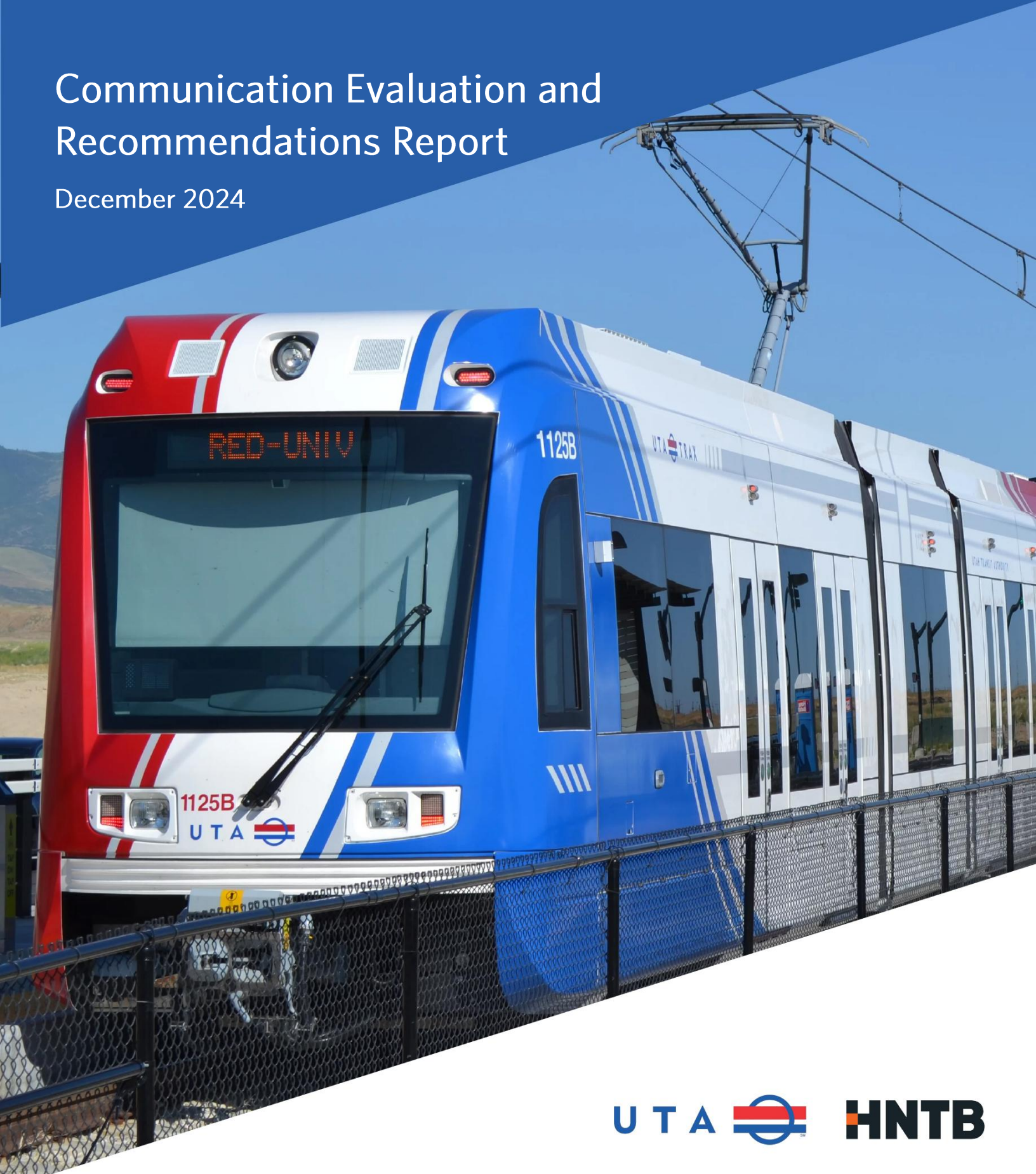


# UTA Detour and Service Disruption Communication Strategy Project

## Communication Evaluation and Recommendations Report

December 2024



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# Acronyms

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ABBG	American Bus Benchmarking Group
BRT	Bus Rapid Transit
CTA	Chicago Transit Authority
FRC	FrontRunner Rail Control
LEP	Limited English Proficiency
MBTA	Massachusetts Bay Transit Authority
MTS	Metropolitan Transit System
OCC	Operations Control Center
OCTA	Orange County Transportation Authority
RTC	Regional Transportation Commission
RFP	Request for Proposal
SGR	State of Good Repair
SOP	Standard Operating Procedure
TCC	Transit Communication Center
UTA	Utah Transit Authority

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# 1. Executive Summary

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The following report provides a comprehensive evaluation and recommendations for improving internal and external communication during planned and unplanned service disruptions at the Utah Transit Authority (UTA). It covers a range of service units, including bus and rail operations, FLEX services, Customer Service, Customer Experience, Service Planning, Community Engagement, State of Good Repair Projects, and UTA Police. Current processes have been documented, and assessments have been conducted to evaluate the existing state.

The analysis identifies gaps in current practices and integrates insights from stakeholder interviews and comparisons with peer agencies. Additionally, the report outlines the stakeholder engagement process, peer agency engagement, UTA's procedures, and a review of recent service disruptions. It also examines customer communication channels and includes a detailed appendix a framework for a future overarching disruptions SOP, a document suite of working instructions, detailed recommendations, and a long-range development and implementation plan.

## 1.1 Problem Statement

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Customer communication during disruptions occurs via multiple sources. They can be dependent on location, such as at a bus stop or rail station, on board a transit vehicle, or prior to arrival at the transit service point. The communication may take differing forms in terms of what communication media is used which includes but is not limited to electronic or printed signage, stop announcements, printed schedules, informed agency operators and other staff, social media, and Transit app notifications.

Between 2021 and 2024 UTA issued nearly 13,000 Service Alerts to more than 21 million UTA customers. These alerts ranged from simple notifications of a stop closure due to a special event (parade, marathon etc.) to severe disruptions caused by accidents on the roads or on the rail system that required bus bridges to be established.

As evidenced in available 2024 American Bus Benchmarking Group survey data, relative to the overall satisfaction with UTA, customers consistently ranked UTA below average in categories such as real-time service information, service information during disruptions, and information regarding alternatives during disruptions. See Figures 1, 2, 3, and 4 for UTA Customer Satisfaction survey scores. member. The satisfaction scores are measured between 1 and 5, with 5 being most satisfied and 1 being least satisfied.

This data suggests two central issues and areas of investigation: that UTA evaluate customer communication channels and methods, to provide ease of access for service disruption information; and that UTA investigate the variation in internal processes and responsibilities between modes and departments when disruptions occur and who is ultimately responsible for providing timely, accurate information to the customers.

