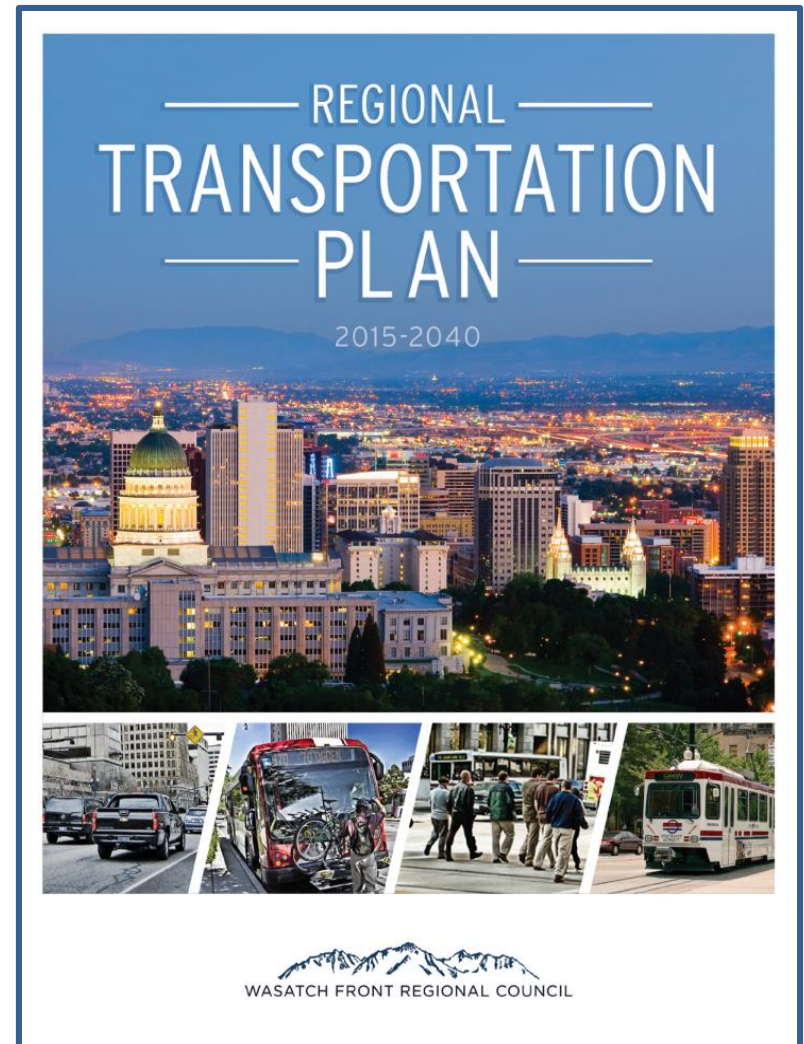
The Regional Transportation Plan

- The shared blueprint for regional transportation investment
- All major transportation projects are born here



The Regional Transportation Plan

- Roads, transit, bike lanes, and trails
- Updated every four years
- Uses forecasts of future travel behavior
- Financially constrained
- Ensures air quality conformity



Previous steps



Explore
Goals &
Scenarios



Choose
Preferred
Scenario



Prioritize
Projects &
Investments

**We Are
Here**



WASATCH CHOICE
2050

Phasing: Timing of Anticipated Construction

- **Phase 1: 2019-2030**
- **Phase 2: 2031-2040**
- **Phase 3: 2041-2050**
- **Unfunded**



