UTA

2020 Strategic Plan

October 2013

Utah Transit Authority
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Representing the cities within Salt Lake County and the cities of Tooele and Grantsville

Troy K. Walker
Representing the Speaker of the House

To our Stakeholders,

We are standing at the edge of a new horizon.

Gregory H. Hughes
Chair, Board of Trustees

Michael A. Allegra
General Manager

H. David Burton
Vice Chair, Board of Trustees

Charles G. Henderson
Planning & Development Committee Chair

The FrontLines 2015 story is coming to a successful conclusion where "ahead of schedule and under budget" has been at the core of UTA's culture and commitment to excellence for more than a decade. FrontLines 2015 was one of the most aggressive rail programs in the country and has delivered to the Wasatch Front a truly world-class transit system. This program of projects has shown that Utah has the ability to 'move the dial' in terms of transportation, economic development, reduced environmental impacts and improving the quality of life for our residents.

In a recent presentation to our Board of Trustees, Lieutenant Governor Greg Bell commented that the Wasatch Front must recognize and leverage our role, not just in terms of the state or national economies, but the global economy. Salt Lake City is now also part of a 'global transportation network'. We need to think about our relationships with countries around the world. In the end, these human interactions are the staple of economic growth. Lieutenant Governor Greg Bell stated that public transportation is not a 'partisan' issue, it's an economic development issue.

UTA stands ready to take on the challenges and opportunities of the 21st century. This '2020 Strategic Plan' is the road map to that future. In drawing this map, our Board of Trustees took several months and reached out our stakeholder groups to learn what was important to them. They listened to elected officials, business leaders, transit advocates and average consumers. They also heard from another key stakeholder group, the UTA employees.

This plan represents a summary of what we heard over the course of the outreach efforts. There are some new and exciting goals. UTA will be stretching toward as well as re-focusing on our core functions, namely customer service and operational excellence.

We are excited to share our vision of the future of UTA with you. UTA has brought some exciting changes to the Wasatch Front. As we continue on our journey into the 21st century, we are sure that you will agree that the best is yet to come.

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Chair, Board of Trustees
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RECENT UTA ACHIEVEMENTS

FRONTLINES 2015 PROGRAM

- PROVO FRONTRUNNER
- MID-JORDAN
- WEST VALLEY
- AIRPORT
- DRAPER
- JORDAN RIVER SERVICE CENTER

- UTA completed $2.5 billion in capital improvements, including 70 miles of new rail lines in less than five years. Additionally, the S-Line, a streetcar running through Salt Lake City's Sugar House district and South Salt Lake, was completed.

SOCIAL MEDIA

- In less than two years, UTA gained more than 11,000 followers on Facebook and Twitter.
- UTA offers real-time updates on Twitter during service interruptions.

SUSTAINABILITY

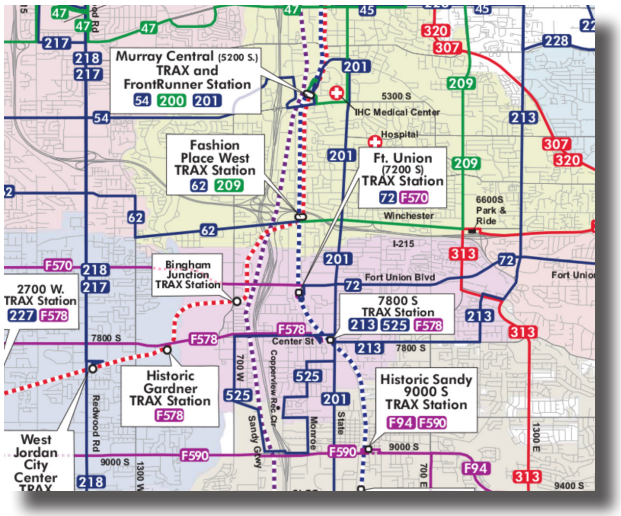
- UTA improved its miles-per-gallon performance in its bus fleet and saved more than 300,000 gallons of fuel in 2012.
- In 2013 UTA took delivery of its first order of ten (10) compressed natural gas buses.
- UTA is utilizing "WAVE" wireless electric technology for buses, which was developed by Utah State University.
- UTA installed 288 solar panels along the six-mile Airport TRAX line. The panels generate 67.6 kwh of power, which will be credited as an offset for the electricity used to operate the line.
- UTA has maintained ISO 14001 certification for its environmental management system since 2005.

TECHNOLOGY

- UTA opened up its realtime data feed to private developers for use in creating mobile applications.
- Since 2012, UTA accepts payments from the ISIS mobile payment network and GoogleWallet.