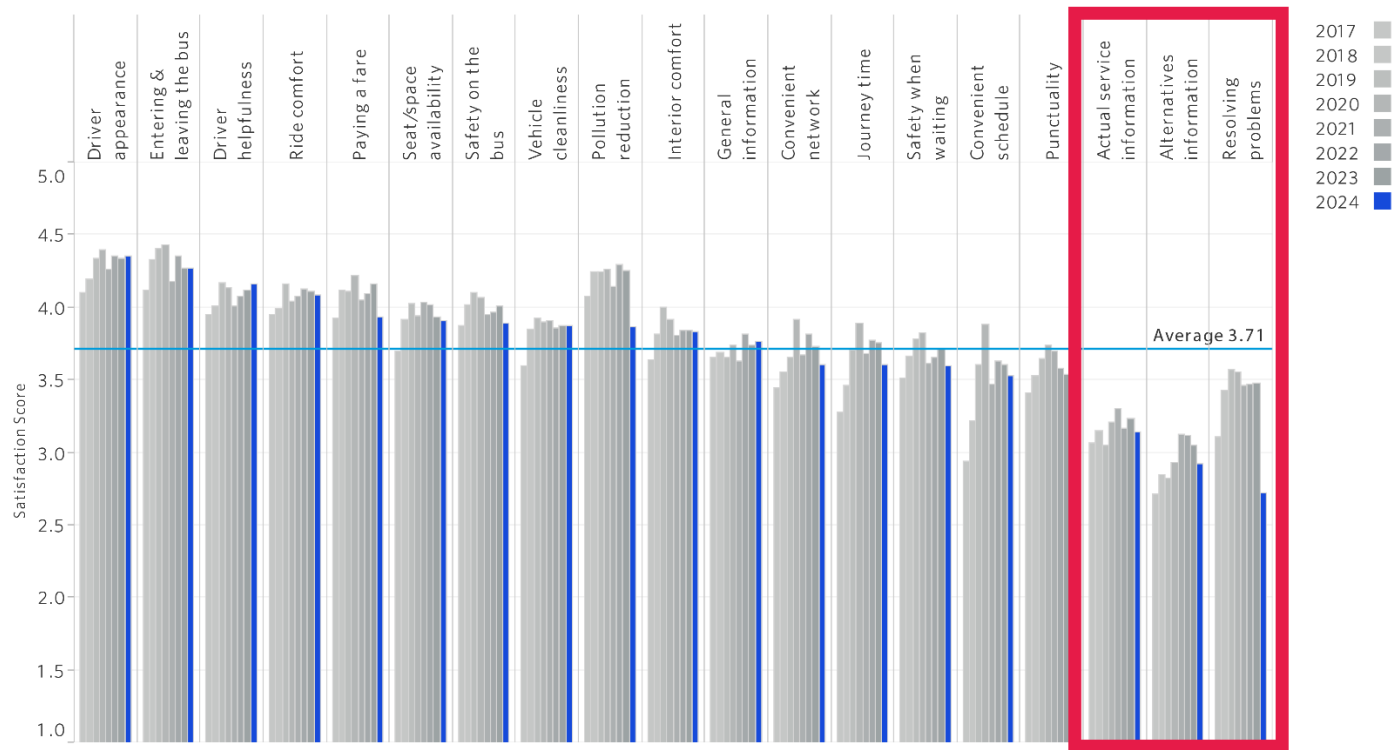


Figure 1 – Bus Customer Level of Satisfaction



Figure 2 - TRAX Customer Level of Satisfaction

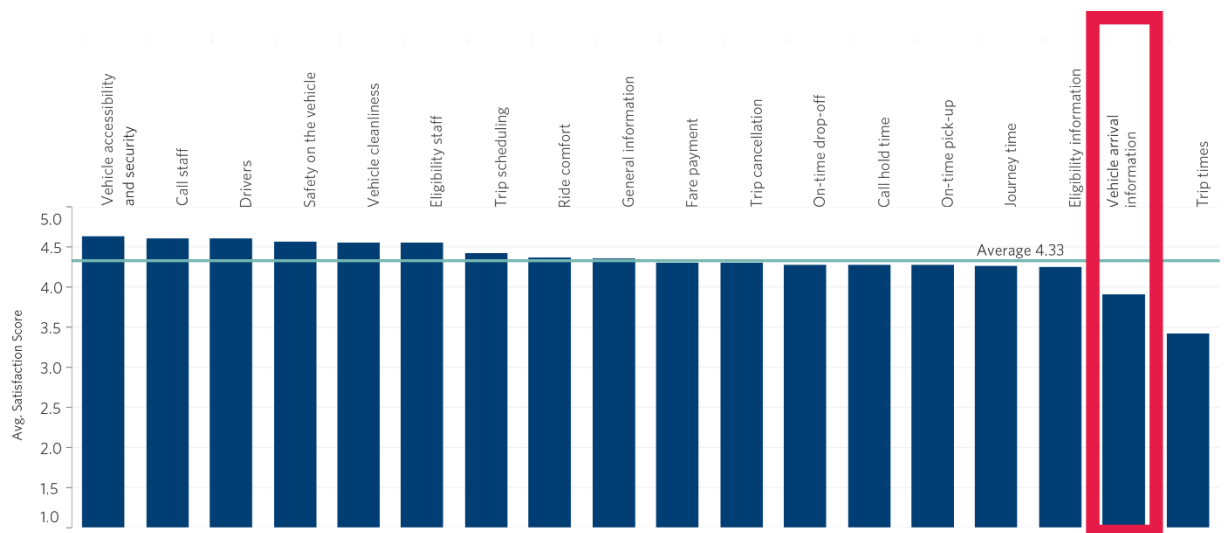


Figure 3 - Paratransit Customer Level of Satisfaction (2023)



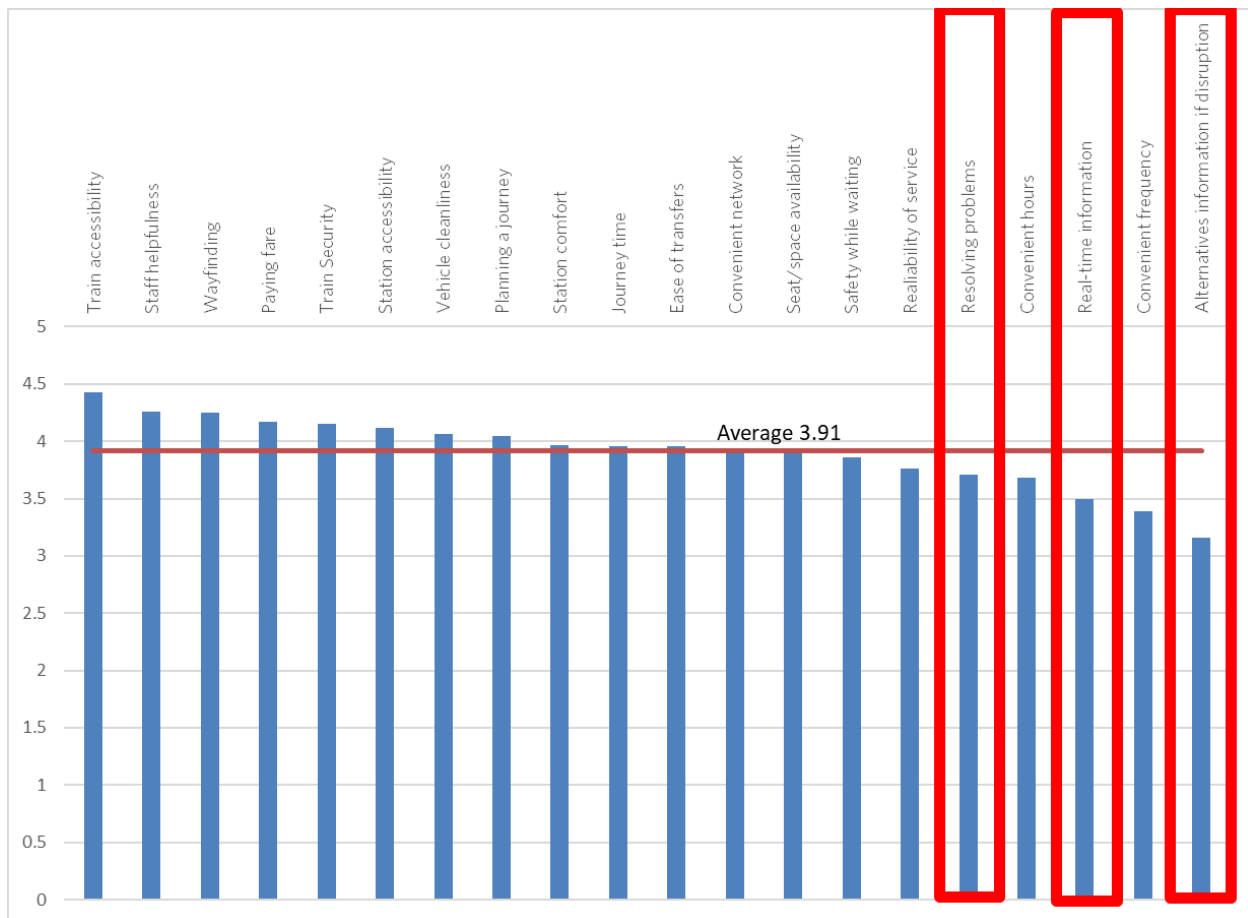


Figure 4 - FrontRunner Customer Level of Satisfaction (2023)

The following summarizes the project team's efforts to evaluate these issues, along with recommendations for improving conditions for internal and external communication during planned and unplanned service disruptions.

## 2. UTA Stakeholder Engagement Summary

To gain a thorough understanding of current internal and external communication procedures, the project team employed a multi-faceted approach to stakeholder engagement and research into existing conditions. This approach included interviews with 18 UTA staff members from various service units, all of whom are also part of the project Working Group. These interviews provided valuable insights into current practices and procedures at UTA, complemented by an extensive mapping of current state flow charts.



The project team collaborated with the steering committee to develop a stakeholder interview questionnaire. The following individuals were engaged through one-on-one interviews and as part of the Working Group in 2024.

Service Unit	Name/Title	Interview Date
Timpanogos SU	John Barney, Operations Supervisor	05/01/2024
FrontRunner	Mariel Johnson, Dispatcher	05/01/2024
Ogden SU	Bill Lloyd, Operations Supervisor	05/02/2024
Capital Development	Jake Wouden, Rail Infra. Project Manager	05/02/2024
Service Planning	Lilah Rosenfield, Assistant Service Planner	05/03/2024
Salt Lake SU	Mike Toronto, Manager Service Deliver	05/06/2024
Operations Planning	Sean Kosobud, Service Planner	05/14/2024
Paratransit/FLEX Routes	Jose Jimenez, Operations Supervisor	05/16/2024
Safety	David Goodwin, Safety Administrator	05/21/2024
Police	Lt. Gary McGrath	05/21/2024
Community Engagement	Megan Waters, Director	05/23/2024
Customer Experience	Ian Van Der Merwe, Planner	05/24/2024
TCC	Jody Richins, Manager	05/24/2024
Customer Service	Ben Hynynen, Incident Comms. Specialist	05/25/2024
IT	Jarvie Curtis, Manager	05/29/2024
Communications	Katie Matisohn, Strategist	05/30/2024
Service Delivery	Jon Galarza, Manager	06/17/2024
TRAX	Sheldon Zimmerman, Ass. Manager of Rail Operations	06/24/2024

*Table 1 - UTA Stakeholder Interview Summary*

## 2.1 Stakeholder Engagement Response Categories

Responses provided during stakeholder interviews from UTA staff were documented in a stakeholder comment matrix. Common themes were identified from this matrix, to provide an understanding of the current communication practices for detours and disruptions at UTA.

The themes were divided into nine categories, and responses to these themes are summarized in the following table.