Phasing evaluation

Goals

- Scoring projects as they relate to goals



Collaboration

- City and county staff
- UDOT
- UTA
- Today
- Public

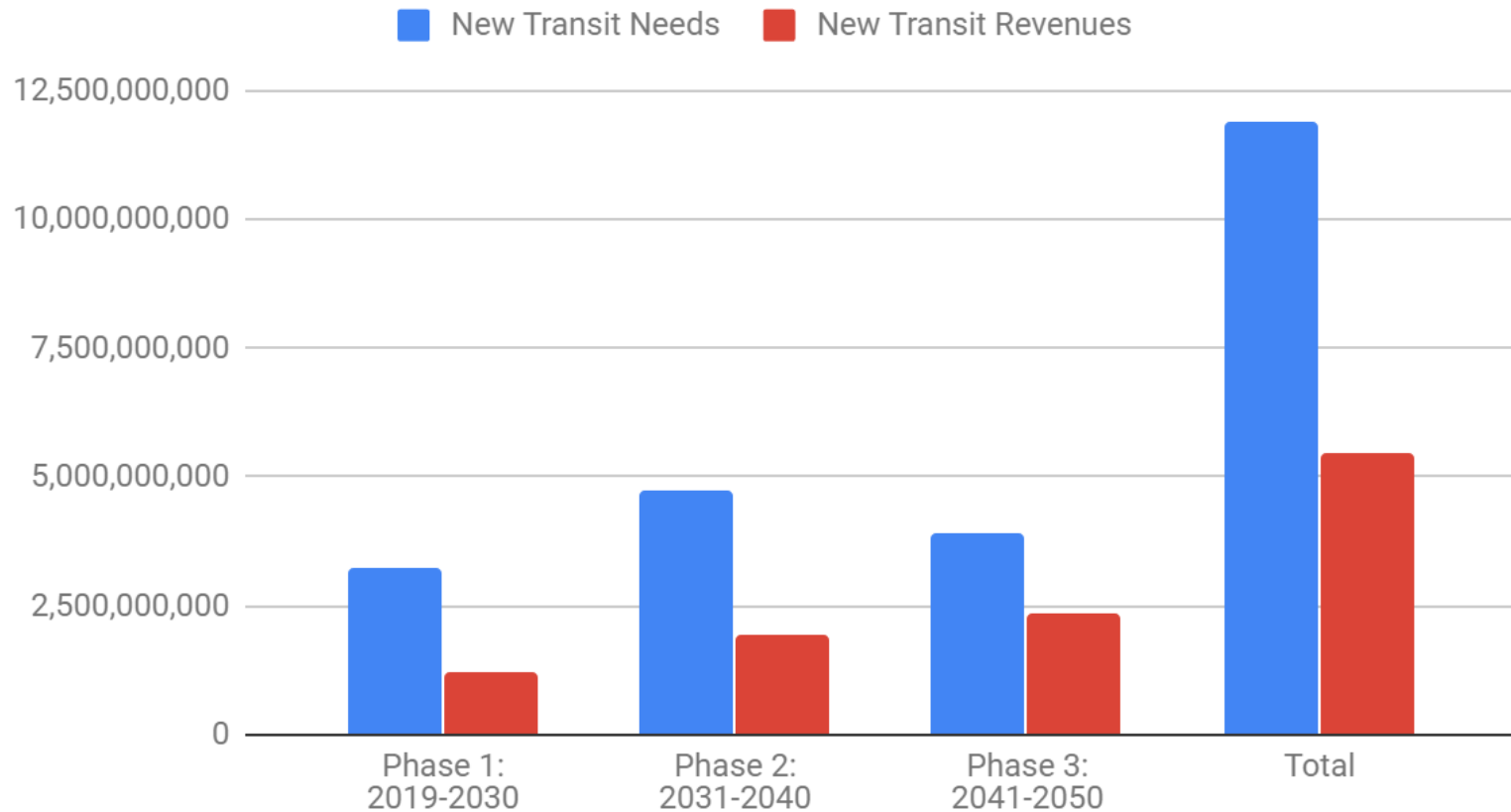
Technical evaluation

- Air quality analysis
- Transportation and land development modeling

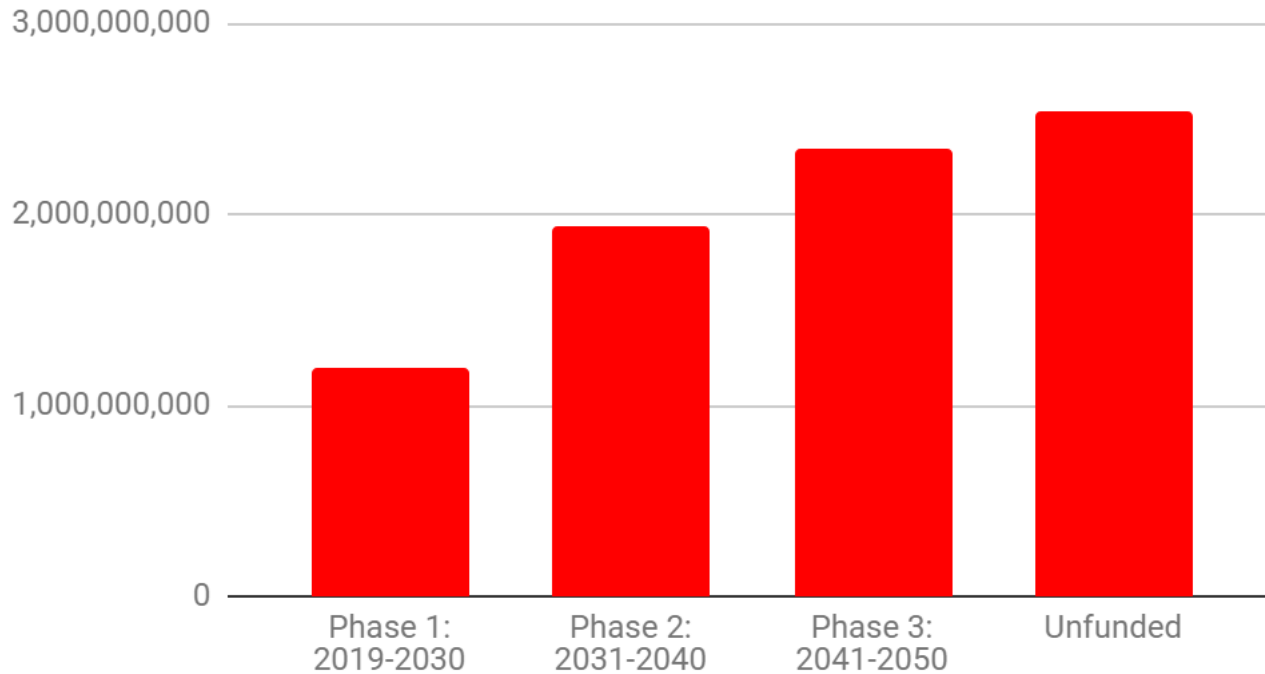
WFRC's RTP: Transit Revenue Sources

- Transit Transportation Investment Fund (TTIF)
- Future increases in local option sales taxes or its equivalent
- Fares forecasted from the increased ridership tied to investments proposed in the RTP
- Competitive federal grants
- Increases in federal formula grants that are tied in part to the proposed service increases

