

Utah Transit Authority

# Tentative Budget Document 2021



## Message from Executive Director



The 2021 UTA operating budget and the five-year capital plan reflect UTA's response to the COVID-19 pandemic and provide essential transit services to support the regional recovery. I am extremely proud of our employees who have risen to the challenge of these difficult times and deliver critical service for those that rely on transit most. I thank the front-line operators, maintenance workers and support staff that demonstrate incredible commitment, ingenuity and dedication to our customers and the ongoing care of our system.

In April 2020, UTA took decisive action to cut our service levels in half as ridership dropped 70 percent systemwide. The modified service plan focused on providing core service while prioritizing the health and safety of employees and customers. In August 2020, armed with ridership and performance data, feedback from our customers and stakeholders, and forecasts for regional economic conditions, we worked with the Board of Trustees to develop a plan to restore service levels to 91 percent of pre-pandemic levels. The service adjustments were tailored to reflect the emerging travel needs of our customers and accommodate social distancing. We also designed the current service plan to provide flexibility with capacity that will support the regional recovery.


In 2020, the federal government allocated \$187 million in federal relief funding through a CARES Act grant to buffer revenue losses and sustain transit agencies' ability to provide essential transit service. UTA used these grant funds in 2020 to support operating costs and offset revenue losses. We will continue to use the CARES Act grant funds through 2021 to support the 2021 operating and capital budgets and provide for the long-term viability of the system.

The budget includes \$327 million in operating expenses and \$256 million of capital investment to fund the provision of safe, convenient, reliable service and targeted investments in our infrastructure. The budget leverages federal and local contributions from our partners that make up nearly one-half of the capital program. UTA also utilizes about \$70 million received from the Federal Transit Administration each year for preventive maintenance of the revenue vehicle fleet and system infrastructure.

The \$256 million in the 2021 capital budget and the \$1 billion five-year plan focuses on systemwide safety and reliability and our ongoing commitment to maintaining a state of good repair for our revenue vehicles, infrastructure, and supporting systems. The capital plan also:

- Funds the new Depot District facility to meet the future needs of the system
- Completes the Ogden-Weber State bus rapid transit (BRT) line providing regional connectivity
- Outlines the potential future construction of the proposed Mid-valley and Davis-Salt Lake City bus rapid transit (BRT) lines
- Completes the \$23 million relocation of the Airport TRAX station as part of the \$4 billion renovation at the Salt Lake City International Airport





Backstopped by the incredibly resilient Utah economy and infusion of CARES Act funds, the 2021 Budget sustains the service plan adopted in August and supports the region’s economic recovery as the pandemic subsides. We will continue to work closely with our regional partners, elected officials, and customers to emerge from these difficult times with energy and optimism for the future of the system.

Together with our employees, the Board of Trustees, and our community partners, we look forward to continuing to provide our customers, safe, reliable, and convenient transit service for the region.



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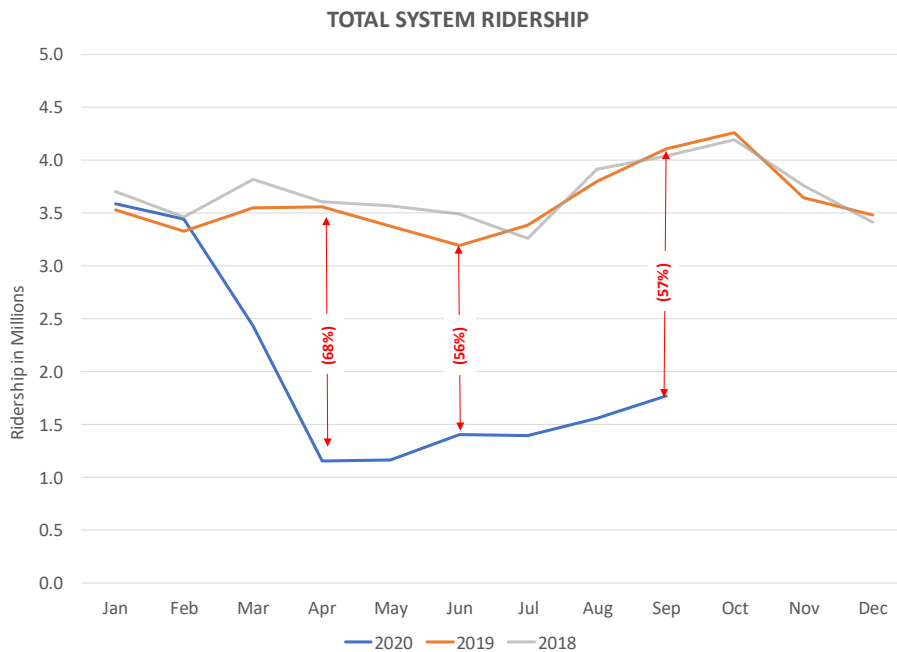
## 2021 Tentative Budget Overview

