



Utah Transit Authority

Board of Trustees

MEETING MINUTES - Draft

669 West 200 South
Salt Lake City, UT 84101

Wednesday, August 7, 2024

9:00 AM

FrontLines Headquarters

Budget Work Session

Present: Chair Carlton Christensen
Trustee Beth Holbrook
Trustee Jeff Acerson

Also attending were UTA staff members.

1. Call to Order and Opening Remarks

Chair Carlton Christensen welcomed attendees and called the meeting to order at 9:00 a.m. He noted this is an in-person recorded meeting with no live video stream. An audio recording of the meeting will be available within three days.

2. Safety First Minute

Heather Barnum, UTA Chief Communications Officer, delivered a brief safety message.

3. Discussion Items

a. Chief People Officer Budget

Jay Fox, UTA Executive Director, and Viola Miller, UTA Chief Financial Officer, were seated at the meeting table and contributed to the discussion.

Kim Shanklin, UTA Chief People Officer, was joined by key directors from the Chief People Office (CPO), including Joy Kapos, UTA HR Business Partner Director; Stacy Palacios, UTA Workforce Technical Training Director, Greg Gerber, UTA Talent Acquisition Director; Ann Green-Barton, UTA Total Rewards Director; and Kenya Fail, UTA Civil Rights Compliance Manager.

Shanklin provided a high level overview of the CPO department and reviewed the CPO Operating Budget. Information shared included:

- CPO responsibilities
- CPO's 2024 Strategies - aligned with priorities from the agency's 2030 strategic plan
- 2024 strategic initiatives milestones & progress
- 2024 strategic budget change initiatives
- 2025 opportunities & challenges

- 2025 base budget highlights
- 2025 proposed operating budget (by department, category, and full-time equivalents)
- 2025 strategic budget change initiatives
- 2025 change initiatives
- 2025 operating budget changes summary

Discussion ensued. Several questions were posed by the board and answered by staff.

Topics of inquiry included:

- Succession planning
- New Human Resource Information System (HRIS) - integration and data transfer
- Leadership standards
- Temporary staffing assistance needs
- Management of benefits contracts
- Line items in the 2025 Proposed Operating Budget
- 2025 strategic budget change initiatives

Following the CPO overview, information was provided for the following departments: People Office, HR/Labor Relations, Total Rewards, Talent Acquisition, Workforce Technical Training, and Civil Rights.

Topics of review included: 2024 strategies, 2025 opportunities & challenges, 2025 base budget highlights, and 2025 proposed operating budget.

Discussion ensued. Several questions were posed by the board and answered by staff.

Topics of inquiry included:

- People analytics dashboard
- Baseline salary level and retention (administrative staff)
- Baseline results following external consultant HR survey
- Maintenance hiring
- Operator working conditions and retention
- Retirement cliff fall
- Employee goals
- Employee benefits awareness
- Standard Operating Procedures (SOPs)
- Civil Rights compliance

The meeting was recessed at 10:57 a.m. and reconvened at 11:10 a.m.

b. Chief Planning and Engagement Officer Budget

Nichol Bourdeaux, UTA Chief Planning & Engagement Officer was joined by Janelle Robertson, UTA Acting Planning Director; Cindy Medford, UTA Customer Services Manager; Hal Johnson, UTA Innovative Mobility Solutions Director; and Megan Waters, UTA Community Engagement Director.

Bourdeaux provided a high level overview of the Planning & Engagement Office and reviewed the various strategies, initiatives, and budgets. Information shared included:

- Planning & Engagement Office responsibilities
- Planning & Engagement Office 2024 strategies - aligned with priorities from the agency's 2030 strategic plan
- 2024 strategic initiatives milestones & progress
- 2024 strategic budget change initiatives
- 2025 opportunities & challenges
- 2025 base budget highlights
- 2025 proposed operating budget (by department, category, and full-time equivalents)
- 2025 strategic budget change initiatives
- 2025 change initiatives
- 2025 operating budget changes summary

Discussion ensued. Several questions were posed by the board and answered by staff.