Transit Needs vs. Available Revenues



Financially Constrained Transit Plan

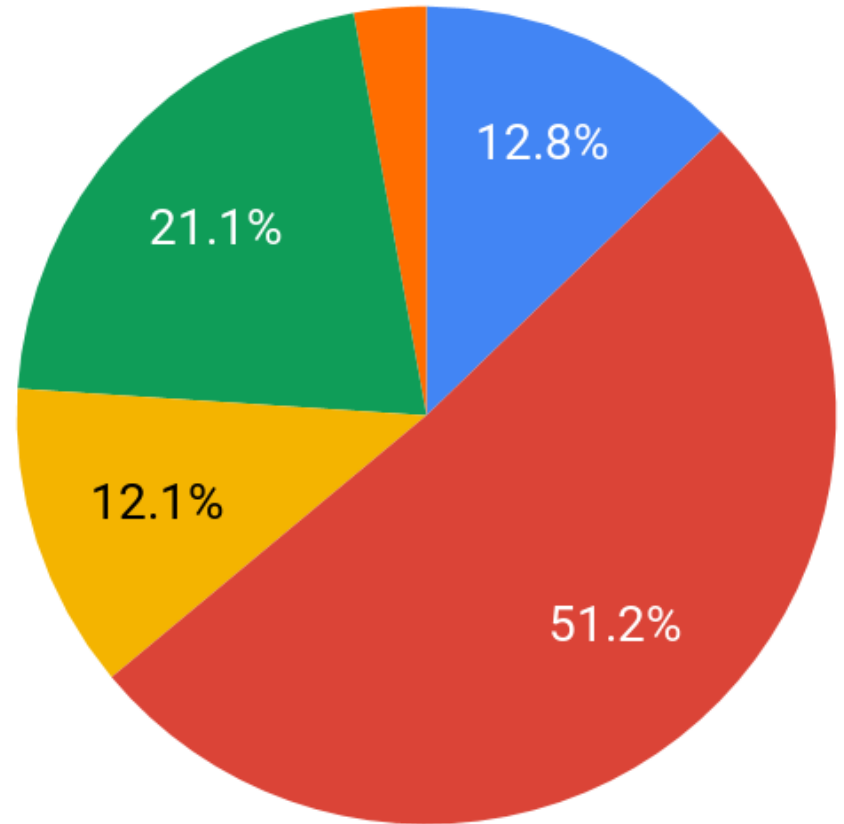


↑
Doubletrack

↑
Electrify FrontRunner

Capital Costs By Mode 2019-2050

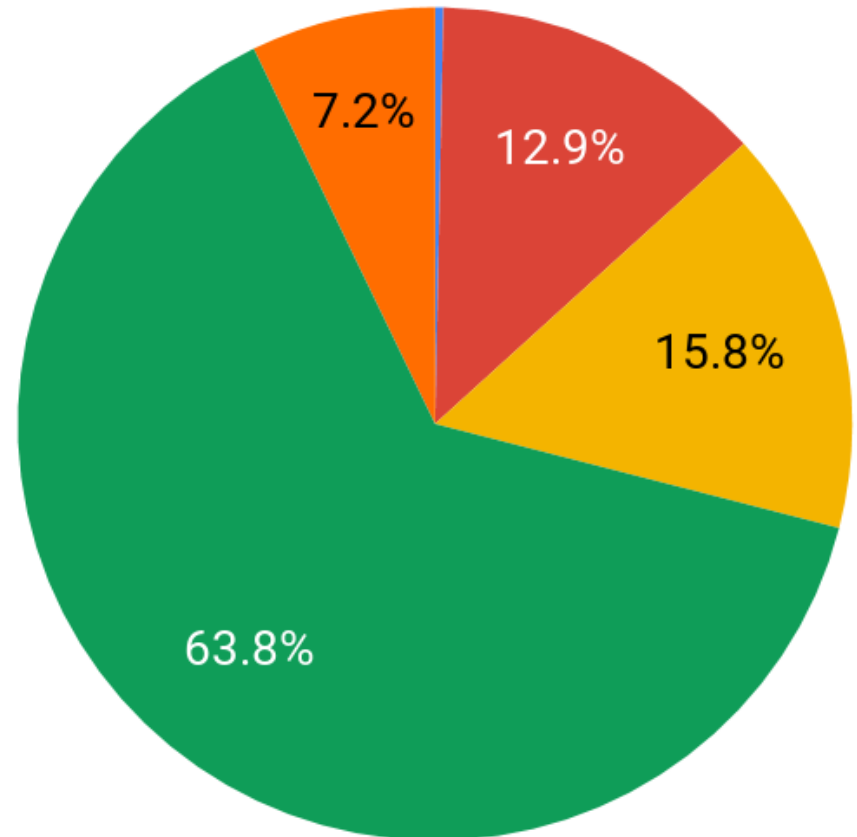
- Commuter Rail
- Light Rail & Streetcar
- Bus Rapid Transit
- Core Routes
- Express Bus, Special Service, Local Bus Replacements



In current dollars

Operating Costs Mode 2019-2050

- Commuter Rail
- Light Rail & Streetcar
- Bus Rapid Transit
- Core Routes
- Express Bus, Special Service, Local Bus



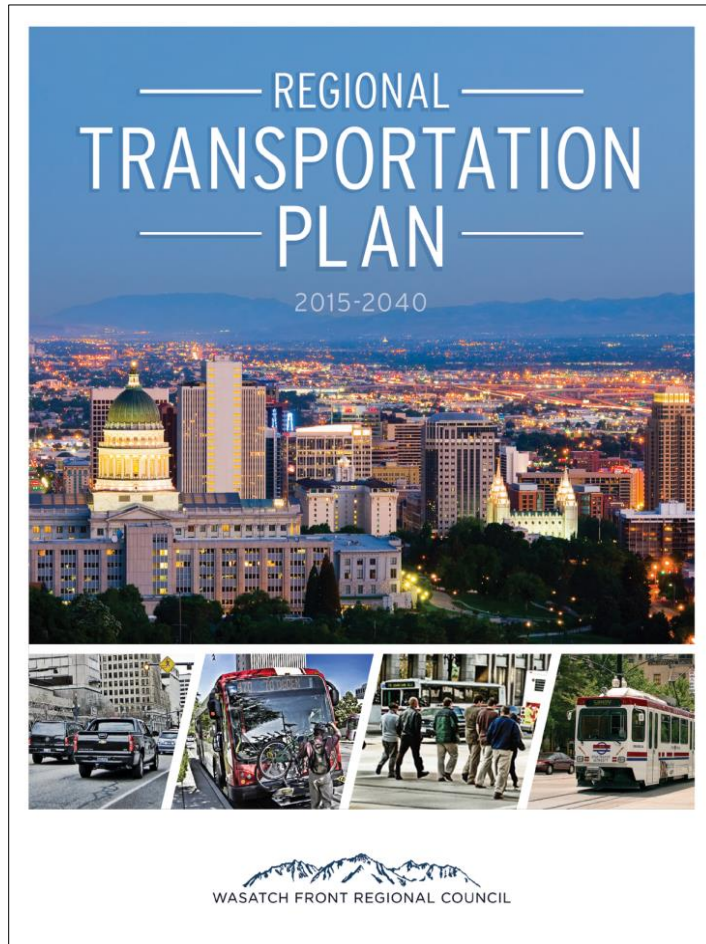
In current dollars

Today's Agenda

1. Introductions and Meeting Objectives
2. Previous Steps
3. Growth along the Wasatch Front
4. Phasing of the Regional Transportation Plan
5. Gather Feedback
- 6. Next Steps**



Next steps



- wfrc.org/rtp-2019-phasing
- Adoption of the RTP
 - May 2019
- Implementation programs
 - Transportation Improvement Program (TIP)
 - Transportation and Land Use Connections (TLC)
 - Comprehensive Economic Development Strategies (CEDS)



WFRC Regional Transportation Plan

Frontrunner | March 27, 2019





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Mountainland MPO Regional Transportation Plan 2050