The Utah Transit Authority's 2021 Budget was developed in an environment of historic economic uncertainty. The Operating budget reflects current national, state and regional economic projections and UTA's service and operating plans in response to the COVID-19 pandemic. It also allows the agency to provide safe, secure and reliable service while maintaining the capacity and capability to respond to the evolving needs of our

customers and the communities we serve.

On April 5, 2020, in order to limit the spread of the COVID-19 virus, keep customers and employees safe, respond to dramatic losses in ridership and fares, and react to projected steep reductions in sales tax revenues, UTA enacted service changes that:

- Reduced trip frequencies and span of service on bus, TRAX and FrontRunner service
- Suspended some commuter bus routes
- Ended Saturday FrontRunner service early



With these service changes and in addition to regular daily vehicle and station cleaning, UTA also implemented additional disinfecting and social distancing measures to keep riders and employees safe, including:

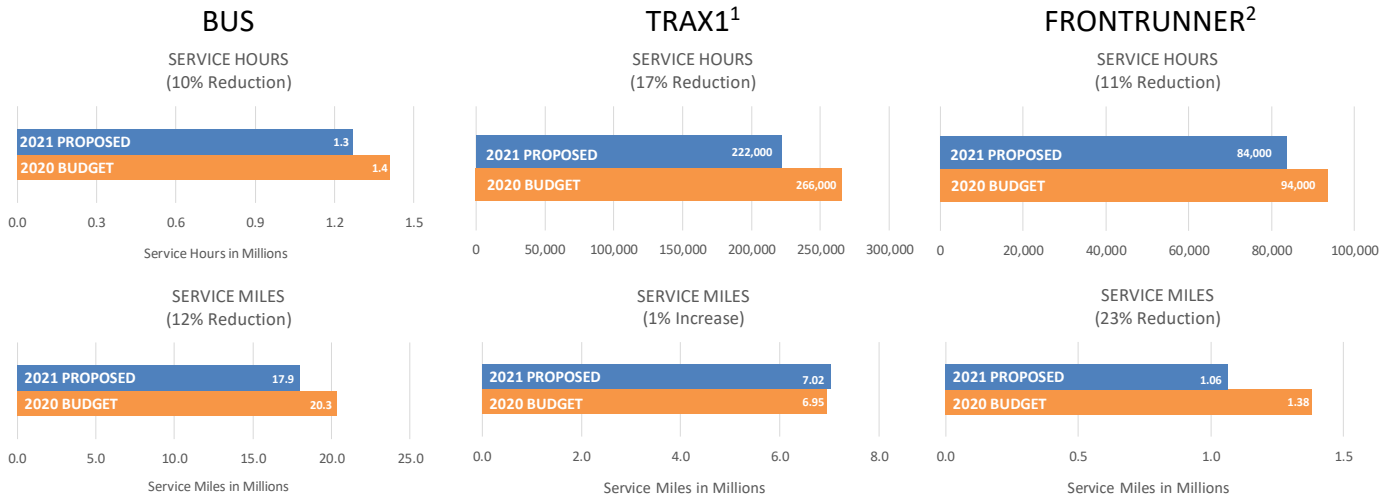
- Daily disinfecting of vehicles, stations and facilities
- Providing hand sanitizer to Bus Operators
- Discontinued the practice of having bus operators and Transit Police officers handling passes and conducting visual fare inspections only
- To support social distancing guidelines, UTA moved the yellow passenger line back on buses to provide six feet between operators and riders
- Posted signs on buses advising riders to board through the rear doors
- Allowing passengers who utilize the ramps or require ADA assistance to board through the front door



