

**AGENDA OF THE REGULAR MEETING  
OF THE  
BOARD OF TRUSTEES OF THE UTAH TRANSIT AUTHORITY**

**PUBLIC NOTICE** is hereby given of the  
Regular Meeting of the  
Board of Trustees of the Utah Transit Authority at  
2:00 p.m. on Wednesday, January 25, 2017,  
at the Utah Transit Authority Headquarters located at  
669 West 200 South, Salt Lake City, Utah  
Golden Spike Conference Rooms

[www.rideuta.com/board](http://www.rideuta.com/board)

1. **Welcome to UTA Board Meeting** **Robert McKinley**, Board Chair
2. **Pledge of Allegiance** **Nichol Bourdeaux**, VP of External Affairs
3. **Safety First Minute** **Dave Goeres**, Chief Safety, Security & Technology Officer
4. **Swearing in of Chief Internal Auditor** **Rebecca Cruz**, Board of Trustees Support Manager
5. **Resolution: R2017-01-01: Naming of Johnny Anderson to the UTA Honor Roll**
  - a. [Presentation of Item](#) Jerry Benson
  - b. *Public Input*
  - c. Board Discussion and Decision/Action
6. **General Public Comment Period** **Robert McKinley**

(The Board of Trustees invites brief comments or questions from the public. Please note, in order to be considerate of everyone attending the meeting and to more closely follow the published agenda times, public comments will be limited to two minutes per person per item. A spokesperson who has been asked by a group to summarize their comments may be allowed five minutes to speak.)
7. **President/CEO Report** **Jerry Benson**, President/CEO
8. **Item(s) for Consent** **Robert McKinley**
  - a. [Approval of December 14, 2016 Meeting Report](#)
  - b. [Monthly Financial Reports \(November\)](#)
9. **Presentations/Informational Items** **Robert McKinley**
  - a. [Community Engagement & Communications Update](#) Nichol Bourdeaux
  - b. Legislative Update Matt Sibul

**10. Closed Session**

**Robert McKinley**

- 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.

**11. Action Taken Regarding Matters Discussed in Closed Session**

**Robert McKinley**

**12. Other Business**

**Robert McKinley**

- a. Board Retreat Dates
- b. Discussion of Board Meeting Start Time

**13. Adjourn**

**Robert McKinley**

Contact Regarding this Agenda:

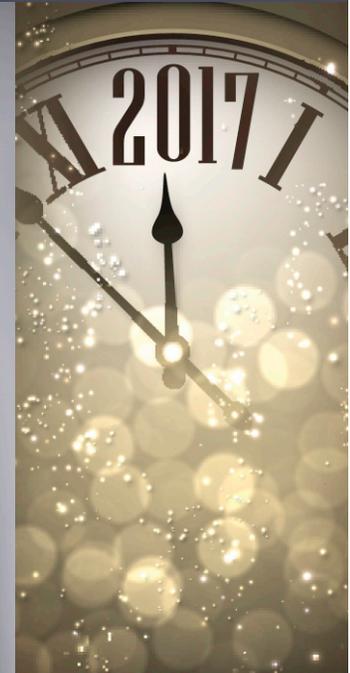
*Rebecca Cruz, Board of Trustees Support Manager  
Utah Transit Authority  
801-287-2580  
[rcruz@rideuta.com](mailto:rcruz@rideuta.com)*

**The Board Mission Statement**

*Utah Transit Authority strengthens and connects communities thereby enabling individuals to pursue a fuller life with greater ease and convenience by leading through partnering, planning, and wise investment of physical, economic, and human resources.*

# Add Security to Your New Year's Resolution

*Wear your badge, escort visitors, report violations...*



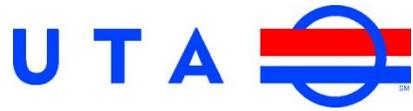
**UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES**  
**Agenda Item Coversheet**

<b>DATE:</b>	<b>January 25, 2017</b>
<b>TITLE:</b>	<b>Honor Roll Nominee: Representative Johnny Anderson</b>
<b>UTA EXECUTIVE/RESPONSIBLE STAFF MEMBER:</b>	<b>Jerry Benson</b>
<b>SUBJECT:</b>	<b>Nomination of an individual to the UTA Honor Roll for their outstanding contributions to our organization being brought forth for your consideration</b>
<b>BACKGROUND:</b>	<p>Beginning his service in 2009, Representative Anderson recently retired from the Utah State Legislature after four notable terms in office.</p> <p>Among his many achievements relating to transportation policy and funding, the landmark HB362 in the 2015 session which authorized counties to raise additional funding for local roads and transit stands out. His contributions resulted in Prop One passing in Davis, Weber and Tooele Counties with our UTA Customers already seeing improved transit service, bus shelters, and bicycle facilities. Other contributions include: bike-related bills which include traffic signals and added protections to cycles and other vulnerable road users, statewide fuel tax purchasing power and other key transportation network groups.</p> <p>Rep. Anderson has always understood the link between improved transit and air quality and through his efforts, has raised awareness statewide the importance of the role public transportation plays for improved air quality.</p> <p>We believe that Rep. Anderson is a worthy candidate to the UTA Transportation Honor Roll and present this topic for the committee's discussion and consideration.</p>

<b>ALTERNATIVES:</b>	N/A
<b>PREFERRED ALTERNATIVE:</b>	<ul style="list-style-type: none"><li>• Approve as presented</li><li>• Revise/amend and approve</li><li>• Return to Committee</li></ul>
<b>STRATEGIC GOAL ALIGNMENT:</b>	Community Development & Sustainability
<b>FINANCIAL IMPACT:</b>	
<b>LEGAL REVIEW:</b>	The proposed item has been reviewed by UTA Legal staff.
<b>EXHIBITS:</b>	a. R2017-01-01

**UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES**  
Agenda Item Coversheet

<b>DATE:</b>	<b>January 25, 2017</b>
<b>CONTACT PERSON:</b>	<b>Robert W. McKinley, Chair</b>
<b>SUBJECT:</b>	<b>Minutes of the UTA Board Meeting</b>
<b>BACKGROUND:</b>	The minutes were distributed to the Board and any revisions or changes have been incorporated. The minutes are presented for approval.
<b>ALTERNATIVES:</b>	<ul style="list-style-type: none"><li>• Approve as presented</li><li>• Amend and approve</li><li>• No action</li></ul>
<b>PREFERRED ALTERNATIVE:</b>	Approve as presented.
<b>RATIONALE FOR PREFERRED ALTERNATIVE:</b>	The minutes have been reviewed by the Board.
<b>FINANCIAL IMPACT:</b>	None
<b>LEGAL REVIEW:</b>	The minutes have been reviewed by legal staff and found to have no obvious legal ramifications.
<b>EXHIBITS:</b>	<ul style="list-style-type: none"><li>• 12-14-16 Board Meeting Report</li></ul>



**Report of the Meeting  
of the  
Board of Trustees of the Utah Transit Authority (UTA)  
held at UTA FrontLines Headquarters located at  
669 West 200 South, Salt Lake City, Utah  
December 14, 2016**

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**Board Members Present:**

Robert McKinley, Chair

Sherrie Hall Everett, Vice Chair

Jeff Hawker, Vice Chair

Jeff Acerson

Cortland Ashton

Gregory Bell

Matthew Bell

Necia Christensen

Karen Cronin

Charles Henderson

Dannie McConkie

Bret Millburn

Michael Romero

Troy Walker

**Board Members Excused/Not in Attendance:** Keith Bartholomew and Babs De Lay

Also attending were members of UTA staff, as well as interested citizens and media representatives.

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**Welcome and Call to Order.** Chair McKinley welcomed attendees and called the meeting to order at 2:05 p.m. with twelve voting board members present. The board and meeting attendees then recited the Pledge of Allegiance.

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

**General Public Comment Period.** In-person public comment was given by George Chapman.

Trustee Greg Bell requested the chair allow Mr. Benson to reply to Mr. Chapman's remarks. Chair McKinley asked Mr. Benson to respond.

