



Utah Transit Authority

Board of Trustees

MEETING MINUTES - Draft

669 West 200 South
Salt Lake City, UT 84101

Tuesday, September 12, 2023

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 9:04 a.m.

2. Safety First Minute

Greg Andrews, UTA Senior Financial Analyst, delivered a brief safety message.

3. Discussion Items

a. Chief Operating Officer Budget

Chief Operating Officer Budget - Comprehensive Overview

Cherryl Beveridge, UTA Chief Operating Officer, was joined by Brad Armstrong, UTA Director of Budget & Financial Strategy, and Jaron Robertson, UTA Acting Light Rail General Manager.

Ms. Beveridge reviewed 2023 commitments completed and commitments in process. She then provided information on 2024 base budget services and discussed an analysis of the operations office (strengths, needs, opportunities, and challenges). Ms. Beveridge spoke about common themes in key initiatives and strategic alignment activities, and outlined the proposed 2024 operating budget, including expenses by business unit and category. She concluded by discussing recommended 2024 capital investments in operations.

Discussion ensued. Several questions were posed by the board and answered by staff. Topics of inquiry included:

- Retrofitting protective barriers for operators on buses
- Operations and maintenance software
- Parts availability

- Electric bus spare ratios
- Training capacity and limitations
- UTA supervisor redesign
- Budgeted fuel and power costs
- Facilities demolitions (FrontLines Headquarters) and additions (Meadowbrook trailer)
- Fleet sustainability

The board requested context and completion timelines on capital improvements.

Chief Operating Office

Ms. Beveridge reviewed 2023 commitments completed and commitments in process. She spoke about common themes in key initiatives and strategic alignment activities, and outlined the proposed 2024 chief operating office budget, including expenses by department and category.

Discussion ensued. A question on managing employee feedback was posed by the board and answered by Ms. Beveridge.

Public Safety and Transit Communications Center Budget

Ms. Beveridge was joined by Dalan Taylor, UTA Chief of Police & Public Safety Manager, and Bryan Sawyer, UTA Director of Fleet Engineering.

Chief Taylor reviewed the proposed 2024 public safety and transit communications center budget.

Discussion ensued. Questions on staffing challenges and police fleet management were posed by the board and answered by Chief Taylor.

Chair Christensen suggested budgeting for a higher number of full-time employees (FTEs) in the police function to create flexibility to allow for officer certification training, with an acknowledgement the budgeted headcount is greater than what is actually needed.

Fleet Engineering Budget

Mr. Sawyer reviewed the proposed 2024 fleet engineering budget.

Discussion ensued. Several questions were posed by the board and answered by staff. Topics of inquiry included:

- Fleet engineering staff office locations
- Fleet reserve ratios
- Electric fleet challenges
- Vehicle repairs

Ms. Beveridge concluded the chief operating office budget presentation by reviewing 2024 operating budget changes.

Timpanogos Business Unit

Ms. Beveridge was joined by Mary DeLaMare-Schaefer, Regional General Manager - Timpanogos Business Unit.

Ms. DeLaMare-Schaefer reviewed information for her business unit, including 2023 commitments completed and commitments in process. She then provided information on 2024 base budget services and strategic alignment activities, and outlined the proposed 2024 operating budget, including expenses by department and category. Ms. DeLaMare-Schaefer concluded by discussing the business unit's 2024 operating budget changes and headcount.

Mt. Ogden Business Unit

Ms. Beveridge was joined by Camille Glenn, UTA Regional General Manager - Mt. Ogden Business Unit, and Andres Colman, UTA Regional General Manager - Salt Lake Business Unit.

Ms. Glenn reviewed information for her business unit, including 2023 commitments completed and commitments in process. She then provided information on 2024 base budget services and strategic alignment activities, and outlined the proposed 2024 operating budget, including expenses by department and category. Ms. Glenn concluded by discussing the business unit's 2024 operating budget changes and headcount.

Discussion ensued. Several questions were posed by the board and answered by staff. Topics of inquiry included:

- OGX ridership projections
- Electric bus reliability
- Change day open house
- Operator headcount
- Recruiting efforts
- Extra board working condition improvements
- Trolley service ridership

Salt Lake Business Unit

Ms. Beveridge was joined by Mr. Colman.

Mr. Colman reviewed information for his business unit, including 2023 commitments completed and commitments in process. He then provided information on 2024 base budget services and strategic alignment activities, and outlined the proposed 2024 operating budget, including expenses by department and category. Mr. Colman concluded by discussing the business unit's 2024 operating budget changes and

headcount. (Mr. Colman noted an error in the meeting presentation for the Salt Lake bus 2024 base budget services: service hours should be 818,601 and service miles should be 9,744,032.)