For more information on UTA’s comprehensive response to the COVID-19 pandemic visit our website at [www.rideuta.com/recovery](http://www.rideuta.com/recovery)

Four months later, on August 23, 2020 as a result of increasing ridership numbers, public feedback, and changes regarding COVID policies, much of the service that was changed or reduced in April was restored, or even improved, beyond pre-COVID levels. As a result of the August changes, UTA service levels were restored to about 91% of what it was before the pandemic.

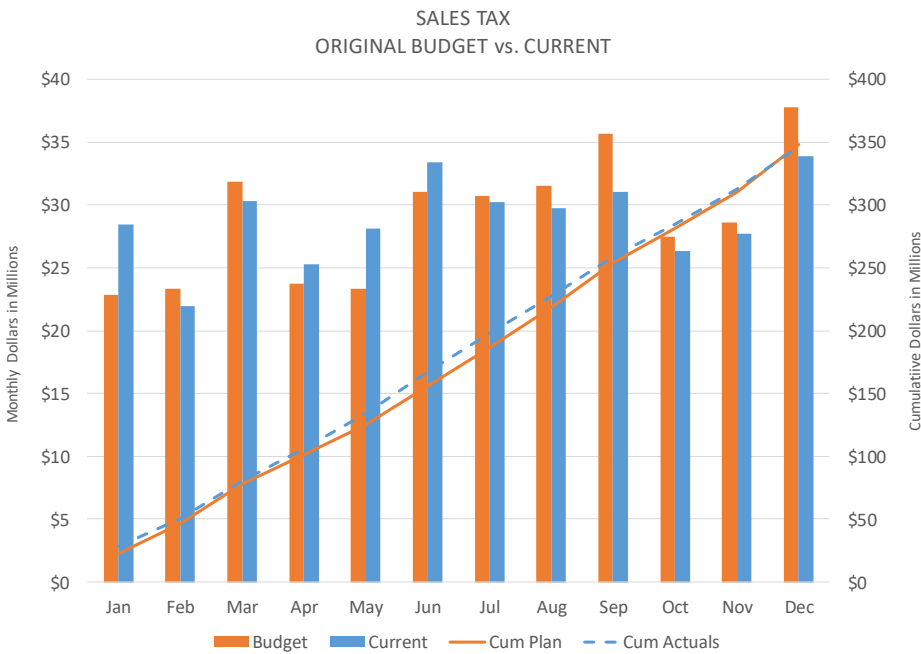
The 2021 budget request assumes continuation of the service levels implemented on August 23, 2020.



<sup>1</sup> TRAX service miles based on train car miles. In order to effect social distancing, UTA added cars to the operating trainsets, thereby increasing the service miles.

<sup>2</sup> In response to ridership decreases on FrontRunner, UTA reduced the number of cars in operating trainsets, thereby reducing the service miles.





**SALES TAX**

*“Utah’s economy ranks as the best of any state. At a time when COVID-19 has sent unemployment soaring into the double digits across much of the country, Utah’s monthly jobless rate stands at 5.1%, less than half the 11.1% national unemployment rate for June.*

*Even before the coronavirus hit American shores, economic conditions in Utah were far stronger than they were in most of the country. From the first quarter in 2015 through the first quarter in 2020, Utah’s economy grew at an annual rate of 3.4%, compared to the 1.9% national GDP*

