



Utah Transit Authority

Local Advisory Council

REGULAR MEETING AGENDA

669 West 200 South
Salt Lake City, UT 84101

Wednesday, May 7, 2025

1:00 PM

FrontLines Headquarters

UTA Local Advisory Council will meet in person at UTA FrontLines Headquarters (FLHQ) 669 West 200 South, Salt Lake City, Utah.

For remote viewing, public comment, and special accommodations instructions, please see the meeting information following this agenda.

1. **Call to Order & Opening Remarks** Chair Bob Stevenson
2. **Pledge of Allegiance** Chair Bob Stevenson
3. **Safety First Minute** Kim Shanklin
4. **Public Comment** Chair Bob Stevenson
5. **Consent** Chair Bob Stevenson
 - a. Approval of February 19, 2025, Local Advisory Council Meeting Minutes
 - b. UTA Federal Reauthorization Priorities
6. **Service Planning**
 - a. Sustainable Service Delivery System Update Jay Fox
Kim Shanklin
 - b. Customer Experience Action Plan Nichol Bourdeaux
Jaron Robertson
7. **Budget and Finance**
 - a. Consultation on Issuance, Tender and Refunding of the Authority's Sales Tax Revenue Bonds Viola Miller
Brian Reeves
Brian Baker
8. **Discussion**
 - a. Local Advisory Council Roles and Opportunities Bob Stevenson
Natalie Hall
Jana Ostler

9. Open Dialogue

- a. Open Dialogue with the Board of Trustees

Bob Stevenson
Carlton Christensen

10. Reports

- a. Executive Director Report
- Quiet Zone Update
- 2024 Onboard Survey Report

Jay Fox

- b. Audit Committee Report

Bob Stevenson
Natalie Hall

11. Other Business

Chair Bob Stevenson

Next Meeting: Wednesday, August 27, 2025, at 1:00 p.m.

12. Adjourn

Chair Bob Stevenson

Meeting Information:

- Special Accommodation: Information related to this meeting is available in alternate formats upon request by contacting adacompliance@rideuta.com or (801) 287-3536. Request for accommodations should be made at least two business days in advance of the scheduled meeting.
 - Meeting proceedings may be viewed remotely through the public meeting portal link on the UTA Public Meeting Portal - <https://rideuta.legistar.com/Calendar.aspx>
 - In the event of technical difficulties with the remote connection or live-stream, the meeting will proceed in person and in compliance with the Open and Public Meetings Act.
 - Public Comment may be given live during the meeting by attending in person at the meeting location OR by joining the remote Zoom meeting below.
 - o Use this link - https://bit.ly/UTA_LAC_05-07-25 and follow the instructions to register for the meeting (you will need to provide your name and email address).
 - o Sign on to the Zoom meeting through the URL provided after registering.
 - o Sign on 5 minutes prior to the meeting start time.
 - o Use the "raise hand" function in ZOOM to indicate you would like to make a comment.
 - o Comments are limited to 3 minutes per commenter (one person's time may not be combined with another person's time).
 - o Distribution of handouts or other materials to meeting participants or attendees is not allowed.
 - o To support a respectful meeting environment, actions or words that disrupt the meeting, intimidate other participants, obstruct the view or hearing of others, or may cause safety concerns are not allowed.
 - Public Comment may also be given through alternate means. See instructions below.
 - o Comment via email at advisorycouncil@rideuta.com
 - o Comment by telephone at 801-743-3882 option 5 (801-RideUTA option 5) – please specify that your comment is for the upcoming Local Advisory Council meeting.
 - o Comments submitted before 2:00 p.m. on Tuesday, May 6th will be distributed to council members prior to the meeting.
 - Meetings are audio and video recorded and live-streamed.
 - Members of the Local Advisory Council and meeting presenters will participate in person, however members may join electronically, as needed, with 24 hour advanced notice.
 - Motions, including final actions, may be taken in relation to any topic listed on the agenda.
-



U T A

Utah Transit Authority

MEETING MEMO

669 West 200 South
Salt Lake City, UT 84101

Local Advisory Council

Date: 5/7/2025

TO: Local Advisory Council
FROM: Curtis Haring, Board Manager

TITLE:

Approval of February 19, 2025, Local Advisory Council Meeting Minutes

AGENDA ITEM TYPE:
Minutes

RECOMMENDATION:
Approve the minutes of the February 19, 2025, Local Advisory Council Meeting

BACKGROUND:
A regular meeting of the UTA Local Advisory Council was held in person and broadcast live through the UTA meetings website on Wednesday, February 19, 2025, at 1:00 p.m. Minutes from the meeting document the actions of the committee and summarize the discussion that took place in the meeting.

A full audio recording of the meeting is available on the [Utah Public Notice Website](https://www.utah.gov/pmn/sitemap/notice/974043.html) <<https://www.utah.gov/pmn/sitemap/notice/974043.html>> and video feed is available through the [UTA Public Meetings Portal](https://rideuta.granicus.com/player/clip/348) <<https://rideuta.granicus.com/player/clip/348>>.

ATTACHMENTS:
2025-02-19_LAC_Minutes_UNAPPROVED



Utah Transit Authority

Local Advisory Council

MEETING MINUTES - Draft

669 West 200 South
Salt Lake City, UT 84101

Wednesday, February 19, 2025

1:00 PM

FrontLines Headquarters

Present: Chair Troy Walker
Vice Chair Bob Stevenson
2nd Vice-Chair Natalie Hall
Council Member Neal Berube
Council Member Dirk Burton
Council Member Karen Cronin
Council Member Julie Fullmer
Council Member Mark Johnson
Alternate Council Member Jon Larsen

Excused: Council Member Erin Mendenhall
Alternate Council Member Dan Dugan
Alternate Council Member Brandon Gordon

Also attending were UTA staff and interested community members.

1. Call to Order & Opening Remarks

Chair Walker welcomed attendees and called the meeting to order at 1:00 p.m.
He announced this is an in-person, recorded meeting with live streaming available online. Live public comment is available in person or via Zoom.

2. Pledge of Allegiance

Attendees recited the Pledge of Allegiance.

3. Safety First Minute

Alisha Garrett, UTA Chief Enterprise Strategy Officer, delivered a brief safety message.

4. Public Comment

An in-person comment was given by Anthony Tobler voicing support for the Rio Grande Plan.

A virtual comment was given by Alex Keller, a UVU student, who shared concerns with the FrontRunner service in terms of limited frequency and delays. Keller also voiced support for the Rio Grande Plan.

To view public comments in their entirety, see meeting video located at:

https://rideuta.granicus.com/player/clip/348?meta_id=59816

5. Consent

- a. **Approval of November 6, 2024 Local Advisory Council Meeting Minutes**
- b. **Constituent and Customer Service - 2024 Annual Report**

A motion was made Vice-Chair Stevenson, and seconded by 2nd Vice-Chair Hall, to approve the consent agenda. The motion carried by unanimous vote.

6. Capital Projects

- a. **Capital Projects Update - South Jordan Downtown 11000 South TRAX Station and Midvalley Express (MVX)**

Dave Hancock, UTA Chief Capital Services Officer was joined by Eric Callison, UTA Manager of Service Planning, who provided project updates on the South Jordan Downtown 11000 South TRAX Station, and the Midvalley Express (MVX) projects.

The South Jordan Downtown project is a new TRAX Station built on the existing red line which will provide transit access to development in South Jordan including the new baseball stadium. Hancock provided a construction update, noted funding sources, and shared photos of the project.

The Midvalley Express (MVX) project is a 7-mile express bus rapid transit (BRT) service with 1.4 miles of exclusive bus lanes servicing 15 stops across Murray, Taylorsville, and West Valley City providing a 15-minute peak service with an estimated 1,900 riders per day. Hancock provided a construction update, noted funding sources, and shared photos of the project.

Discussion ensued. Questions pertaining to project completion dates and replacement of existing bus routes, were posed by the council and answered by staff.

7. Service Planning

- a. **Service Design Standards**

Nichol Bourdeaux, UTA Chief Planning & Engagement Officer was joined by Eric Callison to provide an overview of UTA's service design standards and share how the agency conducts its planning process.

Bourdeaux turned the time over to Callison who provided detailed information on the standards including objectives, transit modes, service tiers, route/station design guidelines, and bus stop placement. He explained how each of these areas are planned and aligned with agency objectives, transit demand, and resources.

Discussion ensued. Questions pertaining to the propensity index, on time performance, display notification boards, communication for detours and disruptions, transportation network companies (TNC), and the UTA pass program, were posed by the council and answered by staff.

8. Discussion

a. FrontRunner 2X Project Update

Dave Hancock introduced Janelle Robertson, UTA Project Manager, and Brian Allen, Utah Department of Transportation (UDOT) Project Manager, to provide an update on the FrontRunner 2X project.

Robertson shared information on the current FrontRunner system, an 83-mile corridor serving 16 stations running at 30-minute peak and 60-minute off-peak times with 10 trains in service during peak hours. Due to a predominantly single track, disruptions often cause cascading service delays on the system. Increased congestion and travel time on I-15 will create higher demand for FrontRunner. The 2X project will provide 21 miles of double tracking, 10 new trainsets, track re-alignment, and maintenance facility updates for an improved, modernized FrontRunner service.

Allen talked about project benefits including increased frequency, ridership, and reliability, and mentioned costs, funding sources, and timelines.

Discussion ensued. Questions pertaining to the I-15 commute time estimates, when ridership will return to 2019 levels, employer pass program, and adding additional trains to current FrontRunner service, were posed by the council and answered by staff.

Chair Walker invited Andrew Gruber, Executive Director for the Wasatch Front Regional Council (WFRC), to speak to the federal funding being sought for this project from the Federal Transit Administration (FTA) under the Capital Investment Grant (CIG).

Gruber shared his optimism that the project will move forward with federal funding since the FrontRunner 2X is recognized as a high-priority project. The project has been authorized under federal law, including funding authorization, although a fully funded grant agreement has yet to be executed. Gruber noted the strong legislative support and advocacy to ensure this project moves forward, especially with Utah hosting the 2034 Olympic Games.

Allen provided an overview of the FrontRunner Point Improvement project which will include one new station and 4 strategic double track segments to enhance connectivity, improve reliability and frequency, and provide a gateway into the Point of the Mountain development. The new station will be called the Bluffdale station.

Discussion ensued. Questions pertaining to the double tracking between Vineyard and Lehi, restroom facilities, and extended service hours, were posed by the council and answered by staff.

b. Legislative Update

Carlton Christensen, UTA Board Chair, provided a legislative update on UTA-supported bills.

HB229 Transportation Funds Amendments (Christofferson)

- Allows corridor preservation to include uses for fixed guideway public transportation facilities.

Chair Christensen stated UTA have worked closely with UDOT on several transportation bills to ensure alignment of the language used in those bills. He referenced HB229, Transportation Funds Amendments which clarifies corridor funds can be used for fixed guideways. UTA will continue to work with UDOT to align transit with roads on joint corridors.

SB26 Housing and Transit Reinvestment Zone Amendments (Harper)

- Amends the median gross income for a certain percentage of dwelling units within an HTRZ to the county's median gross income for households of the same size.

SB174 Transit and Transportation Governance Amendments (Harper)

- Clarifies and distinguishes duties of UTA's Board of Trustees and Executive Director.
- Clarifies and expands the Local Advisory Council's consulting duties, including consultation on fares.
- Establishes UDOT's oversight of all fixed guideway capital development projects, regardless of funding source.

SB195 Transportation Amendments (Harper)

- Annual comprehensive transportation amendments bill.
- Defines UDOT's responsibilities for ownership or conveyance of property for a public transit purpose.
- Requires MPO's to follow-up on certain station area plans.
- Requires UDOT & UTA to conduct a human services transportation study.

Chair Walker asked Andrew Gruber to speak to the "5th 5th" Sales Tax option.

Gruber gave a brief update on SB195 and transportation connections over canals.

Gruber drew attention to the local sales county tax option and noted this is the largest single source of funding which cities can implement for transit and transportation projects.

He reported Salt Lake County recently voted to impose a 5th 5th sales tax option which is planned to go into effect in July 2025. This increase would generate \$76 million per year, which will be divided between transportation and public safety initiatives within the county.

He mentioned that other counties can choose to impose the 5th 5th of which three quarters will be allocated to transit and transportation projects and the other quarter towards infrastructure and other projects within the county and cities.

In closing, Gruber introduced Samantha DeSeelhorst WFRC's new Transportation Planner.

c. Open Dialogue with the Board of Trustees

Chair Walker opened the floor to the council for open discussion

Council Member Johnson expressed his concern regarding the lack of transit service, (light rail and BRT), in Utah County. He mentioned several years ago, a BRT service was promised in close proximity to the Adobe campus in Lehi.

He shared additional concerns with lack of information on transit discussions including the Point of the Mountain project. He voiced strong concerns regarding the significant changes to the project including the routing and expressed his concerns over the grading.

Chair Christensen responded that several years ago the legislature assigned the governance of fixed guideways, including the Pont of the Mountain, to UDOT with UTA providing technical support. UDOT performed a number of studies with cost verifications and options with the project feeding into the Regional Transportation Plan.

Council Member Cronin mentioned she recently met with the Tooele Council of Government (COG), who were complimentary of UTA services in the county.

9. Resolutions

a. AR2025-02-01 - Resolution of the Local Advisory Council of the Utah Transit Authority Appointing Council Officers for the Year 2025

Chair Walker introduced a resolution to appoint Council Officers for the Local Advisory Council for 2025. He noted the established succession of officers for 2025 as follows:

Current Vice-Chair, Bob Stevenson, will move into the position of Council Chair. Current 2nd Vice-Chair, Natalie Hall, will move into the position of Vice-Chair. Chair Walker called for any opposition to these successions. None seen.

Chair Walker called for nominations for a new 2nd Vice-Chair.

Vice-Chair Stevenson nominated Council Member Neal Berube to the position of 2nd Vice-Chair and made a motion to approve the resolution appointing 2025 Council Officers. The motion was seconded by Council Member Cronin. The motion carried by unanimous vote.

10. Reports

a. Executive Director Report**- 2024 Ridership Report**

Jay Fox, UTA Executive Director, provided members of the council with a copy of a handout provided at UTA's recent Transit Day on the Hill, detailing the agency's accomplishments in 2024.

Fox discussed the value of transit investments and 2024 highlights which included:

- Construction on the Midvalley Express (MVX) and a \$62.8 million federal grant
- The 10-Year Capital Plan and 5-Year Service Plan that will add 9 million service miles to the UTA system
- Attained 80% FrontRunner peak ridership threshold for federal capital investment grant eligibility
- Stadler U.S. contract award to build up to 80 light rail vehicles for replacement and expansion of UTA's TRAX fleet
- Transit role for the 2034 Winter Games
- The refinancing of \$432.9M Build America bonds saving the agency \$96M over the next 10 years

Fox reviewed 2024 ridership highlights, which included:

- One million boardings on UTA's On Demand service
- One million boardings on Ogden Express (OGX) service
- 30-year historical high for the Vanpool program
- 4% increase in Ski Bus ridership which exceeded 400,000 boardings
- 57,300 riders moved in one weekend at the Warriors Over the Wasatch air show, the Arts Festival, and George Strait concert at Rice Eccles Stadium
- 6% increase in the public favorability score of UTA (from 68% to 74%)

Fox noted ridership for all UTA services was 40,478,945, up 15.5% overall. He also reviewed ridership data from 2019 through 2024, workforce stability by turnover rate, and operator headcount vs. actual trends.

Fox concluded his report by outlining 2025 ridership opportunities, which include:

- An 11% increase in ridership target
- Adding and restoring service and frequency on April 2025 Change Day
- Expanding UTA On Demand to west Provo
- Opening a new TRAX station in South Jordan at Daybreak Field
- Launching 15-minute service or faster "Go Route" buses in Salt Lake City
- Contracting for additional ski service
- A new Utah Valley Express (UVX) 900 East station on the BYU campus
- Installing new ticket and tap machines and upgrading payment technology across the system
- Improving detour processes for 2025 state of good repair projects

b. Audit Committee Report

Chair Walker noted the Audit Committee met in December 2024 and received audit report presentations and status reports.

11. Other Business

- a. Next Meeting: Wednesday, May 7, 2025 at 1:00 p.m.

12. Adjourn

A motion was made by Council Member Cronin, and seconded by Vice-Chair Stevenson, to adjourn the meeting. The motion carried by unanimous vote and the meeting adjourned at 3:02 p.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 or audio located at:

<https://www.utah.gov/pmnn/sitemap/notice/974043.html> for entire content.

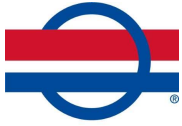
Meeting materials, along with a time-stamped video recording, are also accessible at:

<https://rideuta.granicus.com/player/clip/348?redirect=true>

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

Approved Date:

Bob Stevenson
Chair, UTA Local Advisory Council



U T A

Utah Transit Authority

MEETING MEMO

669 West 200 South
Salt Lake City, UT 84101

Local Advisory Council

Date: 5/7/2025

TO: Local Advisory Council
PRESENTER(S): Carlton Christensen, Chair of Board of Trustees
Jay Fox, Executive Director

TITLE:

UTA Federal Reauthorization Priorities

AGENDA ITEM TYPE:

Report

RECOMMENDATION:

Informational item

BACKGROUND:

Reauthorization is the process by which federal programs and funding are periodically renewed by congress. Government agencies dealing with transportation, including UTA, are currently in the process of submitting their priorities for funding reauthorization.

