



Operations Committee Minutes September 09, 2015

Attending Committee Members: Jeff Hawker Matt Bell Bret Millburn

Missing Committee Members: Robert McKinley

Other Board Members Present: Michael Romero

Attending Staff:

Jerry Benson	Robert Biles	Jayme Blakesley	Steve Meyer
Dave Goeres	Matt Sibul	Dave Kallas	Hugh Johnson
Jacob Splan	Isaac Clarke	Rebecca Cruz	Cathie Griffiths
Clair Fiet	Todd Provost	Jeff LaMora	Tal Brooks
Erika Shubin			

Visitors:

Committee Chair Jeff Hawker opened the meeting at 10:02 a.m. and welcomed and appointed Trustee Michael Romero as a voting committee member for today's meeting.

Safety First Minute

Dave Goeres, UTA Chief Safety Officer, presented the safety message for the month of September – *"Lighten the load make more trips."*

Approve of Meeting Minutes

A motion to approve the August 12, 2015 meeting minutes was made by Trustee Matt Bell and seconded by Trustee Michael Romero. The motion carried by unanimous vote.

Review of July Performance Dashboards

Jerry Benson, UTA Interim President/CEO presented.

- Mr. Benson proposed dividing the board goals dashboard and stoplight scoreboard down into the different goals that are applicable to each of the various committee meetings rather than displaying them all in each meeting.
- A new operations dashboard was created for the Operations Committee Meeting which reflects a more specific breakdown of the following:
 - Ridership – July YTD ridership is down 0.36% compared to the same period in 2014. Ridership is expected to increase due to the August change day service increases and college students returning to school.
 - On-Time Reliability – Overall YTD system reliability is 93.43%. FrontRunner reliability (YTD 87.77%) was impacted by a significant Union Pacific construction project which affected every trip each day.
 - Investment per Rider – YTD IPR of \$3.82 is better than the goal of \$4.01
- An operations specific stoplight scoreboard was displayed that reflected the aforementioned ridership and IPR information.

Committee Chair Hawker expressed that he likes the new look with the board goals dashboard and scoreboard being broken down into the different committees' goals. He went on to ask what kind of impact the IPR will have as a result of the August change day. Mr. Benson explained ridership will go up but the revenue will be affected by the FarePay discount.

A motion to forward the July performance dashboards to the board was made by Trustee Bell and seconded by Trustee Romero. The motion carried by unanimous vote.

Local Option Update

Dave Kallas, UTA Sr. Advisor to the President/CEO presented.

- The deadline for counties to decide whether or not to include the Local Option (which will be called Prop 1) on the ballot for this year has passed.
 - Counties with Prop 1 on the ballot include: Weber, Davis, Salt Lake, Utah, Box Elder, Tooele, Morgan, Uintah, Duchesne, Juab, Grand, San Juan, Millard, and Beaver.
 - Counties with Prop 1 not on the ballot include: Washington, Summit, and Cache.
- Utah County had an issue where some of the cities would require its residents to vote on Prop 1 at a polling station, rather than casting their vote on vote-by-mail ballots where it wouldn't be included. The issue has since been resolved by the Lt. Governor's office and the county clerk will be including Prop 1 on all ballots.
- The Utah Transportation Coalition is running a pro Prop 1 campaign to encourage people to vote yes on Prop 1
- Mr. Kallas reminded the committee that UTA is not allowed to advocate for Prop 1 but can provide information to anyone who may request it.
- Members of the UTA's staff and board have been out sharing information about the service changes it would like to make if Prop 1 passes. Information has been shared with mayors, county commissioners, legislatures, and anyone else who has requested it.
- During September and October, UTA will be holding two town hall meetings in every county; as well as distributing information in other locations where people may not be able to make it to a town hall meeting (i.e. County fairs, etc.). Matt Sibul, UTA Chief Planning Officer mentioned the outreach ideas regarding Prop 1 vary by county.
- Additionally, UTA has posted information about Prop 1 to its website so the public can see what UTA plans to do with the money if it's received. The website also allows the public to participate in a survey that will let UTA know what works for them and what they'd like to see in their area.
- Media outreach is taking place to encourage the public to provide feedback as well.

CNG Update

Jacob Splan, UTA Engineering and Construction Planner presented.