**President/CEO Report.** Jerry Benson, UTA President/CEO, delivered his monthly report to the board which included:

- Update on Provo-Orem Transportation Improvement Project (TRIP)
- Information on UTA's third party pass partnerships

Trustee Henderson joined the meeting at 2:18 p.m.

**Resolution: R2016-12-01: 2017 Final Budget Resolution.**

**Presentation of Item.** Chair McKinley outlined the budget approval process. Robert Biles, UTA Vice President of Finance, explained adjustments that were made between the tentative budget and the final budget. Discussion ensued. Questions were posed by the board and answered by staff.

**Public Input.** In-person comment was given by George Chapman. Robert Biles, acting in his capacity as secretary to the board, indicated that 14 public comments were received online and distributed to the board.

**Board Discussion and Decision/Action.** A motion to approve the resolution was made by Trustee Henderson and seconded by Trustee Walker. Trustee Christensen responded to comments on media websites by stating that UTA's board members are paid \$50 per meeting for up to four meetings each month and do not receive bonuses. Additional questions were posed by the board and answered by staff. The motion carried by unanimous consent.

**Resolution: R2016-12-2: Resolution Providing the Holding and Giving Notice of Regular Meetings of the Board for Calendar Year 2017.**

**Presentation of Item.** The board calendar was displayed.

**Public Input.** Mr. Biles indicated that no comments for this item were received online. No in-person public comment was given.

**Board Discussion and Decision/Action.** A motion to approve the resolution was made by Trustee Walker and seconded by Trustee Christensen. The motion carried by unanimous consent.

**Resolution: R2016-12-03: Interlocal Assignment, Assumption and Consent – Central Wasatch Commission.**

**Presentation of Item.** Mr. Benson reviewed the history of the resolution, which initially came before the board in September 2016. He requested approval of the resolution to include approval of non-substantive changes that may be needed to the agreement distributed in the meeting packet. Chair McKinley clarified that the primary purpose of the resolution is to authorize the transfer of accounts and administrative obligations to the Central Wasatch Commission (CWC) on its formation.

**Public Input.** In-person comment was given by Joan Digiorgio, William McCarvill, Kim Mayhew (Solitude Resort), Carl Fisher (Save Our Canyons), David Litvack (Deputy Chief of Staff to Salt Lake City Mayor Jackie Biskupski), Laynee Jones, Nathan Rafferty (Ski Utah), Dave Fields (Snowbird Resort), and George Chapman. Mr. Biles indicated that no comments were received online.

**Board Discussion and Decision/Action.** A motion to approve the resolution with a request for an update to the board on any substantive changes to the agreement referenced in the resolution as well as the agreement's status was made by Trustee Henderson and seconded by Vice Chair Everett. Discussion ensued. Questions were posed by the board and answered by staff. The motion carried by unanimous consent.

**Resolution: R2016-12-04: Title VI Update.**

**Presentation of Item.** Jayme Blakesley, UTA General Counsel, explained that the need for updating EL Policy 2.1.4 – Changes to Level of Service and EL Policy 2.4.2 – Review of Rates & Charges is to bring them into alignment with new Federal Transit Administration requirements.

**Public Input.** Mr. Biles indicated that no comments were received online. No in-person public comment was given.

**Board Discussion and Decision/Action.** A motion to approve the resolution was made by Trustee Matt Bell and seconded by Trustee Walker. The motion carried by unanimous consent.

**Closed Session.** Chair McKinley indicated there were matters to be discussed in closed session relative to real property and personnel. A motion to move into closed session was made by Trustee Millburn and seconded by Trustee Christensen. The motion carried by unanimous consent and the board moved into closed session at 3:05 p.m.

**Open Session.** A motion to return to open session was made by Trustee Matt Bell and seconded by Trustee Millburn. The motion carried by unanimous consent and the board returned to open session at 4:27 p.m.

**Action Taken Regarding Matters Discussed in Closed Session.**

**Resolution: R2016-12-05: Chief Internal Auditor.**

**Presentation of Item.** Chair McKinley stated that the board opted to hire Riana DeVilliers as its Chief Internal Auditor.

**Board Discussion and Decision/Action.** A motion to approve the resolution was made by Trustee Matt Bell and seconded by Trustee Walker. The motion carried by unanimous consent.

**Condemnation Proceedings on the Provo-Orem TRIP.** A motion to authorize the President/CEO, or his designee, to ask the Utah Department of Transportation to commence condemnation proceedings to acquire certain property interests necessary for the Provo-Orem TRIP, including the real property acquisitions discussed in closed session, insomuch as negotiations to acquire such property proves unsuccessful was made by Trustee Henderson and seconded by Trustee Acerson. The motion carried by majority consent, with one recusal from Dannie McConkie.

**New Board Structure.**

**Presentation of Item.** Chair McKinley asked trustees to review the committee structure and contact him with any preferences they may have for committee assignments.

**Public Input.** Mr. Biles indicated that no public comments were received online. No in-person public comment was given.

**Board Discussion and Decision/Action.** Chair McKinley stated that no motion was needed for this item.

**Items for Consent.** Consent items were comprised of the following:

- Approval of November 16, 2016 Meeting Report
- Monthly Financial Reports for October 2016

A motion to approve the consent items was made by Trustee Matt Bell and seconded by Trustee Ashton. The motion carried by unanimous consent.

**Presentations/Informational Items.**

**Annual Utah Open Meetings Act & Ethics Training.** UTA is subject to the Utah Open and Public Meetings Act, Utah Code Ann. § 52-4-101 et seq, which requires annual training for the Board of Trustees. Jayme Blakesley, UTA General Counsel, distributed documents providing a summary of training required by the Utah Open and Public Meetings Act, board governance history, and ethical and fiduciary obligations for the board. He then delivered a presentation covering these items as well as provisions in the Hatch Act and rules governing political activities.

**Other Business.**

**Board Social.** Chair McKinley announced that the board social will take place on Thursday, January 19, at a location to be determined.

**Adjournment.** The meeting was adjourned at 4:45 p.m. by motion.

Transcribed by Cathie Griffiths  
Assistant to the President/CEO  
Utah Transit Authority  
[cgriffiths@rideuta.com](mailto:cgriffiths@rideuta.com)  
801.237.1945

**UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES**  
**Agenda Item Coversheet**

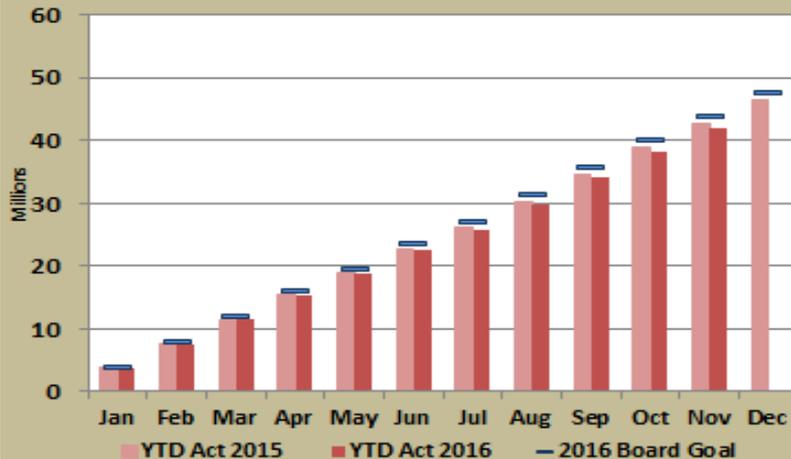
<b>DATE:</b>	<b>January 25, 2017</b>
<b>TITLE:</b>	<b>Monthly Finance Report</b>
<b>UTA EXECUTIVE/RESPONSIBLE STAFF MEMBER:</b>	<b>Robert Biles</b>
<b>SUBJECT:</b>	<b>November Monthly Dashboard &amp; Financial Report</b>
<b>BACKGROUND:</b>	In accordance with Board direction, staff prepares and presents a monthly financial statement to the Board.
<b>ALTERNATIVES:</b>	none
<b>PREFERRED ALTERNATIVE:</b>	Receive the monthly financial reports.
<b>STRATEGIC GOAL ALIGNMENT:</b>	Finances/Financial
<b>FINANCIAL IMPACT:</b>	
<b>LEGAL REVIEW:</b>	N/A
<b>EXHIBITS:</b>	<ol style="list-style-type: none"> <li>1. Dashboard – November 2016</li> <li>2. Monthly Financial Report – November 2016</li> </ol>