FrontRunner Update



Regional Transportation Plan

Details Future Road Projects

Details Future Transit Projects

Details Bike and Pedestrian Projects

Requires Air Quality Conformity

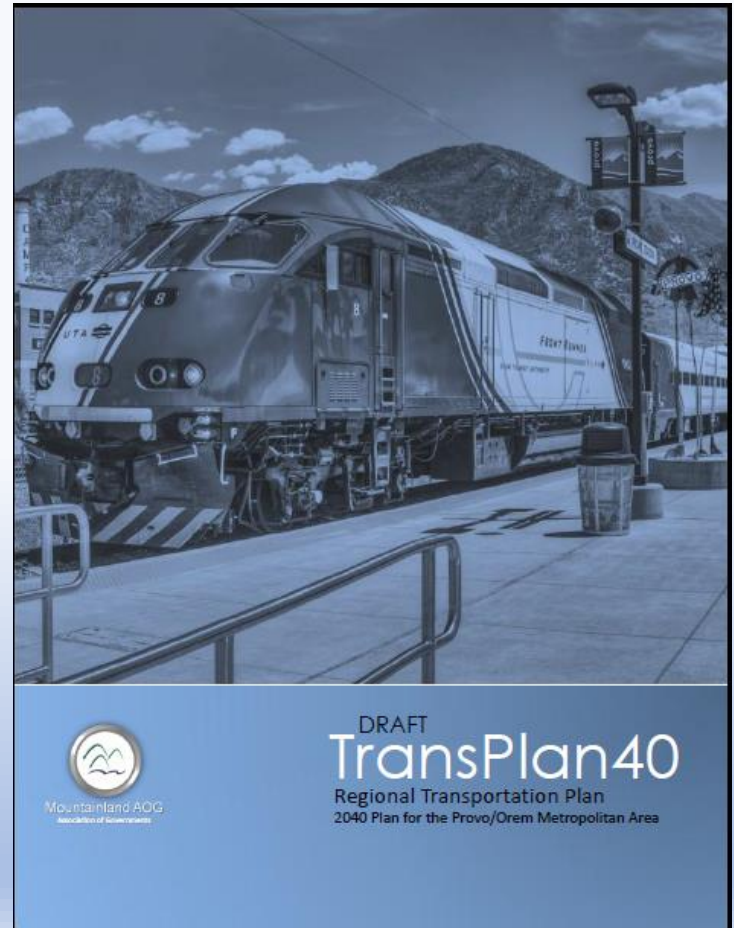
Is Financially Constrained

Requires Public Input and Comment

Details Safety and Security Needs

Shows Projects based on Needs

Adopted by Local Elected Leaders

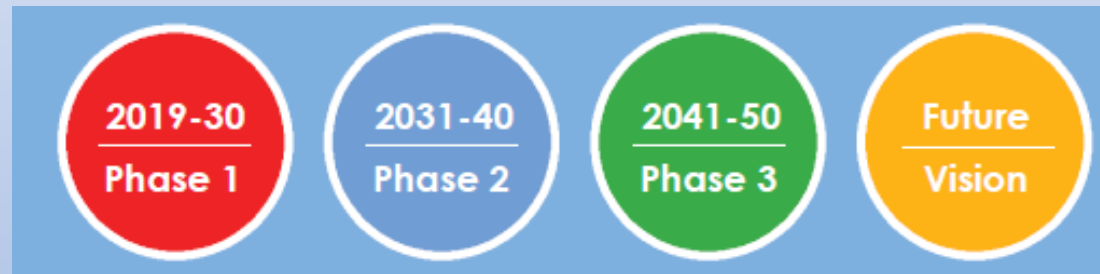


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1. Planning
2. Evaluating
3. Funding
4. Implementing

By Phasing

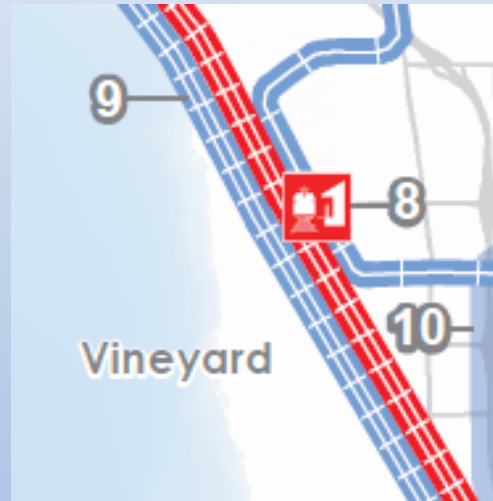


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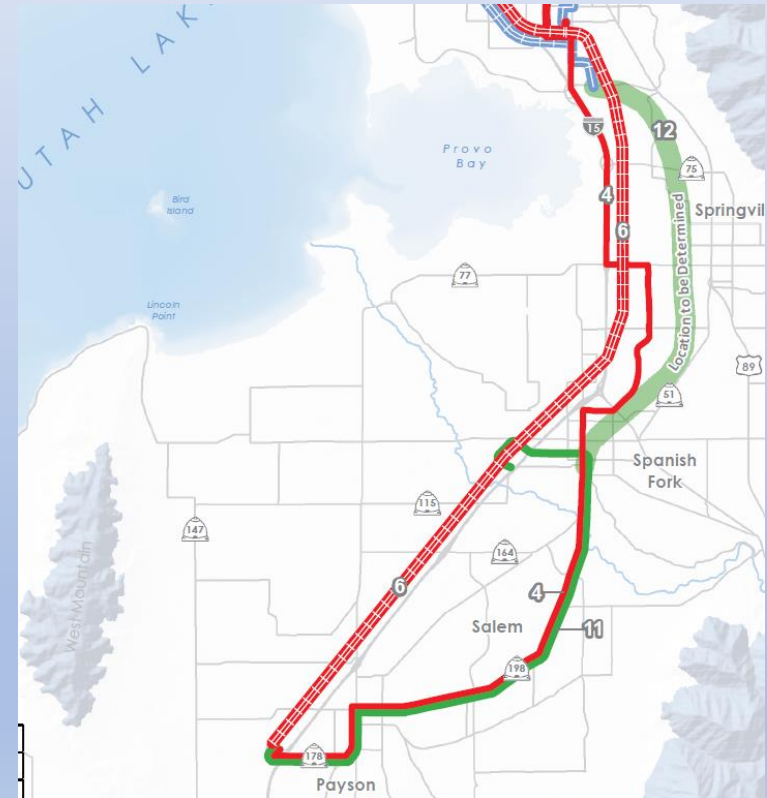
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Commuter Rail Projects in the Plan for Phase 1

New Commuter Rail Station in Vineyard
\$14m



Commuter Rail South from Provo to Payson
\$216m



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Future of FrontRunner Study Defined Levels of Commuter Rail Investment



Future PTC Baseline

- Existing conditions plus Positive Train Control

2030 Low Investment Scenario

- Adds double track to help with reliability issues

2050 Medium Investment Scenario

- Adds double track to allow 15 minute headways
- Continues diesel operations

2050 High Investment Scenario

- Adds double track to allow 15 minute headways
- Electrified system, more travel time savings