- Demolition of the existing site is 100% complete
- The Fuel and Fare building is 97% complete
 - Substantial completion is scheduled for September 18th
 - CNG dispensers and accessories are set and ready
 - Brake Inspection pit & last section of sewer line being installed
- Compressor station is 99% complete
 - Pre-commission testing has been initiated
- CNG pipeline is 100% complete.
 - Project finished under budget and a refund of \$167,167 was issued to UTA
- All CNG buses for 2015 have arrived
 - Radios and fare boxes are being installed this month
- Review of Next Steps:
 - Open the new CNG Fuel and Fare building in Summer 2015
 - Substantial completion scheduled for September 18th
 - Delivery of new CNG bus and fleet vehicles

- 23 of 23 CNG buses have arrived and are being outfitted now
- Complete the RFI process in the next 90 days
 - RFI is in procurement for advertisement on BidSync
- Develop potential scenarios to the Board and Committees
 - In development (October goal)

Operations Business Update – TRAX

Mr. Benson introduced and turned the time over to Todd Provost - UTA Light Rail Regional General Manager, Jeff LaMora - UTA Manager of Rail Operations, and James (Tal) Brooks - UTA Manager of Rail Vehicle Maintenance for their presentation.

Mr. Provost presented:

- The Light Rail Mission Statement
- TRAX Facts:
 - Total Employees = 330
 - Ridership:
 - Current Week Day Ridership: 65,000 (when school is in session)
 - Blue Line - Carries 32% of daily riders
 - Red Line - Carries 43% of daily riders
 - Green Line - Carries 25% of daily riders
 - Current Saturday Ridership: 34,000
 - Current Sunday Ridership: 18,400
 - Total Ridership YTD: 10,480,054
 - Striving for On-Time Performance: >95% (currently >94%)
 - 44.8 light rail miles; 114 all-electric vehicles
 - 2 Maintenance Facilities (42 acres; 290,000 square feet)
 - Shared Track with Freight: Temporal Separation (Blue Line and Red Line)
 - FRA Regulated; State Safety Oversight
- S-Line Facts:
 - Three modified and separately branded S70 cars (two are in service every day and one used as a spare)
 - Dispatched and maintained at the Jordan River Rail Service Center (JRRSC)
 - Ridership:
 - Week Day Ridership: 1,350
 - Saturday Ridership: 1,200
 - Sunday Ridership: 800
 - Total Ridership YTD: 218,000
 - Striving for On-Time Performance: 97.5% (currently >99%)
 - S-Line runs every 20 minutes
- Key Areas of Focus for 2015 Changing Culture:
 - Safety
 - The “UTA Way”
 - Employee Engagement
 - Employee Development

- Asset Management
- Voice of the Customer
- TRAX-S Line Rider Satisfaction

Mr. LaMora presented:

- Operations Performance Indicators
 - Safety
 - Schedule Reliability (aka Platform Reliability) – TRAX goal is 95%, S-Line goal is 97.5%. Mr. Provost, Mr. LaMora, and Mr. Brooks meet regularly to talk about each service delay and what can be improved.
 - Ridership
 - Efficiency Practices
 - 2014: Improvement in fleet management resulted in cost savings
 - All goals revolve around three areas: Safety, Reliability, and Customer Service. Currently, five of the nine performance indicators show as meeting or exceeding the goal, two are close to meeting the goal, and two are currently falling short of the goal.
 - Due to the shared freight track, Light Rail operations is open 24 hours a day, 7 days a week, 365 days a of the year. Because of this, all frontline employees have to adhere to the FRA's stringent hours of service rules and regulations. This is unique to Light Rail (UTA is the only light rail system in the country that has to adhere to these regulations).
- Ongoing Opportunities Providing Customers and Communities a Great Service
 - Partnership with University of Utah
 - Seven event trains (5 pre-game on weekdays due to also running peak PM service), plus extra cars on Red and Blue Line trains
 - On September 3, 2015 alone there were 91,763 boardings (which included 30,000 extra trips and totaled approximately 16,000 people that were taken to the football game)
 - Inter-departmental Cooperation: MOW, UTA Police, Bus Operations, Customer Service, Planning, Public Relations and Marketing
 - Light Rail provides some level of special event service on 75% of its days
- Upcoming Opportunities Training
 - 53 classes of Operator Trainees since 1999
 - Average of 12 trainees begin class/average of 7 graduates
 - Initially many trainees were transfers from bus departments; more recently the ratio of internal and external applicants has been approximately 50/50
 - Rail Operations Supervisors are responsible for training
 - Class #53 began July 6, 2015
 - 14 original trainees
 - 9 are expected to graduate on September 25, 2015
 - Establish a culture of safety from the very beginning
- Employee Engagement
 - Administrative Councils (run entirely by the supervisors)
 - Safety Council
 - Business Unit Relations
 - Employee Engagement
 - Training Council