# UTA Board Dashboard:

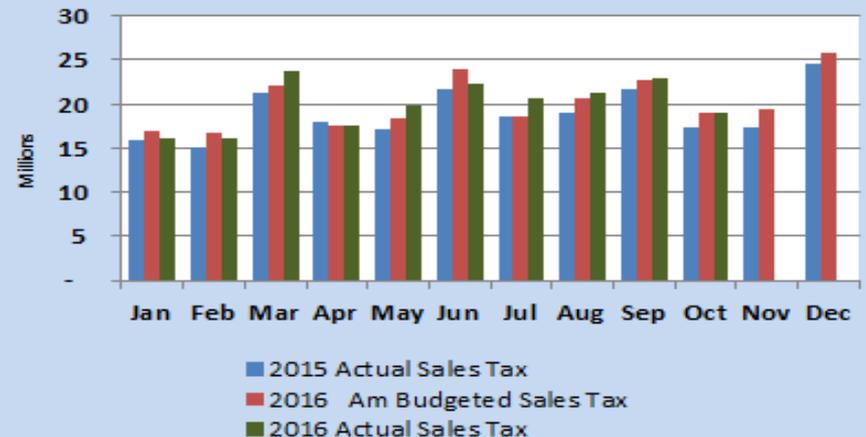
## November 2016

Financial Metrics	Nov Actual	Nov Budget	Fav/ (Unfav)	%	YTD Actual	YTD Budget	Fav/ (Unfav)	%
	Sales Tax (Oct '16 mm \$)	\$ 18.9	\$ 19.0	\$ (0.02)	● -0.1%	\$ 199.3	\$ 196.7	\$ 2.67
Fare Revenue (mm)	\$ 3.9	\$ 4.5	\$ (0.58)	● -12.9%	\$ 46.4	\$ 48.8	\$ (2.37)	● -4.8%
Operating Exp (mm)	\$ 21.6	\$ 20.8	\$ (0.81)	● -3.9%	\$ 215.8	\$ 231.3	\$ 15.55	● 6.7%
Investment Per Rider (IPR)	\$ 4.64	\$ 4.23	\$ (0.41)	● -9.7%	\$ 4.04	\$ 4.23	\$ 0.19	● 4.5%
IPR adj for fuel savings	\$ 4.86	\$ 4.23	\$ (0.63)	● -14.9%	\$ 4.27	\$ 4.23	\$ (0.04)	● -0.9%
UTA Diesel Price (\$/gal)	\$ 1.52	\$ 3.00	\$ 1.48	● 49.3%	\$ 1.47	\$ 3.00	\$ 1.53	● 51.0%
Operating Metrics	Nov Actual	Nov-15	F/ (UF)	%	YTD Actual	YTD 2015	F/ (UF)	%
Ridership (mm)	3.8	3.7	0.1	● 2.1%	41.9	42.7	(0.8)	● -1.8%
Alternative Fuels	\$/gal	Revenue Development			YTD Actual	Full Year Goal	F/ (UF)	Annld %
CNG Price (Bus Diesel Equiv rtl)	\$ 1.02				\$ 5.45	\$ 15.20	(9.75)	● 39.1%
Debt Service	Nov Actual	Nov-15	Var	%	YTD Actual	YTD 2015	Var	%
Debt Service (net mm)	\$ 8.78	\$ 8.09	\$ 0.69	8.6%	\$ 96.17	\$ 84.84	\$ 11.33	13.4%

### UTA Ridership Trends

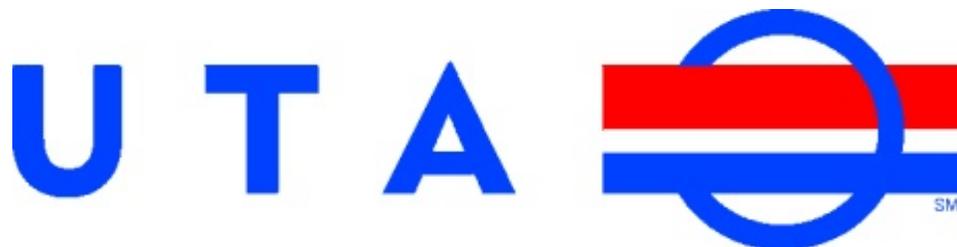


### UTA Sales Tax Trends



**Utah Transit Authority**  
**Financial Statement**  
(Unaudited)

November 30, 2016



KEY ITEM REPORT  
(UNAUDITED)  
As of November 30, 2016

EXHIBIT 1-1

	2016 YTD ACTUAL	2016 YTD BUDGET	VARIANCE FAVORABLE (UNFAVORABLE)	% FAVORABLE (UNFAVORABLE)
1 Sales Tax	\$ 217,910,682	\$ 216,186,000	\$ 1,724,682	1%
2 Passenger Revenue	46,407,357	48,772,390	(2,365,033)	-5%
3 Other Revenue	57,322,052	61,678,596	(4,356,544)	-7%
4 <b>Total Revenue</b>	<b>321,640,091</b>	<b>326,636,986</b>	<b>(4,996,895)</b>	<b>-2%</b>
5 Net Operating Expenses	(215,787,077)	(231,338,407)	15,551,330	7%
<b>Net Operating Income (Loss)</b>	<b>105,853,013</b>	<b>95,298,579</b>	<b>10,554,435</b>	<b>11%</b>
6 Debt Service	96,171,961	99,275,498	3,103,538	3%
7 Other Non-Operating Expenses	4,625,305	4,966,542	341,237	7%
8 Sale of Assets	(372,289)	-	(372,289)	100%
9 <b>Contribution to Capital Reserves</b>	<b>\$ 5,428,037</b>	<b>\$ (8,943,462)</b>	<b>\$ 13,626,920</b>	<b>152%</b>
10 Bond Debt Service - Series 2007A CAB	165,998			
11 Amortization	(5,787,318)			
12 Depreciation	141,014,112			
13 <b>Total Non-cash Items</b>	<b>\$ 135,392,792</b>			

2016 GOALS

RIDERSHIP				% YEAR ELAPSED	% of Goal <sup>2</sup>	% FAVORABLE (UNFAVORABLE)
2015 Actual <sup>1</sup>	2016 Goal	Current Month	YTD			
13 46,577,166	47,741,595	3,812,089	41,936,254	92.0%	87.8%	-4.2%
REVENUE DEVELOPMENT				% YEAR ELAPSED	% of Goal	% FAVORABLE (UNFAVORABLE)
	2016 Goal	YTD				
14 Federa/Local/Regional	\$ 15,200,000	\$ 5,452,973		92.0%	35.9%	-56.1%
OPERATING INVESTMENT PER RIDER				Amount per Rider	Goal: Equal or Less than	% FAVORABLE (UNFAVORABLE)
15	\$215,787,077	-	\$46,407,357			
	Net Operating Expense	-	Passenger Revenue			
16	<u>41,936,254</u> =			\$4.04	\$4.23	5%
	Ridership					
17	\$215,787,077	-	\$46,407,357	+	\$9,597,925	
	Net Operating Expense	-	Passenger Revenue	+	Diesel Savings	
18	<u>41,936,254</u> =			\$4.27	\$4.23	-1%
	Ridership					

SUMMARY FINANCIAL DATA  
(UNAUDITED)