- |  |                            |
|--|----------------------------|
| 1. Internal Communication & Coordination | 6. Field Coordination      |
| 2. Planned Detours                       | 7. Successful Practices    |
| 3. Emergency Disruptions                 | 8. Resources               |
| 4. SOP's                                 | 9. Communication Protocols |
| 5. Customer Communication                |                            |

Category	Stakeholder Interview Findings
<b>Internal Communication and Coordination</b>	<ul style="list-style-type: none"> <li>• Respondents mentioned collaborating with various internal departments and teams within their organization, such as service planning, customer service, marketing, operations, customer experience, control centers, and field personnel.</li> <li>• There was a consistent emphasis on using a variety of communication channels both internally and externally to disseminate information about disruptions. These channels included email, websites, social media, transit apps, dispatch systems, and direct contact with stakeholders.</li> <li>• Operations Supervisors are made aware of disruptions through various channels, including emails, phone calls, text messages, radio control centers, and reports from field staff such as train operators or bus drivers.</li> <li>• There is no single notification source of communication when disruptions occur. Respondents expressed an interest in improved internal communication tools and procedures.</li> </ul>
<b>Planned Detours</b>	<ul style="list-style-type: none"> <li>• Several respondents mentioned the importance of preparation and planning for disruptions, including pre-planned communication strategies, coordination with external agencies, and anticipating potential challenges to minimize disruptions.</li> <li>• Some respondents noted collaborating with external entities such as emergency services (police, fire, EMS), local municipalities, city planners, and peer transit agencies.</li> <li>• Individual service units have different internal communication procedures for planned detours, and while there is some coordination with external entities, service units handle third-party coordination differently based on the service unit.</li> <li>• The State of Good Repair team has established a committee that addresses and gathers all of the necessary participants to review schedules and coordinate between internal departments and operating units. State of Good Repair also houses technical information on a single SharePoint site.</li> </ul>

Category	Stakeholder Interview Findings
Emergency Disruptions	<ul style="list-style-type: none"> <li>• Respondents discussed internal communication procedures, on-site protocols, and how interaction with customers occurs in the field, however, most respondents discussed how this is deferred to ICS specialists and Customer Service.</li> <li>• FrontRunner provided the most detail for how information originates from the scene of the incident, through the control center, and how they attempt to streamline that process for information to reach the public.</li> </ul>
SOP's	<ul style="list-style-type: none"> <li>• TRAX Operations have the best suite of SOP's that address all disruption scenarios for accidents to earthquakes. All of the SOP's are oriented toward service recovery, however, limited customer communication processes are referenced in any of the TRAX-specific SOP's.</li> <li>• FrontRunner has an SOP (FrontRunner Passenger Communication Procedures) that TRAX also uses, and it explicitly addresses on-site communication with customers in the case of a disruption, however, it has limited information about operations interaction with public facing departments, such as Customer Service and Customer Experience.</li> <li>• Transit Communication Control (TCC) center has SOP's for incident management. TCC does not provide direct customer communication during incidents.</li> </ul>
Customer Communication	<ul style="list-style-type: none"> <li>• Updates, often in the form of service alerts, are provided based on the nature, severity, and duration of the disruption. For shorter disruptions or emergencies, updates may be more frequent.</li> <li>• Service updated updates are communicated through various channels such as social media platforms (Twitter, Facebook), internal emails, text/email alerts, transit apps, platform signage, and direct communication with control rooms or dispatch centers.</li> <li>• There's an emphasis on providing updates as soon as new information becomes available. This ensures that customers are kept informed of any changes or developments in the situation.</li> <li>• For planned disruptions, updates often include an end time or date to inform customers of the expected duration of the disruption and when normal service is anticipated to resume.</li> <li>• Updates are tailored to meet the needs of customers, with a focus on providing relevant and timely information to assist them in navigating the transit system during disruptions.</li> </ul>

Customer

Category	Stakeholder Interview Findings
Communication	<ul style="list-style-type: none"> <li>Some respondents mentioned the need to improve UTA's social media presence and online communication channels, particularly for disseminating information related to disruptions, police-related issues, and other public safety concerns.</li> </ul>
Field Coordination	<ul style="list-style-type: none"> <li>Specific personnel roles and responsibilities vary depending on the nature of the disruption. For planned disruptions, ambassadors or volunteers may be stationed at affected locations to assist passengers, while for unplanned disruptions, on-call engineers, supervisors, or operators may be deployed to provide information and assistance.</li> <li>Communication between on-site personnel and central coordination centers often occurs through various channels such as radio, text messages, calls, and emails. Central coordination centers, such as TCC (Transit Control Center), play a key role in disseminating information to on-site personnel and coordinating response efforts.</li> <li>Respondents highlighted challenges and pain points in the communication process, including difficulties in accessing reliable information, inconsistencies in message formats, and the need for improved coordination and prioritization of communication channels.</li> <li>There is often a defined chain of command in place for communication during disruptions, where information flows from on-site personnel to central coordination centers and then to relevant stakeholders or the public.</li> <li>Public Information Officers may be involved in communication efforts, especially during significant incidents or emergencies, providing updates to the media and the public.</li> </ul>
Resources	<ul style="list-style-type: none"> <li>Many respondents indicated a need for additional staff to effectively handle communication during disruptions. This includes having dedicated personnel for disruption planning and communication, as well as addressing staffing shortages in general to ensure adequate coverage.</li> <li>There's a recognition of the importance of training, both for existing staff and new hires, to ensure they are equipped with the necessary skills and knowledge to handle disruptions effectively.</li> <li>Several respondents highlighted the need for better tools and technologies to improve communication capabilities. This includes software for creating signage, better communication</li> </ul>

Category	Stakeholder Interview Findings
	<p>devices (e.g., tablets mounted in vehicles), and updates to outdated radio systems.</p> <ul style="list-style-type: none"> <li>• There's a desire for improved internal communication platforms to facilitate information sharing and collaboration among teams. Suggestions include better software for tracking detours and disruptions internally and adopting platforms like Teams or Work vivo for real-time communication.</li> <li>• Respondents highlighted the importance of ensuring that communication methods are accessible to all individuals, including those with disabilities. This includes providing alternative formats for information sharing and addressing accessibility issues with current communication methods.</li> </ul>
<b>Communication Protocols</b>	<ul style="list-style-type: none"> <li>• Many respondents expressed a need for clear, documented processes and procedures for handling various communication scenarios, such as disruptions or planned detours. This includes flow charts, checklists, and defined roles and responsibilities to ensure consistency and efficiency in communication efforts.</li> <li>• There's a consensus on the need for better technology and tools to facilitate communication. This includes features like real-time tracking of buses, improved internal communication platforms, and tools for managing contact information and communication channels more effectively.</li> <li>• Respondents highlighted the importance of coordination and collaboration between different departments and teams within UTA. This includes breaking down silos between transportation modes and ensuring that all relevant stakeholders are involved in communication efforts.</li> <li>• Several respondents emphasized the importance of making communication methods more accessible and inclusive, particularly for individuals with disabilities or those who prefer digital communication methods. This includes providing ADA-compliant communication options and ensuring messages reach all intended recipients.</li> <li>• There's a desire for more feedback mechanisms and transparency in communication processes. This includes gathering feedback on communication efforts to identify areas for improvement and ensuring that leaders are transparent in their communication with employees and the public.</li> </ul>

*Table 2 - UTA Stakeholder Interview Findings*

### 3. UTA Existing Document and Event Examples Summary

In tandem with the stakeholder interview effort, The Project Team also compiled the current procedures and processes from different modes and service units throughout the agency for review including real time disruption event examples with the project steering committee and working group.

The Service Unit existing documents and disruption examples reviewed include the following:

Documents	Service Unit	Document Type
<ul style="list-style-type: none"> <li>2024 Rule Book &amp; Light Rail Procedures</li> <li>OPS SOP 0604 – Service Recovery Strategies</li> <li>OPS SOP 0209 – Accident Investigation Procedures</li> <li>OPS SOP 0210 – Earthquake Procedures</li> <li>OPS SOP 0211 – Injured or Ill Passengers on Property</li> <li>OPS SOP 0205 – Light Rail Vehicle Accidents and Collisions Rev 2</li> </ul>	TRAX	Rulebook, SOP's
<ul style="list-style-type: none"> <li>FrontRunner Passenger Communication Procedures</li> </ul>	FrontRunner	Special Instructions
<ul style="list-style-type: none"> <li>Bus Bridge Operations and Procedures</li> <li>TCC Bus-002 – Bus Bridge Setup</li> <li>TCC SOP 007 – Emergency Alert and Bus Bridge Notifications</li> </ul>	TRAX, FrontRunner, Bus Units	Operations and Procedures Manual
<ul style="list-style-type: none"> <li>Detour and Submissions Forms</li> </ul>	Bus Service Units	Form
<ul style="list-style-type: none"> <li>Detour/Disruption Alert Email Notifications</li> </ul>	Customer Service	Public Alerts
<ul style="list-style-type: none"> <li>Detour/Disruption JSON GovDelivery Logs</li> </ul>	Customer Service, All Modes	Logs/Public Alerts
<ul style="list-style-type: none"> <li>UTA Internal Alerts/Notifications</li> </ul>	All Modes	Internal Alerts
<ul style="list-style-type: none"> <li>Community Engagement SOP and Project-Specific Communication Plans</li> </ul>	Community Engagement	SOP, Plans

*Table 3 - UTA Existing Document Review List*

Event	Timeframe	Location	Modes	Description
Bus Route 220 Detour	April 2024	Salt Lake BU	Salt Lake BU	Planned Detour: a detour conflict was identified on Bus Route 220. The conflict stemmed from a miscommunication due to a City Construction project starting ahead of schedule.
Park and Ride Parking Lot Impacts	April 2024	Various	Bus	Planned Event: Construction is taking up 25% of the parking lot, that serves as a park and ride for four bus routes.
TRAX	June 2024	Salt Lake BU, SGR	TRAX	All three TRAX lines will be disrupted in both directions. This will affect more than 40,000 TRAX customers every day for a week.

*Table 4 - UTA Disruption Event List*



## 4. Peer Agency Engagement Summary

The project team engaged multiple peer agency representatives from across the country to understand best industry practices on the project subject.

In April 2024, a peer agency list and a peer agency questionnaire were developed in coordination with the project steering committee. The project team conducted outreach to this list and scheduled interviews based on peer agency availability. This effort resulted in completing interviews with 7 agencies, that involved 11 peer agency representatives, as summarized below.