DISCUSSION:

UTA Board Chair Carlton Christensen and Executive Director Jay Fox will discuss the priorities UTA has established for consideration by congress. These priorities include:

- FrontRunner 2X - Capital Investment Grant (CIG) Program - Core Capacity Project
- Continued rail car replacement funding
- Restore agency safety authority
- Commuter rail liability reform
- Direct investment in agency customer-facing safety and criminal deterrence
- Streamlining environmental review and reducing "red tape"

ALTERNATIVES:

N/A

FISCAL IMPACT:

N/A

ATTACHMENTS:

UTA Reauthorization Priorities



UTAH TRANSIT AUTHORITY REAUTHORIZATION PRIORITIES

The Utah Transit Authority (UTA) provides critical transit services for over 80% of Utah's population. Each day, our agency plans the public transportation future for one of the fastest growing states in the nation and the host of the 2034 Olympic and Paralympic Winter Games. As UTA anticipates the renewal of our long-term federal partnership through a surface transportation reauthorization, and the reinvestment of federal funding in UTA's infrastructure which generates \$5.11 in economic returns for every \$1 invested, we have identified the following agency and regional priorities for our customers and communities.

1. FRONTRUNNER 2X – Capital Investment Grant (CIG) Program – Core Capacity Project

Running parallel to Interstate 15 through the middle of Utah's Wasatch Front, FrontRunner - UTA's 80-mile commuter rail line - is the region's public transportation spine. Every UTA high-frequency express service, TRAX light rail line, bus rapid transit line, and fixed route bus, connects customers and communities to their families, jobs, education, and commercial destinations.

Currently, UTA's FrontRunner service is operating at over 80% peak passenger capacity. That capacity will soon be exceeded as Utah, which has one of the highest birth and marriage rates in the country, continues to grow. The FrontRunner 2X project will double the rail line's passenger capacity by adding additional sections of double tracked rail and passenger vehicles, providing needed long-term passenger capacity and relief of the congested Interstate 15 corridor.

Continued funding for the Federal Transit Administration's (FTA) CIG Program, and for the FrontRunner 2X Core Capacity Project is a UTA and a regional long-term priority for Utah families.

2. CONTINUED RAIL CAR REPLACEMENT FUNDING

The Utah Transit Authority operates 131 miles of passenger rail, including FrontRunner, TRAX light rail, and the S-Line streetcar. In 2024, UTA rail ridership exceeded 14.5M customers, over four times greater than Utah's entire population. Modernizing UTA's aging rail car fleet is important to Utah families, and to safeguard access for residents and visitors challenged with disabilities.

With federal support for 20 new vehicles, UTA recently competitively awarded a light rail car replacement to Stadler Rail USA, a Utah-based manufacturer. In addition to funding public transportation, that contract will create local jobs and generate economic returns for the region. Identifying funding for contract options for 60 additional railcars remains a priority. UTA requests either continued funding for the FTA's rail vehicle replacement program (49 USC 5337(f)) or new program funds for this important capital for our state.

3. RESTORE AGENCY SAFETY AUTHORITY

President Biden's Infrastructure Law required that joint transit agency-labor safety committees both review and approve public transit agency safety plans (PTASP). UTA and transit agencies throughout the US value the input of UTA's frontline employee representatives as part of safety planning. However, by requiring labor approval of PTASPs, and granting them equal representation on the safety committees, President Biden empowered labor representatives to hold the PTASP approval process hostage, undermining agency safety authority, jeopardizing transit customers, and restricting agency funding secondary to PTASP approval delays.

Restoring transit agency safety authority over their PTASPs by amending the relevant statutory provisions (49 USC 5329(d)) is a national priority.

4. COMMUTER RAIL LIABILITY REFORM

Liability challenges at the National Railroad Passenger Corporation (Amtrak) have created unsustainable federal statutory insurance requirements for UTA and other transit agencies that operate commuter passenger rail services. Currently, Amtrak and Class I freight railroad, who share rail corridors with commuter rail agencies, require those commuter operators to maintain liability insurance meeting the federally mandated cap of \$323M.

Amtrak which regular operates at speeds of 79 mph or greater, and freight railroads which transport hazardous materials, are far greater liability risks than commuter railroads that generally have outstanding safety records. Commuter railroads, Amtrak, and freight railroads have spent billions implementing Congressionally mandated positive train control (PTC) systems which have reduced passenger rail safety risks and substantially reduced the likelihood of passenger rail accidents.

UTA expects that in early 2026, the liability cap will increase to nearly \$400M, the costs of which will jeopardize continued commuter operations. Further, overseas insurance companies exclusively collect those insurance costs from commuter railroads. Reducing, rather than raising, the passenger rail liability cap to credit agencies for the safety benefits of PTC is another national priority.

5. DIRECT INVESTMENT IN AGENCY CUSTOMER-FACING SAFETY AND CRIMINAL DETERRENCE

Positive customer perception of their personal safety, including criminal deterrence, is the crucial factor for their continued use of public transportation. In addition to customer-facing police initiatives enhancing personnel presence, UTA created a transit ambassador program providing intervention, physical resources, and information services for our customers. In the program's first year, UTA transit ambassadors logged over 33,000 passenger interactions on the TRAX Blue Line. During that same period, ridership increased over 25%.

UTA would like to extend this program to other TRAX rail lines. Currently, UTA's federal funding for safety initiatives is drawn from transit agency formula funds (49 USC 5307(c)(1)(j)) which are needed for a myriad of other programmed projects. The Utah Transit Authority requests consideration of a new formula grant program for transit agencies which specifically funds customer-facing safety and criminal deterrence initiatives to ensure safety for all passengers, including Utah's families.

6. STREAMLING ENVIRONMENTAL REVIEW AND REDUCING “RED TAPE”

Burdensome reviews related to FTA environmental oversight continue to delay important transit projects, while increasing delivery costs. Streamlining the review process should include:

- Authorizing State assumption for environmental review and actions of transit projects, similar to what exists for highway projects under 23 USC 326 and 327.
- Simplified protective real estate acquisition processes for properties and rights of way necessary for anticipated public transportation projects.
- Eliminate preliminary class of action determinations for transit projects subject to listed categorical exclusions (23 CFR 771.118(c)). Instead, paragraph (c) categorical exclusions should be identified when grant applications are submitted, which had been past FTA practice.
- Require FTA minimize their requirements for additional documentation, studies, and memos to the greatest extent possible for any project classified as a categorical exclusion.



Utah Transit Authority

MEETING MEMO

669 West 200 South
Salt Lake City, UT 84101

Local Advisory Council

Date: 5/7/2025

TO: Local Advisory Council
THROUGH: Jay Fox, Executive Director
FROM: Jay Fox, Executive Director
PRESENTER(S): Jay Fox, Executive Director
Kim Shanklin, Chief of Staff

TITLE:

Sustainable Service Delivery System Update

AGENDA ITEM TYPE:

Discussion

RECOMMENDATION:

Informational presentation for discussion

BACKGROUND:

UTA has been evaluating and updating its Service Delivery System (the processes that enable UTA to provide transit service to the community) to ensure it is sustainable as we grow to meet community needs. This effort included adjusting our service planning, resource forecasting, and staffing processes to ensure long-term success.

DISCUSSION:

UTA was able to implement service changes on April Change Day, restoring core bus service and enhancing access to our riders. Staff will discuss how adjustments to our Service Delivery System allowed UTA to implement these changes. The work is ongoing, with continued efforts into 2025 as we prepare to implement the Five-Year Service Plan.

ALTERNATIVES:

N/A

FISCAL IMPACT:

N/A

ATTACHMENTS:

None



Utah Transit Authority

MEETING MEMO

669 West 200 South
Salt Lake City, UT 84101

Local Advisory Council

Date: 5/7/2025

TO: Local Advisory Council
THROUGH: Jay Fox, Executive Director
FROM: Nichol Bourdeaux, Chief Planning and Engagement Officer
PRESENTER(S): Nichol Bourdeaux, Chief Planning and Engagement Officer
Jaron Robertson, Planning Director

TITLE:

Customer Experience Action Plan

AGENDA ITEM TYPE:

Discussion

RECOMMENDATION:

Informal Report for Discussion

BACKGROUND:

Exceeding Customer Expectations is a strategic priority in UTA's 2022-2030 Strategic Plan. The Customer Experience (CX) Action Plan was developed to improve CX on our system.

The Customer Experience Action Plan was presented to the UTA Board of Trustees on February 26, 2025.

DISCUSSION:

UTA has always strived to maintain a positive experience for our customers. To further this, the agency has developed a comprehensive document that captures our riders' travel motivations, their challenges, and the moments that matter most while using UTA's transit system.

Over the last 12 months, UTA has spent time learning from and engaging with our customers to look holistically at their entire journey through the UTA transit system. Using information gathered from this engagement, combined with information from previous studies and insights from staff, UTA has developed a CX Action Plan that identifies customer-facing projects and improvements.

The CX Action Plan is a document that houses our most up-to-date understanding of:

1. Our customers and what matters to them while using UTA.

2. UTA opportunities to improve the customer experience.

UTA staff will present the plan's findings, including customer mindsets, focus areas, and customer improvement ideas.

ALTERNATIVES:

N/A

FISCAL IMPACT:

N/A

ATTACHMENTS:

Customer Experience Action Plan

CUSTOMER EXPERIENCE ACTION PLAN

2024



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TABLE OF CONTENTS

Executive Summary	2
A Message from the Executive Director	4
What is a Customer Experience Action Plan?	6
How We Created This Plan	7
Understanding Our Customers	8
Customer Mindsets	9
Customer Journey	17
Customer Vignettes	21
Improving the Customer Experience	34
UTA CX Focus Areas	36
Customer Ideas	48
UTA CX Action Items	52
UTA CX Metrics	68
Next Steps	72
Appendix A. Customer Satisfaction Scores by CX Focus Area.....	74
Appendix B. 138 Unique Ideas from Customers.....	77
Appendix C. Digital Form Used for Customer Ideas Survey.....	82
Appendix D. Paper Form Used for Customer Ideas Survey.....	84
Appendix E. CX and RREI Survey Report.....	86

CX ACTION PLAN

Executive summary

What is customer experience?

Customer experience (CX) is everything a customer experiences on their transit journey, from start to finish. This includes each step from planning a trip, to riding, to arriving at a destination, and all that happens in between. Also included are customer priorities, behaviors, and needs while using UTA, as well as key moments on the journey that make or break the experience, making it a positive one or a negative one.

What is a Customer Experience Action Plan?

A Customer Experience Action Plan, or CX Action Plan, houses our most up-to-date understanding of our customers, gained through extensive research over the past year. That understanding not only reveals who our customers are and what they experience when using UTA, but it also guides us where to focus time and resources to implement improvements that matter to customers. We've put this important information in a single document in order to foster customer-focused alignment across our organization and increase collaboration to improve the customer experience.

Who are UTA customers?

Our customers aren't just numbers on a page, and their experiences using UTA are not identical; rather, they are diverse and nuanced. One of the ways this plan seeks to exceed our customer expectations is by learning about their priorities, behaviors, and needs while using UTA — what we refer to as customer mindsets. Through our research, we arrived at five key customer mindsets:



Deadline

A customer in the deadline mindset needs a speedy and dependable service when using UTA.



Leisure

A customer in the leisure mindset wants to feel comfortable and at ease when using UTA.



Practical

A customer in the practical mindset needs reliable and convenient service when using UTA.



Safety

A customer in the safety mindset needs to feel safe and be safe when using UTA.



Assistance

A customer in the assistance mindset needs accurate information and respectful, professional help when using UTA.

How can UTA improve the customer experience?

Our research revealed five areas that we should focus on to make improvements that matter to customers. Each focus area has ideas that came directly from customers for specific improvements we could make:

Make using UTA **feel safer**

Customer Ideas:

- More crosswalks and safe pathways to stops and stations
- More UTA staff, police, or security on vehicles and at stops and stations
- Operator training refreshers on serving people with disabilities

Make using UTA **more comfortable**

Customer Ideas:

- More shade, seating, shelters, or canopies at stops and stations
- Access to restrooms and food and drink at high-traffic stops and stations
- More frequent cleaning and maintenance at stops and stations

Make using UTA more **timely & reliable**

Customer Ideas:

- Better visibility at bus stops
- Faster buses and trains
- Faster and better coordination when disruptions occur

Make using UTA **easier to use**

Customer Ideas:

- Expand access to real-time information (vehicles locations, arrivals, and service alerts)
- Upgraded audio and visual announcements systems
- More useful signage during detours

Make using UTA **more convenient**

Customer Ideas:

- Routes to more geographic areas in Utah
- Expanded hours of service
- Service on Sundays and holidays

While there is always room for improvement, it is important to acknowledge we are currently working on many projects to improve the customer experience. In addition, current and future improvement efforts will be measured by two customer experience metrics: Net Promoter Score (NPS) and Customer Satisfaction Survey (CSS) scores. As we track our progress against our goals, we will work through our budgeting process to allocate resources and prioritize customer ideas. Lastly, we'll create a new CX Action Plan every 3-5 years to review our progress and how closely we have stayed to what we heard from customers in this current plan. This is how we plan to not only meet customer expectations but to exceed them.



A MESSAGE FROM THE EXECUTIVE DIRECTOR

Success at UTA is exceeding customer expectations every day. We prioritize making our customers feel safe on our platforms, buses, and trains. This includes being greeted by friendly UTA employees and then finding a comfortable seat. Great service means easy fare payments, real-time tracking of connections, and clear signage wherever customers are on our system. We want UTA trips, from start to finish, to be an enjoyable experience every time.

UTA means more than just transportation. When our customers are ready to go, we will provide a trip that is safe, easy, and time-friendly. That's why Exceeding Customer Expectations is one of our 5 strategic priorities — it is our commitment to UTA customers.

To develop our Customer Experience Action Plan, we conducted extensive research and engaged with our customers and staff. We analyzed data, conducted surveys, and held workshops to understand customers' needs and expectations. We've listened closely to customer feedback and incorporated it in our Customer Experience Action Plan to improve the customer journey, from start to finish.

Based on our customers' valuable feedback, we've identified key areas of opportunity for improvement in the travel experience while using UTA. By prioritizing these areas, we're committed to making their journey with UTA a positive experience. We'll continue to listen to customer feedback and adapt our strategies to meet their evolving needs.

Enjoy the ride!

Jay Fox, UTA Executive Director



WHAT IS A CX ACTION PLAN?

At UTA, we know that what our customers experience starts the moment they consider using UTA all the way until they reach their destination. It is a single, cohesive journey that can involve multiple tools, resources (e.g., Transit app, UTA website, signage, etc.), and modes of transportation (e.g., bus, TRAX, bicycle, car, etc.). This is what we call the customer experience (CX). Our aim is to not only meet customer expectations but to exceed them. To do this, we must start by understanding what our customers are currently experiencing and what matters to them.

This Customer Experience Action Plan, or CX Action Plan, houses our most up-to-date understanding of our customers, gained through extensive research over the past year. That understanding not only reveals who our customers are, but it also guides us where to focus time and resources to implement improvements that matter to customers. We've put this important information in a single document in order to foster customer-focused alignment across UTA and increase collaboration to improve the customer experience.

In addition, this document showcases some of the key CX improvements we've completed, are currently implementing, and will implement soon. It also shares some CX metrics that will help us track our progress towards the best possible experience when using UTA.

This is our first ever CX Action Plan, and we look forward to using the insights and action items in the plan to deliver an easy, enjoyable, and accessible transit experience where customers feel engaged, safe, and cared about.

HOW WE CREATED THIS PLAN

We created this plan based on extensive research (existing and new) directly with customers. It blends qualitative and quantitative methods, with strong input and guidance from internal stakeholders.

Prior Research

- 12+ past and concurrent surveys (12,000 survey responses)

Quantitative Research

- A Customer Experience (CX) survey hosted from July-September, 2024 (700+ responses)
- A Customer Ideas survey hosted from October-November, 2024, asking Utahns to choose 5 out of 18 improvement ideas (2,212 responses)
- Social media scan (500+ posts and comments)
- News sites comments scan (400+ comments)

Qualitative Research

- 18 customer interviews, including 6 customers with limited English proficiency
- 3 interviews with Travel Trainers
- 4 meetings or workshops with stakeholder organizations (e.g. UTA CAC, CAT Committee, Visit Salt Lake)
- 384 comments collected while Tabling at 25 community events throughout Davis, Salt Lake, Utah, and Weber counties
- 232 open-ended comments from CX survey

Organizational Engagements

- 1 workshop with representatives from every office to inform research efforts and foster internal buy-in
- 1 workshop with representatives from every office to review customer ideas and brainstorm CX improvements

This research surfaced insights that guided and informed the components of this plan. It shed light on mindsets customer find themselves in while using UTA, identified make-or-break moments that significantly impact their experience, and pinpointed specific focus areas where we can make improvements to every trip.



WHO ARE UTA CUSTOMERS?

