



Working Session of the
Planning & Long-Term Vision Committee
of the Board of Trustees of the Utah Transit Authority
Wednesday, April 12, 2017, 8:30 – 10:15 a.m.

Frontlines Headquarters Building, 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: Charles Henderson, Committee Chair
Cort Ashton
Keith Bartholomew
Necia Christensen
Bret Millburn

Agenda

| | <u>Responsible Executive:</u> | <u>Forward to Board:</u> |
|--|--------------------------------------|---------------------------------|
| 1. Safety First Minute | Dave Goeres | |
| 2. Consent Agenda Items | Charles Henderson | |
| a. Approval of February 8, 2017 Meeting Report | | |
| b. Approval of March 8, 2017 Meeting Report | | |
| 3. Board Workshop Pre-work & Milestone Timeline of Activity | Charles Henderson | [] |
| 4. 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. | | |
| 5. Action Taken Regarding Matters Discussed in Closed Session | Charles Henderson | |
| 6. Liaison, Conference & External Committee Reports | Charles Henderson/ Jerry Benson | |
| 7. Input & Date for the Next Committee Meeting | Charles Henderson | |

8. Other Business
9. Adjourn

Charles Henderson

What is an emergency notification system (ENS) sign?

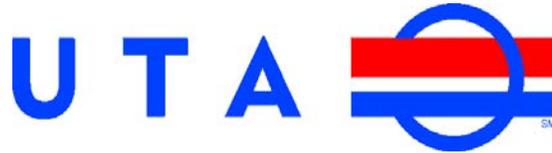


It is used to notify the railroad of an emergency or warning device malfunction.



UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES
Planning & Long-Term Vision Committee
Agenda Item Coversheet

| | |
|------------------------|---|
| DATE: | April 12, 2017 |
| CONTACT PERSON: | Charles Henderson, Chair |
| SUBJECT: | Planning & Long-Term Vision Committee Report approval |
| BACKGROUND: | The Planning & Long-Term Vision Committee report of the meeting is attached for review and consideration of approval by the committee members |
| EXHIBITS: | <ul style="list-style-type: none">• 02-08-17 PLVT Meeting Report – Unapproved• 03-08-17 PLVT Meeting Report – Unapproved |



Minutes of the Planning & Long Term Vision Meeting
of the Board of Trustees of the Utah Transit Authority (UTA)
Wednesday, February 8, 2017
FrontLines Headquarters, 669 West 200 South, Salt Lake City, UT

Attending:

Board Member:

Charles Henderson, Committee Chair
Cort Ashton
Necia Christensen
Bret Millburn
Sherrie Hall Everett
Robert McKinley
Jeff Acerson

Staff Available for Comment:

Jerry Benson
Jayme Blakesley
Robert Biles
Nichol Bourdeaux
Cathie Griffith
Dave Goeres
G. J. LaBonty
Riana De Villiers

Excused/Not in Attendance: Keith Bartholomew

Welcome

Chair Henderson called the meeting to order at 12:31 p.m. with three committee members present.

1. Safety First Minute (Dave Goeres)

Chair Henderson then yielded the floor to Dave Goeres, UTA Chief Safety, Security & Technology Officer, for a safety message.

2. Board Retreat Pre-work & Milestone Timeline of Activity (Charles Henderson)

Chair Henderson discussed the Board Retreat Pre-work & Milestone Timeline of Activity.

- Proposed date is June 2nd and 3rd
- *Goals for retreat:*
 - Establish a long-range plan - where do we want to be in 10-20 years?
 - Understand where we are, what we have accomplished and celebrate that.
 - What is our foundation and what is our “why”? Our business is transit. How do we translate that to our customers and the individuals in this agency? Why are we in business? Everything that we do should go back to our “why.”
 - Teamwork with employees and board. What is the board’s role in support of staff?
- *There is an exercise that we have to go through to reach the long-range plan.*

Needed are:

- Clear vision of where we are headed.
- Be motivated and enjoy the process of accomplishing this task.
- Understand our role as board members, which is to give direction to the leadership.