Agency	Name/Title	Interview Date
Massachusetts Bay Transportation Authority, Boston	Eryk Rotondo, Supervisor of Operations Information Officers	04/30/2024
Metro Transit, Minneapolis, MN	Ben Rajkowski, Manager of Transit Information	05/08/2024
Orange County Transportation Authority, Orange County, CA	Chris Boucly, Nicci Wright, Megan Abba – Public Outreach/Crisis Comms. Managers	05/14/2024
San Diego Metro Transit System, San Diego, CA	Brent Boyd, Operations Manager Mark Olson, Public Outreach Manager	05/28/2024
OmniTrans, San Bernardino, CA	Nicole Ramos, OmniTrans, Public Information Officer	06/24/2024
Portland TriMet, Portland, OR	Nate Smith, Customer Experience Manager	06/24/2024
Amtrak (National)	Robert Giorgio, Director of Rail Operations and Emergency Response; Howard Conway, AVP System Operations	06/12/2024

*Table 5 - Peer Agency List*

Responses provided during peer agency interviews were documented in a comment matrix, and common themes were summarized to provide an understanding of Best Industry Practices. In addition, documentation of Peer Agency procedures was requested and supplied by individual peer agencies at their discretion. The following provides an overview of successful practices and examples from peer agencies, followed by a detailed summary of peer agency themes and interviews.

- OCTA's Crisis Communication Plan: OCTA has a well-defined crisis communication plan that outlines roles, responsibilities, and communication channels.
- TriMet's WebEx System: TriMet utilizes WebEx for internal communication, allowing for rapid information sharing between teams during unplanned incidents.
- Amtrak's Direct Passenger Communication: Amtrak's customer communications team directly contacts passengers via text messages and the Amtrak Guest Rewards system. Amtrak also utilizes a dedicated Northeast Corridor X feed for service alerts.
- MBTA's Operations Control Center as a Central Hub: The MBTA's Operations Control Center (OCC) serves as a central point for gathering information and coordinating communication efforts for planned and unplanned disruptions.
- Amtrak's Conference Call Approach: Amtrak convenes conference calls involving various departments (operations, customer service, marketing, etc.) to assess the situation and develop a communication plan for unplanned disruptions.
- MBTA's Operations Control Center as a Central Hub: The MBTA's Operations Control Center (OCC) serves as a central point for gathering information and coordinating communication efforts for planned and unplanned disruptions.
- TriMet's On-Site Ambassador Teams: TriMet deploys on-site teams to provide immediate assistance to riders and offer real-time updates.
- Metro Transit's Planned Disruption SOPs: Metro Transit has standard operating procedures in place for handling planned service disruptions, ensuring a coordinated response. This was not true for all agencies interviewed.
- MBTA's digital e-paper transit stop signage with real time schedule information available.

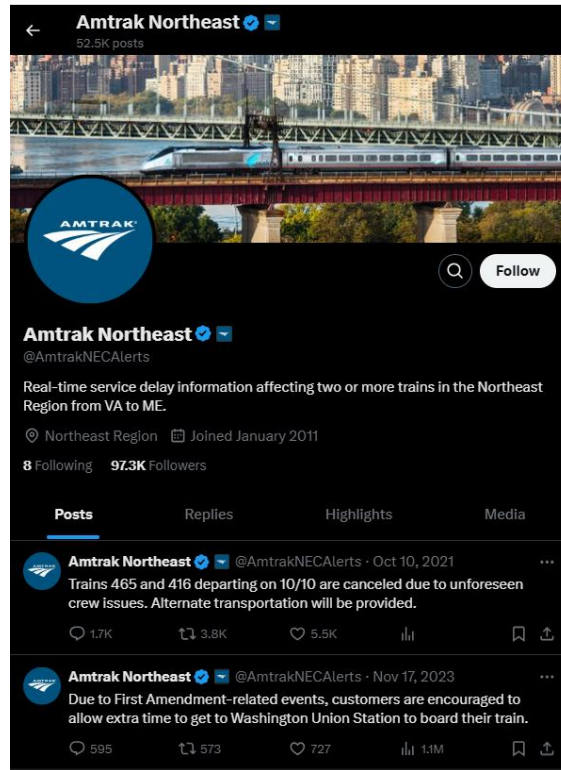


Figure 5 - Amtrak's Northeast Corridor Dedicated X Feed For Service Alerts With Over 92,000 Followers.



Figure 6 - A Massachusetts Bay Transportation Authority (MBTA) Digital Transit E-Paper Sign With Real-Time Schedule Information.

Category	Peer Agency Interview Findings Tracker
Internal Communication and Coordination	<ul style="list-style-type: none"> <li>Agencies emphasized the importance of centralized communication channels for internal communication. Technologies to leverage include but are not limited to centralized communication channels, through ops control centers, use of</li> </ul>

Category	Peer Agency Interview Findings Tracker
Internal Communication and Coordination	<p>Webex, Everbridge or other internal platforms.</p> <ul style="list-style-type: none"> <li>• Respondents discussed a clear delineation of roles and responsibilities for public communication during planned/unplanned service disruptions through a formalized SOP</li> <li>• There was an emphasis on quick response times to address service disruptions including receiving accurate information firsthand, establishing SOPs (Standard Operating Procedures), and utilizing agile platforms like social media, static signage, transit announcements, and web updates, for immediate communication with riders.</li> <li>• Respondents mentioned Everbridge. Everbridge is an internal paging system used for generating alerts, as well as the use of screens at individual stations for messaging. Everbridge is described as an SMS generator with templates for different types of outages, ensuring efficient and consistent communication.</li> <li>• Each organization mentioned has an internal system or software tool used for incident tracking and reporting, some of which are developed in-house or acquired by the organization. Systems are used to track various incidents, such as late trains, car cuts, system failures, and customer complaints. They provide a means to collect data and generate reports for analysis.</li> <li>• There is a common challenge mentioned regarding the user-friendliness of the tracking and reporting systems. Some systems, like SAP, are described as not very user-friendly, while others developed in-house are considered outdated and in need of revision.</li> <li>• At Omnitrans, there is a heavy reliance on operations for planned projects. Every project involves multiple meetings and discussions, including weekly leadership meetings. Close collaboration with the director of operations is essential. Daily updates and checks are necessary. Having a single point of contact for information is crucial to prevent misinformation. Dispatch provides data managed by operations. Large agencies may have communication staff in dispatch for real-time updates, but this team does not have that resource. They manage with daily check-ins instead.</li> </ul>
Planned Detours	<ul style="list-style-type: none"> <li>• There's a clear emphasis on advanced planning and documentation for planned service disruptions. This involves coordinating with various teams and stakeholders to ensure that press releases, alerts, tweets, emails, and other communication materials are prepared and distributed well in advance of the disruption.</li> <li>• Each department or team has designated responsibilities and</li> </ul>

Category	Peer Agency Interview Findings Tracker
	<p>standard operating procedures (SOPs) for managing planned disruptions. This includes roles such as data coordinators responsible for putting out alerts, program managers overseeing disruption reviews and lessons learned, and special operations meetings to coordinate plans across departments.</p> <ul style="list-style-type: none"> <li>• Collaboration between different departments is essential for effective management of planned disruptions. This includes coordination between scheduling, operations, marketing, graphics, public outreach, and facilities and maintenance.</li> <li>• There's a focus on continuous improvement and learning from past disruptions.</li> </ul>
<p><b>Emergency Disruptions</b></p> <p><b>Emergency Disruptions</b></p>	<ul style="list-style-type: none"> <li>• There's a clear emphasis on deploying security and support services teams to the locations affected by the disruption. These teams are responsible for aiding passengers, coordinating responses, and managing the situation on the ground.</li> <li>• Transit Ambassadors or similar roles are mentioned as key players in managing unplanned disruptions. They act as ambassadors and provide direct support to passengers affected by the disruption, coordinating with supervisors and other staff to ensure a smooth response.</li> <li>• In cases of high-level disruptions, executive directors or senior management are involved in the response process.</li> <li>• There's a clear internal process for disseminating information about incidents, including establishing thresholds for when to begin drafting communications and when to escalate to higher-level stakeholders.</li> </ul>
<p><b>SOP's</b></p>	<ul style="list-style-type: none"> <li>• Agencies either use the same SOP for planned and unplanned disruptions, or there is not a specific SOP for planned disruptions. Amtrak is the exception/has procedures around planned events. Other agencies have structure around planned events, such as coordination meetings and notifications, and public communication plans, but most do not have an SOP applicable to all planned events.</li> <li>• SOPs typically specify: <ul style="list-style-type: none"> <li>○ Who should be notified (within the agency and externally)</li> <li>○ How information should be gathered and verified</li> <li>○ What communication channels to use</li> <li>○ What messaging to use (clear, concise, and honest)</li> <li>○ When to communicate (e.g., within a certain timeframe of the disruption)</li> <li>○ The level of leadership involvement in communication</li> </ul> </li> </ul>