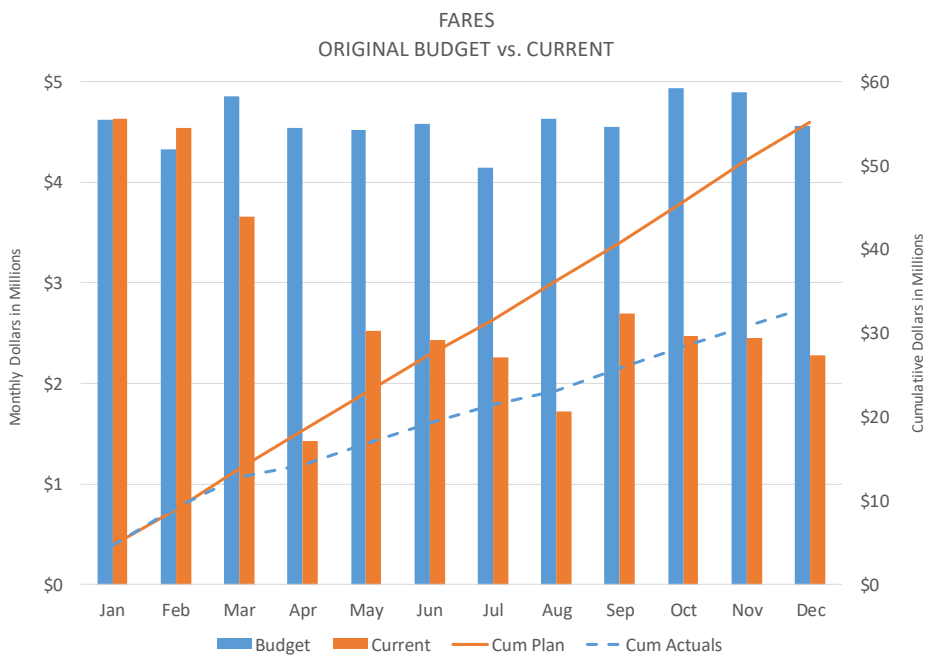
*growth rate. Utah is one of only seven states with a poverty rate below 10%.”<sup>3</sup>*

The economy in the UTA service area has been strong during the COVID-19 pandemic. Through July 2020, sales tax receipts that comprise over 60 percent of UTA’s operating revenues are about 13 percent or \$20 million higher than for the same period in 2019.

Sales tax assumptions supporting the 2021 budget request were developed based on 2020 actuals and projections from the Governor’s Office of Management and Budget. Sales taxes for 2021 are assumed to increase five percent over 2020 projections - \$364 million.

<sup>3</sup>From 24/7 Wall Street August 25, 2020  
<https://247wallst.com/special-report/2020/08/25/the-states-with-the-best-and-worst-economies-4/2/>





**PASSENGER REVENUES**

2020 fares are projected to be about \$22 million lower than the adopted 2020 budget for fares.

The 2021 projection for fares is about \$1.5 million lower than the current forecast for 2020 fares - \$32 million. This is the result of projecting current lower fare revenues over 12 months. The 2020 projection includes three months of pre-COVID fare collections

**CARES ACT FUNDING**

On Friday, March 27, 2020, President Trump signed the Coronavirus Aid, Relief, and Economic Security (CARES) Act into law. FTA allocated \$25 billion to recipients of urbanized area and rural area formula funds. Funding is provided at a 100-percent federal share, with no local match required, and is available to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19. Operating expenses incurred beginning on January 20, 2020 are also eligible, including operating expenses to maintain transit services as well as paying for administrative leave for transit personnel due to reduced operations during an emergency.

UTA acted quickly and secured a grant for \$187.2 million to support ongoing operating, maintenance and capital costs. Based on current projections, UTA will be reimbursed by FTA for approximately \$87 million in 2020 and will exhaust the remaining \$100 million in grant funds in 2021.

This funding has been a lifeline for UTA and has allowed the agency to offset losses in fare revenues, avoid layoffs and retain operators and other vital staff necessary to support current levels of service with social distancing and position UTA for service restoration as the pandemic recedes.