- Make sure we do not get into the day-to-day operations.
 - Be able to measure how and if we are accomplishing our goals.
 - *What is our future state?*
 - What is our role as corporate citizens within this community that supports not only moving people from point 'A' to point 'B'. We need to be getting in front of or adopting change and leading in technology and innovation.
 - What are other agencies doing?
 - *Pre-work and homework as board members is spending time in the agency.*
 - Build the relationship between the board and the agency.
 - Board members have different perspectives and we have an opportunity to weigh in on how we as a board will go forward and come together as a team.
 - Need a clear vision and what we want to accomplish.

Chair Henderson asked Jerry Benson what he needs from the Board. Jerry Benson shared these thoughts:

- When he decided to take the CEO position one of the conditions was to have a board retreat. It is important that the organization refocus. We are going to narrow our focus to a smaller set of priorities and work on a few important things. He appreciates the board providing clarity so that he can direct the agency around those things.
- The future is innovation with driverless and electric vehicles, Uber and LIFT, and other technologies.
- It is important for the executive team to know the trustees better and look for ways that we can work well together. We have done quick retreats but we cannot reflect on the big picture and connecting in a meaningful way on the big picture in just one day. Thank you for agreeing to a two-day retreat.

Chair Henderson talked about the importance of the role of the board member.

- Role and responsibility of the board member is that we must ask the hard questions. We were appointed and our constituents are counting on us to be the authorities.
- There are some things we want to do in advance of the retreat and we want to have a timeline for doing these things.
- We should have finalized our goals and be in alignment by the time of the retreat.

Chair Henderson opened the floor to the board members for their thoughts concerning the retreat.

- What are the best practices of other organizations and what can we learn from how well other comparable boards have been doing?
- Where is transportation headed? Cost provider models. Perhaps in advance of the retreat. We can only absorb so much in two days.
- Ultimate goal is that we give clear direction to staff for this year, next year and 10-20 years.
- What drives this discussion is a clear picture of financial limitations and what that will look like in the coming years. We need both the visioning of what you would like to do and the reality of what can be done.
- What are the best practices outside of our organization? Compare an upstart mass transit agency, an intermediate agency that has been functioning for a period of time, and see some examples of how they are doing after 20-30 years.
 - What are they doing well? What are they still struggling with? Are they serving the public well? This would give us some thoughts of a future vision.
- What are our top 2-3 challenges? For example, UTA should be involved in solutions for the canyons. Would it be appropriate to have a breakout discussion of what that solution would look like? We are a partner and can make recommendation. It would be good to take a few top transit related challenges and do a few problem solving presentations.
- Ask our legislative leaders to attend our retreat in April, as well as our MPOs, to be part of the solution. What is their vision? What do they see for the state of Utah as part of mass transit?

Have them weigh in independently for us. What is their wish list for transit? What do they see 15-20 years down the road? Ask them about the future of transit, not the future of UTA. This would be a good lead-in to the retreat in June.

- We are part of the solution for air quality. Discuss various solutions with the data added. Do we really want to put more cars down I-15 or do we want to create a transit solution?
- Clarify the law as it pertains to the role of the board member as it pertains to their trusting authority and to UTA. What is expected of us as board members?
- Spend our time focusing on the future rather than the past. If Jerry Benson could spend his time focusing on a vision of what he wants, then the board can work on accomplishing them. We would have a model for going forward and be more proactive.
- Work to build trust between UTA and the Legislature so that when a question arises they will come to us first.
- UTA needs to develop our own message and tell it over and over again.
- Rail~volution, which is in Denver this year, is a good place to go to learn about best practices. That would be a great way to poll the best from the nation.
- Reach out to entities. For example the ski program and students.