Discussion ensued. Questions on operator protective barriers (philosophy and cost) and budgeted fuel/power costs were posed by the board and answered by Mr. Colman.

The board requested more information on routes with high incidences of aggression against operators.

Light Rail Business Unit

Ms. Beveridge was joined by Mr. Robertson.

Mr. Robertson reviewed information for his business unit, including 2023 commitments completed and commitments in process. He then provided information on 2024 base budget services and strategic alignment activities, and outlined the proposed 2024 operating budget, including expenses by department and category. Mr. Robertson concluded by discussing the business unit's 2024 operating budget changes and headcount.

Discussion ensued. Several questions were posed by the board and answered by Mr. Robertson. Topics of inquiry included:

- Operator staffing challenges
- WiFi availability on TRAX
- A-level mechanic advancements
- FTE "loans" to other offices/departments (including time limitations)

Chair Christensen requested more information on the capacity for adding WiFi access on TRAX.

Commuter Rail Business Unit

Ms. Beveridge was joined by James Cragun, UTA Acting Manager of Commuter Rail Operations, and Ben Adams, UTA Manager of Commuter Rail Vehicle Maintenance.

Staff reviewed information for business unit, including 2023 commitments completed and commitments in process. They then provided information on 2024 base budget services and strategic alignment activities, and outlined the proposed 2024 operating budget, including expenses by department and category. Staff concluded by discussing the business unit's 2024 operating budget changes and headcount. (Staff noted the fuel increases number on the 2024 operating budget changes summary slide is incorrect.)

Discussion ensued. Several questions were posed by the board and answered by staff. Topics of inquiry included:

- Employee engagement survey results
- Fuel efficiency
- Locomotive rehabilitation progress
- Seasonal weather impacts on the system
- Peak capacity
- Seat replacement progress

The board requested additional information on commuter rail capacity statistics and associated definitions, which Jay Fox, UTA Executive Director, provided later in the meeting.

Trustee Holbrook requested a discussion on customer experience initiatives in a future board meeting.

Special Service Business Unit

Ms. Beveridge was joined by Ryan Taylor, UTA Special Services General Manager.

Mr. Taylor reviewed information for his business unit, including 2023 commitments completed and commitments in process. He then provided information on 2024 base budget services and strategic alignment activities, and outlined the proposed 2024 operating budget, including expenses by department and category. Mr. Taylor concluded by discussing the business unit's 2024 operating budget changes and headcount.

Discussion ensued. Several questions were posed by the board and answered by staff. Topics of inquiry included:

- Contracted services and the possibility of bringing them "in house"
- Paratransit Forward study timeline
- Digitization of key processes
- Accessibility options (phone vs. electronic)
- Contracted vehicle maintenance

Chair Christensen suggested an analysis on Paratransit vehicle maintenance costs.

The meeting recessed at 10:33 a.m. during the chief operating office budget presentation and reconvened at 10:40 a.m., at which point the chief operating office budget presentation resumed.

Maintenance/Asset Management

Ms. Beveridge left the meeting at 12:29 p.m., and asked Mr. Colman to stand in as her replacement. Mr. Colman was joined by Kevin Anderson, UTA Director of Maintenance Support.

Mr. Anderson reviewed information for his department, including 2023 commitments completed and commitments in process. He then provided information on 2024 base budget services and strategic alignment activities, and outlined the proposed 2024 operating budget, including expenses by department and category. Mr. Anderson concluded by discussing the department's 2024 operating budget changes and headcount.

Discussion ensued. Several questions were posed by the board and answered by staff. Topics of inquiry included:

- Community partnerships with local trade schools (e.g., Salt Lake Community College)
- Number of stations in the system
- Asset lifespan tracking and budgeting
- Cause of the rough patch on the FrontRunner alignment between Lehi and American Fork

Operations Summary

Mr. Colman reviewed the 2024 operating budget changes summary and budgeted FTEs for both the operating and capital operations office budgets.

Discussion ensued. The board requested more information on employee average years of service and associated tracking.

The meeting recessed a second time at 12:46 p.m. and reconvened at 1:22 p.m. for the chief people office budget presentation.

b. Chief People Officer Budget

Kim Shanklin, UTA Chief People Officer, was joined by Kenya Fail, UTA Manager of Civil Rights Compliance; Greg Gerber, UTA Director of Talent Acquisition; and Stacey Palacios, UTA Director of Workforce Technology Training.