- **Operating Expense Projections**

- 91% of Pre-COVID Service Levels
- \$6.5 million is proposed in this budget to fund emerging needs as the region continues to react to and recover from the pandemic
- Increase of 12 FTE for service employees to support additional cleaning, sanitizing, and disinfecting protocols

- **Capital Expenditures**

- Includes \$32.4 million of construction costs for the Depot District maintenance facility
- \$52.6 million for the Ogden/Weber State University BRT (assumes FTA funding)
- \$7.0 million for the Airport TRAX station relocation
- \$16 million for information technology improvements and state of good repair
- Applies \$23.6 million toward rail maintenance infrastructure investment in a state of good repair
- Other capital is directed toward first/last mile projects throughout the service area, double tracking a portion commuter rail in northern Utah County, addition of end of line facilities, bus stop improvements, TRAX seat replacements and wayfinding improvements



## 2021 Tentative Budget

### Key Assumptions and Sources and Uses

Early in the 2021 budget process, staff began identifying key assumptions that would assist in the development of the 2021 budget. Initial assumptions from June were re-evaluated in August and presented to the Board of Trustees and the Local Advisory Council in September and October for their review. The key assumptions and rationale for the assumptions are provided below.

#### SOURCES

##### **Sales Tax Revenues - \$364.1 million:**

Budget assumes a five percent increase over 2020 projected sales tax collections. The estimate is informed by long-term trends in sales tax growth and State of Utah 2020 and 2021 tax growth projections from the Governor's Office of Management and Budget.

##### **Fares – \$32.0 million:**

Slow ridership recovery and resulting lower fare collections due to ongoing COVID-19 impacts are projected in 2021. The budget assumes a four percent reduction in fare revenue from projected 2020 levels. The 2021 budget reflects lower anticipated first quarter collections in 2021 as compared to 2020. The budget of \$32 million reflects a 42 percent reduction in fare revenues from pre-pandemic 2019 levels.

##### **Federal Operating Revenue – \$70.5 million**

The budget assumes a slight increase (four percent) over 2020 levels for the federal formula driven programs, that fund preventive maintenance of UTA's revenue vehicles and its facilities.

##### **Other Operating Revenue - \$16.8 million:**

Other Operating Revenue is budgeted to decline somewhat from projected 2020 budget Other Revenue. This drop is primarily driven by lower advertising revenues and investment earnings driven by the economic impact of COVID-19.

##### **CARES Act Funding - \$101 million:**

UTA received \$187.2 million in FTA Section 5307 CARES Act Funds. It is anticipated that UTA will spend \$86.2 million of these grant funds in 2020. The 2021 budget programs the remaining \$101 million for support of operating and capital programs. UTA will draw down all grant funds in 2021.

##### **Federal and Local Capital Revenue - \$75.8 million:**

The budget assumes \$75.8 million in existing or anticipated federal and local grants for 2021.

- \$42.5 million for Ogden BRT
- \$9.9 million for UTA Depot District maintenance facility
- \$5.2 million for Tiger grants for "Last Mile" transportation projects
- Balance of amount spread among many smaller projects



## USES

### **Debt Service - \$143.8 million:**

Includes \$39.2 million in principal and \$96.6 million in interest and includes the estimated debt service associated with the April 2020 refinancing of the 2012 bonds. This budget also reflects the ongoing offset of \$8.9 million from the federal interest subsidy related to the Build America Bonds issued in 2012.

Estimate payment to Utah County under the 2018 interlocal agreement for principal and interest on the UVX BRT is \$6.9 million.

### **Capital Leases - \$9.9 million:**

The budget assumes \$9.9 million in lease payments for revenue vehicles and Salt Lake City service vehicles.

### **Employee Compensation and Benefits - \$233.6 million:**

The 2021 budget reflects a one percent increase over the 2020 budget. The 2021 budget includes a 2.64 percent increase for salaries and wages and 3.87 percent for benefits. This is consistent with the terms of the recently ratified ATU bargaining agreement.

### **Fuel - \$15.9 million:**

Fuel is budgeted 22 percent or \$4.4 million lower than 2020. Approximately \$3 million (68 percent) of this reduction is related to lower consumption and \$1.4 million is due to updated assumptions for 2021 fuel costs. The 2021 budget assumes \$2.25/gallon for diesel (\$2.50 in 2020) and \$2.15/gallon for gasoline (\$2.34 in 2020). There is no change in the assumptions for CNG.