UTA provides over 35 million trips annually¹ and serves more than 80% of Utah's population,² but our customers aren't just numbers on a page. They are thinking, feeling human beings with diverse and nuanced experiences. We've sought to understand our customers in 2 ways:

1. Understand the mindsets that customers are in when using UTA. These mindsets are dictated by the different situations customers are in. This approach helps us to understand the different priorities, needs, and behaviors customers have while using UTA.
2. Understand customers' transit journey from start to finish, including key moments that make or break the experience, making it a positive one or a negative one.

¹ NTD Annual Agency Profile, 2023

² Office of Legislative Auditor General



CUSTOMER MINDSETS

From our extensive research, we know that whenever a customer uses UTA, there are certain situations they are in and those situations influence their priorities, behaviors, and needs while using UTA. For example, if a customer is running late for work, timeliness and reliability is a priority. If a customer is shopping, having space to safely transport what they purchased is a priority. These situations and priorities constitute what we call customer mindsets. Mindsets are typically consistent among our customers, regardless of demographic differences like age, race, or gender.

Customer mindsets capture the complexity of what customers experience when using UTA. As a customer progresses through their transit journey, their mindsets will overlap and shift as their situations and needs change. Customer mindsets are dynamic.

Our research revealed 5 customer mindsets that encompass a broad range of what customers experience when using UTA. All of them are based on real experiences shared by customers. By considering all 5 mindsets in the planning and implementation of improvement projects, we can better meet the needs of a wide variety of our customers.



Deadline

A customer in the deadline mindset needs a speedy and dependable service when using UTA.



Leisure

A customer in the leisure mindset wants to feel comfortable and at ease when using UTA.



Practical

A customer in the practical mindset needs reliable and convenient service when using UTA.



Safety

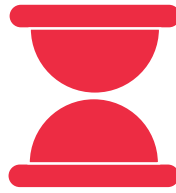
A customer in the safety mindset needs to feel safe and be safe when using UTA.



Assistance

A customer in the assistance mindset needs accurate information and respectful, professional help when using UTA.

DEADLINE MINDSET



A customer in the deadline mindset needs a speedy and dependable service when using UTA.

Priorities

- Getting to the final destination on time
- Vehicles arriving at stops and stations at the expected time
- Having a smooth trip without any delays or surprises
- Having a short wait time
- Being able to pay quickly

Situations

- Going somewhere, short on time (e.g. work, school, appointments, events, airport, etc.)
- Timing arrival at the stop or station with the vehicle arrival time

66%

customers

ride for travel to work¹

30%

customers

ride for travel to school¹

"Sometimes I have to wait an hour for the next train or bus and I'm worried about being late to work. If I'm late to work I will get fired."

"The bus might drop me off closer, but I prefer to get there faster."



LEISURE MINDSET



A customer in the leisure mindset wants to feel comfortable and at ease when using UTA.

Priorities

- Feeling relaxed and at ease
- Interacting with things that are clean and cared for
- Having enough personal space while waiting and riding
- Having a convenient way to pay

Situations

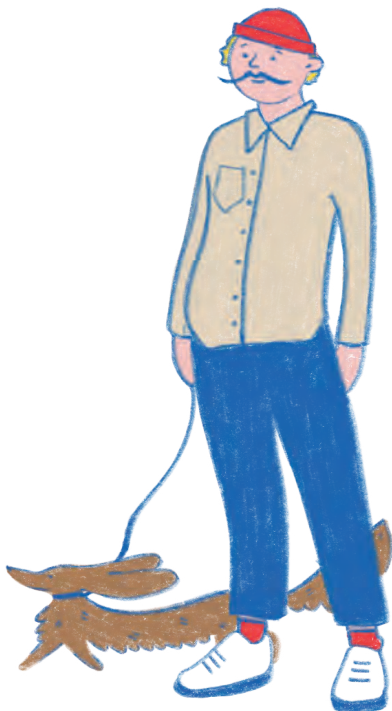
- Going somewhere with a flexible schedule
- Traveling with friends or family
- Wanting to enjoy the ride

44%
customers

ride for recreation
and social activities¹

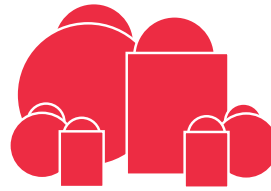
"It's nice to be able to focus on my friends and maintain our space and get to where I need to go."

"FrontRunner is something that's fun for me. It's a bit of a day trip going up to Ogden; you feel removed from the valley."



¹Transit Rider Happiness Benchmark Survey, Fall 2024

PRACTICAL MINDSET



A customer in the practical mindset needs reliable and convenient service when using UTA.

Priorities

- Having adequate space for belongings while waiting and riding
- Finding a convenient mode, route, and time with minimal transfers
- Easy access to stops, stations, and destinations.
- Finding available bicycle parking at the station or bicycle rack on the vehicle

Situations

- Traveling with stuff (e.g. luggage, groceries, sports equipment) or animals
- Traveling with a bicycle or scooter
- Choosing between using UTA and other modes of transportation

40%

customers

ride for general errands¹



"If I lived in a place that wasn't as close to a bus stop, it would be incredibly difficult to carry all of my groceries home."

"I can navigate to get anywhere I need to. It's just about convenience, if I have to make multiple transfers, I'll just drive."

SAFETY MINDSET



A customer in the safety mindset needs to feel safe and be safe when using UTA.

Priorities

- Not having any dangerous or uncomfortable encounters with people
- Having safe and conscientious vehicle operators who obey traffic laws
- Being able to safely board, ride, and disembark vehicles (e.g. paved pathway to bus, operator securing wheelchairs, handrails)
- Knowing what safety options are available if needed (e.g. emergency call boxes, text/call hotlines)

Situations

- Waiting at a stop or station that has poor lighting or feels isolated
- Needing extra time or accommodations to board and disembark safely
- Letting UTA be a designated driver



customers

ranked safety as a top 3 priority while using UTA¹



"I feel safe because downtown there are a lot of people who walk by and a few people waiting at the stop."

"When you see UTA staff there, it makes you feel safer. Anything that might happen, there's already someone there who can help you."

¹UTA CX & RREI Survey, 2024

ASSISTANCE MINDSET



A customer in the assistance mindset needs accurate, reliable information and respectful, professional help when using UTA.

Priorities

- Getting on the correct vehicle and getting off at the correct stop or station
- Understanding route maps and schedules
- Knowing fare prices and how to pay
- Finding suitable alternatives when unexpected delays occur while using UTA

8M

visitors

came to Salt Lake City, Provo/Orem, and Ogden in 2021¹

28%

Utahns

have a disability²



Situations

- Using UTA for the first time, taking an unfamiliar route, or navigating an unfamiliar station (e.g. tourist)
- Not being able to read UTA signage or instructions (e.g. due to limited English proficiency or sight impairment)
- Needing help to safely board, ride, or disembark the vehicle (e.g. operator deploying ramp or securing a wheelchair)
- Finding a stop or station closed or getting accurate information during an unexpected delay

"For out-of-town visitors, they don't know where Draper or West Valley is, so they need more help to know which train to get on."

"On the bus, I have seen that the driver helps [passengers in wheelchairs] with lowering the ramp and making sure that everything is connected."



CUSTOMER JOURNEY

To more deeply understand customer mindsets, we must view them in the context of the customer journey. To our customers, a trip — from the first moment of planning a trip to the final moment of arriving at a destination — is a single, connected experience made up of distinct steps along the transit journey. Many journeys even include planning the next trip (i.e., the trip back to the original starting point or to the next destination).

While customers may predominantly experience one or multiple mindsets during their transit journey, there are also many key moments along the way that can make or break the experience. Just as there are different priorities for customers in different mindsets, make-or-break moments are also present and closely tied to the mindset a customer is in. These moments often determine whether the customer's experience is a positive, enjoyable one or a negative, frustrating one. We have highlighted some of the most common make-or-break moments we learned about from real customers detailing their experiences, but we learned about many more than these in the course of our research.





Seeing the customer journey as a single, connected experience allows us to coordinate resources from across UTA to provide a cohesive and enjoyable experience for our customers and to address common make-or-break moments to improve the journey.








Planning

Common Make or Break Moments

- Understanding how to get to the station closest to your destination 
- Having accurate ETA's and real-time info on planning tools 
- Services running during convenient hours and having short travel times 
- Services located near destinations 



Paying

Common Make or Break Moments

- Paying being quick and easy 
- Being able to check FAREPAY card balance 
- Finding clear guidance on how to pay and how much to pay 







First Mile

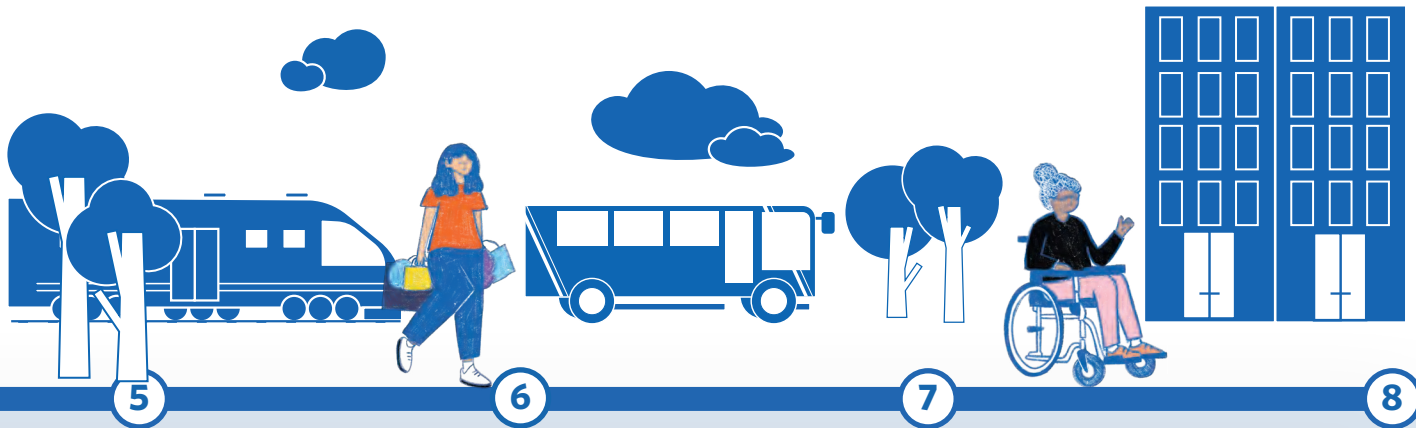
Common Make or Break Moments

- Having storage space for bicycles 
- Being able to get to the stop or station in a convenient and safe manner 

Waiting






Common Make or Break Moments

- Finding shade and seating 
- Seeing helpful wayfinding, signage, and instructions, including in other languages 
- Seeing other waiting customers and not feeling isolated 
- Vehicle arriving at the expected time 
- Clear information about detours, delays, or disruptions 
- Having accurate schedules and ETA's displayed 







Riding

Common Make or Break Moments

- Finding seating or having personal space 
- Getting to the destination by the expected time 
- Finding space to put bags or a bicycle 
- Seeing and hearing clear announcements of next stop and final destination, including in other languages 
- Safely boarding and disembarking the vehicle 









Last Mile

Common Make or Break Moments

- Stop or station being near your final destination 
- Being able to travel from the stop or station in a convenient and safe manner   



Transferring

Common Make or Break Moments

- Connecting vehicle being scheduled well for a convenient transfer 
- Being able to easily cross streets to get to transfer stops or stations  
- Knowing how soon the next vehicle will arrive  
- Boarding the correct vehicle  
- Knowing where to go when making a transfer 

Planning future trips

Common Make or Break Moments

- Easily finding schedules, especially route start and end times  



CUSTOMER VIGNETTES

The customer mindsets and customer journey come to life when seen in the context of actual trips on UTA. The 5 vignettes, or narrative snapshots, that follow are combinations of the most common customer journeys we heard in our research, and they capture a broad range of experiences with UTA.

These vignettes demonstrate how the customer mindsets and customer journey have helped us to understand what customers are experiencing when they use UTA and will help us remain rooted in the lived experience of our customers.

- A. A **worker** taking the bus to work during a bus bridge
- B. A **mother with limited English proficiency** taking the bus with her child to get groceries
- C. A **woman** taking FrontRunner and TRAX with friends after a concert
- D. A **conference-goer** taking TRAX to the airport
- E. A **person using a mobility device** taking Paratransit to a medical appointment

A. A worker taking the bus to work during a bus bridge

Alex is a daily commuter who lives in West Valley City and takes the bus to the TRAX Green Line to get to work in downtown Salt Lake City. Today, he plans to leave home a half hour earlier than usual because he saw signs at the station last week that the Green Line would be under construction.

As a savvy Transit app user, Alex checks the app for information about the bus he takes to West Valley Central while packing his work bag and perfectly times his walk to the bus stop and gets there a minute before the bus arrives. "Off to a great start!" he says to himself.

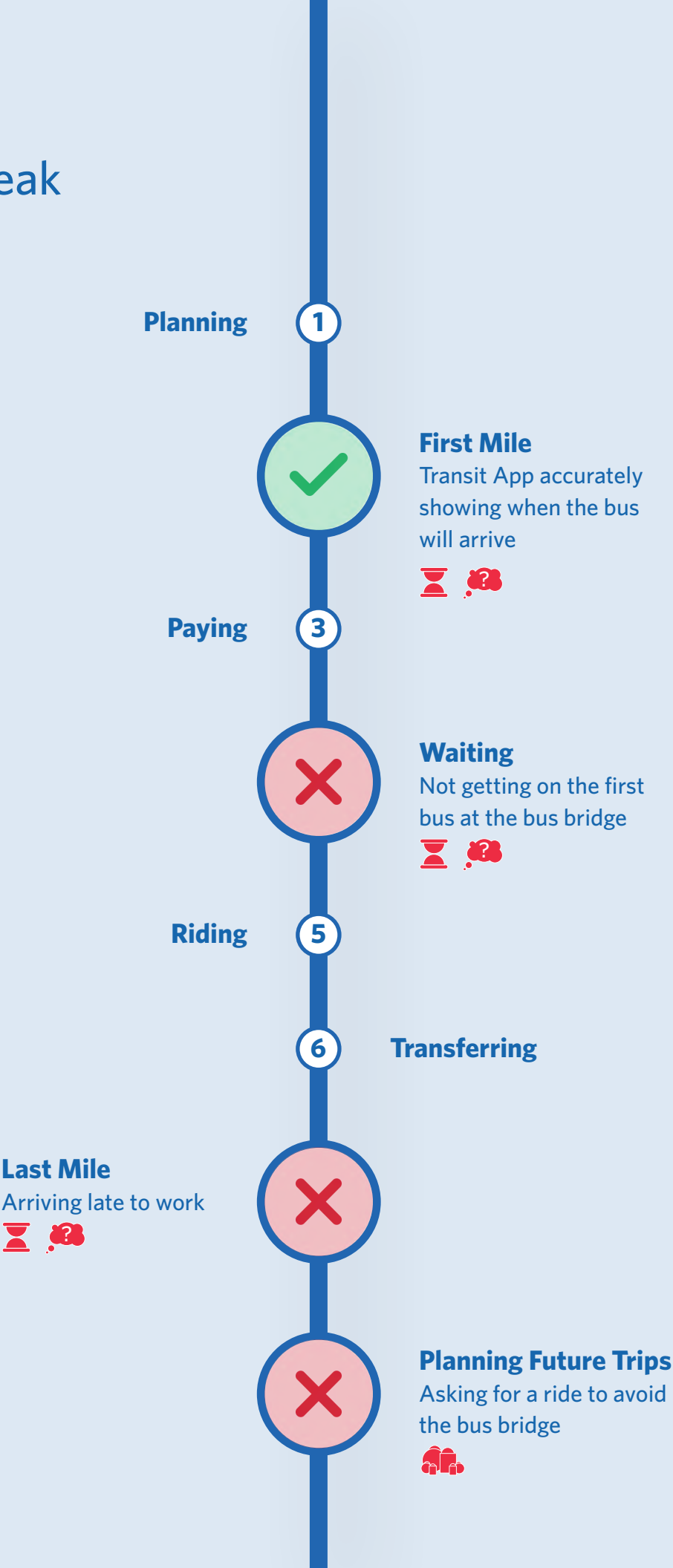
Getting off at West Valley Central, he makes his way to the bus bridge, but isn't sure of the procedure for boarding the bus. When the bus arrives, all etiquette is abandoned and people push their way on board. Taken aback, Alex realizes he won't be getting on this bus when he watches a wheelchair user nearly fall over while trying to board.

He waits for the next bus under a pop-up tent and thanks a UTA employee who hands him a water bottle. He's grateful for the cold beverage on a hot morning, but it doesn't reduce his anxiety because he will certainly be late for work today. When the next bus arrives, he pushes his way on board and sends his boss an abbreviated text saying he'll be late.

Despite his best efforts to plan ahead, he still arrives late to work. Inside the office, Alex asks a colleague who lives near him if he can get a ride from them tomorrow instead of dealing with the bus bridge again.



Make or Break Moments



B. A mother with limited English proficiency taking the bus with her child to get groceries

Isabela is a new resident of Utah who moved to Ogden from Honduras 2 weeks ago. She has a 4-year-old son named Daniel, and English is a new language for both of them.