SAFETY

- UTA became certified in OSHA's 18001 Safety Management Systems (SMS).
- UTA implemented the "Hold Point" rail activation process criteria for all new rail lines.

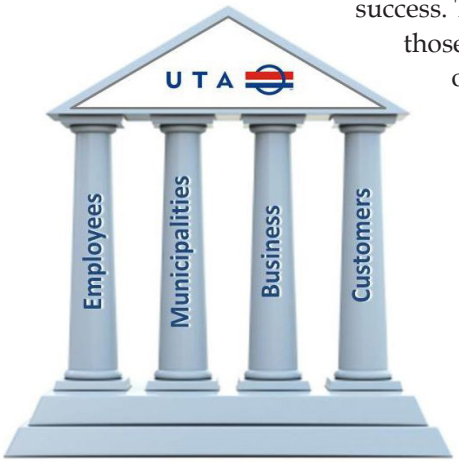


OUR MAP TO THE FUTURE

The UTA Board of Trustees provides broad direction, governs the Authority, and sets the policies and annual goals on issues such as ridership, services and financial responsibilities. The board is also responsible for leading the agency in setting future strategic goals and a vision for the agency. As the FrontLines 2015 program comes to an end in 2013, two years ahead of schedule and under budget, the board members began to contemplate *"what's next?"*.

PILLARS OF SUCCESS

The board decided the best place to capture the vision of the future was from the agency's stakeholders. Through an extensive outreach effort, the Board was able to hear from UTA's stakeholders, namely municipal and elected officials, business leaders, average customers, consumer advocacy groups and the employees of UTA. These stakeholders are referred to as the "pillars" of UTA's success. The results of those stakeholder outreach efforts are summarized here in this document that maps out the direction for UTA through to the year 2020.