Category	Peer Agency Interview Findings Tracker
	<p>decisions depending on the severity of the disruption. For minor disruptions, communication teams may handle messaging. For major incidents, senior leadership may be involved in decision-making and communication strategies.</p> <ul style="list-style-type: none"> <li>Agencies consistently evaluate and improve their communication protocols. This includes: <ul style="list-style-type: none"> <li>Reviewing and updating SOP's on a regular cadence to the extent possible.</li> <li>Investing in real-time data feeds and internal information sharing systems.</li> <li>Using a wider range of public communication channels to reach diverse audiences as that space evolves.</li> </ul> </li> </ul> <p>These channels include social media platforms (Twitter, Facebook, Instagram etc.), agency websites and mobile apps, Email alerts and text messages, real-time signs at stations and bus stops, public address announcements, direct phone calls (for planned disruptions or severely impacted customers), media outreach (for major incidents).</p>
Customer Communication	<ul style="list-style-type: none"> <li>At Metro Transit, alerts are sent out through the same channels, whether in advance or at the time of disruption. For rail shutdowns, more pre-messaging, static signage, and maps are needed. Metro Transit Customer Experience coordinates alerts and static services, while the creative services team uploads maps online. There were 6,500 unique alerts last year.</li> <li>San Diego Metro Transit (SD MTS) typically know about needed work a month in advance, coordinating with various departments and hosting monthly operations meetings involving 40-50 people. Information is communicated to marketing, which handles the outreach.</li> <li>OCTA aims for 10-day advance notice for detours on construction projects and ideally 4 weeks for significant route changes.</li> <li>Amtrak has seasonal plans and now releases schedules more frequently, adjusting to customer demand. Coordination involves various stakeholders, including marketing and track departments. They update statuses on the website and make announcements regarding service restoration.</li> <li>Amtrak emphasizes the need for quick communication and contingency plans during peak demand and equipment failures.</li> <li>Agencies expressed a focus on utilizing various communication channels to disseminate information to relevant parties. This includes press releases, communications plans, direct communication with event organizers or universities, and</li> </ul>

Category	Peer Agency Interview Findings Tracker
	leveraging existing contacts within these organizations.
Field Coordination	<ul style="list-style-type: none"> <li>• Peer agencies handle field coordination during service disruptions by ensuring sufficient resources, including staffing and technology, to manage communication effectively, which often involves increasing communication staff during peak times.</li> <li>• Systems like Everbridge and Webex are used to maintain centralized, real-time communication. Agencies also emphasize flexibility in adapting to the specific nature of each disruption, with clear roles outlined in Standard Operating Procedures (SOPs) for departments like operations, customer service, and site safety and security.</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Multiple respondents mention the availability of communication specialists or staff who are accessible around the clock. This ensures that there is always someone available to handle communication needs, especially during planned disruptions or emergencies.</li> <li>• All agencies agreed that they could use additional resources if given the opportunity. Resource levels varied depending on local funding and political support for transportation funding.</li> <li>• Agencies expressed that resource increases have often occurred over time gradually, and or/have resulted from lengthy public processes, such as by passing a local sales tax measure.</li> </ul>

*Table 6 - Peer Agency Interview Review*



# 5. Gap & Needs Assessment Summary

## 5.1 Planned Disruptions

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For planned disruptions, UTA Customer Experience and HNTB reviewed gaps and needs in the following categories:

- Internal advanced notice and coordination
- External collaboration and communication
- Customer communication and technology
- Preparation, planning, and community engagement
- Resources, staffing and training
- Resuming normal service and customer communication
- Documentation and reporting

## 5.2 Unplanned Disruptions

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For unplanned disruptions, UTA Customer Experience and HNTB reviewed gaps and needs in the following categories:

- Internal emergency communication tools
- External (third-party) collaboration and communication
- Customer communication and technology
- Resources, staffing, and training
- Resuming normal service and customer communication
- Documentation and reporting

## 5.3 Customer Communication Channels

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In relation to customer communication, the following information channels have been identified and assessed as part of the gap and needs assessments in developing recommendations:

- Automated or Static Communication Methods
  - On-site signage and displays
  - Real-time digital signage
  - Onboard announcements and displays
  - Service Notifications posted on vehicles or at service points
- Active Communication Methods and Customer Engagement

- Service Notifications posted on vehicles or at service points
  - Customer Service Call Centers
  - Mobile apps and websites
  - Social media channels
  - Email and SMS alerts
  - Push notifications from Transit App
  - In-person staff and Ambassador Assistance
  - Branding and marketing materials
- Indirect or Third-Party Sources
  - Local news outlets
  - Navigations apps
  - Community Partners information distributed by schools, employees, or neighborhood groups
  - Information shared through third-party agencies

## 6. Recommendations Summary

### 6.1 Short Term Recommendations, 3 Months to 9 Months

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1. Research improving digital real-time information feeds, such as:
  - a. Real-time GPS tracking of vehicle locations.
  - b. Expanding the current digital bus stop signage pilot.
  - c. Service Alerts for bus delays depending on headways and schedules.
  - d. Analyze and assess ICS staffing needs to allow for coverage of all modes and all revenue service.
  - e. Establish a dedicated webpage for State of Good Repair (SGR) Project information.
  - f. Dedicated X and Bluesky social feeds just for service alerts
  - g. Plan for an additional Ambassador Coordinator position.
  - h. Consider designating or creating a Project Manager of Service Disruptions Responsibilities.
  - i. Establish Internal Detour-Disruption Committee/Meetings.
  - j. Establish External Regional Detour-Disruption Committee/Meetings.
  - k. Overarching Internal/External Communication Strategy SOP.
  - l. Supporting SOP and Instructional Document Suite Development.

### 6.2 Medium Term Recommendations, 9 Months to 2 Years

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1. A website design strategy based on best practices to improve customers' easy access to detour and disruption information on the UTA website.
  - a. Developing a resource plan and a budget to execute the best practices strategy.
  - b. Continue to make information related to detours, delays, and disruptions prominent on the home page.
  - c. Improve graphics associated with service alerts, including icons that are easily recognizable and links to maps with specific route details.
  - d. Continue the practice of prompting visitors to the website to sign up for service alerts.
  - e. Creating a dynamic, real-time vehicle location map (see TriMet homepage).
  - f. Research and adopt a service alert technology that improves the customers' access to accurate, real-time information.
2. Execute ICS staffing needs recommendations to allow for coverage of all modes and all revenue service hours.
3. Staff Training and Quality Assurance related to Customer Communication Processes.
4. Implement an on-call Go-Team comprised of UTA staff for deployment of unplanned disruptions, based on geography and availability.

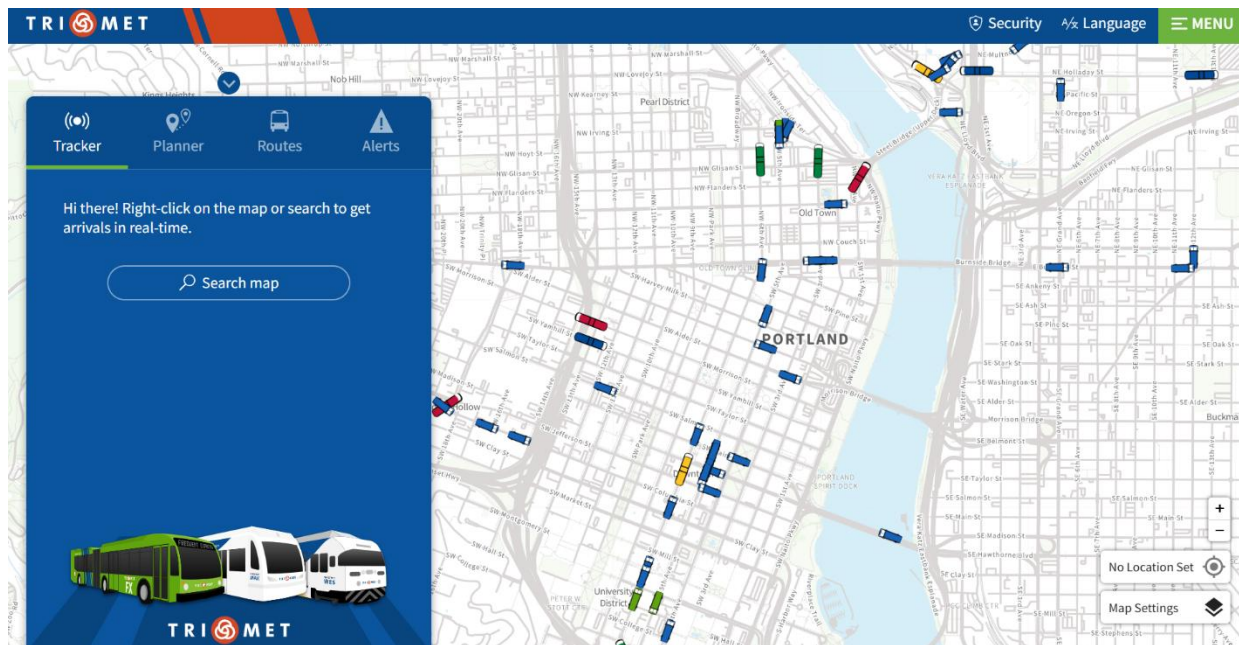


Figure 7 - Portland TriMet Homepage With Real-Time Transit Location Maps And Links/Icons For Trip Planning, Routes, And Alerts.

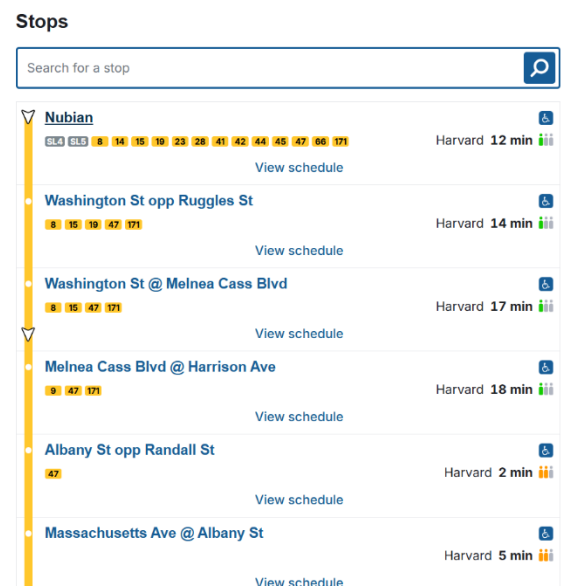
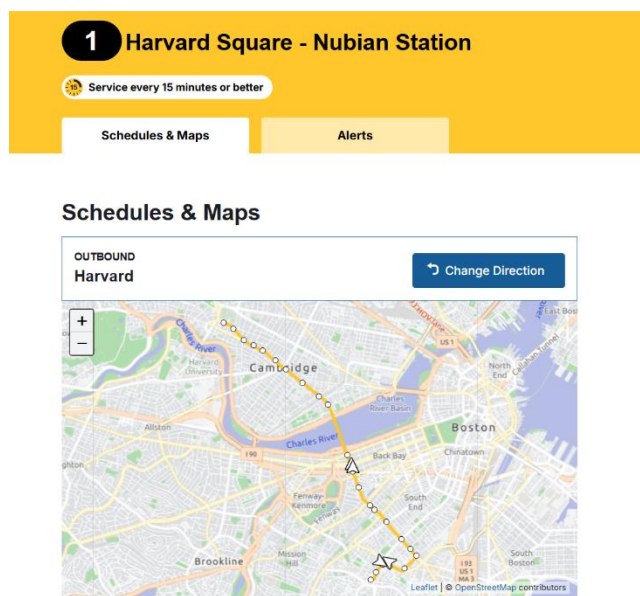


Figure 8 - A Massachusetts Bay Transportation Authority (MBTA) Individual Bus Route Page With A Real-Time Service Map And Icons For Bus Location And Crowdedness And Links To Schedules, Maps, And Alerts.

