



Utah Transit Authority

Board of Trustees

MEETING MINUTES - Draft

669 West 200 South
Salt Lake City, UT 84101

Tuesday, September 13, 2022

9:00 AM

FrontLines Headquarters

Budget Work Session

Present: Chair Carlton Christensen
Trustee Beth Holbrook
Trustee Jeff Acerson

Also in attendance were UTA staff members.

1. Call to Order and Opening Remarks

Chair Christensen welcomed attendees and called the meeting to order at 9:13 a.m. He announced this is an in-person meeting with audio recording and no live video stream.

2. Pledge of Allegiance

Attendees recited the Pledge of Allegiance.

3. Safety First Minute

Brad Armstrong, UTA Budget & Financial Analysis Senior Manager, delivered a brief safety message.

4. Discussion Items

a. 2023 Budget Overview

Presenters: Jay Fox, UTA Executive Director; Bill Greene, UTA Chief Financial Officer; Nichol Bourdeaux, UTA Chief Planning & Engagement Officer.

Mr. Fox provided an overview of the budget work session for the day. He then proceeded to summarize some of the agency's 2022 highlights key and accomplishments with an accompanying video.

Ms. Bourdeaux detailed the process for designing a service plan and referred to the various steps in the annual change planning process.

Mr. Fox talked about the evaluation process used by the Executive Team to rank their requests. He mentioned directors were not able to rank their own requests. From the 100 proposals received, 21 initiatives were developed.

Mr. Greene provided a general overview of the 2023 budget request. He mentioned each department will outline their budgets during the course of the presentation.

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

- Service constraints (resources, people, vehicles)
- Labor shortage
- Positive financial impact
- Criteria for prioritizing initiatives
- Logistics of consolidation of positions and relocation of staff (Grants, Capital teams)
- Tracking workforce innovation program savings
- Contracting out Fleet management
- Camera monitoring and video equipment
- Inflation costs
- Sales Tax Forecasting
- Fuel prices and policy
- Lower utility costs

The Trustees provided recommendations relating to the 2023 Budget Review as follows:

- Articulate the service constraints and resource issues in the budget and communications strategy to highlights the challenges with hiring staff and adding additional service. Create talking points for external dialogues so people can understand the service challenges.
- Develop an external communications piece on Transit-Oriented Communities
- Provide full staffing costs in budgets.
- Provide an explanation for lower than anticipated utility costs.

A recess was called at 10:42 a.m. with the meeting reconvening at 10:51 a.m.

b. Chief Service Development Officer Budget

Presenters: Mary DeLoretto, UTA Chief Service Development Officer; Paul Drake, UTA Director of Real Estate and TOD, and Service Development Office staff.

Ms. DeLoretto summarized accomplishments, initiatives and budget information relating to the Service Development Office which included: Delivery on 2022 Commitments, 2023 Key Initiatives, 2023 Operating Budget: Expenses by category, 2022 Budget and 2023 Proposed Budget, and 2023 Budget Changes and Overview.

Mr. Fox invited Mr. Drake to talk about real estate planning. Mr. Drake explained the planning efforts involved within his team to assist cities with the development of their Station Area Plans (SAPs). Development of these plans is a legislative requirement. Mr. Drake mentioned this is a large amount of work for his small team and is requesting an additional full-time staff to support Jordan Swain, UTA TOD Project Manager.

Discussion ensued and questions relating to UTA's involvement with these planning efforts and required resources were posed by the board and answered by Mr. Drake.

Additional discussion took place with questions posed by the board and answered by staff. The topics included:

- Rail Vehicle Procurement
- Rental space to re-locate the customer service department
- Cost tracking systems and reconciliation with the general ledger
- Tracking of capital assets by project managers

The Trustees provided recommendations relating to the Chief Service Development Officer Budget:

- Provide anticipated salary information for new FTE's
- Mr. Drake to keep Ms. DeLoretto and Mr. Fox apprised of his department's workload and staffing needs

c. Chief People Officer Budget

Presenters: Kim Shanklin, UTA Chief People Officer and People Office staff.

Ms. Shanklin presented the Chief People Office budget which included delivery on 2022 commitments, 2023 key initiatives, and a 2023 proposed operating budget.

Ms. Shanklin highlighted major staffing challenges and the need to retain and attract new staff. She mentioned working environment and expectations have changed within the workforce over the past two years with staff wanting a better work life balance. Ms. Shanklin said her team have reviewed their business model in a bid to reduce challenges and attract new staff in addition to improving conditions to retain current staff.

Discussion ensued. Several questions were posed by the board and answered by staff. The topics included:

- Staff retention
- Staff turnover percentage
- 85 new operators needed by December to run service
- Retirement training
- 360 degree training for positions below mid-level management
- HR Reporting structure
- Total Rewards benefits and insurance, including high deductible medical health plan
- Training and Development Budget
- Insurance premium forecast

The Trustees provided recommendations relating to the Chief People Officer Budget:

- Make employees aware they can make an appointment with a retirement consultant at any time.
- Clarify the budget including contingency to ensure all 2023 headcount hires are included.

5. Other Business

- a. Next Meeting: Budget Work Sessions
 - Thursday, September 15th, 2022 at 10:00 a.m.
 - Friday, September 16th, 2022 at 9:00 a.m.

6. 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 11:47 a.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 and audio located at <https://www.utah.gov/pmn/sitemap/notice/780417.html> for entire content.

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

Approved Date:

Carlton J. Christensen
Chair, Board of Trustees