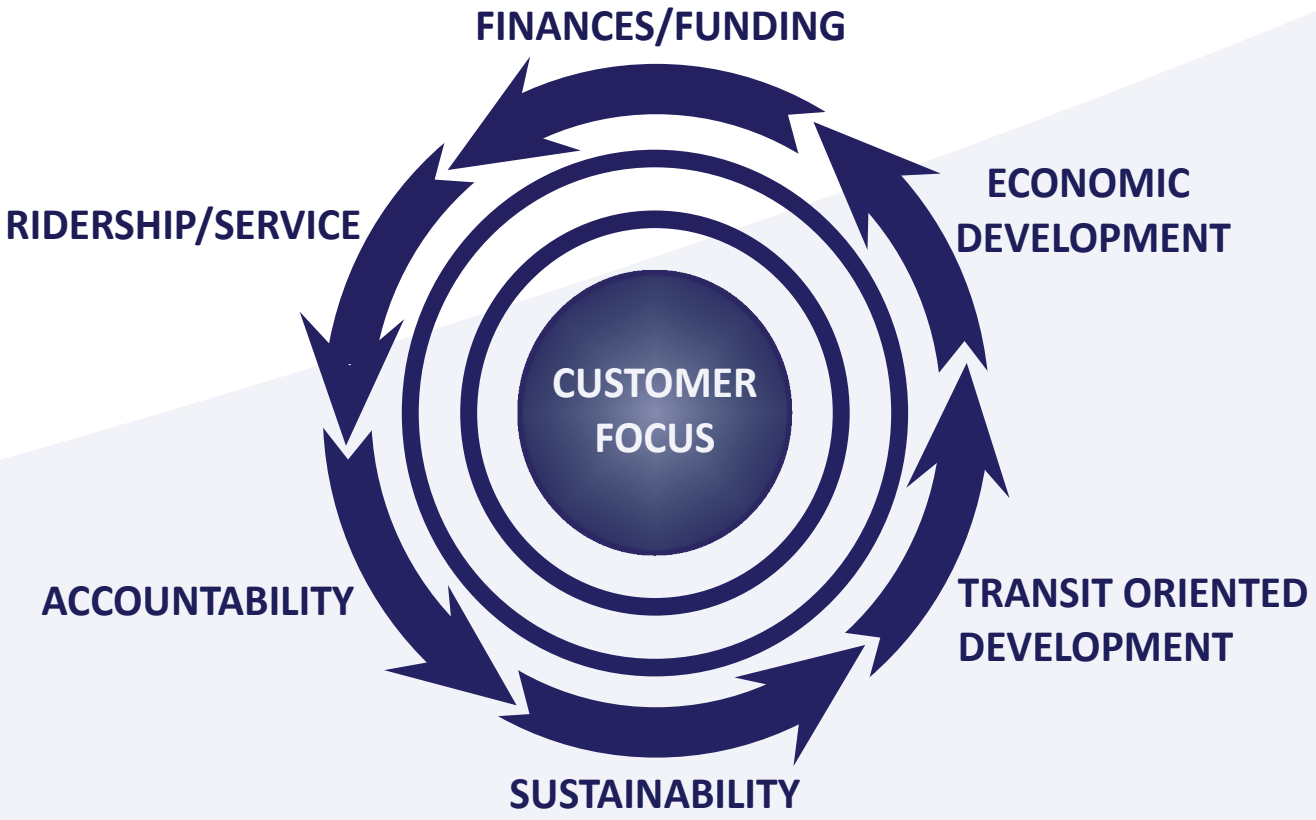


CUSTOMER FOCUS

The most commonly heard message from the stakeholders was that UTA should first and foremost focus on our customers.

Knowing what our customers want and need and responding accordingly should be UTA's core mission. This message was heard loud and clear by the UTA Board of Trustees and has become the focal point of the 2020 Strategic Plan. Much like the center of a target, UTA's customer focus will be surrounded by rings of supporting activity. These supporting activities were also identified by the stakeholders as high priorities requiring attention, vision and leadership by UTA.

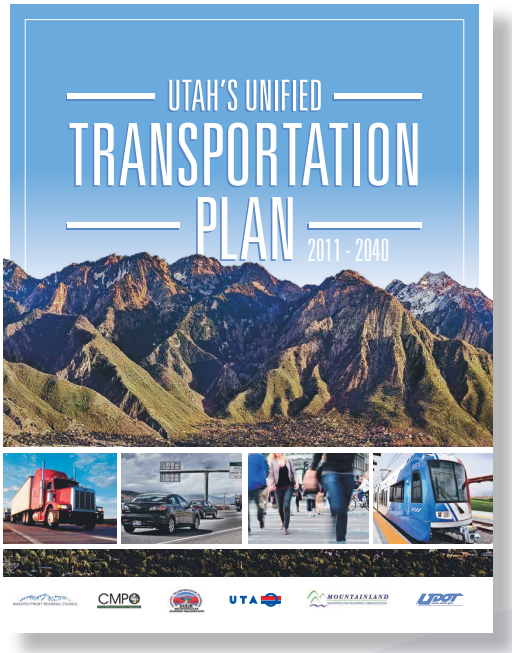
> *"UTA must know its value proposition [to its customers]."*
>
> - Keyvan Esfarjani - Executive Officer, IM Flash Technologies



FINANCES/FUNDING

UTA has been entrusted with the fiduciary responsibility of using taxpayer dollars to provide the best possible public transit service. The UTA Board of Trustees, staff, and agency stakeholders all participate in the budget process, creating an annual budget that reflects service levels, anticipated revenues and costs. While UTA will continue this cooperative financial planning strategy, the agency will also pursue broader financial and funding strategies including:

- *Support full funding of the Unified Transportation Plan*
- *Retire long term debt ahead of schedule*



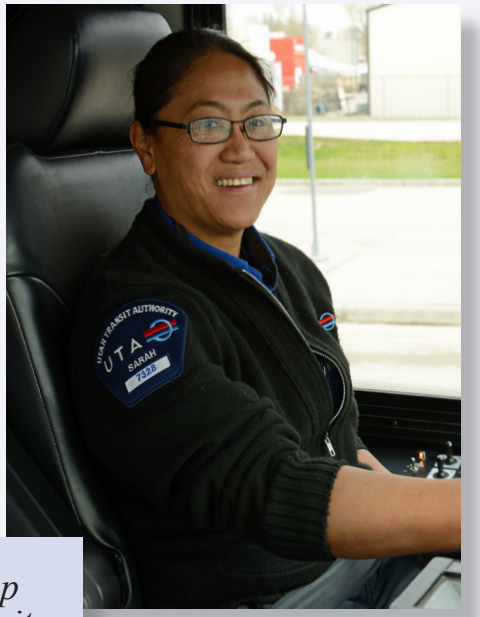
RIDERSHIP & SERVICE

At its essence, UTA's core function is to provide the highest quality, most cost-efficient transit service to the Wasatch Front. As part of that core function, UTA critically evaluates the fundamental elements that make up the transit system, from accessibility to maintenance of vehicles to operator friendliness. Achievement in each of these areas contributes to one of the basic standards of success for UTA growing ridership. Our customers expect the best value for their investment. As the agency contemplates the next era of service that will come on the heels of the Frontlines 2015 program, strategies to improve ridership and service include:

- *Double ridership through full funding of the Unified Plan*
- *Increase levels of service by 50 percent*
- *Develop new fare products and equitable fare policies*
- *Reduce the average customer trip time by 25 percent*
- *Develop a fully integrated First/Last Mile Strategy*
- *Find and attract new markets for ridership*
- *Attract, retain, and develop an effective and committed workforce*

"Let's make sure that they [the middle class] are not priced out of the system."