### 6.3 Long Term Recommendations, 2 Years to 5 Years

1. Evaluate and identify space to allow for the consolidation of communication control

centers to one central location:

- a. Explore the need and feasibility of a centralized command and control center to bring together all the communication outlets for operational efficiency during incidents.
2. Evaluate and deploy communication software and technology to assist with internal and external communication.
  - a. Adopt a single platform for service alerts and associated customer facing information that leverages the GTFS-RT feed to provide accurate and up to date information regarding incidents and provides a solution that can provide updates and access to alternative travel options.
3. Expand the current digital bus stop signage pilot program and expand the installation of PA systems across the rail and bus network.

# Attachment A – Framework for Future Planned and Unplanned Disruptions SOP's

## SOP Framework, Long Term Detours

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1. Planned Disruption, Internal Coordination and Oversight
  - 1.1 Long Term Detour-Disruption Committee
  - 1.2 Dedicated Project Manager
  - 1.3 Quality Assurance Plan
  - 1.4 Detour/Disruption Leadership Authorization Policy
2. Communication Strategy
  - 2.2 Service Alerts
  - 2.3 Communication Channels
3. Public Information and Notifications
  - 3.1 Clear and Accurate Messaging
  - 3.2 Web Updates for RideUTA.com
  - 3.3 Transit App
  - 3.4 Signage - Physical and Digital
  - 3.5 Platform and Bus Hub PA Announcements
4. Ambassador Support and Customer Service
  - 4.3 Ambassador Deployment and Administration
  - 4.1 Customer Service and Protocol Training
5. Roles and Responsibilities
  - 5.1 Timely Response
  - 5.2 Emergency Alerts
  - 5.3 Operations, Safety, Security
6. Return to Service
  - 6.1 Internal Return to Normal Service Notifications
  - 6.2 Customer Notifications
  - 6.3 Incident Logging
  - 6.4 After Action Reviews
7. Media Coordination
  - 7.1 Media Outreach Protocols
8. Coordination with External Entities
  - 8.1 Third Party Coordination, Non-UTA Projects

## SOP Framework, Short Term Detours

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1. Planned Disruption, Internal Coordination and Oversight
  - 1.1 Detour-Disruption Committee

- 1.2 Dedicated Project Manager
  - 1.3 Quality Assurance Plan
  - 1.4 Detour/Disruption Leadership Authorization Policy
2. Communication Strategy
  - 2.2 Service Alerts
  - 2.3 Communication Channels
3. Public Information and Notifications
  - 3.1 Clear and Accurate Messaging
  - 3.2 Web Updates for RideUTA.com
  - 3.3 Transit App
  - 3.4 Signage - Physical and Digital
  - 3.5 Platform and Bus Hub PA Announcements
4. Ambassador Volunteer (GO TEAM) Program
  - 4.1 GO TEAM Deployment and Administration
  - 4.2 Customer Service and Protocol Training
5. Unplanned Disruption Protocols
  - 5.1 Timely Response
  - 5.2 Roles and Responsibilities
  - 5.3 Emergency Alerts
  - 5.4 Operations, Safety, Security
6. Return to Service
  - 6.1 Internal Return to Normal Service Notifications
  - 6.2 Customer Notifications
  - 6.3 Incident Logging
  - 6.4 After Action Reviews
7. Media Coordination
  - 7.1 Media Outreach Protocols
8. Coordination with External Entities
  - 8.1 Third Party Coordination, Non-UTA Projects

## SOP Framework Sections, Background

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1. Internal Coordination & Oversight
  - **Detour-Disruption Committee:** A regular committee consisting of representatives from multiple departments, led by the Manager of Service Disruptions, will help to develop, and administer an overarching detour and disruption SOP.
  - **Dedicated Lead:** Designate a clear leader or department (e.g., Manager of Service Disruptions) to oversee all disruption protocols and timelines.
  - **Quality Assurance:** Incorporate a robust QA process in future SOPs to monitor the implementation of disruption communication plans and validate accuracy and timeliness of communicated information.



- **Authorization Policy:** A corresponding policy should be developed for a Detour-Disruption SOP, that clearly states who within the organization is authorized to approve and make changes and decisions around plans and responses for service detours and disruptions.

## 2. Communication Strategy

- **Advanced Notice:** For planned disruptions, SOPs should stipulate clear advanced notice timelines to internal departments and to the public.
- **Service Alerts:** SOPs will explain the multiple communication channels and deliverables to provide timely alerts, including on RideUTA.com, mobile apps, social media, and email notifications. Updates should be provided regularly (e.g., 1 week in advance, 3 days in advance, and on the disruption date for planned disruptions).
- **Multiple Channels:** Reference a combination of media types for dissemination, and specific timelines associated with these media types, such as:
  - Press Releases
  - Social Media: Updates on Twitter (X), Facebook, Instagram.
  - In-station and On-Train/Bus Announcements
  - In-station and On-Train/Bus Signage.
  - Web Updates
  - TransitApp
  - Marketing/YouTube Videos
  - Community Engagement/Stakeholder Outreach

## 3. Public Information and Notifications

- **Clear and Accurate Messaging:** SOP's will include the relevant disruption details that need to be provided to the public (dates, times, alternative routes, stops, and wayfinding) and are in line with LEP (Limited English Proficiency) requirements.
- **Dedicated Webpages:** SOP's will include cadences and types of web updates for specific purposes (e.g., State-of-Good-Repair projects) and update with relevant service alerts.
- **Transit App Updates:** Ensure the Transit App is updated with the latest trip information and disruption details for customers to plan accordingly.
- **Physical Signage:** SOP's will provide guidelines and timelines for placing physical signage in advance of and during disruptions. Signage should be ADA-compliant and include details of the disruption and alternative stops.

## 4. Ambassador Support & Customer Service

- **Ambassador Program:** SOPs will cover the usage of UTA Transit Ambassadors and reference appropriate supporting working instructions to follow.
- **Customer Service Training:** SOP's will reference specific training modules that Ambassador teams receive to respond to customer inquiries, provide updates, and direct passengers to the appropriate resources.

## 5. Unplanned Disruptions Protocols

- **Timely Response:** SOP's will provide expected internal response times, internal communication procedures during emergency disruptions, and reference UTA's future Crisis Communication Plan.
- **Service Alerts:** SOP's will include and reference working instructions for posting information to RideUTA.com, mobile apps, and other channels to push real-time alerts with specific timelines for the frequency and cadence of alerts.
- **Operational Flexibility:** SOP's will provide flexibility for how to respond in dynamic, emergency situations, such as activating the Ambassador program on short notice or posting physical signage when necessary.

## 6. Return to Service

- **Return to Normal Service:** SOP's will provide instructions for the internal communication steps involved in the conclusion of a disruption.
- **Customer Notifications:** SOPs will provide timelines and staff responsibilities for notifying customers through all available channels (e.g. service alerts, TransitApp, social media, web updates, etc.).
- **Incident Logging, After Action Reviews:** SOP's will provide instructions for appropriate incident logging and after-action review requirements.

## 7. Media Coordination

- **Proactive Media Outreach:** SOP's will detail how UTA interacts with media outlets (TV, radio, print) for broader disruption communication, including press releases and interviews with UTA leadership when needed.

## 8. Coordination with External Entities

- **Non-UTA Projects:** SOP's will contain best practices and points of contact for third party coordination, to minimize disruptions that are caused by non-UTA projects.
- **Ski Services and Seasonal Impacts:** SOP's will include details and reference to specific protocols for ski service and snow-related service changes, to ensure that disruptions are communicated in advance, and that plans are in place to mitigate impacts.

# Attachment B – Document Suite of Supporting Documents and Working Instructions

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This document suite of working instructions has been developed to support the implementation of future detour disruption Standard Operating Procedures (SOPs) and to address the recommendations outlined in the project report. The suite is designed to provide clear, actionable guidance for documentation development around planned and unplanned service disruption. It aims to ensure consistent, efficient, and effective communication and operational responses across all service units involved in disruption management. These working instructions are aligned with the findings and recommendations of the project report, offering practical solutions to improve processes, enhance coordination, and ultimately strengthen the overall response to service.