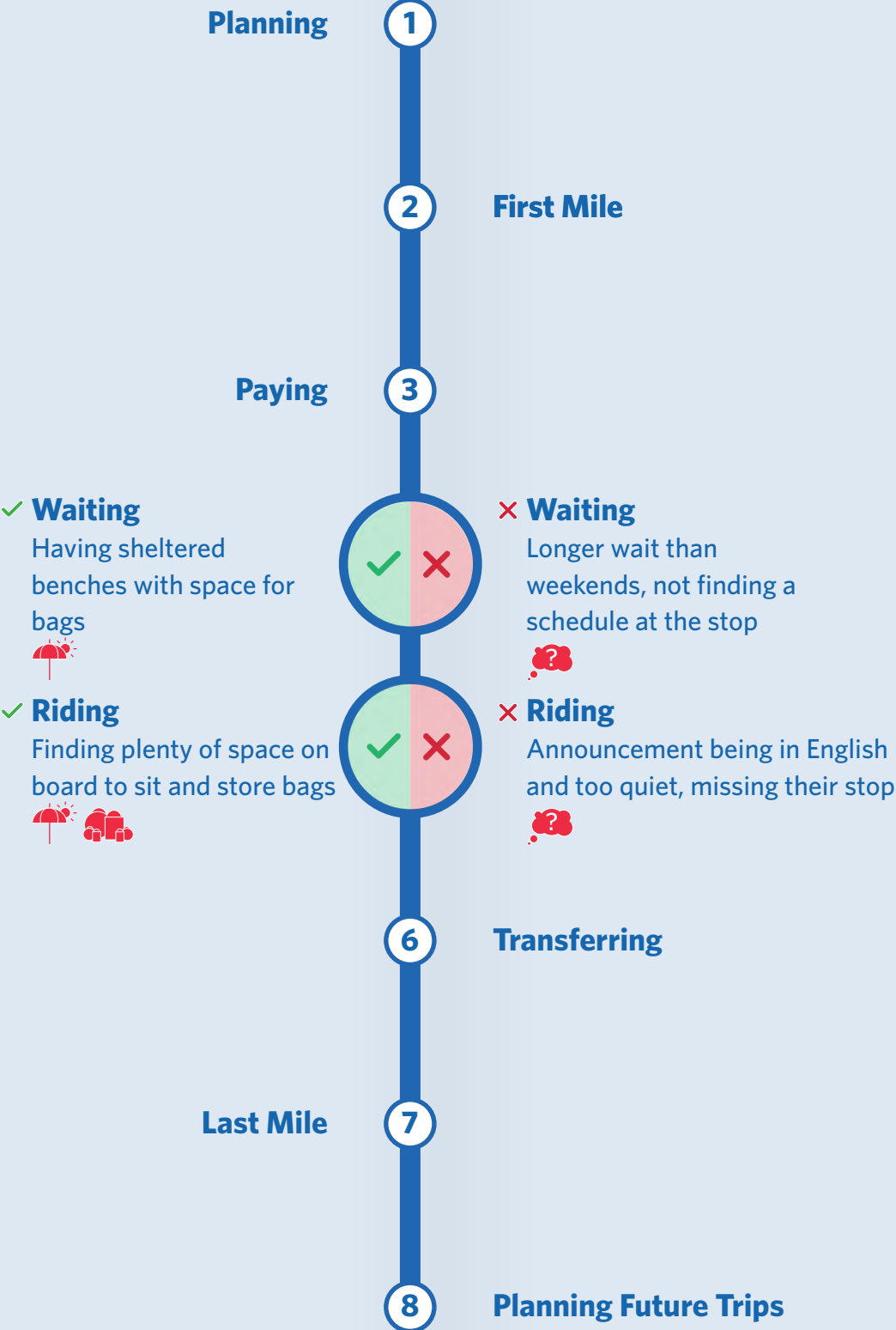
It's Saturday and they've just finished their grocery shopping at a local Latin American grocery store. Daniel is so excited to eat the snacks they bought, which he misses from Honduras! As they leave the grocery store, Isabela realizes she may have bought a few too many items to comfortably carry. She's happy to find a large, sheltered bench at the bus stop where she can set her bags down while they wait. As Daniel finishes coloring in his coloring book and seems to be getting bored, Isabela starts to wonder why the bus is taking so much longer than it does on weekdays. She looks for a timetable but doesn't see one posted at the stop.

Just then, the bus arrives and the driver greets her and Daniel with a big smile as he opens the door. The bus isn't very crowded, so Isabela is able to put her groceries on the seat next to her and they head home. This is the first time they've gone to this grocery store, so Isabela is unfamiliar with the route and preoccupied with keeping Daniel entertained.

Isabela hears a few quiet announcements but doesn't understand them because they're in English. Suddenly, she notices that they are passing the street her apartment is on. She pulls the cord in a panic, rushes to collect all of her grocery bags, and shuffles Daniel to the front of the bus. Eager to help, Daniel takes one of the full bags from his mom and says "Gracias!" to the driver as they get off the bus. The walk is a bit further than she had hoped, but she's thankful for a successful trip and a happy son.



Make or Break Moments



C. A woman taking FrontRunner and TRAX with friends after a concert

Charlotte, a 23-year-old woman, and her two friends, Emma and Lily, are leaving a concert that they attended at Rice-Eccles Stadium. Because they thought ahead and knew they'd be drinking at the concert, they decided to let UTA be their designated driver for the evening and took TRAX to the concert.

After the concert, when they get to the TRAX station, it is packed. Thankfully, UTA Event Ambassadors and Police are directing people to vehicles in an orderly fashion and everyone seems surprisingly calm.

When a Red Line train to Daybreak arrives, they cheer out loud as they find a place to sit together. They talk excitedly about how great the concert was until Emma and Lily get off together at Courthouse Station to catch the Green Line.

Charlotte is now alone. She stays on the train to Murray Central, where she plans to transfer to the FrontRunner. When she arrives at the station, it feels oddly quiet and spooky. She walks quickly to the FrontRunner platform, sits down on a bench, and browses the Transit app to see when the next train will come. Just then, she notices someone staring directly at her. Realizing he's just looking at the digital sign behind her, she breathes a sigh of relief, knowing she has no cause for concern. However, she can't stop thinking about who she would turn to for help if something were to happen while she was alone on the platform. She finally finds the FrontRunner schedule and is disappointed to discover that the last FrontRunner train was an hour ago.

At this point, Charlotte just wants to get home and away from this situation. She calls her friend for a ride and gets home 20 minutes later. Next time she'll check the schedules well in advance!



Make or Break Moments

Planning

Choosing UTA as a designated driver



2

First Mile

Paying

3



Waiting

Having UTA staff direct a large crowd



Riding

Sitting in a 4-seat section with friends



Transferring

Waiting alone for a train that won't come



Last Mile

7

8

Planning Future Trips

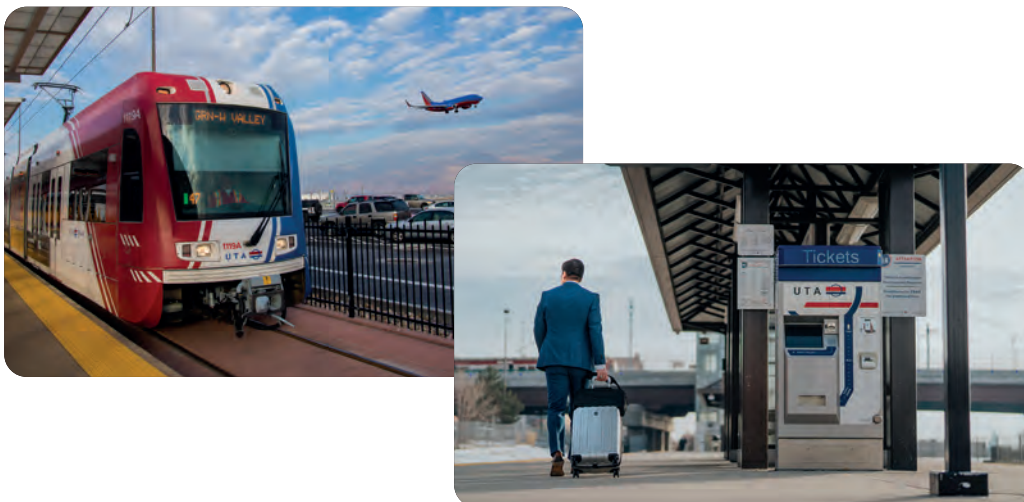
D. A conference-goer taking TRAX to the airport

Oliver is a consultant who is in Salt Lake City for the first time for a work conference. While he enjoyed his time here, he is excited to get home to his family. He hasn't tried the transit here yet, but Google Maps suggested he take the TRAX Green Line from Temple Square Station to the airport, so that's his plan.

After making the short walk from the Salt Palace to the TRAX station, he looks up at the digital sign, which says that the next Green Line train will arrive in 5 minutes. He buys a one-way ticket from the ticket vending machine, but isn't sure what to do with it. Setting his backpack on his suitcase, he checks some emails on his phone while he waits.

Oliver looks up at the sign again, this time wondering why the counter for the next train, showing 2, is in parentheses while the rest are not. He shrugs it off and gathers his luggage to move closer to the safety line on the platform. As he watches the digital sign, the counter reaches 0, then immediately resets to 15 and the parentheses disappear. By this point, Oliver is thoroughly confused. He looks both ways and doesn't see a train.

Worried about missing his flight, he takes a seat on the platform bench and opens up his Uber app to search for rides to the airport. Just as he is about to confirm his Uber ride, he hears a train coming. He is relieved as he looks at the top of the train and reads, "Green Line." He gets up, gathers his luggage, and boards the train before the doors close.



Make or Break Moments

Planning

Finding a convenient route on the app



First Mile

TRAX station being only a short walk from the conference



Paying

Being confused about how to use the fare ticket



Waiting

Train not arriving when sign reaches "0"



Waiting

Digital signage not being easy to understand



Riding

5

6

Transferring

Last Mile

7

8

Planning Future Trips

E. A person using a mobility device taking Paratransit to a medical appointment

Henry is a 68-year-old Utahn, born and raised in Salt Lake City. Henry does not drive and he almost entirely relies on UTA for his transportation needs. He has regular doctor's appointments at the hospital and always schedules his Paratransit rides immediately after scheduling doctor's appointments.

He has a doctor's appointment today, so he leaves his apartment to be ready for the ride 10 minutes before his pickup window. It's really convenient that he can wait in a shaded area at the end of the paved walkway in front of his building.

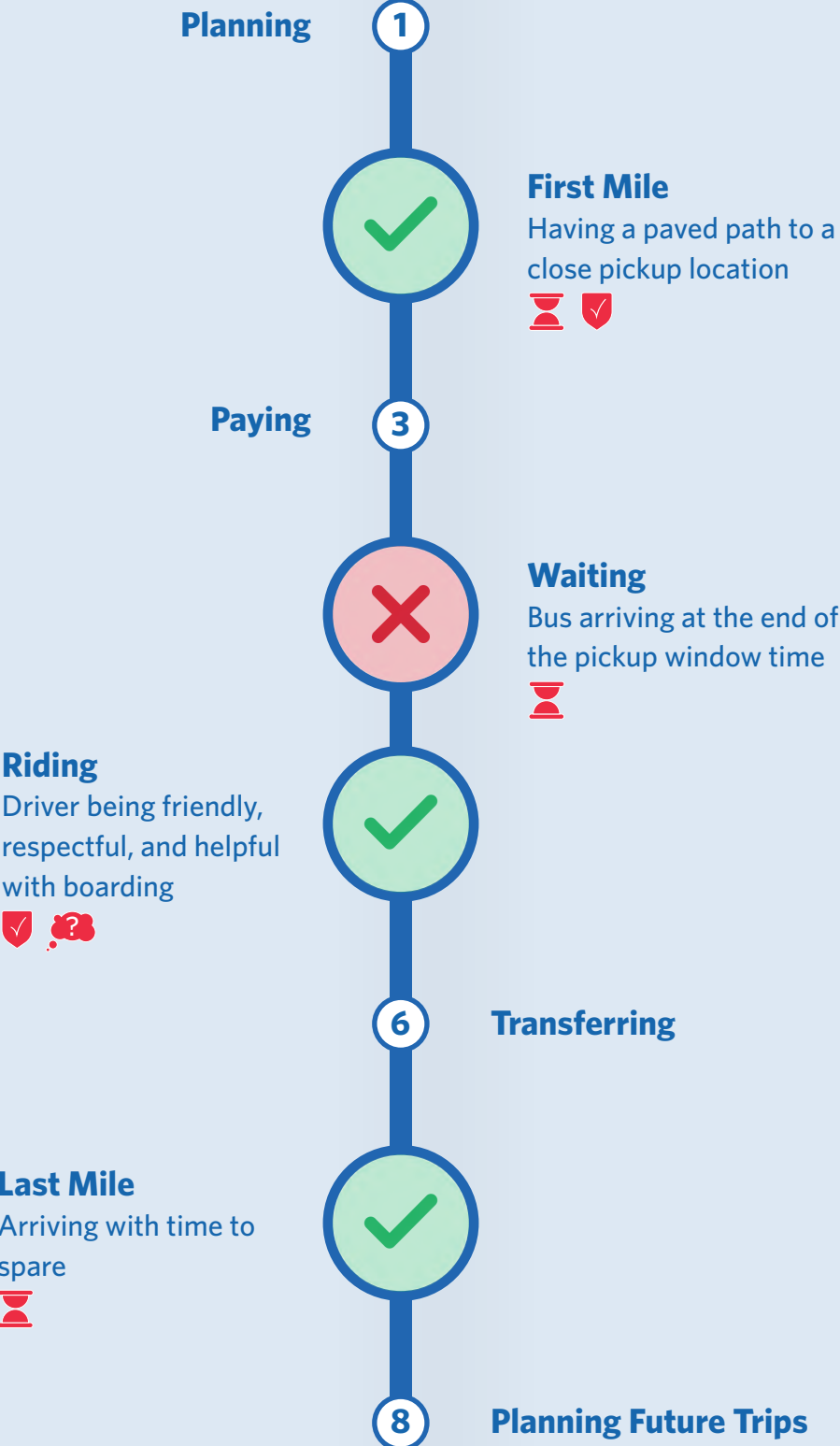
Even though he arrived early, Henry waits 40 minutes because the vehicle doesn't arrive until the end of the pickup window. While the vehicle didn't arrive late, Henry worries that now he might be late to his appointment. However, he recognizes the driver who steps out of the bus and apologizes for the delay. The driver helps Henry onto the bus, taking extra care to make sure that every strap is attached and the wheelchair is secure. Henry appreciates the driver's attention to detail and is sure that he'll be safe on the trip. Checking his manifest, the driver asks, "Henry, are you going to an appointment at the VA Hospital?"

"Yes, it's in 20 minutes," Henry replies, feeling confident he'll arrive on time.

Checking his watch, the driver explains, "I have two other passengers to drop off first, but I promise we will get you there on time." True to his word, the driver gets the other two customers to their destinations and Henry arrives at the hospital with five minutes to spare. The driver even makes sure that Henry gets to the right entrance before they part ways.



Make or Break Moments



UTA 

BLUE

WAS

LINE



HOW CAN WE IMPROVE THE CX?

In the course of our customer experience research, we heard detailed feedback from customers on what matters to them and what we should focus on to improve their experience using UTA.

We took it a step further by partnering with staff and engaging customers directly to not only get their ideas for improving the customer experience, but to determine which of those ideas would have the most impact on improving the experience of using UTA. Over 2,000 responses to a digital and paper survey gave us a strong basis to evaluate which improvements would make the biggest difference.

Lastly, it's important to acknowledge that there are currently many projects in motion to improve the customer experience. We're pleased to share that many of our projects, past and present, are in line with what matters to customers. Our hope is that this plan will foster more collaboration across departments, a key characteristic to exceeding customer expectations.





UTA CX FOCUS AREAS

Through interviews and direct engagement with customers, we developed a robust understanding of what matters to customers and how we can continue to improve the experience of using UTA for customers in all mindsets, especially in those key make-or-break moments.

We heard that our customers have a good experience when it is convenient, is timely and reliable, feels safe, is comfortable, and is easy to use. To improve the customer experience, these are the 5 areas we learned we must focus on — our CX focus areas.

Each CX focus area has multiple aspects that add detail and depth to our understanding of how to improve the customer experience.

To improve the customer experience, we will focus on making UTA...

- More convenient
- More timely and reliable
- Feel safer
- More comfortable
- Easier to use

The following pages expand on these focus areas by detailing specific facets of each focus area that make the experience of using UTA better for customers. Empathizing with the human factors that make these areas important to our customers is a crucial step to advocating for improvements that will resonate with them.

MORE CONVENIENT

Customers want to be able to use UTA to get where they want to go, when they want to go. This requires expanding the hours and frequency of service and adding more routes and stops. If other transportation options are more convenient, many customers will stop using UTA.

A more convenient experience will make UTA the most sensible transportation option for more Utahns.