EXHIBIT 1-2

As of November 30, 2016

BALANCE SHEET

	11/30/2016	11/30/2015
<b>CURRENT ASSETS</b>		
1 Cash	\$ 9,131,235	\$ 8,908,548
2 Investments (Unrestricted)	29,800,437	56,609,970
3 Investments (Restricted)	168,018,126	154,261,593
4 Receivables	47,064,105	44,588,940
5 Receivables - Federal Grants	9,826,866	19,935,525
6 Inventories	26,090,208	21,703,459
7 Prepaid Expenses	3,561,886	2,316,756
<b>8 TOTAL CURRENT ASSETS</b>	<b>\$ 293,492,863</b>	<b>\$ 308,324,791</b>
9 Property, Plant & Equipment (Net)	3,141,489,778	3,235,735,314
10 Other Assets	129,338,358	147,874,273
<b>11 TOTAL ASSETS</b>	<b>\$ 3,564,320,999</b>	<b>\$ 3,691,934,378</b>
12 Current Liabilities	\$ 29,470,426	\$ 25,997,382
13 Other Liabilities	255,082,480	256,828,326
14 Net Pension Liability	117,437,871	117,437,871
15 Outstanding Bonds	2,075,003,567	2,094,785,000
16 Equity	1,087,326,655	1,196,885,799
<b>17 TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$ 3,564,320,999</b>	<b>\$ 3,691,934,378</b>

RESTRICTED CASH AND CASH EQUIVALENTS RECONCILIATION

<b>RESTRICTED RESERVES</b>		
18 Debt Service Reserves	42,792,950	42,581,529
19 2015A Sub Interest Reserves	5,232,882	-
20 Debt Service Interest Payable	43,205,513	40,241,974
21 Risk Contingency	7,423,380	7,355,775
22 Box Elder County ROW (sales tax)	5,192,793	4,509,125
23 Mountain Accord	265,217	2,097,730
24 Joint Insurance Trust	3,206,058	3,088,232
25 Amounts held in escrow	9,299,624	10,484,953
<b>26 TOTAL RESTRICTED RESERVES</b>	<b>116,618,418</b>	<b>110,359,317</b>
<b>DESIGNATED OPERATING RESERVES</b>		
27 Service Stabilization Reserve	12,543,246	12,084,930
28 Fuel Reserve	1,915,000	1,400,000
29 Parts Reserve	3,000,000	3,000,000
30 Operating Reserve	23,405,698	22,550,480
31 Early Debt Retirement Reserve	10,535,764	4,866,866
<b>32 TOTAL DESIGNATED OPERATING RESERVES</b>	<b>51,399,708</b>	<b>43,902,276</b>
<b>35 TOTAL RESTRICTED CASH AND EQUIVALENTS</b>	<b>\$ 168,018,126</b>	<b>\$ 154,261,593</b>

SUMMARY FINANCIAL DATA  
(UNAUDITED)

EXHIBIT 1-3

As of November 30, 2016

REVENUE & EXPENSES

	ACTUAL Nov-16	ACTUAL Nov-15	YTD Nov-16	YTD Nov-15
<b>REVENUE</b>				
1 Passenger Revenue	\$ 3,905,803	\$ 4,490,031	\$ 46,407,357	\$ 47,754,610
2 Advertising Revenue	200,000	131,944	2,133,336	2,101,385
3 Investment Revenue	137,452	60,339	1,673,803	1,532,449
4 Sales Tax	17,588,530	16,766,915	212,491,363	201,867,320
5 Sales Tax - Prop 1	683,452	-	5,419,319	-
6 Other Revenue	160,621	266,485	2,406,285	3,522,439
7 Fed Operations/Preventative Maint.	4,476,821	4,376,427	51,108,628	48,684,183
8 <b>TOTAL REVENUE</b>	<b>\$ 27,152,679</b>	<b>\$ 26,092,141</b>	<b>\$ 321,640,091</b>	<b>\$ 305,462,386</b>
<b>OPERATING EXPENSE</b>				
9 Bus Service	\$ 6,987,905	\$ 6,179,833	\$ 74,740,932	\$ 70,373,011
10 Commuter Rail	2,118,240	1,632,412	18,813,931	18,751,699
11 Light Rail	3,427,611	2,991,366	28,205,256	28,987,431
12 Maintenance of Way	1,139,445	1,213,862	15,135,439	14,716,651
13 Paratransit Service	1,643,737	1,348,391	17,360,646	16,729,215
14 RideShare/Van Pool Services	187,332	122,948	1,932,384	1,649,593
15 Operations Support	3,241,383	2,866,123	34,835,522	30,942,221
16 Administration	2,844,151	2,917,652	24,762,967	24,756,114
17 <b>TOTAL OPERATING EXPENSE</b>	<b>\$ 21,589,804</b>	<b>\$ 19,272,587</b>	<b>\$ 215,787,077</b>	<b>\$ 206,905,935</b>
18 <b>NET OPERATING INCOME (LOSS)</b>	<b>\$ 5,562,875</b>	<b>\$ 6,819,554</b>	<b>\$ 105,853,013</b>	<b>\$ 98,556,451</b>
<b>NON-OPERATING EXPENSE (REVENUE)</b>				
19 Planning & Development	\$ 499,470	\$ 276,621	\$ 3,986,551	\$ 3,922,853
20 Major Investment Studies	323,044	63,411	1,002,417	662,467
21 Offsetting Investment Studies	(47,504)	-	(363,663)	(280,279)
22 Bond Principal	729,167	1,130,834	10,230,210	11,465,210
23 Bond Interest	7,051,064	6,811,073	75,198,318	70,288,302
24 Bond Funded Interest - 2015A Sub	747,555	-	8,223,103	-
25 Bond Cost of Issuance/Fees	7,500	9,565	779,083	2,545,269
26 Offsetting Bond Funds	-	-	-	-
27 Lease Cost	246,480	136,246	1,741,247	544,985
28 Sale of Assets	-	3,962	(372,289)	(5,007,465)
29 <b>TOTAL NON-OPERATING EXPENSE</b>	<b>\$ 9,556,776</b>	<b>\$ 8,431,712</b>	<b>\$ 100,424,977</b>	<b>\$ 84,141,342</b>
30 <b>CONTRIBUTION TO CAPITAL RESERVES</b>	<b>\$ (3,993,901)</b>	<b>\$ (1,612,158)</b>	<b>\$ 5,428,037</b>	<b>\$ 14,415,109</b>
<b>OTHER EXPENSES (NON-CASH)</b>				
31 Bond Debt Service - Series 2007A CAB	\$ 15,091	\$ -	\$ 165,998	\$ -
32 Bond Premium/Discount Amortization	(1,330,455)	(1,311,857)	(14,085,400)	(12,459,797)
33 Bond Refunding Cost Amortization	686,795	790,708	7,554,746	7,157,785
34 Future Revenue Cost Amortization	67,576	67,576	743,336	743,336
35 Depreciation	12,560,516	13,137,713	141,014,112	144,320,803
36 <b>NET OTHER EXPENSES (NON-CASH)</b>	<b>\$ 11,999,523</b>	<b>\$ 12,684,140</b>	<b>\$ 135,392,792</b>	<b>\$ 139,762,127</b>

