



# UTA Reforms and Path Forward

## Phase One: Foundational Reforms (2014-2015)

### **Board Composition and Departmental Shifts**

- ✓ Named H. David Burton as board chair
- ✓ Separated legal and transit-oriented development (TOD) functions
- ✓ Adopted a policy requiring management to establish an internal, multi-disciplinary team to review proposed TOD development and operating agreements
- ✓ Required independent review and board approval of TOD agreements
- ✓ Separated the general counsel and president of government relations positions

### **Compensation and Benefits**

- ✓ Conducted a comprehensive review of total compensation
- ✓ **Reset market-based pay comparisons** to focus on transit, government and non-profit entities
- ✓ Reduced the benefits/retirement program and overall compensation for newly hired executives
- ✓ **Restructured incentive program** to a maximum of 4 percent of annual pay or \$7,500, whichever is less; **no executive bonuses** in 2016 and 2017
- ✓ Eliminated new executive employment contracts

### **Travel**

- ✓ Updated **travel approval process** for all employees
- ✓ Open meeting board approval required for all international travel

### **Revised Long-Term Financial Plan**

- ✓ Included asset management needs in long-term financial plan to ensure infrastructure is maintained in a state of good repair; committing to \$1.8 billion in long-term needs by 2040

## Phase Two: Overhaul of Policies, Procedures and Personnel (2015)

### **New Ethics Policies and Goal Setting**

- ✓ Required **financial disclosures** for all board members and senior staff
- ✓ Independent review of **potential conflicts** for all board members and senior staff
- ✓ 2016 UTA board goals with public trust and accountability as No. 1 priority

### **Personnel Changes and Additions**

- ✓ **Two new board vice-chairs** are named
- ✓ New general counsel named
- ✓ Initiated national search for a new president & CEO
- ✓ Initiated search for new government relations officer

### **Internal Audit**

- ✓ New chief internal auditor named
- ✓ New board audit committee formed
- ✓ Completed comprehensive risk assessment

### **Stakeholder Engagement**

- ✓ Community Transit Advisory Committee (CTAC) formed, with broad level of engagement and input to UTA policies and programs
- ✓ Extensive outreach on fare policy, service plans for Prop 1 and service standards
- ✓ Enhanced use of Open UTA online forum and social media to increase input from riders and stakeholders
- ✓ Engaged in multiple surveys and focus groups with the public

### **Service Additions**

- ✓ **Added permanent service to 15 routes** in August, mostly on bus, using fuel cost savings and agency efficiencies

## Phase Three: Ongoing Transparency and Agency Culture (2016 Onward)

### **Transparency and Accountability**

- ✓ **UTA performance metrics posted on website** (ridership and reliability)
- ✓ Begin Prop. 1 transit implementation in Davis, Weber and Tooele Counties including stakeholder engagement of final plans with clear dashboard of progress
- Establish a baseline measure of public trust through survey tools that engage with riders, opinion leaders and policymakers about UTA's future
- Overhaul and simplify fare structure using public engagement and input
- Implement a joint oversight process with municipal and agency partners for major projects

### **Organizational Restructuring**

- Develop a more strategic, targeted approach for external federal, state and local government relations
- New UTA internal government relations team
- Hire government relations officer
- President/CEO selection and engagement with stakeholders
- Internal audit staff hiring

### **Proactive Communications**

- ✓ Increased direct presence of UTA leadership with local and state elected officials
- ✓ Proactively communicate with the public through multiple channels such as social media, community partners and news media
- Increase information shared with the public about how UTA resources are invested, services offered and the impact of transit
- Enhance public dialog by increasing stakeholder and rider input in the decision-making process
- Develop a transit bill of rights