Topics of inquiry included:

- Deliverables on 2024 strategies
- Extension of TransTrack customer service software system
- Staffing needs and resources
- Planning staff strategy model
- Limited access to qualitative data
- Analysis of data models with other local agencies such as WFRC, MAG, etc. for alignment and transparency etc.
- Sharing community studies data with local municipalities
- Planning studies and priorities within the long-range transit plan
- 2025 proposed operating budget
- Public engagement support
- Travel Training program
- TRAX Ambassador program continuation
- Innovative Mobility Services - public/private contract service
- On Demand data analysis

The meeting was recessed at 12:24 p.m. and reconvened at 12:42 p.m.

Staff then presented information and associated budgets on their area of expertise, including Community Engagement, Customer Service, Innovative Mobility Services, and Planning.

Topics of review included 2024 strategies, 2025 opportunities & challenges, 2025 base budget highlights, and 2025 proposed operating budget.

Discussion ensued. Several questions were posed by the board and answered by staff.

Topics of inquiry included:

- Adopt-a-Stop program

- Local community engagement partnerships
- Art and Transit
- 2025 proposed operating budget - Community Engagement
- Staff experience and job shadowing in customer service
- Staff Ambassadors
- Expansion of customer service hours and use of AI technology
- On Demand operating hours, prolonged wait times, and system constraints
- Reconnect program
- The need for improved connectivity, consistency, and reliable service
- Electrification manufacturing supply chain contingency plan

The meeting was recessed at 2:08 p.m. and reconvened at 2:20 p.m.

c. Chief Capital Services Officer Budget

Dave Hancock, UTA Chief Capital Services Officer was joined by Jared Scarbrough, UTA Capital Design & Construction Director; Dan Hofer, UTA Capital Program & Support Director; Paul Drake, UTA Real Estate & TOD Director; and Patti Garver Environmental Compliance & Sustainability Manager.

Hancock provided a high level overview of the Chief Capital Services Office and reviewed the various strategies, initiatives, and budgets. Information shared included:

- Responsibilities of the Chief Capital Services Office
- Capital Services Office 2024 Strategies - aligned with priorities from the agency's 2030 strategic plan
- 2024 strategic initiatives milestones & progress
- 2024 strategic budget change initiatives
- 2025 opportunities & challenges
- 2025 proposed operating budget (by department, category, and full-time equivalents)
- 2025 strategic budget change initiatives
- 2025 change initiatives
- 2025 operating budget changes summary

Staff then presented information and associated budgets on their area of expertise, including Real Estate & Transit Oriented Development, Capital Project and Controls, Capital Development, Capital Construction, and Capital Services.

Topics of review included 2024 strategies, 2025 opportunities & challenges, 2025 base budget highlights, and 2025 proposed operating budget.

Discussion ensued. Several questions were posed by the board and answered by staff.

Topics of inquiry included:

- Project implementation and completion timelines
- Use of consultants versus employees for capital plan projects
- Procurement award announcements

- Moving projects from the 10-year capital plan to the 5-year plan if a project is escalated
- Implementation of non-revenue fleet
- National Environmental Policy Act (NEPA) requirements for projects
- Baseline for the sustainability assessment report for outward communication
- Recycling of materials

The board recommended:

- Consider leasing out land or properties the agency is not actively using
- When publishing monthly “project stories”, talk about the economic return on capital projects and use it as an opportunity to talk about the city and their engagement in the project
- Creating an outward facing dashboard of projects for our stakeholders/community. (This could tie into the economic return strategy)
- Highlighting the benefits of a mixed vehicle fleet (CNG and diesel)

The Ten-Year Capital Plan update was deferred to a later meeting.

4. Other Business

- a. Next Budget Work Session: Thursday, August 8th, 2024 at 9:00 a.m.

5. Adjourn

A motion was made by Trustee Holbrook, and seconded by Trustee Acerson, to adjourn the meeting. The motion carried by a unanimous vote and the meeting adjourned at 3:38 p.m.

Transcribed by Hayley Mitchell
Executive Assistant to the Board
Utah Transit Authority

This document is not intended to serve as a full transcript as additional discussion may have taken place; please refer to the meeting materials or audio located at

<https://www.utah.gov/pmnn/sitemap/notice/930945.html> for entire content. Meeting materials are also accessible at <https://rideuta.legistar.com/Calendar.aspx>

This document along with the digital recording constitute the official minutes of this meeting.

Approved Date:

Carlton J. Christensen
Chair, Board of Trustees