Rebecca Cruz, Board Coordinator, placed the attached 'Retreat Planning Ideas' on the screen for the board's review and made adjustments as the board made their comments. Some additional comments were:

- Improve our collaboration with mayors, council members and their staff. They don't have the access to know where our agency is going. This creates a lot of misunderstanding.
- Advertise and have a free fare day. Have all of the Trustees riding transit, collecting feedback and meeting with the public.
- Jerry Benson noted that we are at a critical point in this agency. We want to make sure we talk about marketing, promotion and what role that is going to play. We need to make sure we talk about community and public relations. What kind of a relationship do we want and how are we going to make that happen.
- Chair Henderson would like to see better use of the data. Know our customer.
 - Who is buying a pass?
 - Are they using the pass? If not, why? What happened to them?
 - Create a more personal experience. If our customer goes from point 'A' to point 'B', how can we make that trip a better experience for him?
- How far can we as an agency extend ourselves for paratransit issues?
 - Jerry Benson asked that we make this another category at the retreat. Where should we put our resources? This can make all the difference to those people.
- Salt Lake City has done a 2040 plan and we need to go out at least that far and align with that. If they line up funding and funding priorities we can work with that.

Chair Henderson reminded members that our retreat goal is to be part of the solution. (Rebecca handed out our last strategic plan.) Review the strategic plan and think about 2020, 2030 and where we are and what we want to accomplish.

3. Closed Session – No closed session was held

4. Action Taken Regarding Matters Discussed in Closed Session – none

5. Liaison, Conference & External Committee Reports (Charles Henderson/Jerry Benson) – No business.

6. Input & Date for the Next Committee Meeting (Charles Henderson) – It was noted that the committee will need to meet monthly until the Retreat in order to accomplish the pre-work and to be

ready for the event. The next meeting is scheduled for Wednesday, March 8th. Time to be determined.

7. Other Business – None

8. Adjourn. The meeting was adjourned at 1:57 p.m. by motion.

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DRAFT

PLANNING & LONG-TERM VISION COMMITTEE

RETREAT PLANNING IDEAS

1. **Best practices of other organizations – Lessons Learned**
 - a. Small
 - b. Intermediate
 - c. Large
 - d. New organizations & their progress
 - e. Ask ourselves, “What will best practices look like in 10 years”
 - f. Learning from our own history

2. **Significant/clear direction to give to Staff**
 - a. Be aligned
 - b. Use of data in identifying opportunities? (who are our customers)

3. **Clear picture of our financial limitations**
 - a. Funding is a big issue
 - b. Identifying a “stable” funding source?
 - c. (potentially using the same marketing strategy as Prop One... “option A, Option B, etc.”)

4. **What are the top 5 challenges we are dealing with?**
 - a. A breakout discussion was suggested on talking about issues like the Canyons and congestion.
 - b. Identifying a “stable” funding source?
 - c. Point of the Mountain

5. **Getting our legislators on the same page of us**
 - a. What is THEIR vision/wish list
 - b. Necia suggested making videos of various legislators expressing their opinions
 - c. Getting them to trust us
 - d. What is THEIR accountability to the people?

6. **Talking about how we are part of the solution to Air quality**
 - a. New innovations/embracing technology

7. **Responsibility that the trustees to have to their appointing authority**
 - a. Making sure that trustees understand their obligations

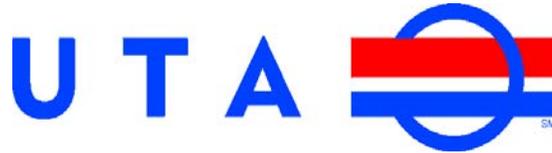
8. **Rather than dealing with history/past – spend 100% of our efforts going forward**
 - a. How do we accomplish that?
 - b. Develop our own message and tell it our own way
 - c. Reinforcing the message

9. **Idea was expressed by Jeff Acerson to invite key legislators (transportation committee) to share their ideas with us.**
 - a. Also let them know now (why they are in session) to be part of the solution
 - b. (this idea was expressed by Charles to be a good pre-work item)
 - c. Nichol mentioned that there is a Transit Academy tentatively planned for April