- Administrative
- Control Council
- Regulatory and Compliance Council
- Field Council

Mr. Brooks presented:

- Rail Service Centers Beehives of Activity
 - Jordan River Rail Service Center – 24-acre Yard and Shop
 - 200,000 square feet. 24/7 - Running Maintenance/Overhaul Shops
 - Includes rail car service platforms and pits, machine room, parts storage
 - 100 vehicles can be stored and maintained at the facility
 - Midvale Rail Service Center – 18-acre Yard and Shop
 - 90,000 square feet. 24/7
 - Used primarily for preventative maintenance work; also houses Paint & Body Shops and Wheel Truing machine (shared with Commuter Rail)
 - Each vehicle has a 30-year design life that requires:
 - Dailies, Weeklies, 6k, 18k, 36k, 72k, 108k, 144K, 216k, 288k ...
 - Over 24,000 Preventative Maintenance inspections YTD; 100% on-time in 2014
 - Over 7,900 completed repair work orders YTD (There are 81 mechanics, which means approximately 400 work orders were completed per mechanic)
 - Headed into the busy season!
- Vehicle Maintenance Continuous Improvement (Kaizen Meetings)
 - For the owners and operators of a *process*, the purpose is to improve the process in ways that are realistic and achievable for the participants
 - Gathers operators, managers, and owners of a process in one place
 - Maps the existing process (using a flowchart in most cases)
 - Improves on the existing process
 - Solicits buy-in from all parties related to the process
 - Kaizen Events Held for Light Rail Services:
 - Jordan River RSC Yard
 - Parts and Parts Room
 - Each Track in the Maintenance Shop reviewed
 - Tire Replacement Procedures
 - Coupler Shop
 - Staffing/Scheduling
 - Shop Floor Meetings
- Upcoming Challenges/Opportunities Fleet Sustainability – Managing Maturing Assets
 - Rather than an all-encompassing Overhaul Project, UTA has elected a “sustainability” approach:
 - Short-term goals (High-floor)
 - Mileage extending activities
 - Condition assessment actions
 - Short- and long-term component rebuild requirements
 - Development of “sustainability shops”
 - Truck shop

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- Coupler shop
- Pantograph shop
- Brake shop
- Door shop
- Propulsion shop
- APS shop
- Electronic shop
- Long range plan
 - Implement the sustainability plan for entire light rail fleet
- Investment in reliability and efficiency
- Key Areas of Focus for 2015: Living the UTA Way
 - Good people creating a good transportation value for a better quality of life.

Trustee Millburn asked if Light Rail is pleased with the vehicles they've purchased and whether or not they're holding up.

- Mr. Brooks stated there were some challenges with the tires but the issue was resolved seamlessly.
- Mr. Provost explained the vehicles they purchase have service proven off the shelf technologies which are made up of a bunch of different systems. Some vehicle systems are stronger than others. Light Rail has an overhaul sustainability program in place that addresses the weaker systems first and then attacks the stronger systems later. This long term overhaul program helps to flatten out the peaks and valleys of overhauls (in order to sustain the revenue portion of maintenance); and also prevents having to take a high number of cars out of service at the same time.
- Mr. Benson stated that all the HVAC systems have been replaced and went on to expressed that the newer vehicles are a lot better and less expensive to run.

Mr. Provost ended by extending an invitation to the committee members to visit the Light Rail facilities.

Input for October Committee Meeting Agenda

Trustee Bell expressed a desire to hear what the operations business units in other counties are doing to provide additional service and/or support for special events going on in their areas (i.e. Ogden).

Other Business – Discussion of Committee Direction

Committee Chair Hawker asked that this topic be moved to next month so Trustee McKinley can participate in the discussion.

Adjourn

Trustee Millburn made a motion to adjourn this meeting at 11:07 am; Trustee Bell seconded the motion. Meeting adjourned.

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