### **Utilities - \$12 million:**

Includes electricity and propulsion power. No rate changes are expected for 2021 with consumption expected to remain steady.

### **Parts - \$20.7 million:**

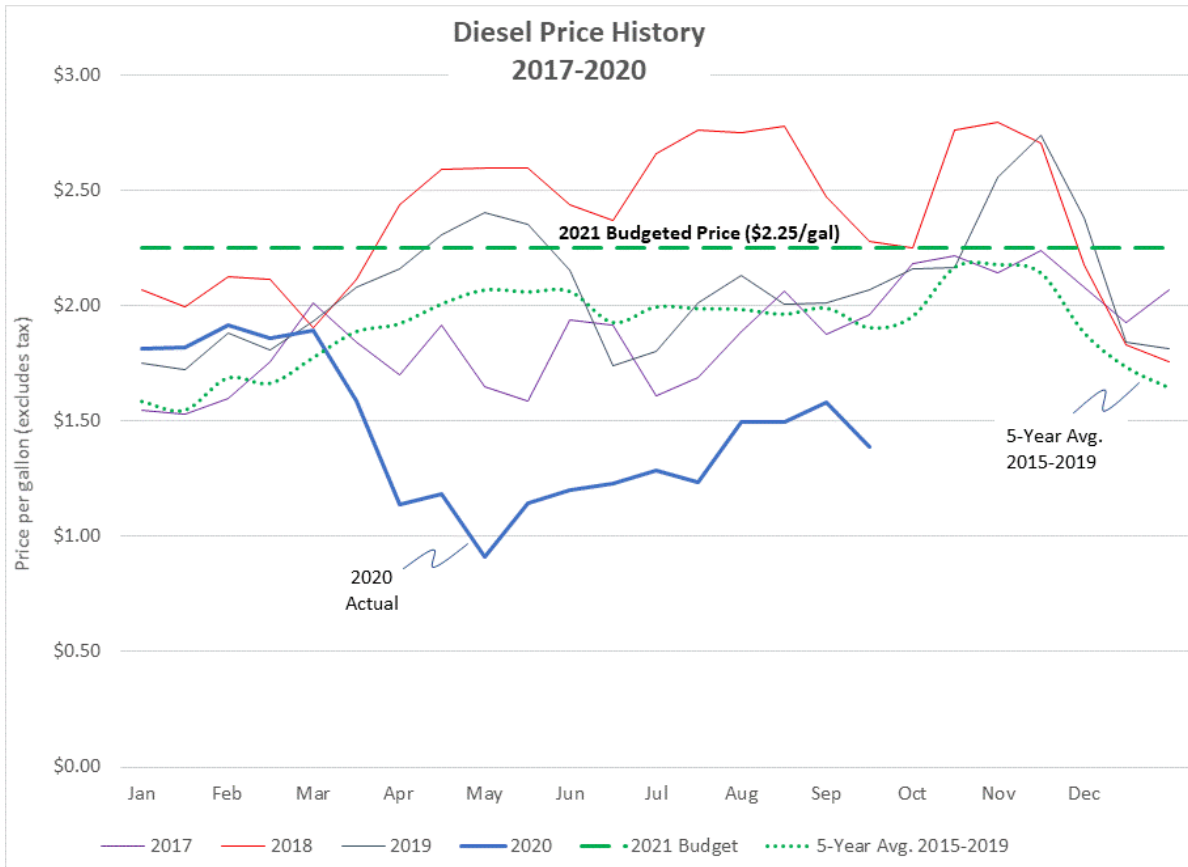
2021 budget reflects a \$1 million (five percent) increase over 2020 budget primarily due to increases in light rail parts and pandemic supplies.

### **Other O&M Costs - \$22.2 million**

This 2021 budgeted amount represents a \$5 million (27 percent) increase over 2020 levels. The increase is attributable to the creation of a non-departmental cost center to fund emerging needs as the region continues to react to and recover from the pandemic.