ACTUAL REPORT  
(UNAUDITED)  
As of November 30, 2016

EXHIBIT 1-4

CURRENT MONTH

			VARIANCE	%	
	ACTUAL	BUDGET	FAVORABLE	FAVORABLE	
	Nov-16	Nov-16	(UNFAVORABLE)	(UNFAVORABLE)	
<b>REVENUE</b>					
1	Passenger Revenue	\$ 3,905,803	\$ 4,485,578	\$ (579,775)	-13%
2	Advertising Revenue	200,000	190,250	9,750	5%
3	Investment Revenue	137,452	186,400	(48,948)	-26%
4	Sales Tax	17,588,530	18,916,000	(1,327,470)	-7%
5	Sales Tax - Prop 1	683,452	605,000	78,452	13%
6	Other Revenue	160,621	431,651	(271,030)	-63%
7	Fed Operations/Preventative Maint.	4,476,821	4,798,821	(322,000)	-7%
8	<b>TOTAL REVENUE</b>	<b>\$ 27,152,679</b>	<b>\$ 29,613,700</b>	<b>\$ (2,461,021)</b>	<b>-8%</b>
<b>OPERATING EXPENSE</b>					
9	Bus Service	\$ 6,987,905	\$ 7,079,494	\$ 91,589	1%
10	Commuter Rail	2,118,240	1,905,300	(212,940)	-11%
11	Light Rail	3,427,611	2,857,873	(569,738)	-20%
12	Maintenance of Way	1,139,445	1,450,735	311,290	21%
13	Paratransit Service	1,643,737	1,753,941	110,204	6%
14	RideShare/Van Pool Services	187,332	201,362	14,030	7%
15	Operations Support	3,241,383	3,291,052	49,669	2%
16	Administration	2,844,151	2,238,292	(605,859)	-27%
17	<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 21,589,804</b>	<b>\$ 20,778,049</b>	<b>\$ (811,755)</b>	<b>-4%</b>
18	<b>NET OPERATING INCOME (LOSS)</b>	<b>\$ 5,562,875</b>	<b>\$ 8,835,651</b>	<b>\$ (3,272,776)</b>	<b>-37%</b>
<b>NON-OPERATING EXPENSE (REVENUE)</b>					
19	Planning & Development	\$ 499,470	\$ 380,652	\$ (118,818)	-31%
20	Major Investment Studies	323,044	70,831	(252,213)	-356%
21	Offsetting Investment Studies	(47,504)	-	47,504	
22	Bond Principal	729,167	1,130,833	401,666	36%
23	Bond Interest	7,051,064	6,812,351	(238,713)	-4%
24	Bond Funded Interest - 2015A Sub	747,555	747,555	-	0%
25	Bond Cost of Issuance/Fees	7,500	-	(7,500)	
26	Offsetting Bond Funds	-	-	-	
27	Lease Cost	246,480	328,424	81,944	25%
28	Sale of Assets	-	-	-	
29	<b>TOTAL NON-OPERATING EXPENSE</b>	<b>\$ 9,556,776</b>	<b>\$ 9,470,647</b>	<b>\$ (86,129)</b>	<b>-1%</b>
30	<b>CONTRIBUTION TO CAPITAL RESERVES</b>	<b>\$ (3,993,901)</b>	<b>\$ (634,996)</b>	<b>\$ (3,358,905)</b>	<b>-529%</b>
<b>OTHER EXPENSES (NON-CASH)</b>					
31	Bond Debt Service - Series 2007A CAB	\$ 15,091			
32	Bond Premium/Discount Amortization	(1,330,455)			
33	Bond Refunding Cost Amortization	686,795			
34	Future Revenue Cost Amortization	67,576			
35	Depreciation	12,560,516			
36	<b>NET OTHER EXPENSES (NON-CASH)</b>	<b>\$ 11,999,523</b>			

BUDGET TO ACTUAL REPORT  
(UNAUDITED)

EXHIBIT 1-5

As of November 30, 2016

YEAR TO DATE

	ACTUAL	BUDGET	VARIANCE	%
	Nov-16	Nov-16	FAVORABLE (UNFAVORABLE)	FAVORABLE (UNFAVORABLE)
<b>REVENUE</b>				
1 Passenger Revenue	\$ 46,407,357	\$ 48,772,390	\$ (2,365,033)	-5%
2 Advertising Revenue	2,133,336	2,092,750	40,586	2%
3 Investment Revenue	1,673,803	2,050,600	(376,797)	-18%
4 Sales Tax	212,491,363	212,249,000	242,363	0%
5 Sales Tax - Prop 1	5,419,319	3,937,000	1,482,319	38%
6 Other Revenue	2,406,285	4,748,054	(2,341,769)	-49%
7 Fed Operations/Preventative Maint.	51,108,628	52,787,192	(1,678,564)	-3%
8 <b>TOTAL REVENUE</b>	<b>\$ 321,640,091</b>	<b>\$ 326,636,986</b>	<b>\$ (4,996,895)</b>	<b>-2%</b>
<b>OPERATING EXPENSE</b>				
9 Bus Service	\$ 74,740,932	\$ 80,049,070	\$ 5,308,138	7%
10 Commuter Rail	18,813,931	21,432,322	2,618,391	12%
11 Light Rail	28,205,256	31,484,570	3,279,314	10%
12 Maintenance of Way	15,135,439	16,398,141	1,262,702	8%
13 Paratransit Service	17,360,646	19,096,307	1,735,661	9%
14 RideShare/Van Pool Services	1,932,384	2,214,982	282,598	13%
15 Operations Support	34,835,522	36,025,438	1,189,916	3%
16 Administration	24,762,967	24,637,577	(125,390)	-1%
17 <b>TOTAL OPERATING EXPENSE</b>	<b>\$ 215,787,077</b>	<b>\$ 231,338,407</b>	<b>\$ 15,551,330</b>	<b>7%</b>
18 <b>NET OPERATING INCOME (LOSS)</b>	<b>\$ 105,853,013</b>	<b>\$ 95,298,579</b>	<b>\$ 10,554,435</b>	<b>11%</b>
<b>NON-OPERATING EXPENSE (REVENUE)</b>				
19 Planning & Development	\$ 3,986,551	\$ 4,187,399	\$ 200,848	5%
20 Major Investment Studies	1,002,417	779,143	(223,274)	-29%
21 Offsetting Investment Studies	(363,663)	-	363,663	
22 Bond Principal	10,230,210	12,439,167	2,208,957	18%
23 Bond Interest	75,198,318	74,935,859	(262,459)	0%
24 Bond Funded Interest - 2015A Sub	8,223,103	8,223,105		
25 Bond Cost of Issuance/Fees	779,083	64,700	(714,383)	-1104%
26 Offsetting Bond Funds	-	-	-	
27 Lease Cost	1,741,247	3,612,668	1,871,421	52%
28 Sale of Assets	(372,289)	-	372,289	
29 <b>TOTAL NON-OPERATING EXPENSE</b>	<b>\$ 100,424,977</b>	<b>\$ 104,242,040</b>	<b>\$ 3,817,064</b>	<b>4%</b>
30 <b>CONTRIBUTION TO CAPITAL RESERVES</b>	<b>\$ 5,428,037</b>	<b>\$ (8,943,462)</b>	<b>\$ 14,371,498</b>	<b>161%</b>
<b>OTHER EXPENSES (NON-CASH)</b>				
31 Bond Debt Service - Series 2007A CAB	\$ 165,998			
32 Bond Premium/Discount Amortization	(14,085,400)			
33 Bond Refunding Cost Amortization	7,554,746			
34 Future Revenue Cost Amortization	743,336			
35 Depreciation	141,014,112			
36 <b>NET OTHER EXPENSES (NON-CASH)</b>	<b>\$ 135,392,792</b>			

CAPITAL PROJECTS  
 (UNAUDITED)  
 As of November 30, 2016

EXHIBIT 1-6

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	2016 ACTUAL	ANNUAL BUDGET	PERCENT
1 REVENUE VEHICLES	\$ 2,169,532	\$ 14,428,904	15.04%
2 INFORMATION TECHNOLOGY	4,104,080	11,976,725	34.27%
3 FACILITIES, MAINTENANCE & ADMIN. EQUIP.	2,549,931	4,901,003	52.03%
4 CAPITAL PROJECTS	16,525,151	41,279,405	40.03%
5 PROVO-OREM BRT	11,404,392	106,000,000	10.76%
6 RAIL MAINTENANCE	1,080,651	1,952,573	55.34%
7 STATE OF GOOD REPAIR	10,589,410	21,527,386	49.19%
8 TOTAL	<u>\$ 48,423,147</u>	<u>\$ 202,065,996</u>	23.96%