Ms. Shanklin reviewed 2023 commitments completed and commitments in process. She then provided information on 2024 base budget services and discussed an analysis of the people office (strengths, needs, opportunities, and challenges). Ms. Shanklin also outlined the 2024 operating budget changes summary, headcount changes, budgeted FTEs, and 2024 people office capital investments.

Discussion ensued. Several questions were posed by the board and answered by staff. Topics of inquiry included:

- Turnover data (retirement and voluntary vs. involuntary terminations)
- Benefits claims/utilization
- Human resources information system (HRIS) system procurement status
- English as a second language (ESL) pilot objectives and milestones

- FTE “loans” between offices/departments
- Items in the 2024 budget that reflect recommendations from the recruitment audit that is currently in process
- Apprenticeship retention rates
- Disadvantaged business enterprise (DBE) efforts, retention, and compliance
- Recruitment metrics (i.e., time from recruitment initiation to offer) and internal objectives
- North Highland assessment report findings
- Character limits on UTA user names
- Federal compliance requirements that could be simplified
- Rework inefficiencies
- Centralized vs. decentralized training practices
- Line platform instructor recruitment
- Identification of reasons for voluntary terminations
- Operator training simulator objectives and efficiencies

Chair Christensen requested more information on turnover statistics, benefits utilization. The board also recommended staff:

- Formulate a communications strategy for the inclusion and belonging enablement effort
- Address FTE needs with technical budget adjustments, rather than loaning employees between offices/departments
- Identify and address the root cause(s) of voluntary terminations
- Emphasize UTA’s retirement system in its recruitment marketing
- Communicate UTA’s ESL program publicly

The meeting recessed a third time at 2:51 p.m. and reconvened at 3:04 p.m.

c. Chief Financial Officer Budget

Viola Miller, UTA Chief Financial Officer, was joined by Troy Bingham, UTA Comptroller; Monica Howe, UTA Fares Director; Robert Lamph, UTA Assistant Treasurer; Tracy Young, UTA Grants Director; David Pitcher, UTA Claims & Insurance Manager; Todd Mills, UTA Director of Supply Chain; and Mr. Armstrong.

Ms. Miller reviewed 2023 commitments completed and commitments in process. She then provided information on 2024 base budget services and discussed an analysis of the finance office (strengths, needs, opportunities, and challenges). Ms. Miller spoke about strategic alignment activities and outlined the proposed 2024 operating budget, including expenses by department and category. She concluded by discussing recommended 2024 finance office capital investments.

Discussion ensued. Several questions were posed by the board and answered by Ms. Miller. Topics of inquiry included:

- Transit app use by other transit agencies
- 2023 capital asset inventory
- Route expense tracking capabilities
- Incorporation of banking fees as an element of procurement with financial institutions
- Staffing challenges and reporting hierarchy
- Fuel/power expense source

Department Detail - Finance

Staff reviewed the 2024 operating budget expenses by category by individual departments. Departments included accounting (Mr. Bingham), budget and financial analysis (Mr. Armstrong), fares (Ms. Howe), chief financial officer office (Mr. Lamph), grants (Ms. Young), risk management (Mr. Pitcher), and supply chain (Mr. Mills).

Discussion ensued. Several questions were posed by the board and answered by staff. Topics of inquiry included:

- Treatment of revenue vehicle “leases”
- Accounts payable system challenges
- Capital budget process improvements and associated staffing request
- Transactional costs for standard fares vs. mobile fares
- Fare collection questions in the customer engagement survey
- Ticket vending machine installation timeline
- Chief financial officer office operation and maintenance budget
- Collaboration with external entities (e.g., Urban Rural & Specialized Transit Association [URSTA])
- Insurance-related compliance documentation tracking
- Vanpool self-insurance program
- Supply chain challenges

Ms. Morton committed to provide the board with more detailed data on fare collection costs.

The board requested updates on 1) the future of UTA fares and 2) bank fees.

Ms. Miller concluded by reviewing the 2024 finance operating budget changes summary, headcount changes, budgeted FTEs, and 2024 finance office capital investments.

4. Other Business

- a. Next Meeting: Budget Work Session - Wednesday, September 13, 2023 at 12:00 p.m.

5. Adjourn

A motion was made by Trustee Acerson, and seconded by Trustee Holbrook, to adjourn the meeting. The motion carried by a unanimous vote and the meeting adjourned at 4:28 p.m.

Transcribed by Cathie Griffiths
Executive Assistant to the Board Chair
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/pmn/sitemap/notice/856821.html> for entire content. Meeting materials are also accessible at <https://rideuta.com/Board-of-Trustees/Meetings>

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

Approved Date:

Carlton J. Christensen
Chair, Board of Trustees