## Document Suite

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1. **UTA Detour & Disruption Planning Committee:**
  - **Committee Charter** – outline the committee's purpose, roles, responsibilities, frequency of meetings and attendees. This charter can also outline a chairing committee structure that creates the meeting agenda, meeting minutes and invites.
  - **Regional Disruption & Detour Calendar of Events** – include all regional and UTA events: parades, sporting events, etc. Should include UTA SGR disruptions as well as street and highway closures along with municipality road work/closures.
2. **Regional Committee for Detours & Disruptions:**
  - **Committee Charter** – outline the committee's purpose, roles, responsibilities, frequency of meetings and attendees. This charter can also outline a chairing committee structure that creates the meeting agenda, meeting minutes and invites.
3. **UTA Overarching SOP's:**
  - **Planned Detour & Disruption SOP** – establish a detour-disruption standard operating procedure (SOP) that outlines communication protocols that guide roles and responsibilities during planned detours and disruptions. This SOP will provide cohesiveness across all operating units when communicating internally and externally.

- Detour Plan Service Order – establish a disruption service order document owned by the Manager of Service Disruptions with an action plan that clearly states a vetted plan for a service disruption, that defines roles and responsibilities with instructions for specific departments and staff.
- Unplanned Detour & Disruption SOP – establish a detour-disruption standard operating procedure (SOP) that outlines communication protocols that guide roles and responsibilities during unplanned detours and disruptions. This SOP will provide cohesiveness across all operating units when communicating internally and externally.
- A Crisis Communication Plan – establish a UTA Crisis Communication Plan for major emergency events, that addresses crisis preparedness, crisis response, and crisis deactivation and recovery. Specifics of this plan would include communication tools, internal communication procedures, notifications, team responsibilities, and press/media preparedness.
- Customer Communication Training Module – incorporate customer communication training that focuses on key SOP points for all UTA employees being onboarded, and in regular training updates for existing UTA personnel.
- After Action Review Form – develop a standard form to document after action reviews with pertinent disruption details, service unit/personnel involved, tool implemented, and lessons learned.

#### **4. Rail Service Unit Protocols (FrontRunner, TRAX):**

- SOP for planned detours and disruptions.
- SOP for unplanned detours and disruptions.
- Instructional SOP's for:
  - Radio Communication
  - CodeRed Communication
  - Communication protocol for engaging: Customer Service, Customer Experience, and Community Engagement Incident Log Communication
  - Bus Bridge SOP
  - Public Address (PA) Communication
  - Digital Sign Communication
  - Vehicle PA Communication
  - Special Event Instructional SOP

#### **5. Bus Service Units and Paratransit (Salt Lake, Ogden, Timpanogos, FLEX):**

- SOP for planned detours and disruptions.
- SOP for unplanned detours and disruptions.
- Instructional SOP's for:
  - Radio Communication
  - CodeRed Communication
  - Communication protocol for engaging: Customer Service,

Customer Experience, and Community Engagement Incident  
Log Communication

- Bus Bridge SOP
- Public Address (PA) Communication
- Digital Sign Communication
- Vehicle PA Communication
- Special Event Instructional SOP

**6. State of Good Repair (SGR):**

- A Communications Protocol for working with public facing UTA departments.
- Bus Bridge SOP

**7. Customer Service, Incident Communications Specialists (ICS):**

- Ambassador Deployment Protocol
- Service Alert Instructional SOP
- Special Event Instructional SOP

# Attachments C – Detailed Recommendations

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The following provides detailed recommendations to improve internal and external communication around planned and unplanned service disruptions for all modes at UTA.

Recommendations are organized by timeframe and classified by priority and resource needs. These classifications are also used in the Long-Term Development Plan, to assist in implementing recommendations.

Timeframes include:

- Short-Term (3 to 9 months)
- Medium-Range (9 months to 2 years)
- Long-Term (2 years to 5 years)

Classifications include:

- **High Priority (Red)**
- **Long-Term Priority (Blue)**
- **Low Resources (Green)**
- **Resources Needed (Orange)**

## Short-Term Recommendations (3 to 9 months)

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### Research improving digital real-time information feeds

#### **High Priority, Resources Needed**

- On the UTA customer satisfaction surveys conducted by ABBG, GOAL & Transit, one of the top three issues/requests/complaints from UTA customers is the lack of access to accurate, reliable real-time information, specifically when there is an unplanned incident.
  - It is recommended that UTA procure a more accurate, real-time GPS information solution for tracking vehicle locations in order to provide accurate estimated times of arrival for all vehicles in the UTA fleet.

### Service Alerts for Bus Delays

#### **High Priority, Resources Needed**

- It was learned through the Peer agency interviews that including all delays, including bus delays, is an industry best practice.
  - It is recommended that UTA start bus delay notifications to customers depending on the specific schedule and headways.

- This new notification criteria and process will be a part of the SOP and work instruction documentation suite.

## Analyze and assess ICS staffing to allow for coverage of all modes and revenue service hours

### Long-Term Priority, Resources Needed

- Through interviews with Customer Service staff and Incident Communication Specialists (ICS), it was made apparent that the two gaps that exist in providing timely incident information to customers are 1) ICS staff do not currently cover all of the UTA modes and revenue service hours 2) there is not enough staff to cover all UTA modes and revenue service hours.
- It is recommended that UTA perform an analysis of current duties and responsibilities and recommend the appropriate staffing levels to cover all modes and hours of revenue service.
- It is recommended that UTA identify the financial impacts associated with the recommendations.

## Establish a dedicated webpage for State of Good Repair (SGR) project information

### High Priority, Low Resources

- In the course of the interviews with the internal stakeholders, especially those associated the State of Good Repair (SGR) Construction projects, the need was identified for a central repository specifically related to SGR projects where customers could get up to date and accurate information about the projects, including an annual schedule of projects, locations, durations and any affected transit services. The primary purpose and function of the page would be to:
  - Serve as a source of accurate and updated information for the public regarding State of Good Repair (SGR) Construction projects.
  - This web page would be supported also by service alerts that would direct customers to the SGR web page for more detailed information.
  - Advanced notice around SGR projects should be set at no less than 2 weeks from the start of a project using methods including but not limited to press releases, social media, and physical signage at the affected stations/stops.

## A Dedicated X and Bluesky feed for service alerts

### High Priority, Low Resources

- During the peer agency interviews it was learned that agencies such as San Diego, AMTRAK and Omnitrans utilize a best practice to establish a dedicated X or Bluesky channel for Service Alerts. These alerts would be:
  - Related to rail service disruptions, including TRAX and FrontRunner, and communicating delays, disruptions and bus



- bridges where appropriate.
- For bus related detours, disruptions, and schedule delays where appropriate.
- Managed by UTA Communications Social Media Specialist in coordination with Customer Service and ICS staff.

### **Plan and budget for an additional Ambassador Coordinator position**

#### **Long-Term Priority, Resources Needed**

- Through interviews with the Customer Service Volunteer Coordination Team, it was determined that with the sheer number of events annually requiring volunteer ambassadors on site, a second Ambassador Coordinator is necessary to share responsibilities with the current Ambassador Coordinator as well as supporting and managing the Go Team (see Medium Term Recommendations).
- It is recommended to budget for and prepare to hire an additional Customer Service Volunteer Coordinator to support the detour and disruptions events.

### **Create or Designate Project Manager Positions for Planned and Unplanned Service Disruptions**

#### **High Priority, Resources Needed**

- One of the key findings from the internal stakeholder interviews was that there was no single source of truth during disruptions, each process existed in a silo. There needs to be a single person, with an alternate when they are not available, who can be contacted by any executive for up-to-date information regarding any disruptions. The duties of this person would include but not be limited to:
  - Have the exclusive authority to approve or change any of the detour solution recommendations.
  - Develop an Executive Leadership Team communication strategy for all disruptions, planned or unplanned.
  - Inform the Executive Leadership Team of planned disruptions letting them know that a service and communication plan is in place.
  - Be the first person contacted by staff in the event the planned disruption plan is changed, modified, or cancelled and keep the Executive Leadership Team informed of any changes.
  - In the event of an unplanned disruption, gather information about the disruption from the appropriate sources closest to the disruption.
  - Inform the Executive Leadership Team of the unplanned disruption and provide regular updates.
  - Oversee the internal and external Detour and Disruption Committees.

## Establish an internal Detour and Disruption Committee/Meetings

### High Priority, Low Resources

- During the course of internal stakeholder interviews, it was discovered that there was a lack of cohesive coordination for planned or unplanned disruptions across all modes as well as administrative departments. The following recommendations are put forth:
  - Expand the current SGR meeting structure to an internal Detour-Disruption Committee, that would be managed by the new Project Manager(s) of Service Disruptions.
  - That a charter for this meeting be developed.
  - Attendees will need to represent all modes and service units, as well as Customer Experience, Customer Service, Community Engagement, and all dispatch offices.
  - Guidelines and attendees representing stakeholders within UTA will be recommended by leaders from each service unit and administrative department.
  - Develop a regular meeting calendar that would be controlled by the Project Manager of Service Disruptions or designee.
  - The calendar would be populated with all upcoming planned detours/disruptions as well as known events such as parades, sporting events, and anything that would need to be communicated to customers whose service will be affected by these events.
  - Only the Project Manager of Service Disruptions would have the rights to add/delete information within the calendar.
  - An agenda would be maintained with action items as well as after-action reviews, to discuss the effectiveness of internal and external communication for a specific disruption.

## Establish External Regional Detour-Disruption Committee/Meetings

### High Priority, Low Resources

- During the course of internal stakeholder interviews, it was learned that there was a lack of a structured communication tool to allow UTA to learn as quickly as possible about local and regional planned events that would likely affect UTA's service. The structure and role of this committee would include but not be limited to:
  - Being managed by the Project Manager (s) of Service Disruptions.
  - That a charter be developed with UTA being the lead of Regional Transit Detour and Disruptions Committee.
  - The charter would identify all municipalities, utilities, state and local agencies and construction companies doing work that

- affects UTA services.
- A customer communication strategy.
- Implement standardized after-action reviews following disruptions to evaluate communication effectiveness, involving all relevant stakeholders for comprehensive feedback.