**State of Good Repair – \$61.6 million:** In accordance with national efforts to bring all transit systems into a state of good repair, UTA has allocated \$61.6 million of its capital budget toward vehicle replacements, technology replacements and upgrades, facility maintenance, rail vehicle overhauls, and rail system replacements.





# Revenues

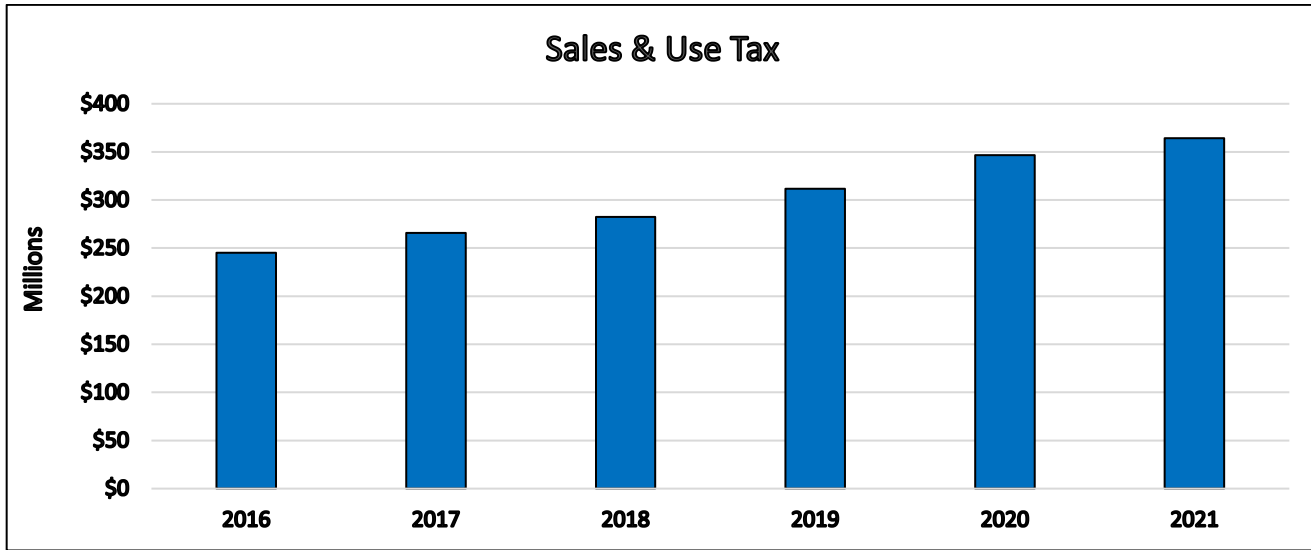
## Source: Sales and Use Tax

The largest operating source of revenue for the Authority is a local sales tax, which is imposed by the individual jurisdictions within the service area of the Authority. In July 2019, the Salt Lake County Council and the Utah County Commission approved increasing their tax rate by 0.25 percent with 0.10 percent dedicated to UTA. Accordingly, the 2020 budget reflects a full year of collections from these sales taxes.

UTA’s sales tax is applied by each jurisdiction within the service area to gross taxable sales within the service district. From 2004 through 2019, gross taxable sales have grown by an average of 6.9%. Although year over year sales tax growth is 6.6% through July 2021 collections, UTA is assuming average tax growth for 2021 will be 5.0%. Based on these assumptions and actual tax collections through July, UTA is projecting 2021 sales tax collections to be \$364 million.