SOURCE OF FUNDS TO PAY FOR CAPITAL PROJECTS

9 CAPITAL GRANTS	\$ 4,119,706	\$ 56,178,370	7.33%
10 LOCAL MATCH INCLUDING FINANCING	44,303,441	145,887,626	30.37%
11	<u>\$ 48,423,147</u>	<u>\$ 202,065,996</u>	23.96%

As of November 30, 2016

BY SERVICE

	CURRENT MONTH		YEAR TO DATE	
	Nov-16	Nov-15	2016	2015
<b>UTA</b>				
Fully Allocated Costs	21,589,803	19,272,587	215,787,078	206,905,934
Passenger Farebox Revenue	3,905,713	4,490,030	46,407,358	47,754,609
Passengers	3,812,090	3,733,610	41,936,255	42,692,305
Farebox Recovery Ratio	18.1%	23.3%	21.5%	23.1%
Actual Investment per Rider	\$4.64	\$3.96	\$4.04	\$3.73
GOAL Investment per Rider				
<b>BUS SERVICE</b>				
Fully Allocated Costs	10,326,782	9,362,729	107,414,151	100,922,749
Passenger Farebox Revenue	1,455,567	1,854,482	17,691,364	18,378,331
Passengers	1,603,320	1,552,501	18,122,162	18,387,747
Farebox Recovery Ratio	14.1%	19.8%	16.5%	18.2%
Actual Investment per Rider	\$5.53	\$4.84	\$4.95	\$4.49
<b>LIGHT RAIL SERVICE</b>				
Fully Allocated Costs	5,262,772	4,801,149	48,858,365	48,494,259
Passenger Farebox Revenue	1,462,925	1,935,612	16,876,139	18,058,611
Passengers	1,634,863	1,623,132	17,614,960	17,978,600
Farebox Recovery Ratio	27.8%	40.3%	34.5%	37.2%
Actual Investment per Rider	\$2.32	\$1.77	\$1.82	\$1.69
<b>COMMUTER RAIL SERVICE</b>				
Fully Allocated Costs	3,572,775	3,080,394	34,375,011	33,655,016
Passenger Farebox Revenue	463,387	471,660	5,047,348	5,279,969
Passengers	398,673	373,740	4,157,150	4,223,426
Farebox Recovery Ratio	13.0%	15.3%	14.7%	15.7%
Actual Investment per Rider	\$7.80	\$6.98	\$7.05	\$6.72
<b>PARATRANSIT</b>				
Fully Allocated Costs	2,142,946	1,831,258	22,205,718	21,236,007
Passenger Farebox Revenue	207,214	(146,546)	3,180,909	2,111,681
Passengers	69,810	68,182	804,798	790,805
Farebox Recovery Ratio	9.7%	-8.0%	14.3%	9.9%
Actual Investment per Rider	\$27.73	\$29.01	\$23.64	\$24.18
<b>RIDESHARE</b>				
Fully Allocated Costs	284,529	197,056	2,933,832	2,597,903
Passenger Farebox Revenue	316,620	374,823	3,611,597	3,926,018
Passengers	105,424	116,056	1,237,185	1,311,727
Farebox Recovery Ratio	111.3%	190.2%	123.1%	151.1%
Actual Investment per Rider	(\$0.30)	(\$1.53)	(\$0.55)	(\$1.01)

FAREBOX RECOVERY & IPR  
(UNAUDITED)  
As of November 30, 2016

EXHIBIT 1-8

BY TYPE

	CURRENT MONTH		YEAR TO DATE	
	Nov-16	Nov-15	2016	2015
<b>FULLY ALLOCATED COSTS</b>				
Bus Service	\$10,326,782	\$9,362,729	\$107,414,151	\$100,922,749
Light Rail Service	\$5,262,772	\$4,801,149	\$48,858,365	\$48,494,259
Commuter Rail Service	\$3,572,775	\$3,080,394	\$34,375,011	\$33,655,016
Paratransit	\$2,142,946	\$1,831,258	\$22,205,718	\$21,236,007
Rideshare	\$284,529	\$197,056	\$2,933,832	\$2,597,903
<b>UTA</b>	<b>\$21,589,804</b>	<b>\$19,272,586</b>	<b>\$215,787,077</b>	<b>\$206,905,934</b>
<b>PASSENGER FAREBOX REVENUE</b>				
Bus Service	\$1,455,567	\$1,854,482	\$17,691,364	\$18,378,331
Light Rail Service	\$1,462,925	\$1,935,612	\$16,876,139	\$18,058,611
Commuter Rail Service	\$463,387	\$471,660	\$5,047,348	\$5,279,969
Paratransit	\$207,214	(\$146,546)	\$3,180,909	\$2,111,681
Rideshare	\$316,620	\$374,823	\$3,611,597	\$3,926,018
<b>UTA</b>	<b>\$3,905,713</b>	<b>\$4,490,031</b>	<b>\$46,407,357</b>	<b>\$47,754,610</b>
<b>PASSENGERS</b>				
Bus Service	1,603,320	1,552,501	18,122,162	18,387,747
Light Rail Service	1,634,863	1,623,132	17,614,960	17,978,600
Commuter Rail Service	398,673	373,740	4,157,150	4,223,426
Paratransit	69,810	68,182	804,798	790,805
Rideshare	105,424	116,056	1,237,185	1,311,727
<b>UTA</b>	<b>3,812,090</b>	<b>3,733,611</b>	<b>41,936,255</b>	<b>42,692,305</b>
<b>FAREBOX RECOVERY RATIO</b>				
Bus Service	14.1%	19.8%	16.5%	18.2%
Light Rail Service	27.8%	40.3%	34.5%	37.2%
Commuter Rail Service	13.0%	15.3%	14.7%	15.7%
Paratransit	9.7%	-8.0%	14.3%	9.9%
Rideshare	111.3%	190.2%	123.1%	151.1%
<b>UTA</b>	<b>18.1%</b>	<b>23.3%</b>	<b>21.5%</b>	<b>23.1%</b>
<b>ACTUAL INVESTMENT PER RIDER</b>				
Bus Service	\$5.53	\$4.84	\$4.95	\$4.49
Light Rail Service	\$2.32	\$1.77	\$1.82	\$1.69
Commuter Rail Service	\$7.80	\$6.98	\$7.05	\$6.72
Paratransit	\$27.73	\$29.01	\$23.64	\$24.18
Rideshare	(\$0.30)	(\$1.53)	(\$0.55)	(\$1.01)
<b>UTA</b>	<b>\$4.64</b>	<b>\$3.96</b>	<b>\$4.04</b>	<b>\$3.73</b>

SUMMARY OF ACCOUNTS RECEIVABLE  
(UNAUDITED)

EXHIBIT 1-9

As of November 30, 2016

<u>Classification</u>	<u>Total</u>	<u>Current</u>	<u>31-60 Days</u>	<u>61-90 Days</u>	<u>Over 90 Days</u>
Federal Government <sup>1</sup>	\$ 11,932,921	\$ 11,932,921			
Local Contributions <sup>2</sup>	37,518,583	37,518,000		583	
Contracts	4,183,904	1,224,838	244,949	2,086,296	627,821
Other <sup>3</sup>	3,255,564	3,255,564			
<b>Total</b>	<b>\$ 56,890,972</b>	<b>\$ 53,931,323</b>	<b>\$ 244,949</b>	<b>\$ 2,086,879</b>	<b>\$ 627,821</b>

Percentage Due by Aging

Federal Government <sup>1</sup>	100.0%	0.0%	0.0%	0.0%
Local Contributions <sup>2</sup>	100.0%	0.0%	0.0%	0.0%
Contracts	29.3%	5.9%	49.9%	15.0%
Other	100.0%	0.0%	0.0%	0.0%
<b>Total</b>	<b>94.8%</b>	<b>0.4%</b>	<b>3.7%</b>	<b>1.1%</b>