2050 High Investment Scenario with Infill Stations

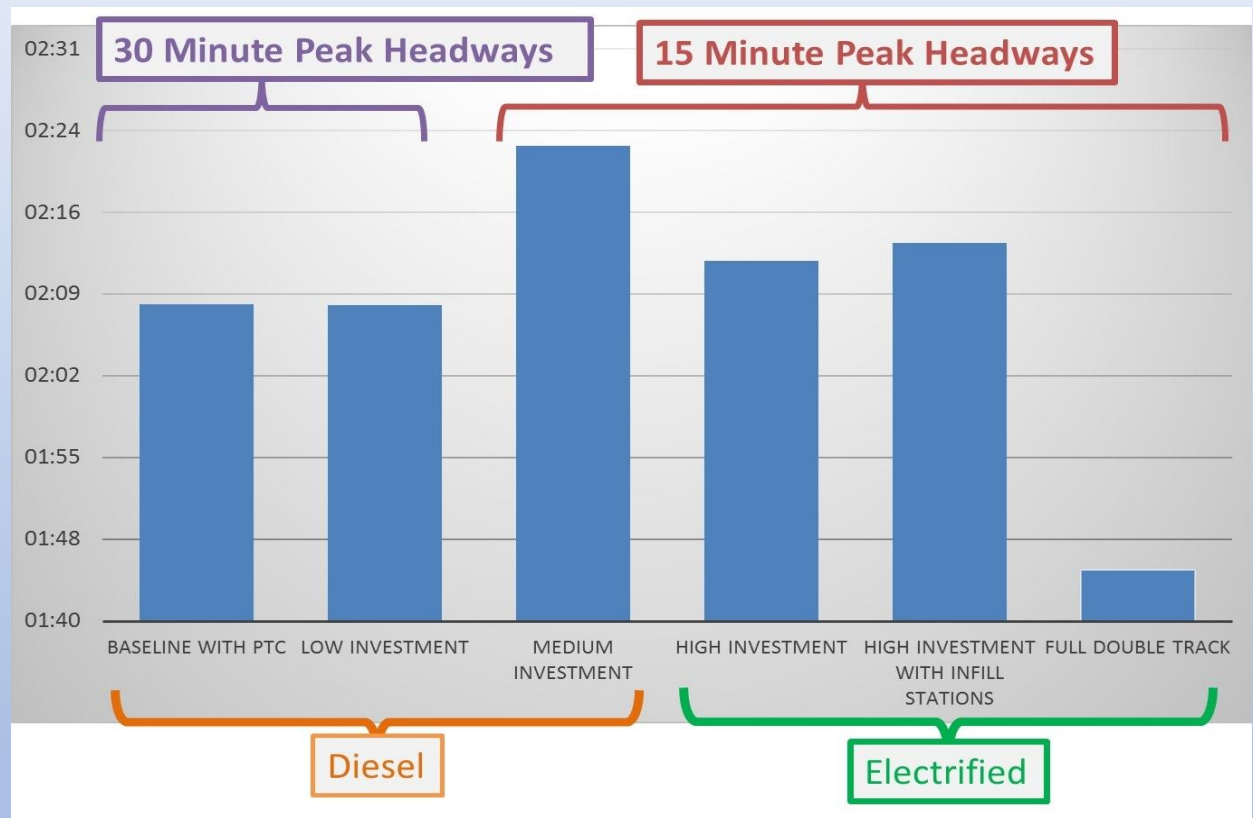
- Adds double track to allow 15 minute headways
- Electrified system
- More stations, may limit travel time savings



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And the Benefits of Each of Those Investments



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Also, the Costs for Utah County

- | | | |
|---------------------|-------------------|------------------|
| • Low Investment | \$97m | Phase 2 |
| • Medium Investment | \$200m | Choosing to skip |
| • High Investment | \$589m | Unfunded |

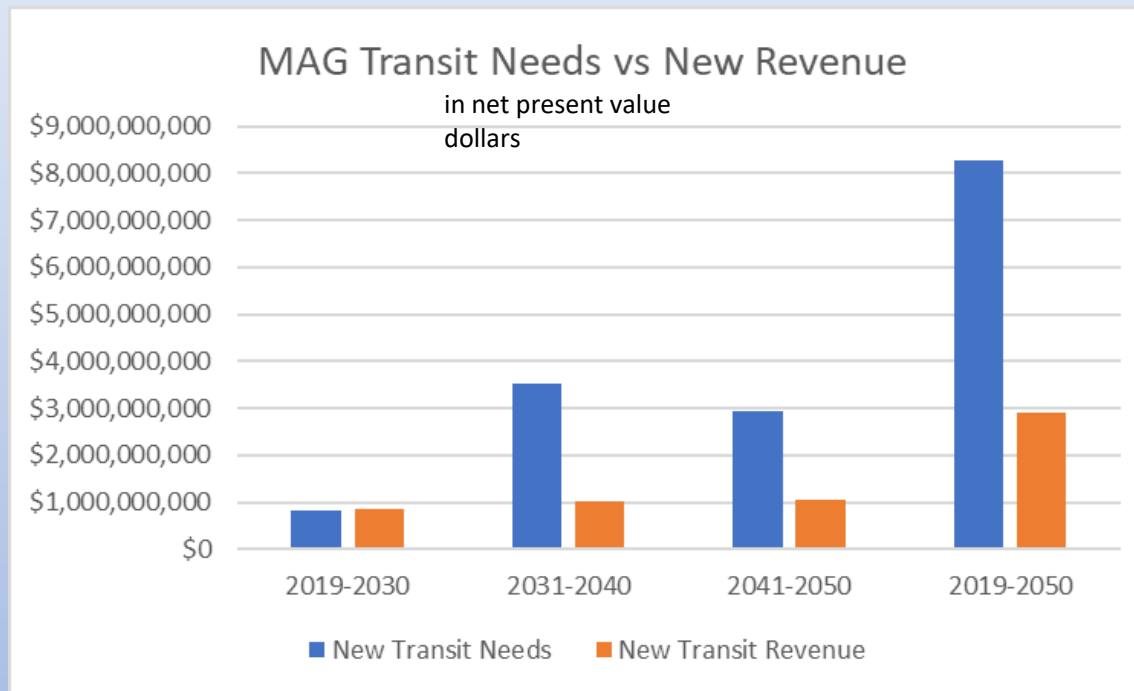
These Costs are Cumulative but skipping the Medium Investment saves money by purchasing an electric fleet.