More service hours

Many customers have to make compromises in their work or personal life due to limitations in service. This is especially true of customers for whom UTA is their only viable mode of transportation. Extending service hours earlier and later in the day and on Sundays would provide customers with more flexibility and ridership would increase.

"I can't do Sundays. My opportunities for work are limited to the bus schedule."

26%

Riders

29%

Non-riders

report they would use UTA more if there was more service on Sundays.¹

24%

Riders

who prioritize schedules and frequency report that transit doesn't run during the times they need.¹

More routes and stops

There are many places that simply aren't accessible by using UTA. The ramifications are intensified when this limits job opportunities for prospective employees and hiring opportunities for businesses. Adding more routes and service areas, including UTA On Demand service, expands the opportunities available to customers.

"We have been struggling with hiring and employee attendance since opening due to lack of public transportation options."

42%

Riders

25%

Non-riders

report they would use UTA more if new transit service was added where there is currently no service.¹

Increased frequency

Using UTA can be inconvenient because of the long wait times. This is especially true of using FrontRunner and riding on weekends. Crowded vehicles around rush hours is another related issue. Increasing frequency would reduce wait times and provide much-needed relief during rush hours.

"They could run the route more often, like every 15 minutes, because on my commute to work, the bus gets so crowded."

51%

Riders

38%

Non-riders

report they would use UTA more if transit services came more often.¹

Better transfers

Transfers are a major mental hurdle because customers expect transfers to be difficult and time-consuming. Some customers even dismiss UTA as an option when they see that a transfer is involved. Most reported that transfers are timed well, but when missed connections do happen, long wait times were cited as a frustration. Customers also reported a desire for better amenities and access to real-time information while waiting. Improving transfers with additional amenities, reliable timed transfers, and increased frequency will significantly improve the convenience of using UTA.

"While I'm riding, there are too many transfers, but they are timed well."

33%

Riders

who consider transfers a priority change routes two or more times on a typical transit journey

Customer Ideas (see Customer Ideas on Page 50 for full list)

Routes to more geographic areas in Utah

Increase overall accessibility offered by transit by adding routes, stops, and stations to areas that are currently underserved, especially to improve the east-west divide.

Expanded hours of service

Improve the utility of UTA to our customers by extending the hours of service operation to earlier in the morning and later at night every day.

Service on Sundays and holidays

Increase dependability of UTA for transportation needs by providing more frequent bus and TRAX service on Sundays, FrontRunner service on Sundays, and all services on holidays.

MORE TIMELY & RELIABLE

For UTA to be both timely and reliable for our customers, accurate expectations must be set about when vehicles will arrive, and those expectations must be met. This starts with keeping customers informed about real-time vehicle locations and arrival times, especially during times when there are delays or disruptions. It also means ensuring that our services run as consistently as possible so that customers get to their destinations on time and can rely on us when they are planning trips.

Making UTA more timely and reliable will make it a transportation option more Utahns can count on.

More reliable and faster travel time

In many situations, arriving at a customer's destination on time, or even early, is their top priority. This includes avoiding unexpected delays while riding, as well as improving the consistency of timed transfers. Giving priority to transit and coordination across departments and with local agencies can help to avoid delays, provide faster travel times, and improve the reliability of vehicles to arrive on time.

"Delays are so consistent that I have to show up at work half an hour early, on average, rather than risk being late."

67%

Bus

60%

TRAX

customers ranked journey time & reliability a priority while using UTA.^{3,4}

Setting more accurate expectations

Customers expect UTA vehicles to arrive at certain times, based on schedules or real-time feeds on apps (e.g., Transit, Google Maps). Keeping to posted schedules 100% of the time isn't realistic, but keeping customers updated with accurate arrival times and vehicle locations is. A variety of effective channels are available for disseminating this information in real-time (e.g., apps, UTA website, digital signs). Improvements just need to be made to ensure accuracy and expand access to real-time information at additional locations, particularly bus stops. Setting accurate expectations will greatly mitigate frustration when delays unavoidably occur.

"The bus tracker has been really helpful. I use it daily to see where it's running and how long I have to get to the stop, based on how far the bus is."

21%

Riders

report that real-time information about schedules and vehicle locations that they accessed was inaccurate.¹

Providing information during delays and disruptions

Having access to real-time vehicle information and information about what alternative services are available when there are delays and disruptions is a critical factor to enabling customers to make the best transit decision for their needs. Customers should be provided with more resources about programs like UTA ReConnect so that UTA remains a viable service, even when the unexpected occurs.

"I need a better way to know about delays in advance. I didn't know about alerts in the Transit app or Text alerts (before today)."

54%

Respondents

report they would use UTA more if there was improved accuracy of real-time information.²

Easier to know when a route has changed

Detours are an unavoidable reality in public transportation, but keeping customers informed and providing suitable alternatives can mitigate frustration. Some approaches customers have found helpful are text messages, social media, audio and visual announcements while riding, and signage at stops and stations.

"We're usually very aware of the changes. We pay attention to the announcements. I'm not sure if it was our lack of observation or if there weren't enough notifications at all [about the disruption]."

62%

Bus

59%

TRAX

customers are not satisfied with service information during disruptions.^{3,4}

Customer Ideas (see Customer Ideas on Page 50 for full list)

Expand access to real-time information (locations, arrivals, and service alerts)

Improve confidence in UTA by providing access to accurate real-time information about vehicle location, arrival times, service alerts, and vehicle occupancy through screens, website, and trip planning apps.

Top Idea

Speed up buses and trains

Decrease travel times and improve reliability by testing innovative solutions (e.g., traffic signal priority, transit-only lanes, scheduling practices, and more).

Top Idea

Faster and better coordination when disruptions occur

Improve our ability to quickly respond to unplanned disruptions to service (e.g., car accidents, bus issues, etc.) by assessing and establishing cross-departmental operating standards.

¹ UTA CX & RREI Survey, 2024

² Transit Rider Happiness Benchmark Survey, Fall 2024

³ ABBG Survey, 2024

⁴ GOAL Survey, 2024

FEEL SAFER

In addition to being safe, it's important that our customers feel safe when using UTA. This feeling of safety includes waiting at stops and stations, while riding the vehicle, or getting to and from the stop or station. The feeling of safety may shift greatly depending on the presence of other people (including UTA staff), the time of day, and weather conditions.

Making it feel safer to use UTA will provide more peace of mind to customers on their transit journey.

Feel safer getting to stops & stations

Every transit journey involves getting to a stop or station and leaving a stop or station. Ensuring customers have convenient paths with sidewalks and crosswalks can help them confidently navigate Utah's wide streets while traveling to or from stops and stations. Doing so will greatly improve customers' feeling of safety, especially during poor weather conditions.

"With the way it's set up, instead of being able to cross the street and go up the bridge to the TRAX, I have to cross three streets and then I can go up."

40%

Riders

who prioritize safety listed sidewalks and crosswalks to access stops and stations as a top reason for feeling safe.¹

Feel safer waiting

Customers feel most vulnerable when they're waiting at stops and stations. Waiting at night and when there are fewer people around heighten customers' need to feel safe. The presence of UTA employees, having better lighting, decreasing wait times, and clearly marking security cameras significantly increases customers' sense of safety.

"Safety of myself, especially as a woman, and the safety of children—not just my daughter, but schoolchildren."

"If I'm waiting by myself after 10pm, I don't always feel safe."

70%

Riders

who prioritize safety have felt unsafe while waiting at stops and stations.¹

Feel safer while riding the vehicle

On vehicles, most customers feel safe under the supervision of vehicle operators, especially on buses. Operators who follow traffic laws and drive smoothly also contribute to customers feeling safe while riding the vehicle.

"I feel like they obey traffic laws. I have not felt that we are going too fast or too slow, always safely."



say that having safe transport during bad weather is personally important.²



customers are satisfied with safety on the vehicle.^{3,4}

Customer Ideas (see Customer Ideas on Page 50 for full list)

Better visibility at bus stops

Reduce the likelihood of Bus Operators driving past waiting customers by improving bus stop lighting, location, and amenity placement. This will especially benefit customers who use mobility devices.

Top Idea

More crosswalks and safe pathways to stops & stations

Improve safety of getting to and from stops and stations by building more crosswalks and safe pathways. Improve pathways onto buses, especially benefiting customers who use mobility devices.

Operator Training refreshers on serving people with disabilities

Increase safety and quality of care for customers with disabilities by requiring regular training refreshers for Bus and Train Operators on how to serve people with disabilities.

More UTA staff, police, or security on vehicles and at stops & stations

Improve customer safety at stops and stations by increasing the presence of UTA staff, police, or security officers at stops and stations and on UTA vehicles.

¹UTA CX & RREI Survey, 2024

²UTA Public Image Study, 2024

³ABBG Survey, 2024

⁴GOAL Survey, 2024

MORE COMFORTABLE

A comfortable experience consists of many independent factors that contribute to creating a pleasant and enjoyable transit journey. Customers hope for seats with adequate personal space and areas that are free of garbage or litter. They also like to have room for their belongings, a comfortable noise level, and a comfortable vehicle temperature. When traveling with friends, a comfortable experience means space for them to be together.

A more comfortable experience will make using UTA more pleasant and enjoyable for customers in a variety of situations.

More comfortable while waiting

Riding public transit always involves some waiting, but perceived wait times are reduced when it is comfortable. A comfortable wait includes adequate seating, being protected from the elements (i.e., sun, rain, snow), and having their basic needs met (i.e., bathrooms, food).

"I'm thankful for the benches and the shade."

83%

Riders

who prioritize comfort report that their transit journey, from home to final destination, is comfortable.¹

42%

Riders

who prioritize comfort report that they would feel more comfortable with protection from weather conditions at stops and stations.¹

More comfortable while riding the vehicle

When it comes to riding in the vehicle, a comfortable ride means a comfortable temperature, finding a clean seat available, and having personal space. Customers also appreciate amenities like electrical plugs and free Wi-Fi.

"I like sitting next to the window, having a good temperature, and seats that are comfortable and clean."

33%

Riders

who prioritize comfort report that they would feel more comfortable with improved seating on vehicles.¹

More comfortable traveling with others

When riding UTA with friends, family, or others, customers care about having seating and the ability to interact with one another comfortably. Seats near one another on TRAX and FrontRunner are a good example.

"It's nice to be able to focus on my friends and maintain our space and get to where I need to go."

Customer Ideas (see Customer Ideas on Page 50 for full list)

More shade, seating, shelters, or canopies at stops and stations

Improve the experience of waiting at stops and stations by adding or increasing shade, seating, shelter, or canopies to stops & stations.

Top
Idea

Access to restrooms and food and drink at high-traffic stops and stations

Improve experience at high-traffic stops and stations by providing amenities like restrooms and food and drink options (e.g. vending machines).

Top
Idea

More frequent cleaning and maintenance at stops and stations

Improve cleanliness of high-traffic stops & stations by increasing the frequency of maintenance and cleaning.

¹UTA CX & RREI Survey, 2024

² Transit Rider Happiness Benchmark Survey, Fall 2024

EASIER TO USE

Although many customers already believe that UTA is an easy service to use, there are still plenty of opportunities to make it even simpler. Providing easier ways to understand and pay for fares, especially for those who qualify for a discounted pass, is a common desire. The risk of boarding the wrong vehicle can also be greatly reduced with better signage at stations and making vehicles more distinct from one another.

Making it easier to use UTA will allow more Utahns to take advantage of our services and will make the experience more seamless and intuitive.

Easier to navigate stations

Every station layout is different, and larger stations provide multiple modes of transportation. Navigating the station successfully can be difficult, especially when transferring from one mode to another. Clear signage and assistance at larger stations can help customers successfully get to the correct vehicles.

"It's a little confusing to get to the FrontRunner at Murray Central Station, but once you get there it makes sense. It almost feels like you're going somewhere that you shouldn't be."

72%

Riders

who prioritize clear information report that signs at stops & stations are helpful in knowing which route to take and when the vehicle will arrive.¹

Easier to pay

Customers generally feel that the fare price is a good value, so they are willing to pay it if it is easy. Providing clear guidance on fare prices, where and how to pay, and whether to tap a card or present a ticket will make it easier for customers to pay. For customers who qualify for reduced fares, it is not always easy to complete the requisite tasks to get a Reduced Fare FAREPAY Card, while other customers may be unaware that they qualify for a discount.

"The first thing I did [when I arrived in Utah], was to learn how to manage the transport—how to use it, how to pay, all that."

71%

Riders

who prioritize fares report that purchasing their fare is simple.¹

Easier to get on and off the vehicle

Getting on or off the vehicle isn't always easy, especially for customers who have mobility limitations. Gaps between trains and platforms, bus stops without sidewalks or cement pads for accessible boarding, stairs on older vehicles, and doors closing too quickly are examples of obstacles that can hinder customers from using UTA.

"When the bus driver sees you, they pull out the ramp so a person with a stroller or wheelchair can get in."

41%

Bus stops

do not have an ADA compliant landing pad for mobility devices to use boarding ramps on buses.²

Easier to know when your stop is approaching

Customers rely on different methods to stay informed about when their stop is approaching. Accurate real-time information on apps allows tech savvy customers to follow along on their phones. Clear and consistent audio and visual announcements on all vehicles help most customers, especially those who may have a hearing or visual limitation.

"Bus stops are not visible on the banner above the bus driver. I'm not sure where to get off. [I'm] hard of hearing, a lot of announcements are not in written form, so I have to rely on other passengers, which is really frustrating."

64%

Riders

who prioritize clear information report that audio announcements are the most useful existing tool to know when their stop or station is approaching.¹

Customer Ideas

Upgraded audio and visual announcements systems

Improve the volume and clarity of audio announcements on all modes (bus, train, FrontRunner, etc.), add visual announcements on buses by installing digital signs, and upgrade the announcement systems on platforms.

More consistent signage during detours

Provide more clarity during detours by posting informative signs at all impacted stops, stations, and on vehicles before, during, and after detours occur.

Easier ways to access UTA schedules

Make it easier to find schedules by providing printed timetables at stops and stations, adding QR codes linked to schedules on signage, and placing schedule information in more intuitive locations on the website.

CUSTOMER IDEAS

For this CX Action Plan, we wanted to identify improvements that would matter to customers and would be supported by stakeholders within UTA. To do this, we collected 138 unique customer improvement ideas through our various outreach methods and customer comments submitted over the last 2 years. Working with executives and staff to consider organizational priorities, expertise, practical constraints, and existing projects, we prioritized the list down to 18 ideas. We then shared the 18 ideas with Utahns through a survey (online and paper) and at community events from October through November, 2024. We asked participants to choose the 5 improvement ideas that mattered most to them. The survey garnered 2,212 responses, and the results are listed on the following page in ranked order.

Customer ideas focused on expanding service and frequency and on adding new routes or stops and stations were not included in the survey because they were used to inform other efforts such as the 5-Year Service Plan and the Route Restoration Equity Index study.

Many customer ideas have yet to receive funding and embody discrete projects we could consider in future budgets to improve the customer experience. Where there is overlap between a customer idea and an existing project or program, the customer idea represents an unfunded upgrade or improvement over existing conditions.

Top 5 Ideas

Customer Ideas for Improvements

Each Customer Idea Survey respondent was allowed to choose up to 5 ideas. The number of votes was divided by the total number of respondents (2,212) to arrive at the % of respondents who wanted that improvement. Customer Ideas are either unfunded or require additional investment from UTA.

Top
Idea



More shade, seating, shelters, or canopies at stops and stations^o

Improve the experience of waiting at stops and stations by adding or increasing shade, seating, shelter, or canopies to stops and stations.

51%

Respondents

Top
Idea



Provide access to restrooms and food & drink at high-traffic stops and stations

Improve experience at high-traffic stops and stations by providing amenities like restrooms and food and drink options (e.g. vending machines).

49%

Respondents

Top
Idea



Expand access to real-time information (locations, arrivals, and service alerts)^o

Improve confidence in UTA by providing access to accurate real-time information about vehicle location, arrival times, service alerts, and vehicle occupancy through UTA screens, website, and trip planning apps.

45%

Respondents

Top
Idea



Better visibility at bus stops

Reduce the likelihood of bus operators driving past waiting customers by improving bus stop lighting, location, and amenity placement. This will especially benefit customers who use mobility devices.

35%

Respondents

Top
Idea



Speed up buses and trains^o

Decrease travel times and improve reliability by testing innovative solutions. (e.g. Transit Signal Priority, transit-only lanes, scheduling practices, and more).

35%

Respondents

^oOverlap between Customer Idea and existing UTA project or program.

Ideas 6-18

Customer Ideas for Improvements



Faster and better coordination when disruptions occur^o

Improve our ability to quickly respond to unplanned disruptions to service (e.g. car accidents, bus issues, etc.) by assessing and establishing cross-departmental standards.

31%
Respondents



More crosswalks and safe pathways to stops and stations

Improve safety of getting to and from stops and stations by building more crosswalks and safe pathways. Improve pathways onto buses, especially benefiting customers who use mobility devices.

29%
Respondents



Upgraded audio and visual announcements system^o

Improve the volume and clarity of audio announcements on all modes (bus, train, FrontRunner, etc.), add visual announcements on buses by installing digital signs, and upgrade the announcement systems on platforms.

23%
Respondents



More frequent cleaning and maintenance at stops and stations

Improve cleanliness of high-traffic stops and stations by increasing the frequency of maintenance and cleaning.