PLANNING & LONG-TERM VISION COMMITTEE

RETREAT PLANNING IDEAS

10. Be sure to **include the MPO's**
11. **Are we really hearing/listening to our constituents?**
 - a. "Point was made that listening and DOING aren't necessarily the same thing."
 - b. Be willing to do field trips to peer companies for ideas
 - i. Rail~Volution was suggested
 - ii. APTA Meetings
 - c. Being the solution: what are the needs out there
 - d. Idea was suggested of a "free" day and getting Trustees out in the system to interact with our patrons
12. **Innovative programs for increasing ridership**
 - a. "5th graders ride free"
 - i. Look at the fiscal implications
 - b. K-12 Outreach – We are training the next generation
13. **Reminder about the Board keep the "60,000 foot level vision"**
 - a. Providing the staff with the Board vision and letting them execute
 - b. Broaden our discussions (include council members and those "closest" to the constituents in our collaboration efforts)
14. **Technology & Transit Trends**
15. **Marketing and promotion**
16. **Where should we be putting our resources?**
17. **Where else should we be going?**
18. **How far do we want to look forward (10, 20, 30, 40 years)**



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Wednesday, March 8, 2017
FrontLines Headquarters, 669 West 200 South, Salt Lake City, UT

Committee Members:

Charles Henderson, Chair
Cort Ashton
Keith Bartholomew
Necia Christensen
Bret Millburn

Other Board Members in Attendance:

Jeff Acerson
Bob McKinley

UTA Staff members were available for comment.

Welcome

Chair Henderson called the meeting to order at 2:05pm with five committee members present.

1. Safety First Minute (Dave Goeres)

Chair Henderson yielded the floor to Dave Goeres, UTA Chief Safety, Security & Technology Officer, for a safety message.

2. Utah Legislative & Federal Update (Matt Sibul)

Matt Sibul - legislative session has thirty-six hours left.

- Still hopes for Depot District funding.
- Gas tax reform – in both caucuses today.
- SB174 – UTA governance bill – now positive for our partners and UTA (see handout). This bill has the biggest impact for UTA during this legislative session.
- Chair Henderson asked if the board will hear from the Office of Constituent Services.
 - Matt Sibul suggested the board hear from not only our Office of Constituent Services, but the Community Transit Advisory Committee (CTAC) and our Office of Coordinated Mobility.
 - They should explain to the board who they are, who is doing what and reinforce that in statute, this is going to be state law. Also explain what the process is for the rider.
 - Bret Millburn – Office of Coordinated Mobility has been going on for years. Is this a new thing?
 - Jerry Benson – we have an opportunity to elevate the awareness and scope of this program. We have grown our program with coordinating councils in each service area.
 - Implemented a grants program with FTA funds.
 - Started new services including a dial ride in Utah County and a voucher program in Weber County and our partnership with dual counties

Veterans administration.

- Our program is small in comparison to other agencies countrywide.
- This is our opportunity to come back at the end of this year to say this is what a full blown program will look like and this is what it will take to get there.
 - Matt Sibul noted that legislative leaders did not want this to be an unfunded mandate for us.
- Cort Ashton – there is a report due in a year. Is this an ongoing task force or will it disband at some point?
 - It would be done with its business by the end of the year.
 - Scope is large. Should be an interim report by the end of the year.
- Matt Sibul - Federally there is a lot going on. Jayme Blakesley and Matt will be in DC next week for the APTA Legislative Conference. They will engage with our congressional delegation and with committees who develop the funding programs for transportation. They are developing a list of transit priorities and policy initiatives.
- Necia Christensen – asked about the billion dollar infrastructure bond.
 - Doesn't effect UTA, but the bond has a four year timeframe with \$250M each year, however, as the task force develops in future years we may be eligible for the funds.