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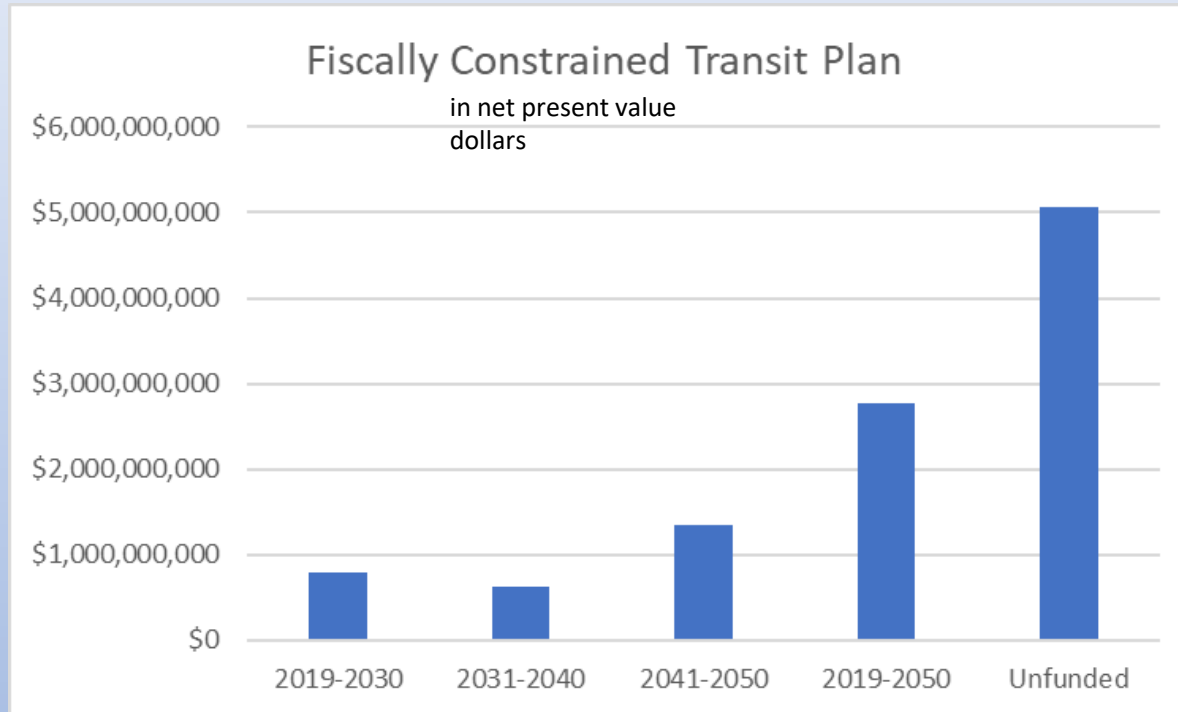
Transit Needs Compared to Available Resources



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Fiscally Constrained Transit Plan



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MAG Transplan50 Information and Next Steps

- Updated every 4 years
- Has a Horizon Year of 2050
- Out for public Comment in May of 2019
- Will be Adopted in June 2019



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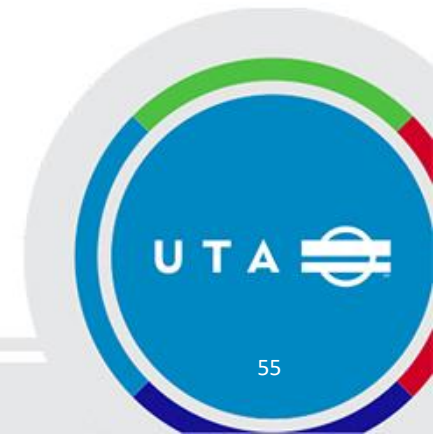
Expert Resources. Enriching Lives.

Transportation Sales Taxes both Existing and Assumed by MPO Counties

| As of March 2019 | | Year Assumed | Planning-Level Percentage of the Quarter | | Rate | |
|------------------|-----|----------------|--|---------|--------------|--------------|
| | | | Road | Transit | Road | Transit |
| Cache County | 1st | Existing | 0% | 100% | 0.00% | 0.30% |
| | 2nd | 2025 | 0% | 100% | 0.00% | 0.25% |
| | 3rd | Existing | 100% | 0% | 0.25% | 0.00% |
| | 4th | Existing | 90% | 10% | 0.23% | 0.03% |
| | 5th | 2035 | 0% | 100% | 0.00% | 0.20% |
| | 6th | 2040 | 60% | 40% | 0.15% | 0.10% |
| | 7th | 2045 | 60% | 40% | 0.15% | 0.10% |
| | | by 2050 | | | 0.78% | 0.98% |
| Box Elder County | 1st | Existing | 0% | 100% | 0.00% | 0.30% |
| | 2nd | Existing | 0% | 100% | 0.00% | 0.25% |
| | 3rd | 2023 | 80% | 20% | 0.20% | 0.05% |
| | 4th | 2030 | 60% | 40% | 0.15% | 0.10% |
| | 5th | 2040 | 0% | 100% | 0.00% | 0.20% |
| | 6th | - | - | - | - | - |
| | 7th | - | - | - | - | - |
| | | by 2050 | | | 0.35% | 0.90% |
| Weber County | 1st | Existing | 0% | 100% | 0.00% | 0.30% |
| | 2nd | Existing | 0% | 100% | 0.00% | 0.25% |
| | 3rd | Existing | 80% | 20% | 0.20% | 0.05% |
| | 4th | Existing | 60% | 40% | 0.15% | 0.10% |
| | 5th | 2023 | 0% | 100% | 0.00% | 0.20% |
| | 6th | 2030 | 60% | 40% | 0.15% | 0.10% |
| | 7th | 2040 | 60% | 40% | 0.15% | 0.10% |
| | | by 2050 | | | 0.65% | 1.10% |
| Davis County | 1st | Existing | 0% | 100% | 0.00% | 0.30% |
| | 2nd | Existing | 0% | 100% | 0.00% | 0.25% |
| | 3rd | 2020 | 80% | 20% | 0.20% | 0.05% |
| | 4th | Existing | 60% | 40% | 0.15% | 0.10% |
| | 5th | 2023 | 0% | 100% | 0.00% | 0.20% |
| | 6th | 2030 | 60% | 40% | 0.15% | 0.10% |
| | 7th | 2040 | 60% | 40% | 0.15% | 0.10% |
| | | by 2050 | | | 0.65% | 1.10% |