- Reverend Dr. France Davis, Pastor
Calvary Baptist Church



"We are all going to live longer, and 70% of us will end up with some type of disability. UTA should consider that as it plans for the future."

- Pat Boyle, Chair
UTA Committee on Accessible Transportation

ACCOUNTABILITY

- As a public agency, UTA has an obligation to maintain an open and transparent dialogue with our stakeholders. To this end UTA is committed to continue with our ongoing efforts regarding open meetings, public hearings and comment periods. In addition to these mechanisms, which allow comments and information to flow back to UTA, the agency's Board has committed to establish strategies to foster internal communication and to respond to stakeholders with information in a timely way. These strategies include:

- *Develop and publish a refined reporting process back to our stakeholders*
- *Convene a public advisory committee to gather feedback on transit plans and policies*
- *Develop the metrics to evaluate progress of the 2020 Strategic Plan*

> *"Ridership should never decrease because of a lack of trust in UTA."*
>
> - Leo Masic, Student
> University of Utah

SUSTAINABILITY

Sustainability is a core concept at UTA; it's also a core value embraced and practiced throughout the organization. Alternative fuel vehicles, solar technology and clean diesel fuel are just a few of the initiatives in which UTA has shown environmental leadership. In addition to environmental commitments, UTA also supports sustainability in terms of financial and social objectives. Strategies to improve UTA's commitment to sustainability include:

- *Support clean air initiatives including pass programs and partnerships with other state and local Air Quality groups*
- *Operate a balanced fleet of alternative fuel vehicles*
- *Fully fund a 'State of Good Repair' program*

> *"UTA is in the business of cutting traffic and cleaning our air."*
>
> - Erin Mendenhall
> Board Member, Breathe Utah

> *"I've stayed with UTA because I enjoy being a part of the service we provide. It's challenging and exciting, and I love troubleshooting problems."*
>
> - UTA Employee when asked "*Why do you stay at UTA?*"

TRANSIT ORIENTED DEVELOPMENT

Regional population forecasts predict an increase of one million residents by 2040, increasing the need for housing and other community infrastructure along the Wasatch Front. The Wasatch Choice for 2040 plan, adopted recently by local officials, promotes mixed-use growth centers. UTA is supporting this vision by pursuing an ambitious transit-oriented development (TOD) program that merges mobility with complementary lifestyles. TOD encourages people to live, work and play in communities that support all of their life needs, consistent with the Wasatch Choice for 2040 plan. UTA's vision for building communities with better access to transit includes:

- *Partner with communities and external stakeholders on UTA station area planning processes*
- *Pursue more public-private partnerships to leverage UTA assets in order to generate revenue that can support more transit service*
- *Host TOD round-table sessions with other transit agencies in order to learn and adopt 'best practices' at UTA*

"For over 50 years we've accommodated the automobile. Now, we need to spend the next decade prioritizing transit."

- Roger Borgenicht, Executive Director
Assist, Inc.

"Our out-of-town, or destination guests, seem to 'get' mass transit more than our local guests."

- Bob Wheaton, President & General Manager,
Deer Valley Resort

ECONOMIC DEVELOPMENT

The UTA Board of Trustees heard a clear message from the business leaders in our community. There are many opportunities for UTA to grow and support economic development along the Wasatch Front through private-public partnerships. UTA should also be looking to these partnerships to cultivate new ridership markets.

- *Partner with corporations looking to support sustainable transportation initiatives*
- *Partner with state tourism agencies to support transportation alternatives for the tourist industry*

"Lehi is the new Silicon Valley."

- Heather Jackson,
Mayor Eagle Mountain

- *Connect with the "global" transportation network*
- *Promote transit infrastructure to help economic development agencies attract new companies the Wasatch Front*
- *Promote economic benefits of transit to existing companies along the Wasatch Front*

At UTA, safety is always our highest priority.

UTAH TRANSIT AUTHORITY

UTA

669 West 200 South
Salt Lake City
Utah 84101
www.rideuta.com