Director/Manager of Service Disruptions would share the calendar populated with ALL upcoming planned detours/disruptions as well as known events such as parades, sporting events and anything that would need to be communicated to customers whose service will be affected by these events.

### **SOP for more rigorous management and Quality Assurance of detour route signage**

**High Priority, Low Resources**

- Through the course of the interviews with the bus service units it was made clear that accurate and effective signage communication (physical signage) at the individual bus stops during detours needs more structure. It is recommended that:
  - As part of the Detour SOP for the bus service units, clear guidance is outlined regarding the specific information that needs to be posted at stops (temporary, closed, moved etc.).
  - The detour SOP for the bus service units establishes roles, responsibilities, and quality standards for posting the information that informs the customer exactly what is happening at a bus stop, including clear directions to alternate stop locations.

### **Development of a document suite of SOP's and Detour Protocols**

**High Priority, Resources Needed**

- In the course of the internal stakeholder interviews, it was learned that each Service Unit has their own SOP's related to disruptions. Each SOP was primarily related to service recovery rather than Customer Communication. It was determined there is a need to:
  - Develop a formal General Service Disruption, agency wide SOP for planned and unplanned service disruptions that details both internal communication protocols and responsibilities of each operating mode and supporting departments, but more importantly communication protocols with the customers.
  - Develop an SOP for each mode that outlines customer communication protocols during planned and unplanned disruptions or detours that provides mode specific details but aligns with General Service Disruptions SOP.
  - Develop or revise current instructional SOPs to align with mode

- specific SOPs and an overarching SOP.
- Reference other existing SOP/Planning documents related to customer communications (i.e. Community Engagement Project Outreach Planner etc.)
- Communicate utilizing a dedicated communication platform (Teams and Webex) by all UTA staff. Select which communication tool works best for UTA and include this in your SOPs to standardize communication protocol during a planned or unplanned event.

## Medium-Term Recommendations (9 months to 2 years)

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### Improve accessibility to service alert information available on RideUTA.com

#### High Priority, Resources Needed

- When researching best practices, there are examples of agencies (Trimet, MBTA) who provide easy and understandable access to information about detours, delays, and disruptions from the home page of their websites. Finding similar service alert information on RideUTA.com is difficult and often outdated. Recommended improvements to the website include but are not limited to:
  - A web site design strategy based on best practices to improve customer's easy access to detour and disruption information on the UTA web site.
  - Developing a resource plan and a budget to execute the best practices strategy.
  - Making information related to detours, delays, and disruptions prominent on the home page.
  - Improve graphics associated with service alerts, including icons that are easily recognizable and links to maps with specific route details.
  - Continue the practice of prompting visitors to the website to sign up for service alerts.
  - Creating a dynamic, real time vehicle location map (see TriMet homepage).
  - Research and adopt a service alert technology that improves the customers access to accurate, real-time information.

Execute the ICS staffing recommendations to allow for coverage of all modes and revenue service hours.

#### Long-Term Priority, Resources Needed

- Using the staffing recommendations from the Needs Assessment and analysis, submit an operational budget request to fill these positions.

- Create and post ICS positions (FTE's) to cover all UTA modes and revenue service hours.

### Staff Training and Quality Assurance related to Customer Communication Processes

#### High Priority, Low Resources

- Develop standardized training and quality assurance specifically related to customer communication SOP's and protocols.
- Provide staff training on new procedures and tools to enhance situational awareness and accountability during incidents.
- Establish ongoing training sessions focused on customer communication skills and operational protocols focusing primarily on unplanned disruptions.

### Implement an on-call Go-Team comprised of UTA staff for deployment unplanned disruptions

#### High Priority, Resources Needed

- One of the key findings during the course of interviews with staff from the operating units was that in the event of disruptions the operations staff do not have the time or training to absorb the responsibility for communicating with the customers. This leaves a gap in the customer communication strategy, especially during unplanned events. It is recommended that UTA:
  - Create an SOP for an on-call 'Go Team' comprised of UTA administrative staff.
  - Evaluate current roles and responsibilities for personnel across service units to optimize efficiency of this team.
  - Provide training for volunteers on how to be prepared for a call and how to communicate with customers on site at incidents.
  - UTA evaluate the most effective tool(s) for Go Team Activation and on-site communication with the team in the event of an incident.

## Long-Term Recommendations (2 years to 5 years)

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### Evaluate and identify space to allow for consolidation of TCC, RCC, and FRC to one central location.

#### Long-Term Priority, Resources Needed

- Through the course of interviews with operations staff, and peer agencies, specifically those associated with the communication control centers, it was learned that there are efficiencies to the consolidation of

Communication Control Centers, for instance, opportunities for cross-training staff, minimizing delays in communications, improving clear and accurate instructions. It is recommended:

- That UTA invest in a centralized command and control center to bring together all the communication outlets for operational efficiency during incidents.

### **Evaluate and deploy communication software and technology to assist with internal and external communication.**

#### **Long-Term Priority, Resources Needed**

- When interviewing the internal stakeholders, it was evident from the multiple different internal email and alert distribution lists, that internal communication is fragmented in this area. While CodeRed alerts are effective, the distribution is limited and protocols around its use are unclear. It is recommended that UTA review the majority of respondents answered that an improved, more organized internal communication tool should be a top priority. It is recommended that:
  - Research and evaluate and adopt a platform that can be utilized by all the service units and communication control centers for internal communication.
  - A near term solution can include upgrading and expanding the use of a singular internal communication tool (i.e. Webex).
  - UTA consider adopting a single platform for service alerts and associated customer facing information (maps, customer options etc.). Ensure the solution can provide updates and provide access to alternative travel options (i.e. free UBER, Lyft rides etc.). UTA should conduct additional research to determine the cost and benefits of adopting a platform/app that enables UTA to leverage their GTFS-RT feeds to provide the most accurate and up to date vehicle location information regarding incidents.
  - Expand and continue to invest in improving Public Alert (PA) system upgrades at all Frontrunner, TRAX, and applicable transit stations. Explore enhancing use of the PA system by increasing the frequency of PA alerts, and reviewing the threshold and types of events and disruptions where PA announcements are activated.
    - Plan for an expansion of the current digital bus stop signage pilot and provide real-time schedule information for customers. ePaper solutions have proven to be effective at Peer Agencies, such as the MBTA.

## Attachment D – Long-Term Development and Implementation Plan

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## Attachment D: Long-Term Development Plan, 2024 through 2030

Detour-Disruption Communication Strategy Recommendations - Long Term Development Plan 2024 - 2027																																												
Milestone	Milestone Start	Milestone End	Priority	Resources	2024			2025												2026												2027												
					S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Short Term, 3 Months to 9 Months																																												
Improve digital real-time information feeds	Jan-25	Dec-25	HIGH PRIORITY	RESOURCES NEEDED																																								
Service Alerts for bus delays	Apr-25	N/A	HIGH PRIORITY	RESOURCES NEEDED																																								
Analyze and assess ICS staffing needs to allow for coverage of all modes and all revenue service hours	Jun-25	Dec-25	HIGH PRIORITY	RESOURCES NEEDED																																								
Establish a dedicated webpage for State of Good Repair (SGR) Project information	Jan-25	Dec-25	HIGH PRIORITY	LOW RESOURCES																																								
Dedicated X and Bluesky social feeds just for service alerts	Mar-25	Dec-25	HIGH PRIORITY	LOW RESOURCES																																								
Plan and budget for an additional Ambassador Coordinator position	Apr-25	Dec-25	LONG TERM PRIORITY	RESOURCES NEEDED																																								
Create or designate Project Manager of Service Disruptions Title	Mar-25	Feb-25	HIGH PRIORITY	RESOURCES NEEDED																																								
Establish Internal Detour-Disruption Committee/Meetings	Mar-25	N/A	HIGH PRIORITY	LOW RESOURCES																																								
Establish External Regional Detour-Disruption Committee/Meetings	Mar-25	N/A	HIGH PRIORITY	LOW RESOURCES																																								
SOP for more rigorous management and QA of detour route signage	Mar-25	Dec-25	HIGH PRIORITY	LOW RESOURCES																																								
Development of a document suite of SOP's and Detour Protocols	Mar-25	Dec-25	HIGH PRIORITY	LOW RESOURCES																																								
Medium Term, 9 Months to 2 Years																																												
Improve accessibility to service alert information available on RideUTA.com	Apr-25	Dec-26	HIGH PRIORITY	RESOURCES NEEDED																																								
Execute ICS staffing needs recommendations to allow for coverage of all modes and all revenue service hours	Jun-25	Aug-26	LONG TERM PRIORITY	RESOURCES NEEDED																																								
Staff Training and Quality Assurance related to customer communication processes	Jun-25	Jul-27	LONG TERM PRIORITY	RESOURCES NEEDED																																								
Implement an on-call Go-Team comprised of UTA staff for deployment unplanned disruptions	Jun-25	Jun-26	HIGH PRIORITY	RESOURCES NEEDED																																								
Long Term, 2 Years to 5 Years																																												
Evaluate and identify space to allow for consolidation of TCC, RCC, and FRC to one central locator	Jun-25	Dec-29	LONG TERM PRIORITY	RESOURCES NEEDED																																								
Evaluate and deploy communication software and technology to assist with internal and external comms	Jun-25	Dec-29	LONG TERM PRIORITY	RESOURCES NEEDED																																								
Plan for an expansion of the current digital bus stop signage and PA signage technology	Jun-25	Dec-29	LONG TERM PRIORITY	RESOURCES NEEDED																																								

KEY	High Priority	Long Term Priority	Low Resources to Start Work
	Resources Needed to Start Work	Work Planning and Progress	

Detour-Disruption Communication Strategy Recommendations - Long Term Development Plan 2028 - 2030																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
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