| As of March 2019 | | Year Assumed | Planning-Level Percentage of the Quarter | | Rate | |
|-------------------|-----|----------------|--|---------|--------------|--------------|
| | | | Road | Transit | Road | Transit |
| Salt Lake County | 1st | Existing | 0% | 100% | 0.00% | 0.30% |
| | 2nd | Existing | 25% | 75% | 0.06% | 0.19% |
| | 3rd | Existing | 20% | 80% | 0.05% | 0.20% |
| | 4th | Existing | 60% | 40% | 0.15% | 0.10% |
| | 5th | 2023 | 0% | 100% | 0.00% | 0.20% |
| | 6th | 2030 | 60% | 40% | 0.15% | 0.10% |
| | 7th | 2040 | 60% | 40% | 0.15% | 0.10% |
| | | by 2050 | | | 0.56% | 1.19% |
| Tooele County | 1st | Existing | 0% | 100% | 0.00% | 0.30% |
| | 2nd | 2020 | 0% | 100% | 0.00% | 0.25% |
| | 3rd | Existing | 80% | 20% | 0.20% | 0.05% |
| | 4th | Existing | 60% | 40% | 0.15% | 0.10% |
| | 5th | 2023 | 0% | 100% | 0.00% | 0.20% |
| | 6th | 2030 | 60% | 40% | 0.15% | 0.10% |
| | 7th | 2040 | 60% | 40% | 0.15% | 0.10% |
| | | by 2050 | | | 0.65% | 1.10% |
| Utah County | 1st | Existing | 0% | 100% | 0.00% | 0.25% |
| | 2nd | Existing | 8% | 92% | 0.02% | 0.28% |
| | 3rd | Existing | 100% | 0% | 0.25% | 0.00% |
| | 4th | Existing | 60% | 40% | 0.15% | 0.10% |
| | 5th | 2021 | 0% | 100% | 0.00% | 0.20% |
| | 6th | 2030 | 0% | 100% | 0.00% | 0.25% |
| | 7th | 2040 | 0% | 100% | 0.00% | 0.25% |
| | | by 2050 | | | 0.42% | 1.33% |
| Washington County | 1st | Existing | 95% | 5% | 0.29% | 0.02% |
| | 2nd | 2035 | 0% | 100% | 0.00% | 0.30% |
| | 3rd | 2030 | 80% | 20% | 0.20% | 0.05% |
| | 4th | 2022 | 60% | 40% | 0.15% | 0.10% |
| | 5th | 2045 | 50% | 50% | 0.10% | 0.10% |
| | 6th | NA | 0% | 0% | 0.00% | 0.00% |
| | 7th | NA | 0% | 0% | 0.00% | 0.00% |
| | | by 2050 | | | 0.74% | 0.57% |

2019 Executive Team Performance Targets



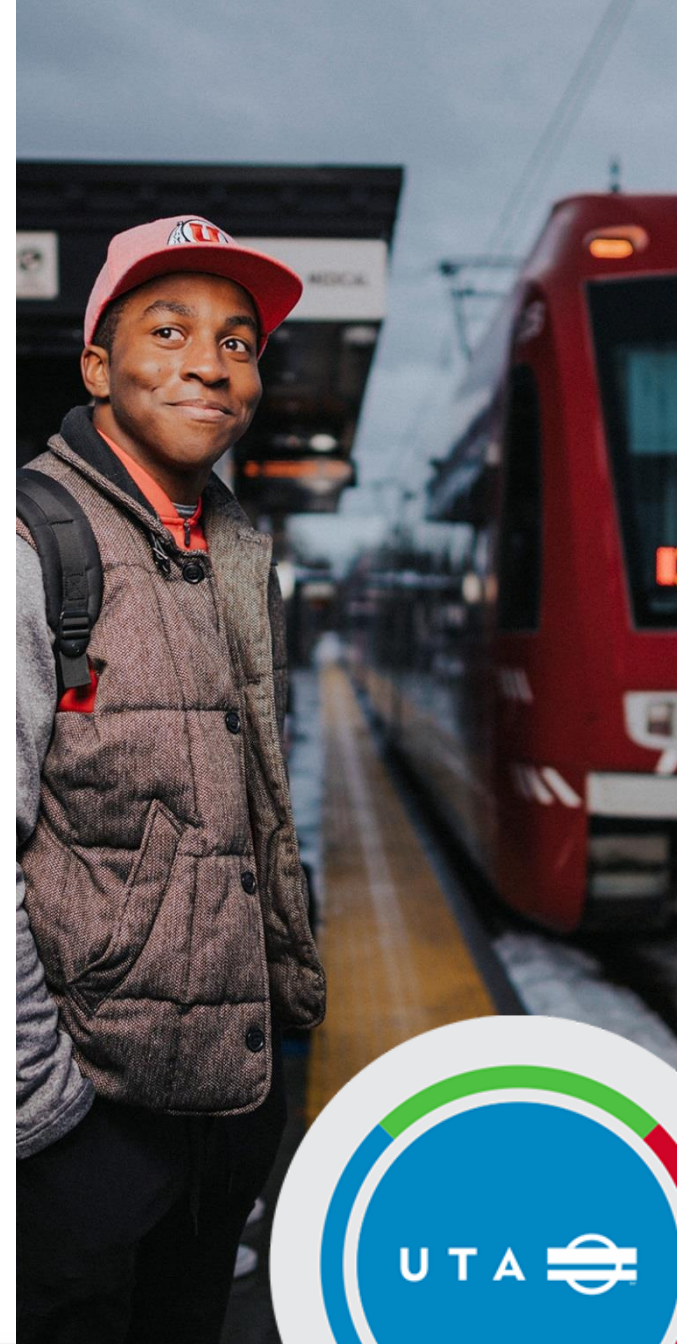
Proposed 2019 Agency Objectives

- Service
 - Use data-driven decision making to guide choices related to service delivery and passenger experience
 - Maximize resources to provide access to opportunity
- Strategic funding
 - Collaborate with partners to identify funding for additional service, projects, and state of good repair
- Future workforce
 - Promote a culture that fosters a dynamic, empowered workforce
- Community relations
 - Develop positive, user-friendly experience for the customer
 - Enhance the provision of information to customers and increase community engagement



Chief Operating Officer

- Meet or exceed all chief operating officer key performance indicators
- Successfully implement new service
- Meet 2019 operating budget
- Develop 5-year capital and state of good repair plans with associated funding strategies
- Implement initiatives to support a strong organizational culture focused on employee development and retention



Monitoring & Measuring

COO Scorecard

February 2019 YTD

| <i>METRIC</i> | <i>BUDGET/GOAL</i> | <i>ACTUAL</i> | <i>VARIANCE</i> |
|---------------------------------------|--------------------|---------------|-----------------|
| Efficiency & Effectiveness | | | |
| Expense | \$ 31,033,941 | \$ 30,738,986 | 1.0% |
| Platform Hours | 314,652 | 318,519 | -1.2% |
| Total/Hubo Miles | 5,334,996 | 5,352,700 | -0.3% |
| Cost per Hour | \$ 41.38 | \$ 41.97 | -1.4% |
| Cost per Mile | \$ 1.80 | \$ 1.74 | 3.2% |
| Subsidy per Rider | \$ 5.40 | \$ 5.21 | 3.5% |
| On-Time Performance | 90.0% | 92.0% | 2.2% |
| YTD Average Weekday Boardings | 155,124 | 157,221 | 1.4% |

Service Quality

| | | | |
|---|--------|--------|-------|
| Bus Miles per Voice of the Customer Road Call | 24,327 | 28,493 | 17.1% |
| Rail Miles per Service Interruption | 8,577 | 11,041 | 28.7% |

Safety

| | | | |
|--|------|------|-------|
| Bus Avoidable Accidents per 100K Miles | 1.00 | 1.04 | -4.0% |
|--|------|------|-------|