20%
Respondents



More consistent signage during detours

Provide more clarity during detours by posting informative signs at all impacted stops, stations, and on vehicles before, during, and after detours occur.

20%
Respondents



More UTA staff, police, or security on vehicles and at stops and stations

Improve customer perceptions of safety by continuing to position UTA police in priority locations while increasing investment in UTA staff (like TRAX Ambassadors) for stations, stops, and vehicles.

19%
Respondents



Easier ways to access UTA schedules^o

Improve access to schedules by providing printed schedules at more stops and stations, adding QR codes linked to schedules on signage, and placing schedule information in more intuitive locations on the website.

19%
Respondents



Up-to-date bulletin of service alerts/detours on the UTA website

Simplify getting up-to-date information by creating a user-friendly bulletin on our website that contains all service alerts and detour information.

18%
Respondents



Clearer signs on FrontRunner stations and trains

Improve navigating FrontRunner by adding signs to all FrontRunner stations that indicate which side of the platform trains will arrive at, where to wait to board, and which direction the trains are going.

17%
Respondents



Spanish translations for all UTA signs and public documents

Include Spanish translations on UTA signage and documents beyond what is required from our Title VI and Limited English Proficiency (LEP) plan to make UTA easier to use for Spanish-speaking customers.

12%
Respondents



Text message/SMS customer service chat bot

Provide more ways for customers to resolve issues and find answers by having a text message/SMS customer service chatbot.

9%
Respondents



Bus Operator Training refreshers on serving people with disabilities

Increase safety and quality of care for customers with disabilities by requiring regular training refreshers for bus and train operators on how to serve people with disabilities.

9%
Respondents



TRAX Ambassadors at high-traffic bus stops and more TRAX lines^o

Improve support at high-traffic bus stops and TRAX stations by expanding the TRAX Ambassadors program to more TRAX lines and high-traffic bus stops and increasing the hours that Ambassadors are on site.

8%
Respondents

^oOverlap between Customer Idea and existing UTA project or program.



UTA CX ACTION ITEMS

While the customer ideas represent future opportunities to improve the customer experience, there are many existing projects in each of the CX focus areas. This section contains a list of CX projects from various departments that have been completed, are currently underway, or are funded and upcoming. This is not an exhaustive list of every ongoing effort at UTA, but it represents a wide variety of improvements that matter to customers, based on our research. These projects underscore the commitment we've made, and continue to make, to improve the experience of using UTA.



Projects to make the experience **MORE CONVENIENT**

UTA Moves 2050 (Long Range Transit Plan)

Provided guidance for expanding our network of frequent routes, enhance and maintain our existing system, and serve growth areas by developing a vision for the future of public transportation along the Wasatch Front, known as UTA Moves 2050.

Status: Completed
CX Focus Area(s)
More Convenient
More Timely & Reliable

Five-Year Service Plan

Improving where, when, and how often transit runs over the next several years by developing a plan based on community feedback, feasibility, and available resources. This plan is the first step toward implementing UTA Moves 2050.

Status: Current
CX Focus Area(s)
More Convenient
More Timely & Reliable

Station Area Planning

Improve the places surrounding stations by working with local communities as they create Station Area Plans. These plans aim to create places where everyday needs are accessible by walking, biking, and public transportation.

Status: Current
CX Focus Area(s)
More Convenient

FrontRunner 2X

Will increase train frequency and travel time reliability of FrontRunner by implementing double tracking in 8 strategic locations and 1 track realignment along the FrontRunner line.

Status: Upcoming
CX Focus Area(s)
More Convenient
More Timely & Reliable

Paratransit Forward study

Improving the experience of Paratransit service by studying ways to improve the scheduling process, transition to zero-emission vehicles, and make operations more efficient.

Status: Current
CX Focus Area(s)
More Convenient
Easier to Use

Routes to more geographic areas in Utah

Increase overall accessibility offered by transit by adding routes, stops, and stations to areas that are currently underserved, especially to improve the east-west divide.

Status: Customer Idea¹

CX Focus Area(s)
More Convenient

Expanded hours of service

Improve the utility of UTA to our customers by extending the hours of service operation to earlier in the morning and later at night every day.

Status: Customer Idea¹

CX Focus Area(s)
More Convenient

Service on Sundays and holidays

Increase dependability of UTA for transportation needs by providing more frequent bus and TRAX service on Sundays, FrontRunner service on Sundays, and all services on holidays.

Status: Customer Idea¹

CX Focus Area(s)
More Convenient

¹Service expansion ideas were not included in the Customer Ideas survey.

Projects to make the experience **MORE TIMELY & RELIABLE**

200 South Business Access Transit (BAT) lanes

Made transit service more reliable and improved safety for all roadway users and by reconstructing 200 South with transit priority lanes, enhanced bus stops, pedestrian crossings, and bike lanes.

Status: Completed
CX Focus Area(s)
More Timely & Reliable
Feel Safer

Real-time signs at bus hubs

Improved access to real-time information about upcoming bus departures at some of our busiest bus hubs by adding digital screens in passenger waiting areas.

Status: Completed
CX Focus Area(s)
More Timely & Reliable
Easier to Use

Platform Digital Sign Replacement

Improving reliability and access to real-time information by replacing existing digital signs on TRAX platforms with new and improved models.

Status: Current
CX Focus Area(s)
More Timely & Reliable
Easier to Use

Bus Speed and Reliability Program

Improving the speed and reliability of bus service by identifying and testing solutions on a few of our high-ridership routes. Potential solutions might include transit-priority lanes or roadway improvements in key locations where delays are most common for a smoother, more reliable ride.

Status: Current
CX Focus Area(s)
More Timely & Reliable

Transit Signal Priority (TSP)

Will improve buses' and trains' ability to be on schedule in congested corridors by partnering with UDOT and local agencies on a transit signal priority (TSP) project. TSP technology allows buses and trains that are running late to communicate with traffic signals to request longer green lights and reduce waiting time at stoplights.

Status: Current
CX Focus Area(s)
More Timely & Reliable

Real-Time Information Improvements	Making it easier to plan trips, track vehicles, and view upcoming departures in real time by making improvements to our real-time information feeds.	Status: Current CX Focus Area(s) More Timely & Reliable Easier to Use
Automatic Detour Detection in the Transit App	Will improve customers' ability to know when and where to board during detours and stop closures by having a new feature in the Transit app that automatically detects when buses are detoured, then updates route maps, temporary bus stop locations, and trip planning tools.	Status: Upcoming CX Focus Area(s) More Timely & Reliable Easier to Use
Detours and Disruptions Strategy	Will improve timeliness and accuracy of information to impacted customers when disruptions occur by developing a Detours & Disruptions strategy. This strategy will address gaps in infrastructure, foster coordination within UTA, and improve communication to customers about travel information.	Status: Upcoming CX Focus Area(s) More Timely & Reliable Easier to Use
Expand access to real-time information (locations, arrivals, and service alerts)	Improve confidence in UTA by expanding access to accurate real-time information about vehicle location, arrival times, service alerts, and vehicle occupancy through UTA screens, website, and trip planning apps.	Status: Customer Idea CX Focus Area(s) More Timely & Reliable Easier to Use
Speed Up Buses and Trains	Decrease travel times and improve reliability by testing innovative solutions (e.g., transit signal priority, transit-only lanes, scheduling practices, and more).	Status: Customer Idea CX Focus Area(s) More Timely & Reliable More Convenient
Faster and better coordination when disruptions occur	Improve our ability to quickly respond to unplanned disruptions to service (e.g., car accidents, bus issues, etc.) by assessing and establishing cross-departmental standards.	Status: Customer Idea CX Focus Area(s) More Timely & Reliable Easier to Use

Projects to make the experience **FEEL SAFER**

Pedestrian Bridges at Provo Central and at 300 North

Provided safe and reliable connections to major transit hubs by partnering with local agencies and Union Pacific to construct pedestrian bridges at Provo Central and at 300 North in Salt Lake City.

Status: Completed
CX Focus Area(s)
Feel Safer
More Convenient

Gap filler on FrontRunner platforms

Made it easier, safer, and faster for all customers to board FrontRunner by filling in the gap between trains and platform edges at stations.

Status: Completed
CX Focus Area(s)
Feel Safer
Easier to Use

TRAX Ambassadors on Blue Line

Improving the customer experience on the Blue Line by stationing TRAX Ambassadors to provide information, support a safe environment, and connect passengers to community resources (particularly those facing homelessness).

Status: Current
CX Focus Area(s)
Feel Safer
Easier to Use

Better Visibility at Bus Stops

Reduce the likelihood of Bus Operators driving past waiting customers by improving bus stop lighting, location, and amenity placement. This will especially benefit customers who use mobility devices.

Status: Customer Idea
CX Focus Area(s)
Feel Safer
More Timely & Reliable
Easier to Use

More crosswalks and safe pathways to stops and stations

Improve safety of getting to and from stops and stations by building more crosswalks and safe pathways. Improve pathways onto buses, especially benefiting customers who use mobility devices.

Status: Customer Idea
CX Focus Area(s)
Feel Safer
More Convenient
Easier to Use

**Bus Operator
Training refreshers
on serving people
with disabilities**

Increase safety and quality of care for customers with disabilities by requiring regular training refreshers for Bus and Train Operators on how to serve people with disabilities.

Status: Customer Idea

CX Focus Area(s)

Feel Safer
Easier to Use

**More UTA staff,
police, or security
on vehicles and at
stops and stations**

Improve customer perceptions of safety by continuing to position UTA Police in priority locations while increasing investment in UTA staff (like TRAX Ambassadors) for stations, stops, and vehicles.

Status: Customer Idea

CX Focus Area(s)

Feel Safer
Easier to Use

**Expand TRAX
Ambassadors to
bus stops and more
TRAX lines**

Improve support at high-traffic bus stops and TRAX stations by expanding the TRAX Ambassadors program to more TRAX lines and high-traffic bus stops and increasing the hours that ambassadors are on site.

Status: Customer Idea

CX Focus Area(s)

Feel Safer
Easier to Use

Projects to make the experience **MORE COMFORTABLE**

TRAX seating improvements

Improved the cleanliness and comfort of TRAX seating by replacing fabric seating with vinyl and reconfiguring seating layouts.

Status: Completed
CX Focus Area(s)
More Comfortable

Sheltered bike parking / bike facilities

Made it more convenient to store a bike at additional FrontRunner stations by adding covered bike parking with solar lighting.

Status: Completed
CX Focus Area(s)
More Comfortable
More Convenient

FrontRunner Vinyl Seat Replacement

Improving the cleanliness of FrontRunner seats by replacing the fabric seating material with vinyl when a seat is scheduled for maintenance or repairs.

Status: Current
CX Focus Area(s)
More Comfortable

Commuter Bus Replacement

Improved accessibility on express routes that use commuter-style buses by replacing the aging fleet with new buses with a low-floor boarding ramp and seating area.

Status: Completed
CX Focus Area(s)
More Comfortable
Easier to Use

Better visibility inside buses

Increased visibility, wayfinding, and customer comfort on buses by reducing the amount of advertising coverage allowed on bus windows by 25%.

Status: Completed
CX Focus Area(s)
More Comfortable
Easier to Use

Bus stop improvement program

Improving the customer experience and making stops accessible to all customers by adding concrete pads or improved sidewalks. In some locations, shelters, shade, benches, trash cans, or updated signage are also being added.

Status: Ongoing
CX Focus Area(s)
More Comfortable
Easier to Use
Feel Safer

Enhanced bus shelter designs	Improving the experience of waiting at bus stops by introducing a new style of bus shelter that is more comfortable, improves visibility and ADA seating capacity, and is easier to locate for both customers and Bus Operators.	Status: Ongoing CX Focus Area(s) More Comfortable Feel Safer
Adopt-a-Stop program	Improving the customer experience by partnering with local organizations to add artwork, keep stops tidy, alert UTA of special maintenance needs, report vandalism, and foster a sense of community ownership.	Status: Ongoing CX Focus Area(s) More Comfortable Feel Safer
CX improvements on new buses	Improving the experience of riding buses with improved amenities on new buses. Upgrades include easier-to-clean vinyl seats, USB charging ports, improved priority seating areas, and wider rear doors for faster boarding and exiting.	Status: Ongoing CX Focus Area(s) More Comfortable Easier to Use
TRAX Fleet Modernization	Will improve accessibility and ease of use of TRAX by replacing existing high-floor trains on the Blue Line with new, low-floor vehicles. As the old, high-floor trains are replaced, the need to use stairs or boarding ramps to board trains will be eliminated.	Status: Upcoming CX Focus Area(s) More Comfortable Easier to Use
More shade, seating, shelters, or canopies at stops & stations	Improve the experience of waiting at stops & stations by adding or increasing shade, seating, shelter, or canopies to stops and stations.	Status: Customer Idea CX Focus Area(s) More Comfortable Feel Safer More Convenient
Provide access to restrooms and food & drink at high-traffic stops & stations	Improve experience at high-traffic stops & stations by providing amenities like restrooms and food and drink options (e.g. vending machines).	Status: Customer Idea CX Focus Area(s) More Comfortable More Convenient
More frequent cleaning and maintenance	Improve cleanliness of high-traffic stops and stations and on vehicles by increasing the frequency of maintenance and cleaning.	Status: Customer Idea CX Focus Area(s) More Comfortable Feel Safer

Projects to make the experience **EASIER TO USE**

Fare capping

Made transit costs more predictable and fair by ensuring customers don't pay more than a set amount each day and week when using a FAREPAY Card.

Status: Completed
CX Focus Area(s)
Easier to Use

Transit app mobile ticketing

Made Transit a one-stop shop for planning, riding, and paying for transit trips by adding the ability to purchase tickets in the app.

Status: Completed
CX Focus Area(s)
Easier to Use

Timetable cases at high-ridership bus stops

Making it easier to find schedule information, especially for those without access to digital schedules, by adding timetables at many high-ridership bus stops.

Status: Current
CX Focus Area(s)
Easier to Use

Bus stop sign redesign

Making it easier to locate bus stops and get on the right bus by replacing outdated bus stop signs with new, larger, easier to understand, and more accessible bus stop signs.

Status: Current
CX Focus Area(s)
Easier to Use

Ticket Vending Machine (TVM) Replacements

Improving the user experience and reliability of purchasing a ticket at TRAX and FrontRunner stations by replacing the ticket vending machines (TVMs) with improved technology that will allow customers to purchase and reload FAREPAY Cards.

Status: Current
CX Focus Area(s)
Easier to Use

Wayfinding project

Making UTA easier to use and navigate by implementing a multi-year effort to replace outdated and disjointed signage throughout the system with a new, comprehensive wayfinding system.

Status: Current
CX Focus Area(s)
Easier to Use

ReConnect	Provide alternative travel options for stranded customers when service is impacted by unplanned disruptions, delays, or detours by offering free rides from Transportation Network Companies (TNCs) like taxis or Uber and Lyft.	Status: Ongoing CX Focus Area(s) Easier to Use More Timely & Reliable
Next stop bus displays	Will make navigation on buses easier for all customers by adding visual next-stop displays on buses with compatible hardware. This will especially benefit customers who are deaf or hard of hearing.	Status: Upcoming CX Focus Area(s) Easier to Use
Audio announcement improvements on buses	Will improve the quality and usefulness of audio announcements on buses by troubleshooting announcement systems and updating the announcement format to include upcoming bus stops, cross streets, connections to other routes, and other important landmarks.	Status: Upcoming CX Focus Area(s) Easier to Use
Onboard decal overhaul	Will improve the customer experience by using interior ad space on buses, TRAX, and FrontRunner to provide useful information about riding, trip planning, fares, and etiquette on board buses and trains.	Status: Upcoming CX Focus Area(s) Easier to Use
New Customer Feedback system	Will improve the experience of resolving issues with customer service by implementing a new customer feedback system. The new system will reduce response times, improve response quality, and provide transparent updates that customers can conveniently monitor online.	Status: Upcoming CX Focus Area(s) Easier to Use

**Contactless
and Mobile
Fare Payment
Improvements**

Will make it easier to pay fares and manage FAREPAY Cards by replacing multiple standalone fare payment options with an integrated platform known as Account-Based Ticketing (ABT). ABT will support multiple fare payment options, like electronic tap cards, contactless bank cards, and mobile phones.

Status: Upcoming
CX Focus Area(s)
Easier to Use

**Digital Signage
at 200 South Bus
Stops**

Will improve access to real-time information about bus departures in downtown Salt Lake City by adding digital screens to the upgraded bus stops on 200 South.

Status: Upcoming
CX Focus Area(s)
Easier to Use

**Temporary
passenger
information
signage**

Makes it easier to find accurate service information by providing easy-to-understand signage at impacted stops and stations.

Status: Ongoing
CX Focus Area(s)
Easier to Use

**Detour /
UTA Event
Ambassadors**

Assisting customers during construction projects, station closures, and major events by providing employees at key locations to help with navigation and service information.

Status: Ongoing
CX Focus Area(s)
Easier to Use

**Upgrade audio
and visual
announcements
system**

Improve the volume and clarity of audio announcements on all modes (bus, train, FrontRunner, etc.) by upgrading or replacing audio and visual announcement systems on vehicles and platforms.