<sup>1</sup> Federal preventive maintenance funds, federal RideShare funds, and federal interest subsidies for Build America Bonds

<sup>2</sup> Estimated sales tax to be distributed upon collection by the Utah State Tax Commission

<sup>3</sup> OCIP escrow, fuel tax credit, warranty parts out for repair

**UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES**  
**Agenda Item Coversheet**

<b>DATE:</b>	<b>January 25, 2017</b>
<b>TITLE:</b>	<b>Community Engagement &amp; Communications Update</b>
<b>UTA EXECUTIVE/RESPONSIBLE STAFF MEMBER:</b>	<b>Nichol Bourdeaux</b>
<b>SUBJECT:</b>	<b>UTA Community Relations Process Plan</b>
<b>BACKGROUND:</b>	As part of the Communication Strategic Plan, External Affairs is working with the Langdon Group to lead an extensive process to assess UTA's community relations processes. These efforts will develop a foundational path for a sustainable community engagement framework.
<b>ALTERNATIVES:</b>	N/A
<b>PREFERRED ALTERNATIVE:</b>	<ul style="list-style-type: none"> <li>• Approve as presented</li> <li>• Revise/amend and approve</li> <li>• Return to Committee</li> </ul>
<b>STRATEGIC GOAL ALIGNMENT:</b>	Customer Focus
<b>FINANCIAL IMPACT:</b>	N/A
<b>LEGAL REVIEW:</b>	The proposed item has been reviewed by UTA Legal staff.
<b>EXHIBITS:</b>	a. Draft Community Relations Process Plan

# UTA COMMUNITY RELATIONS PROCESS PLAN

## RELATIONS

A clear path that leads to a sustainable community relations framework for UTA staff, leadership, and their stakeholders.

### FIRST STEPS

#### STEP 1: Team Strategy Planning

The first step in the process will be to hold an initial strategy planning meeting with key UTA communication and planning staff: Nichol Bardeaux, Andrea Packer, and GJ LaBonty. This team will discuss and revise the process and desired outcomes to best align with UTA's "True Norths" of Stewardship, Service, People, Environment and Community.

**Benefits:** This collaboration with key UTA staff will ensure that project leaders have the same understanding and vision for the project, which will translate as a united, trusted, and transparent approach to both upper management and other employees, and will set the project up for success.

#### STEP 2: Internal Awareness Building

Key UTA staff will present the process plan at an existing UTA staff meeting. The presentation will cover goals, objectives and desired outcomes of the plan and will inform employees about how they will be involved and communicated with throughout the development process.

**Benefits:** Informing employees about the Community Relations goals and objectives prior to work starting will gain trust through transparency and will encourage positive engagement with them throughout the process.

#### STEP 3: Situational Assessment

A clear and thorough understanding of existing community relations efforts will highlight where improvements need making and where gaps need filling.

### PROGRAM GOALS

**ELEVATE:** Undergoing this process will result in development of clear goals, objectives and strategy behind our CR efforts.

**EVOLVE:** Ensure that our CR program supports our organizational shift and aligns with the focus on:

- Service
- People
- Environment
- Community
- Stewardship

This knowledge will be key to strategically planning next steps in the community relations initiatives and to gain stakeholder buy-in. Through interviews and research, the situational assessment will provide the background and stakeholder information, which will guide the process:

#### Stakeholder Interviews

The best way to understand how UTA communicates with its stakeholders is to talk to them face to face. With guidance from key UTA staff, a list of key internal and external stakeholders will be identified and a series of questions created. The interviews will gather honest feedback about stakeholder experiences working with and working for UTA to help shape the process plan.

#### Review Existing Research (SHINGO report, Listening Tour, others to be determined.)

UTA understands the value of quantitative and qualitative research. The project team will filter through existing data that will shape a better understanding of where community relations improvements need to be made. Additional research will be completed as needed before moving on to the next process phase.



**Benefits:** Face-to-face interviews allow for thoughtful feedback and show that UTA is committed to developing relationships and improving its outreach tactics. Reviewing existing data is a cost-effective way to understand the existing perceptions of UTA. Overall the research will allow the project team to make an informed and meaningful plan that will initiate stakeholder buy-in.

#### STEP 4: Internal Buy-Off

Ensuring that decision-making-level stakeholders are being communicated with is vital to developing and implementing the process plan. At every step, these stakeholders, including internal executive leadership and the UTA Board, will understand what actions are being recommended and how they will meet the overall goals. If concerns arise, they can be addressed immediately to keep the process moving in mutually agreed upon direction. This method will also provide opportunity for buy-off on the process plan and the recommended outreach and engagement outcomes.

**Benefits:** Engaging upper management throughout the process ensures their thorough understanding and support of the final Community Relations Plan.

### WORKSHOP

#### Community Relations Planning Workshop

A select group of UTA staff will participate in a workshop to strategize and outline the goals, objectives, messages and needed outcomes of the process plan as well as the metrics to measure success. They will review key findings from the situational assessment and review UTA's brand, message, and values to determine how they will shape the plan and set up a sustainable community relations framework for years to come.

**Benefits:** This workshop will allow UTA leaders to participate in developing the plan's direction, and will ensure the Community Relations Plan is aligned with UTA's brand and values and addresses existing stakeholder perceptions.

### PLAN

#### Develop Detailed Plan

Once the team has a clear understanding of the issues facing UTA stakeholders, has completed a thorough review of existing research, and has developed strategic goals and objectives with UTA leaders, it will be able to create a comprehensive Community Relations Plan. The plan will list outreach opportunities that are targeted at select audiences (such as community leaders, business leaders, key partners and youth K-12). The plan will include the following tasks:

#### Assess Audience Engagement

Through the situational assessment and research, the project team will be able to identify specific audiences that would be beneficial for UTA to target in their community relations efforts. Once those audiences are identified and their values understood, the team can determine the best ways to incorporate them into the overall Community Relations Plan.



INCREASING LEVEL OF PUBLIC IMPACT

**INFORM.** Provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.

**CONSULT.** Obtain public feedback on analysis, alternatives, and/or decisions.

**INVOLVE.** Work directly with the public throughout the process to ensure public concerns and aspirations are consistently understood and considered.

**COLLABORATE.** Partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.

**EMPOWER.** Place final decision making in the hands of the public.

The **IAP2 Spectrum of Public Participation** helps illustrate the varying levels of public engagement. This is a useful tool for thinking about the expectations you set with the public and how those expectations are going to be met.

**Assess Community Transit Advisory Committee (CTAC)**

The CTAC was formed in 2014 with the goal of gathering feedback on various community issues and initiatives involving UTA from a diverse group of community representatives. Through the situational assessment and research, the project team will discover how the CTAC can be modified to meet the UTA community relations goals and become a valuable resource to the agency as a whole.

**K-12 Outreach Recommendations**

The K-12 student audience is especially important to UTA. The project team will analyze the past and current engagement efforts targeting this specific group and provide recommendations on how best to continue engagement with students.

**Business Outreach Recommendations**

The business community is a crucial audience to UTA and offers opportunities for effective partnerships. The project team will analyze the current state of business and civic engagement efforts and provide recommendations on how to better partner with organizations through the UTA service district.

**Developing Initiatives**

In addition to targeting specific audiences, this effort will provide guidelines and recommendations on how UTA can best structure their community engagement efforts for developing initiatives, such as "Our Pledge", Service Standards and Core Route Initiatives.