Chief Financial Officer

- Establish Board fare strategy and policy
- Joint agency inventory contracts for long-lead time bus and rail parts
- Complete and utilize TOD System Analysis Tool
- Issue RFP on at least one new TOD site
- Break ground on two development phases - current TOD sites
- Update budget process for 2020 operating and capital as well as budget amendments



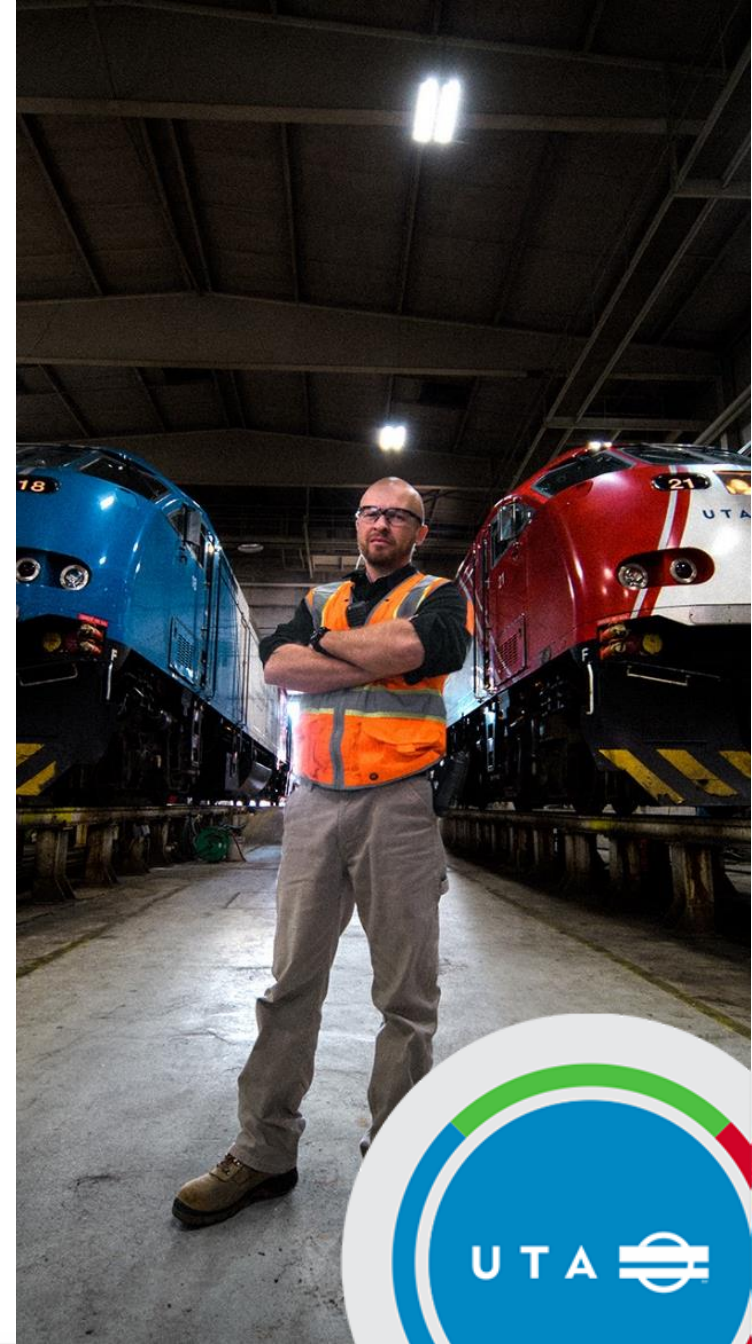
Monitoring & Measuring

| Group | Key Performance Indicator | Goal |
|--------------|---|--|
| Fares | TVM uptime | 95% or greater |
| Supply Chain | Parts availability % | 95% or greater |
| Supply Chain | Vehicles out of service waiting for parts | Less than 20 buses Less than 5 TRAX cars Less than 3 CR cars |



Chief People Officer

- Successfully negotiate terms of the new Collective Bargaining Agreement
- Ensure hiring and training efforts support current and new service
- Implement leadership development process
- Implement action planning from employee engagement survey to improve internal relationships and retention
- Roll out new clinic and wellness program to establish employee health metric benchmark in 2020



Monitoring & Measuring

| Goal | Data Focus | Performance Metric |
|---|--|--|
| Negotiate new Collective Bargaining Agreement | Support employee attraction and retention efforts | TBD |
| Hire and train for employees for Salt Lake City service | Recruiting/hiring events; training and development activities | Training graduate rate; successful offer rate |
| Implement formal leadership development process | Current state assessment; calibrate leadership bench; deploy new leadership programs | Leader behaviors on Employee Engagement Survey |
| Improve employee engagement | Leader-led action planning | Pulse check survey of priority items |
| Employee wellness enhancement | Continued roll out of clinic services and wellness program | Establish benchmark metric for overall health |

Chief Communications & Marketing Officer

- Make UTA more relatable
- Better customer communication (current and future)
- Better internal communication
- Putting the customer at the core of everything
- Meet the transit needs of current and future generations



Monitoring & Measuring

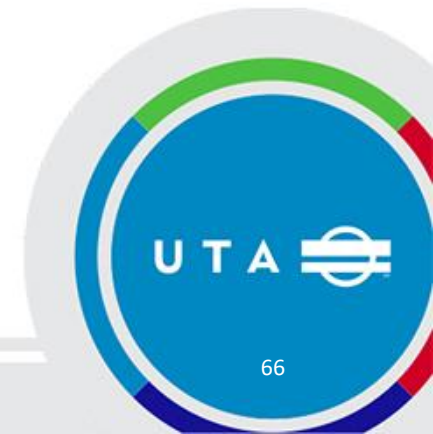
| Goal | Data Source | Performance Metric |
|--|---|--|
| Make UTA more relatable | Benchmark Survey and focus groups (public and customer) | Increase the “favorable” score of agency |
| Better customer communication (current and future) | Benchmark Survey and focus groups (public and customer) | Increase “favorable” and “opinion of UTA has improved” scores of agency |
| Better internal communication | Employee Engagement Survey | Increase collaboration and engagement scores |
| Putting the customer at the core of everything | Focus groups (public and customer) and Employee Engagement Survey | Increase the identification with riding public score |
| Meet the transit needs of current and future generations | Annual Stakeholder Engagement Survey | Increase engagement level with the communities we serve, and use this information to make better decisions |



Other Business

- a. Next meeting: April 10, 2019 at 9:00 a.m.

Note: The April 3, 2019 regularly scheduled meeting of the Board of Trustees has been cancelled



Adjourn