3. Board Retreat Pre-work & Milestone Timeline of Activity (Charles Henderson)

- June 2nd & 3rd – (see attached packet handout). Board should focus on:
 - Clear expectations – performance based.
 - 20-30 year future needs of the agency. Legislature has addressed some of these efforts with the Office of Coordinated Mobility. What worked for the agency in the past may not work for the future. 2020 plan is only 5 years away.
- Time required is 2 – 6 hours of pre-work.
- We will clearly outline expectations of appointing authority and your job as a board member.
- Calendar will be issued leading up to the retreat.
 - We want as much as possible done before we get to the retreat.
 - Vision statement and long range plan, site visits.
- Bret Millburn asked if there were certain things that we should be wrapping our heads around or some type of form so that we can synthesis this. Then we can compile it all.
 - Chair Henderson – yes, we will capture in a survey monkey and other means.
- Keith Bartholomew suggested rather than a survey monkey we have a public structured blog – a blog that is open to the world. We could be more public and transparent.
- Jerry Benson stated that we don't hold back from criticizing the authority but not a specific employee.
- Concerning customer experience, Necia Christensen brought up the problem that on FrontRunner there is no signage for the restroom.
- Keith Bartholomew – employees are the solution and at times they are the problem. Can do this without naming the employee and then give staff the specifics.
- Keith Bartholomew – suggested making the engagement with our reporting authorities and the operators in the system an annual occurrence and spin it that way when we roll it out. The reason is that there may be the assumptions that the board will just use the system once and never again.
 - Will the other committees want to see some other things on the list? (TOD committee may want to visit the TOD sites.) There will be an element particular to each committee.
- Jerry Benson – there may be a fair amount of follow-up work. We may want to form a sub-committee to do this. Nichol Bourdeaux said that there are plans in place for this task.

4. Closed Session - None

5. Action Taken Regarding Matters Discussed in Closed Session (Charles Henderson) - None

6. Liaison, Conference & External Committee Reports (Charles Henderson/Jerry Benson) –

- Necia Christensen – concerning her work with the Utah Association of Special Districts, during the legislative session they met to work on bills that would be harmful to districts and bills beneficial to UTA. Jerry Benson reported:
 - Last week he traveled to Washington DC, along with Nichol Bourdeaux, Mayor Biskupski and Lane Beattie to explore options for funding the airport TRAX station. They met with the USDOT, the department responsible for the TIFIA loan program and other financing programs as well as Senator Hatch and his staff to explore options. No money is available yet, but they understand what the opportunities are. Met with Matt Welbes, the Executive Director of FTA and interim leader who supports UTA and Utah. Concerning the Federal Transit Program, he said that they are “moving along.” We should not worry about grants received with funds allocated, such as the Provo-Orem BRT and other grants that have been award like TIGER. UTA is taking steps with our city partners of the TIGER grant to work with them.
 - Presented to the Transportation Advisory Committee of Salt Lake City earlier this week to check-in with that group. Represents UDOT, school districts and members of the community councils around the city that work to advise the city of transportation needs.
 - Attended monthly meeting of Jordan River Commission. It was a field trip. Concerned mostly river issues but it is important to keep that connection because what they do is smart growth planning, trails and access to transit. Good to network with officials from around the region.
- Keith Bartholomew – asked regarding the FTA’s pullback on the grant agreement with Caltran – the electrification process for commuter rail between San Francisco and San Diego. Is our TIGER grant in the same type of limbo?
 - Jerry Benson – Yes – complicated and politically charged project. It is under review with current administration.
 - Jayme Blakesley – he was at the APTA Legal Conference He talked to Caltran’s acting chief counsel as well as their attorney for Caltran. There are a number of executive orders coming down from Trump administration that they are working through to figure out what they mean for their staffing and the transit program.
- Keith Bartholomew – he has co-chaired a sustainability action committee for the University of Utah for the past twelve months, along with Matt Sibul, Ted Knowlton(WFRC), Jeff Harris(UDOT) and Cris Jones(SLC). The university is taking initial steps to craft a joint work program to create a plan and joint funding for a transit hub on the campus. This will bring together transit on the campus, transit in the city and transportation statewide. The hope is that it will be tied into other things such as a land use component.

7. Input & Date for the Next Committee Meeting (Charles Henderson)

- Working document for the retreat.
- Rebecca Cruz asked about the possible time for the next meeting. The next meeting is tentatively scheduled for Wednesday, April 12th at 8:30am.

8. General Public Comment Period (Charles Henderson) – no comments were presented by the public.

9. Other Business – None

10. Adjourn. The meeting was adjourned at 3:25 p.m. by motion.

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UNAPPROVED