Status: Customer Idea
CX Focus Area(s)
Easier to Use

More consistent signage during detours

Provide more clarity during detours by posting informative signs at all impacted stops, stations, and on vehicles before, during, and after detours.

Status: Customer Idea
CX Focus Area(s)
Easier to Use

Easier ways to access UTA schedules

Improve access to schedules by providing printed schedules at more stops and stations, adding QR codes linked to schedules on signage, and placing schedule information in more intuitive locations on the website.

Status: Customer Idea
CX Focus Area(s)
Easier to Use

Up-to-date bulletin of service alerts/detours on the UTA website

Simplify getting up-to-date information by creating a user-friendly bulletin on the website that contains all service alerts and detour information.

Status: Customer Idea
CX Focus Area(s)
Easier to Use
More Timely & Reliable

Clearer signs on FrontRunner stations and trains

Improve navigating FrontRunner by adding signs to all stations that indicate which side of the platform trains will arrive at, where to wait to board, and which direction the trains are going.

Status: Customer Idea
CX Focus Area(s)
Easier to Use

Spanish translations for all UTA signs and public documents

Include Spanish translations on UTA signage and documents beyond what is required from our Title VI and Limited English Proficiency (LEP) plan to make UTA easier to use for Spanish-speaking customers.

Status: Customer Idea
CX Focus Area(s)
Easier to Use

Text message/SMS customer service chat bot

Provide more ways for customers to resolve issues and find answers by having a text message/SMS customer service chatbot.

Status: Customer Idea
CX Focus Area(s)
Easier to Use

CX METRICS

Customer experience metrics will help us know if we're making progress, as well as help us make informed decisions in the future, monitor service quality, and identify areas for improvement. They will also foster accountability and transparency, helping us to continually improve over time.

In addition to tracking the number of customer ideas and projects that are completed, we have 2 metrics to track our progress of improving the customer experience:

- Net Promoter Score (NPS)
- Customer Satisfaction Surveys (CSS)



Net Promoter Score (NPS)

The Net Promoter Score is based on asking customers a simple question: “On a scale of 0 to 10, how likely would you be to recommend UTA to your friends and family?”

- Customers who respond with a 9 or 10 are called Promoters. These are loyal customers who are highly likely to recommend UTA.
- Customers who respond with a 7-8 are called Passives. These are satisfied customers, but they are not as enthusiastic as promoters and are unlikely to actively recommend or discourage others from using UTA.
- Customers who respond with a 0-6 are called Detractors. These are dissatisfied customers who are unlikely to recommend UTA and may even discourage others from using it.

The NPS is the percentage of Promoters minus the percentage of Detractors.

A positive NPS is generally considered good, indicating that there are more Promoters than Detractors. A score over 20 is favorable, over 50 is excellent, and over 80 is world class.

UTA's Current NPS	UTA's 2030 Goal
Bus: 10 TRAX: 26	Bus: 50 TRAX: 66

Customer Satisfaction Surveys (CSS)

Every year, the American Bus Benchmarking Group (ABBG) and Group of North American Light Rail Systems (GOAL) survey transit customers from all over North America to understand how satisfied they are with their local transit authority’s services. The questions they ask correspond with this Action Plan’s CX Focus Areas, thus providing insight into how satisfied customers are in each CX Focus Area. All scores are out of 5.

Current scores are from 2023 Customer Satisfaction Surveys (ABBG, GOAL, and FrontRunner). Goals are based on historic trends while also considering the potential for new projects to improve satisfaction in each CX Focus Area by 2030.

CX Focus Area	Bus		TRAX	
	Current	Goal	Current	Goal
More Convenient	3.66	4.03	3.95	4.15
More Timely & Reliable	3.63	3.90	3.88	4.07
Feels Safer	3.84	3.92	3.37	3.49
More Comfortable	3.99	4.07	3.43	3.55
Easier to Use	3.70	3.85	3.77	4.17

CX Focus Area	FrontRunner		Paratransit	
	Current	Goal	Current*	Goal*
More Convenient	3.65	3.83	N/A	TBD
More Timely & Reliable	3.84	4.03	N/A	TBD
Feels Safer	3.98	4.12	N/A	TBD
More Comfortable	3.96	4.10	N/A	TBD
Easier to Use	3.94	4.14	N/A	TBD

*At the time of publication, individual scores for Paratransit by CX Focus Area survey were unavailable.

NEXT STEPS

- Prioritize customer ideas from this plan to be implemented by allocating resources.
- Monitor in-progress and upcoming projects to keep them on track to be completed within 3-5 years.
- Review Net Promoter Score and Customer Satisfaction Scores annually to track the progress towards our goals.
- Disseminate this plan across departments and to our partners to foster a shared understanding of our customers and what we should collectively prioritize to improve the customer experience.

This is our first CX Action Plan, but it will not be our last. We plan to create a new CX Action Plan every 3-5 years to ensure our efforts continue to be rooted in UTA customers and what matters to them. This is how we plan to not only meet customer expectations but to exceed them.



APPENDIX A

2023 ABBG, GOAL, and FrontRunner satisfaction scores for each question, organized by CX Focus Area.

2023 ABBG Bus Survey

CX Focus Area	CX Category	Score
The bus is clean	Comfort	3.85
There is enough seating/space on the bus	Comfort	3.89
Bus drivers look professional (appropriate uniform and neat)	Comfort	4.33
The bus is well driven	Comfort	4.08
The bus provides a comfortable environment	Comfort	3.82
The buses operate on the days and at the times that I need them	Convenient	3.59
The bus routes are conveniently located for me	Convenient	3.73
It is easy for me to get on and off the bus	Easier to use	4.25
It is convenient to pay the bus fare / buy tickets or passes	Easier to use	4.14
It is easy to get information about the bus services	Easier to use	3.73
It is easy to find out if the buses are running on schedule	Easier to use	3.2
If there are problems, I can easily get information about alternative routes or schedules	Easier to use	3.02
Bus drivers are helpful and professional	Easier to use	4.1
The transit agency is responsive to customer complaints/problems	Easier to use	3.46
I feel safe riding on the bus	Safety	3.99
I feel safe and secure waiting for my bus	Safety	3.69
The bus usually runs on time	Timely	3.51
The bus gets me to my destination in a reasonable amount of time	Timely	3.74

2023 GOAL Light Rail Survey

CX Focus Area	CX Category	Score
There is enough space for me on the trains	Comfort	3.61
The stops / stations are clean and comfortable	Comfort	3.39
The trains are clean and comfortable	Comfort	3.28
The light rail system's hours of operation are convenient for me	Convenient	4.03
The trains operate at a convenient frequency for me	Convenient	3.85
The light rail network is conveniently located for me	Convenient	3.96
The transit agency is responsive to customer complaints / problems	Easier to use	3.38
Employees on trains and at stops / stations are helpful and professional	Easier to use	3.94
If there are disruptions, I can easily get useful information about options to complete my journey	Easier to use	3.15
It is easy to find real-time service status information	Easier to use	3.48
It is easy to plan my light rail journey	Easier to use	4.01
It is easy to interchange with other transportation modes	Easier to use	3.83
It is easy to find my way when using the light rail system	Easier to use	4.24
It is convenient to pay for my journey (tickets or passes)	Easier to use	4.18
It is easy to get on and off the train	Easier to use	4.35
It is easy to access the stops / stations	Easier to use	4.21
I feel secure at the stops / stations	Safety	3.29
I feel secure on the trains	Safety	3.45
The light rail service usually runs on time	Timely	3.78
The travel time is reasonable and consistent	Timely	3.99

2023 FrontRunner Survey

CX Focus Area	CX Category	Score
The stops / stations are clean and comfortable	Comfort	3.94
There is enough space for me on the trains	Comfort	3.89
The trains are clean and comfortable	Comfort	4.05
The light rail system's hours of operation are convenient for me	Convenient	3.66
The light rail network is conveniently located for me	Convenient	3.93
The trains operate at a convenient frequency for me	Convenient	3.35
It is easy to find real-time service status information	Easier to use	3.46
The transit agency is responsive to customer complaints / problems	Easier to use	3.67
It is easy to get on and off the train	Easier to use	4.42
It is easy to plan my light rail journey	Easier to use	4.03
It is easy to access the stops / stations	Easier to use	4.11
It is convenient to pay for my journey (tickets or passes)	Easier to use	4.16
It is easy to find my way when using the light rail system	Easier to use	4.23
Employees on trains and at stops / stations are helpful and professional	Easier to use	4.24
It is easy to interchange with other transportation modes	Easier to use	3.94
If there are disruptions, I can easily get useful information about options to complete my journey	Easier to use	3.13
I feel secure on the trains	Safety	4.13
I feel secure at the stops / stations	Safety	3.83
The travel time is reasonable and consistent	Timely	3.94
The light rail service usually runs on time	Timely	3.74

APPENDIX B

138 unique ideas from customers.

- Add amenities like restrooms, vending machines, and drinking fountains at high traffic stops and stations
- Add water fountains at TRAX and FrontRunner stations
- Add a place for dogs to wait at stops and stations
- Provide better signage about rules for tap to pay at TRAX and FrontRunner stations
- Find better ways to prevent smoking at stops and stations
- Add security cameras at bus stops
- Replace glass shelters at stops and stations with shelters made of a stronger material
- Add portable toilets at high traffic stops and stations
- Have bathrooms at high traffic stops and stations
- Provide more shade at stops and stations for better protection from the sun
- Add shade to all FrontRunner stations for protection from the sun
- Add shelters to more bus stops for protection from rain and snow
- Add parking lots near more TRAX stations
- Add more lighting for riders waiting at stops and stations
- Add markings on the ground to indicate where riders in wheelchairs and mobility devices should board TRAX
- Install sensors on rail platforms to alert operators if riders are still walking or running toward the TRAX or FrontRunner
- Provide reduced fares for Paratransit to customers who qualify for a reduced fare card
- Improve the accuracy of “next train” announcements at stations
- A tablet on buses that riders could use to select what they want to say and have it translated to English for drivers
- Provide a digital application process to apply for reduced fares
- Standardize the way route detours are communicated to riders
- Provide ADA accessible information about detours at the stops and stations
- Remove any trees or branches covering bus stop signs
- Add ADA-friendly poles to all bus stops
- Provide one UTA app for all planning and payment functions
- Train operators to make announcements properly when automated systems are not working
- Improve the accuracy of audio announcements on every UTA vehicle and every stop

- Standardize format of audible announcements on the train when approaching all FrontRunner stations
- Add designated high-visibility areas to wait for a bus or train where riders in mobility devices will be seen by operators
- Update signage at stops and stations on Change Day to immediately inform riders of changes
- Improve the application process for reduced fares by adding online applications and more in-person locations
- Add more in-person locations throughout the system to apply for reduced fares
- Clearly designated pickup and drop off spots for Paratransit service
- Add phone charging stations to bus stops
- Add signs to station platforms that clearly indicate where to board the FrontRunner
- Add small solar panels on top of the TRAX stations to inspire more eco-friendly initiatives
- Add more seating options while waiting at rail stations
- Add indoor waiting areas at stops and stations
- Add more seating options while waiting to all FrontRunner stations
- Add additional canopies at all TRAX stations for protection from rain and snow
- Add more shade at all TRAX stations for protection from the sun
- Add secure bike parking options at more stops and stations
- Add more seating at bus stops
- Standardize signage at all bus stops
- Increase the frequency of maintenance checks on all UTA stops and stations
- Add e-bike chargers to existing bus lockers at stops and stations
- Add “No Parking” signs in front of bus stops, including temporary bus stops
- Coordinate the arrivals of TRAX lines at transfer stations to ensure there is adequate time to transfer
- Allow customers to have more flexibility in their Paratransit schedules when changes are needed
- Place UTA staff at TRAX stations to deter drug use, especially at night
- Expand TRAX Ambassador Program to include staff at high traffic bus stops
- Place social workers at stations and stops who are trained to connect people in need with the necessary resources
- Add the ability to view schedules for specific stops or stations on the website’s interactive route maps
- Place uniformed UTA police officers on UTA vehicles
- Increase the presence of UTA police on vehicles and stops / stations, especially at night
- Place uniformed UTA police officers at TRAX stations, especially at night

- Improve the enforcement of who is permitted to be on TRAX and FrontRunner
- Place uniformed UTA police officers at bus stops
- Place uniformed UTA police officers at FrontRunner stations
- Improve the ability to select a specific pickup location for On Demand service
- Reduce the price of On Demand service
- Provide a better way for riders to report issues with drivers in the On Demand app
- Add a way to plan future trips on the On Demand app at times when service is not running
- Add a way to view the service area on the On Demand app at times when service is not running
- Require operators to deploy the ramp for riders who must board or alight with an upright (standing) walker
- Improve driver training regarding driving and customer service
- Provide printed and digital system maps with more accessible text
- Provide printed and digital system maps with a darker background
- Add Chinese translations to all signs
- Add Spanish translations to all signs
- Add signs to buses on detours informing riders of when the detour will end
- Add signs at temporary bus stops informing riders of when the detour will end and where the permanent stop will be
- Add printed schedules to every stop and station
- Add printed maps to every stop and station
- Add digital screens at more bus stops that tell you how long it will be until the bus arrives
- Improve signage at permanent stops that are temporarily closed to provide riders with detour and temporary stop information
- Add more communication channels to inform blind riders of bus bridges at transfer points
- Add symbols to maps for park-and-ride lots for ski bus services
- Add signs to FrontRunner station platforms indicating which direction the train is going
- Add more station names to signage at TRAX stations, instead of only the final destination, so that riders know which train to take
- Provide text alerts about extended service times during events
- Provide text alerts about specific routes riders subscribe to
- Increase the availability of printed schedules throughout the system
- Add more space to store bikes on UTA vehicles
- Add more space to store scooters on UTA vehicles
- Add more space to store bikes on FrontRunner
- Add some of the alternative bike racks on FrontRunner for riders who can't lift bikes into standing racks
- Change seat material to plastic or vinyl on FrontRunner to make them easier to clean
- Enforce a reasonable noise level rule to reduce loudness on buses

- Remove advertisements from window sections of buses so riders can see out of the vehicle
- Add more storage space for riders' belongings on vehicles
- Add free wifi service to buses
- Increase the internet speed on FrontRunner
- Add explicit signage that Priority Seating is for riders with disabilities
- Add additional grab bars on UTA vehicles to prevent riders from falling
- Add sensors to bus doors to prevent them from closing on riders
- Add digital signs displaying the next stop on all buses
- Redesign the outside of TRAX vehicles to visually differentiate each train by route
- Add seats with seatbelts designed for children, especially children with disabilities
- Add more security cameras to TRAX and FrontRunner
- Improve the digital sign announcements on buses
- Improve the clarity of audible announcements on vehicles
- Increase the volume of audible announcements on vehicles
- Extend the hours for the Customer Service Center in Ogden to stay open later
- Publish more positive stories about UTA and using transit to make people feel more comfortable about riding
- Provide traffic light priority controls for TRAX and bus, especially in downtown Salt Lake City
- Add more crosswalks to access TRAX stations when they are in the center of the street
- Incentivize more development, especially convenience stores and cafes, around FrontRunner stations
- Add street names to stations on TRAX route maps on the website
- Add information about detours, delays, and constructions to Transit App
- Add information about detours, delays, and constructions to Google Maps, Apple Maps, etc.
- Improve the accuracy of real-time information on trip planning apps, website, and screens at stops and stations
- Add a dotted red line along detours on the existing maps for that route on the website
- Provide the ability to view route schedules for each stop and station on the Vehicle Locator section of the website
- Make it more clear where to purchase tickets or passes on the fares page of the website
- Add temporary bus stop locations to Vehicle Locator on the website
- Make Transit App more user friendly when planning future trips
- Condense all service alerts on the website to a single, up-to-date bulletin with all long-term and short-term detour information
- Provide the ability to pay with small coins, like pennies and dimes, at TVMs
- Add stickers near the fare card readers that says "TAP YOUR IKON PASS HERE"
- Display remaining balance of FAREPAY cards on fare card readers when scanned
- Make UVX free for children with the purchase of an adult's pass
- Add signs at TVMs that say "Children Under 6 Ride Free"
- Allow customers to pay for fare passes with money taken from their paychecks

- Expand the Free Fare Zone beyond downtown
- Set the minimum age for senior reduced fares at 55 years old
- Provide a discounted monthly fare option for Paratransit
- Set the fare price for FrontRunner at a single rate for the entire line
- Expand the number of locations where customers can purchase FAREPAY cards
- Add a screen shade to the TVMs to reduce glare in direct sunlight
- Allow customers to pay fares with tap-to-pay options like Apple Pay, Google Pay, and credit card
- Add fare gates or station agents at TRAX and FrontRunner stations
- Have funds available on FAREPAY cards immediately after they are added on the website
- Allow customers to pay fares with a prepaid tap-to-pay fare card
- Ask users the quantity of tickets they would like to add to their cart as they are selected on TVMs
- Expand the pass program to more educational institutions like trade schools
- Do not automatically open the doors at stations to make it easier to activate the boarding ramp on TRAX vehicles

APPENDIX C

Digital form used for Customer Ideas

1. Which of the following improvements would you like to see UTA prioritize over the next five years? (Choose up to 5 improvements)

Please select at most 5 options.