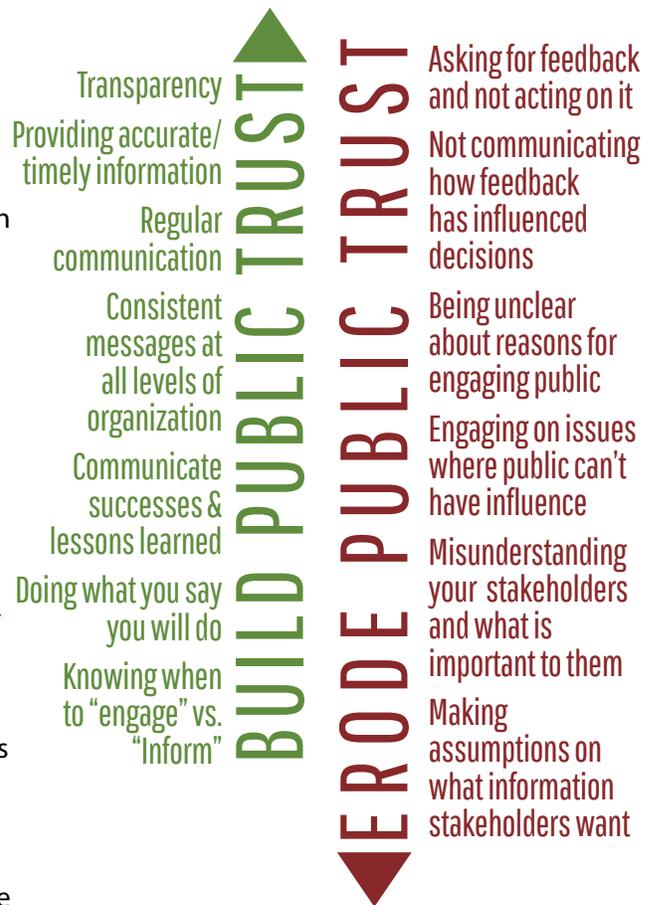
**PROCESS EDUCATION**

Complex differences exist between Communication, Public Relations, Media Relations, Public Engagement, Public Outreach, Marketing, etc. The plan will address those complexities and create an education program that will help UTA understand the goals, objectives and tactics of each of those elements and how they individually contribute

to the building up (or breaking down) of public trust. It is also important to communicate the varying levels of public engagement and the expectations involved at each one.

Organizational changes, such as ones this plan will recommend, require education and buy-in from each level within UTA and take time and continuous reinforcement. The education program will also involve communicating to internal UTA staff about how this community relations strategy lines up with the overall goals of the agency and how over time, will contribute to the improvement of public trust.

**Benefits:** The Plan will guide UTA's community relations efforts, develop internal consensus on outreach and invigorate the public's trust.





**UTA COMMUNITY RELATIONS**  
**PROCESS PLAN**



# Collaboration

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# Program Goals

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## Elevate & Evolve UTA Community Relations

*UTA has an excellent staff and partner agencies who are doing excellent work and outreach in the community each day. This effort is aimed at understanding the current state of our outward communications as a whole and building a thoughtful and collaborative strategy that will ensure the agency and all its resources are aimed at working together toward a clear set of goals.*

**Elevate:** Undergoing this process will result in development of clear goals, objectives and strategy behind our CR efforts

**Evolve:** Ensure that our CR program aligns directly with the board's focus on overall transparency and strengthening our relationship with the community. As well as with the True Norths

Service

People

Environment

Community

Stewardship



# Process Overview

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## First Steps

STEP 1: Team Strategy Meeting

STEP 2: Internal Awareness Building

STEP 3: Situational Assessment

STEP 4: Internal Buy-off



## Community Relations Planning Workshop

Strategic Planning

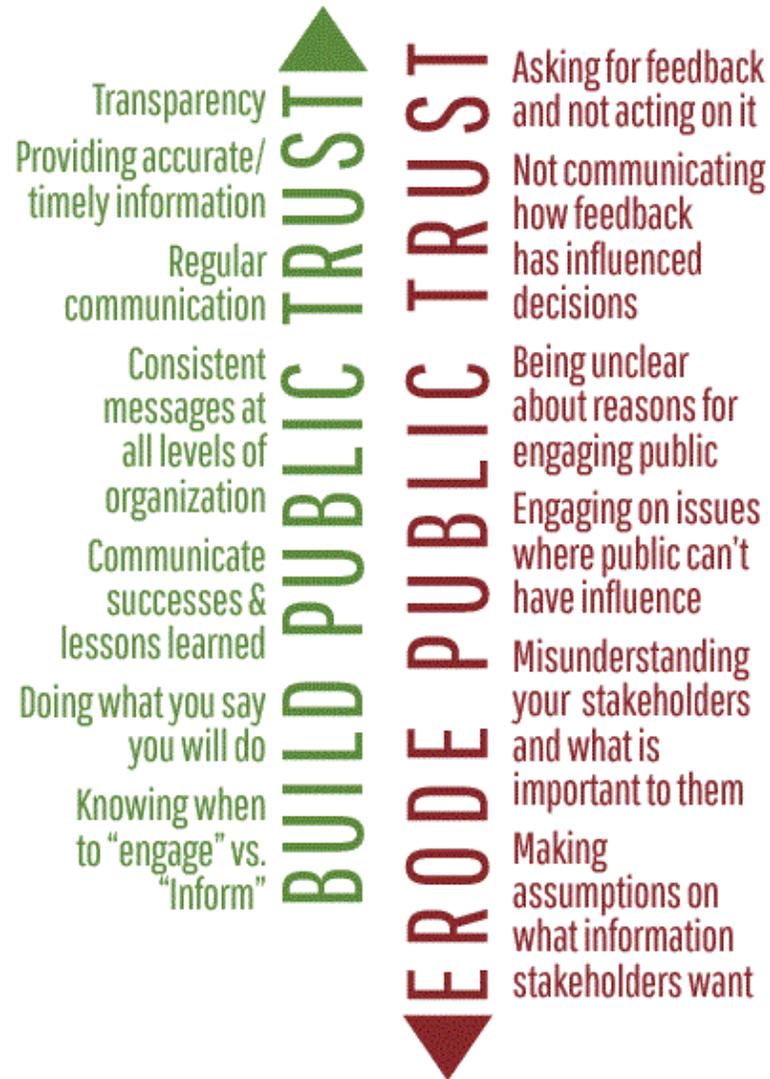
Determine how we will Measure Success



## Detailed Plan Development



# Public Trust



# IAP2 Spectrum

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## INCREASING LEVEL OF PUBLIC IMPACT

**INFORM.** Provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.

**CONSULT.** Obtain public feedback on analysis, alternatives, and/or decisions.

**INVOLVE.** Work directly with the public throughout the process to ensure public concerns and aspirations are consistently understood and considered.

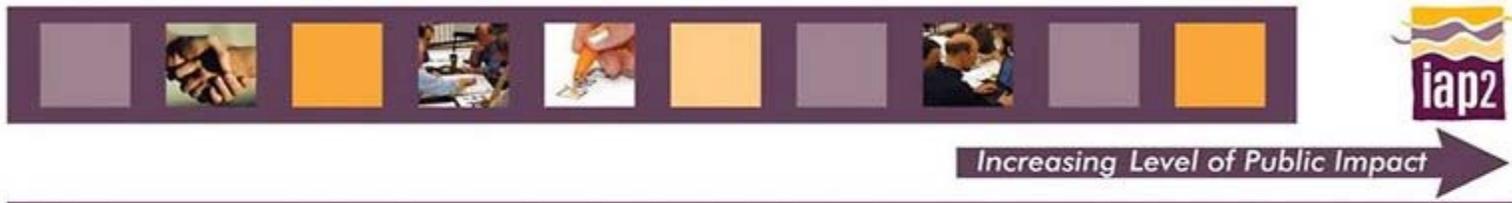
**COLLABORATE.** Partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.

**EMPOWER.** Place final decision making in the hands of the public.



# IAP2 Spectrum

## IAP2's Public Participation Spectrum



	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>■ Fact sheets</li> <li>■ Web sites</li> <li>■ Open houses</li> </ul>	<ul style="list-style-type: none"> <li>■ Public comment</li> <li>■ Focus groups</li> <li>■ Surveys</li> <li>■ Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>■ Workshops</li> <li>■ Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen advisory Committees</li> <li>■ Consensus-building</li> <li>■ Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen juries</li> <li>■ Ballots</li> <li>■ Delegated decision</li> </ul>

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Questions?