- ☐ **Text message/SMS customer service chat bot** Provide more ways for riders to resolve issues and find answers by having a text message/SMS customer service chatbot.



- ☐ **Better visibility at bus stops** Reduce likelihood of bus operator driving past waiting riders by improving bus stop lighting, location, and amenity placement. This will especially benefit riders who use mobility devices.



- ☐ **Clearer signs on FrontRunner stations and trains** Improve navigating FrontRunner by adding signs to all FrontRunner stations that indicate which side of the platform trains will arrive at, where to wait to board, and which direction the trains are going.



- ☐ **More shade, seating, shelters, or canopies at stops & stations** Improve the experience of waiting at stops & stations by adding or increasing shade, seating, shelter, or canopies to stops & stations.



- ☐ **Bus Operator Training refreshers on serving people with disabilities** Increase safety and quality of care for riders with disabilities by requiring regular training refreshers for bus and train operators on how to serve people with disabilities.

Temporary Bus Boarding Locations



- ☐ **More informative signs during detours** Provide more clarity during detours by posting more informative signs at impacted stops, stations, and on vehicles before, during, and after detours occur.



- ☐ **Priority to buses and TRAX at busy intersections and corridors** Decrease travel times and improve reliability by testing approaches for giving priority to UTA buses and TRAX (e.g. signal priority, transit-only lanes).



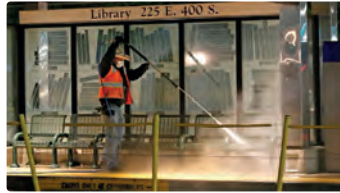
- ☐ **Faster and better coordination when disruptions occur** Improve UTA's ability to quickly respond to unplanned disruptions to service (e.g. car accidents, bus issues, etc.) by assessing and establishing cross-departmental standards.



- ☐ **Easier ways to access UTA schedules** Improve access to UTA schedules by providing printed schedules at more stops & stations, adding QR codes linked to schedules on signage, and placing schedule information in more intuitive locations on the UTA website.



- ☐ **Better access to real-time information (vehicle locations, arrivals, and service alerts)** Improve confidence in UTA services by providing access to accurate real-time information about vehicle location, arrival times, service alerts, and vehicle occupancy through UTA screens, website, and trip planning apps.



- ☐ **More frequent cleaning and maintenance at stops & stations** Improve cleanliness of high-traffic stops & stations by increase the frequency of maintenance and cleaning.



- ☐ **More crosswalks and safe pathways to stops & stations** Improve safety of getting to and from stops & stations by building more crosswalks and safe pathways. Improve pathways onto buses, especially benefitting riders who use mobility devices.



- ☐ **Upgrade audio and visual announcement systems** Improve the volume and clarity of audio announcements on all modes (bus, train, FrontRunner, etc.), add visual announcements on buses by installing digital signs, and upgrade the announcement systems on platforms.



- ☐ **TRAX Ambassadors at high-traffic bus stops and more TRAX lines** Improve support at high-traffic bus stops and TRAX stations by expanding the TRAX Ambassadors program to more TRAX lines and high-traffic bus stops and increasing the hours that Ambassadors are on site.



- ☐ **More UTA staff, police, or security on vehicles and at stops & stations** Improve rider safety at stops & stations by increasing the presence of UTA staff, police, or security officers at stops & stations and on UTA vehicles.



- ☐ **Spanish translations for all UTA signs and public documents** Include Spanish translations on UTA signage and documents, ensure that all website translations are accurate and up-to-date, and provide Spanish captions or meeting minutes for publicly broadcast meetings.



- ☐ **Up-to-date bulletin of service alerts/detours on the UTA website** Simplify getting up-to-date information by creating a user-friendly bulletin on the UTA website that contains all service alerts and detour information.



- ☐ **Restrooms and food & drink at high-traffic stops & stations** Improve experience at high-traffic stops & stations by providing amenities like restrooms and food & drink options (e.g. vending machines).

APPENDIX D

Paper form used for Customer Ideas



Community Prioritization Form

What is Community Prioritization?

“Community Prioritization” is a new way that UTA is aiming to put you in the driver’s seat of the customer journey. We collected dozens of ideas from the community and identified the most impactful ideas that could realistically be added to our list of upcoming projects. What we need now is to know which of the ideas would make a meaningful difference to community members like you. Please let us know!

Voting Instructions

- Select up to five (5) improvement ideas
- Select improvement ideas by marking an "X", a check mark, or fully shading the box.
- Forms marked with more than five (5) selections will not be counted.

☐ **Upgrade audio and visual announcement systems**
Improve the volume and clarity of audio announcements on all modes (bus, train, FrontRunner, etc.), add visual announcements on buses by installing digital signs, and upgrade the announcement systems on platforms.



☐ **Bus Operator Training refreshers on serving people with disabilities**
Increase safety and quality of care for riders with disabilities by requiring regular training refreshers for bus and train operators on how to serve people with disabilities.



☐ **More informative signs during detours**
Provide more clarity during detours by posting more informative signs at impacted stops, stations, and on vehicles before, during, and after detours occur.



☐ **Better visibility at bus stops**
Reduce the likelihood of bus operators driving past waiting riders by improving bus stop lighting, location, and amenity placement. This will especially benefit riders who use mobility devices.



☐ **Faster and better coordination when disruptions occur**
Improve UTA's ability to quickly respond to unplanned disruptions to service (e.g. car accidents, bus issues, etc.) by assessing and establishing cross-departmental standards.



☐ **Clearer signs on FrontRunner stations and trains**
Improve navigating FrontRunner by adding signs to all FrontRunner stations that indicate which side of the platform trains will arrive at, where to wait to board, and which direction the trains are going.



☐ **More crosswalks and safe pathways to stops & stations**
Improve safety of getting to and from stops & stations by building more crosswalks and safe pathways. Improve pathways onto buses, especially benefitting riders who use mobility devices.




☐ **More UTA staff, police, or security on vehicles and at stops & stations**
Improve rider safety at stops & stations by increasing the presence of UTA staff, police, or security officers at stops & stations and on UTA vehicles.



☐

Better access to real-time information (vehicle locations, arrivals, and service alerts)


Improve confidence in UTA services by providing access to accurate real-time information about vehicle location, arrival times, service alerts, and vehicle occupancy through UTA screens, website, and trip planning apps.



☐

Up-to-date bulletin of service alerts/detours on the UTA website


Simplify getting up-to-date information by creating a user-friendly bulletin on the UTA website that contains all service alerts and detour information.



☐

More shade, seating, shelters, or canopies at stops & stations


Improve the experience of waiting at stops & stations by adding or increasing shade, seating, shelter, or canopies to stops & stations.



☐

Text message/SMS customer service chat bot

Provide more ways for riders to resolve issues and find answers by having a text message/SMS customer service chatbot.



☐

Restrooms and food & drink at high-traffic stops & stations

Improve experience at high-traffic stops & stations by providing amenities like restrooms and food & drink options (e.g. vending machines).



☐

TRAX Ambassadors at high-traffic bus stops and more TRAX lines


Improve support at high-traffic bus stops and TRAX stations by expanding the TRAX Ambassadors program to more TRAX lines and high-traffic bus stops and increasing the hours that Ambassadors are on site.



☐

Easier ways to access UTA schedules


Improve access to UTA schedules by providing printed schedules at more stops & stations, adding QR codes linked to schedules on signage, and placing schedule information in more intuitive locations on the UTA website.



☐

Priority to buses and TRAX at busy intersections and corridors


Decrease travel times and improve reliability by testing approaches for giving priority to UTA buses and TRAX (e.g. signal priority, transit-only lanes).



☐

More frequent cleaning and maintenance at stops & stations


Improve cleanliness of high-traffic stops & stations by increasing the frequency of maintenance and cleaning.



☐

Spanish translations for all UTA signs and public documents

Include Spanish translations on UTA signage and documents, ensure that all website translations are accurate and up-to-date, and provide Spanish captions or meeting minutes for publicly broadcast meetings.



Learn more about our CX Action Plan:



bit.ly/UTA-CX-Plan



www.rideuta.com



@rideUTA

APPENDIX E

[Customer Experience and Route Restoration Equity Index Survey Report](#) (open-ended comments removed to protect personally identifying information)

CUSTOMER EXPERIENCE ACTION PLAN

2024

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Erick Gomez	Preston Larson
Doraleen Taulanga	Kayla Kinkad
Erika Bahena	Valarie Williams
Amanda Salmon	Thomas Gilmore
Ali Oliver	Jody Richins
Tiffany Conners	Chris Pearson
Heather Foster	John Barney
Elizabeth Davis	Jake Wouden
Ivana Holiday	Jarvie Curtis
Jolisha Branch	Jesse Rogers
Mike Toronto	Johnny Johnson
Jose Jimenez	Lenelle Presha
Sierra Krippner	Jorn Morrow
Sarah Middleton	Doug McGrath
Lilah Rosenfield	

UTA Board of Directors

Carlton Christensen, Board Chair
Representing Salt Lake County

Beth Holbrook
Representing Davis, Weber, and Box
Elder Counties

Jeff Acerson
Representing Tooele and Utah Counties

UTA Executive Director

Jay Fox





Utah Transit Authority

MEETING MEMO

669 West 200 South
Salt Lake City, UT 84101

Local Advisory Council

Date: 5/7/2025

TO: Local Advisory Council
THROUGH: Jay Fox, Executive Director
FROM: Viola Miller, Chief Financial Officer
PRESENTER(S): Viola Miller, Chief Financial Officer
Brian Reeves, Associate Chief Financial Officer
Brian Baker, Senior Vice President, Zions Public Finance

TITLE:

Consultation on Issuance, Tender and Refunding of the Authority's Sales Tax Revenue Bonds

AGENDA ITEM TYPE:

LAC - Consultation

RECOMMENDATION:

The Local Advisory Council is encouraged to provide feedback to the Authority's Board of Trustees on the opportunity to issue bonds for the purpose of funding critical capital projects and refunding outstanding bonds.

BACKGROUND:

As of December 31, 2024, UTA has approximately \$2 billion in outstanding senior and subordinate sales tax revenue bonds. These bonds play a crucial role in funding UTA's transit services across a six-county region, supporting bus, light rail, commuter rail and other operations. Many of these services rely on sales tax revenue bonds to supplement capital funding.

As part of the TRAX Forward project, which aims to enhance and expand service over the next decade, UTA has selected Stadler to manufacture new light rail vehicles to replace and grow its existing fleet. Additionally, with expanded transit services in the Ogden area, UTA needs to invest in infrastructure improvements, including new bus canopies and facility upgrades. These capital projects require supplemental funding through targeted bond issuances.

UTA has also identified opportunities to optimize its existing debt profile by refinancing outstanding bonds to reduce overall debt service costs. This can be achieved through two key methods: first, by conducting bond tenders, a strategy UTA has successfully executed twice; and second, by refunding certain taxable bonds with tax-exempt bonds to secure more favorable financing terms

DISCUSSION:

UTA's staff and Municipal Advisor, Zions Public Finance, will present information for three financing strategies to fund new capital projects, tender existing debt outstanding, and refunding taxable bonds with tax exempt bonds.

ALTERNATIVES:

This proposal is subject to available capital markets, potential investor appetite and UTA's bond investors' willingness to tender bonds.

Should the Authority not pursue these funding opportunities, the planned capital projects to replace and grow UTA's fleet and infrastructure improvements will be delayed, impacting timely delivery of service.

FISCAL IMPACT:

New issuance target total of approximately \$212 million bonds with two bond issuance targets of \$128 million in 2025 and \$84 million in 2028.

For tendered bonds, an aggregate net present value savings of at least \$5 million and a target 3-5% range.

Refunded bonds, an aggregate net present value savings amount of at least \$1 million and a target 1-3% range.

ATTACHMENTS:

None



Utah Transit Authority

MEETING MEMO

669 West 200 South
Salt Lake City, UT 84101

Local Advisory Council

Date: 5/7/2025

TO: Local Advisory Council
FROM: Annette Royle, Chief of Board Strategy and Governance
PRESENTER(S): Bob Stevenson, Local Advisory Council Chair
Natalie Hall, Local Advisory Council Vice-Chair
Jana Ostler, Director of Board Governance

TITLE:

Local Advisory Council Roles and Opportunities

AGENDA ITEM TYPE:

Discussion

RECOMMENDATION:

Informational item for discussion

BACKGROUND:

The UTA Local Advisory Council (LAC) was created in 2018 as part of the Utah Public Transit District Act. The responsibilities of the Council are defined in the Act and provide opportunities for LAC Members to be a connection between UTA and the communities UTA serves through consulting, advising, and other functions.

DISCUSSION:

A brief summary of LAC statutory roles is attached and staff will present the key provisions of the Act for discussion. LAC members are uniquely positioned to understand transit's value and challenges and to advocate for their constituencies. The council will discuss opportunities for learning about and advocating for the transit needs of Utah.

ATTACHMENTS:

Local Advisory Council Roles and Responsibilities

UTA LOCAL ADVISORY COUNCIL

Roles and Responsibilities



BACKGROUND

- The UTA Local Advisory Council (LAC) was established in 2018 by the Utah Legislature as a means of ensuring UTA constituent communities have a significant voice in the management and direction of UTA. The LAC provides a connection between UTA and the communities UTA serves.
- LAC responsibilities are codified in the Public Transit District Act in Utah Code 17B-2a part 8.
- Membership is directed by statute:
 - Council of Governments of Salt Lake County – appoints 3 members
 - Mayor of Salt Lake City – appoints 1 member
 - Council of Governments of Utah County – appoints 2 members
 - Councils of Government of Davis and Weber Counties – appoint 1 member each
 - Councils of Government of Box Elder and Tooele Counties – jointly appoint 1 member

GENERAL ROLE

- Meet at least quarterly in an open public meeting with the Board of Trustees to consult and advise regarding the operation and management of the public transit district (no formal vote is needed for consultative duties)
- Specific topics requiring consultation with the Board of Trustees or Executive Director include:
 - Service plans and routes
 - Capital development projects (except for fixed guideway capital development projects under UDOT authority)
 - Transit-oriented development where UTA property is involved
 - Budget and bonding
 - Strategic plan
 - Fixing fares
 - Internal audit target areas
- Represent and advocate the concerns of citizens within the UTA service area to the Board of Trustees
- Set compensation packages for Board of Trustees
- Assist with coordinated mobility and constituent services provided by UTA

CONDUCTING BUSINESS

- Quorum of 5 members is required to execute any specific LAC action

SUMMARY

- LAC members are:
 - Entrusted with significant advisory responsibilities
 - Expected to gather input from their nominating bodies and constituents prior to meetings and provide meaningful input
 - Encouraged to be active participants in advocating for UTA and the transit needs of constituent communities



U T A

Utah Transit Authority

MEETING MEMO

669 West 200 South
Salt Lake City, UT 84101

Local Advisory Council

Date: 5/7/2025

TO: Local Advisory Council
PRESENTER(S): Bob Stevenson, Chair Local Advisory Council
Carlton Christensen, Chair UTA Board of Trustees

TITLE:

Open Dialogue with the Board of Trustees

AGENDA ITEM TYPE:

Discussion

RECOMMENDATION:

Informational discussion with UTA Board of Trustees

DISCUSSION:

The Local Advisory Council and Board of Trustees will engage in discussion on topics concerning the Utah Transit Authority. No action will be taken.

ATTACHMENTS:

None



U T A

Utah Transit Authority

MEETING MEMO

669 West 200 South
Salt Lake City, UT 84101

Local Advisory Council

Date: 5/7/2025

TO: Local Advisory Council
FROM: Jay Fox, Executive Director
PRESENTER(S): Jay Fox, Executive Director

TITLE:

Executive Director Report

- Quiet Zone Update
- 2024 Onboard Survey Report

AGENDA ITEM TYPE:

Report

RECOMMENDATION:

Informational report for discussion

DISCUSSION:

Jay Fox, Executive Director, will report on various topics including:

- Quiet Zone Update - Jay Fox
 - 2024 Onboard Survey Report - Jay Fox
-



U T A

Utah Transit Authority

MEETING MEMO

669 West 200 South
Salt Lake City, UT 84101

Local Advisory Council

Date: 5/7/2025

TO: Local Advisory Council
FROM: Utah Transit Authority Audit Committee
PRESENTER(S): Bob Stevenson, Chair Local Advisory Council
Natalie Hall, Vice-Chair Local Advisory Council

TITLE:

Audit Committee Report

AGENDA ITEM TYPE:

Report

RECOMMENDATION:

Informational report for discussion

BACKGROUND:

The UTA Audit Committee met on December 16, 2024, with Carlton Christensen, Jeff Acerson, Beth Holbrook, Bob Stevenson, and Troy Walker attending. The Audit Committee also met on March 10, 2025, with Carlton Christensen, Jeff Acerson, Bob Stevenson, and Natalie Hall attending. At both meetings, committee members heard reports from UTA's Internal Audit Department on recent audits performed, as well as other audit and risk related information.

DISCUSSION:

Chair Stevenson and Vice-Chair Hall will give a report on the activities of the UTA Audit Committee.

ATTACHMENTS:

None