Year	2016	2017	2018	2019	2020*	2021*
Sales Tax	\$227,703,000	\$245,008,000	\$265,770,00	\$298,640,000	\$346,751,00	\$364,088,000

\*Budget/Projected



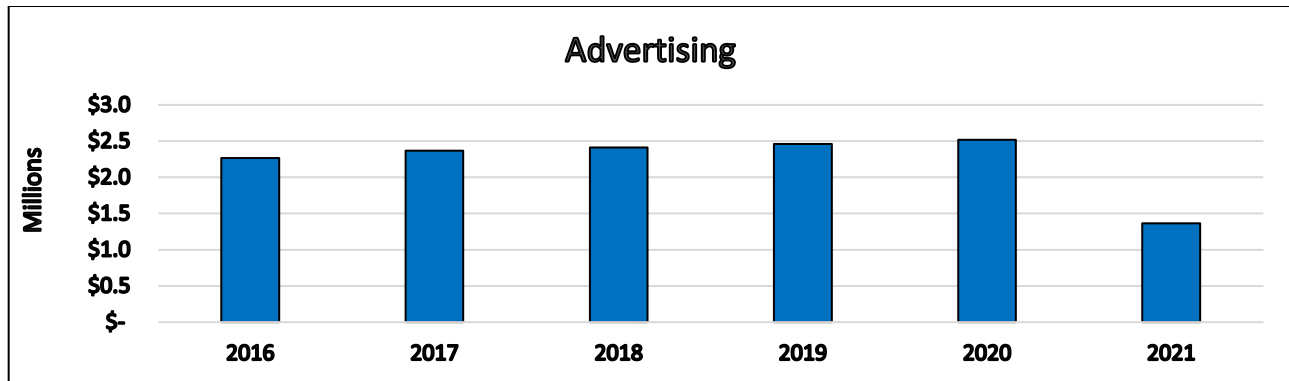
## Revenues (continued)

### Source: Advertising

Advertising revenues for the Authority comes from the lease of exterior space on the sides and rear of the bus and light rail vehicles. The compound annual growth rate for advertising over the last four years has been somewhat flat. For 2021 advertising is projected to produce \$1.36 million, a decrease due to the economic conditions related to the impact of COVID-19.

Year	2016	2017	2018	2019	2020*	2021*
Advertising	\$2,267,000	\$2,367,000	\$2,413,000	\$2,463,000	\$2,517,000	\$1,363,000

\* Budget/Projected



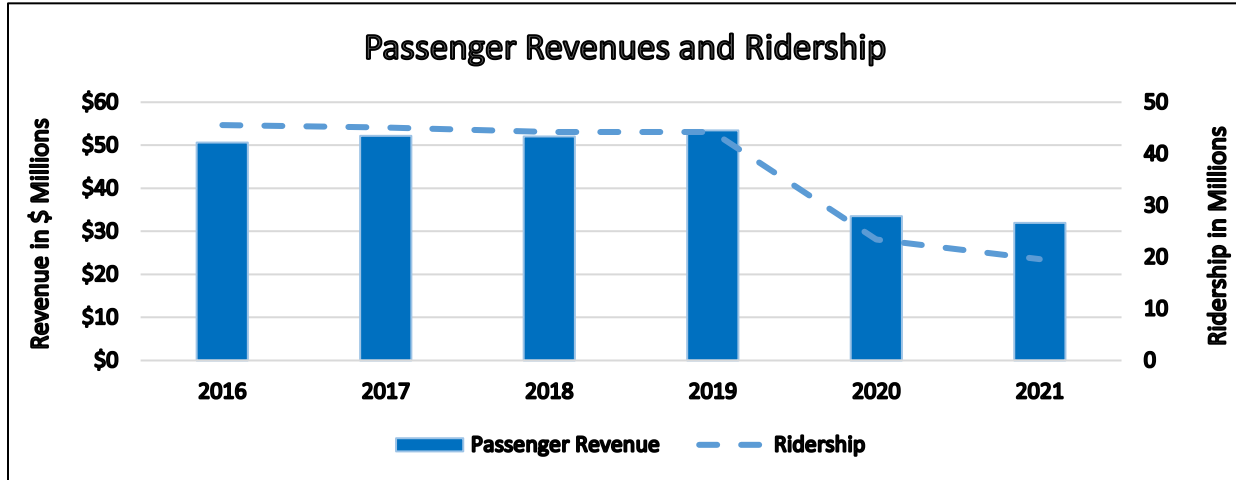
### Source: Passenger Revenue

Since 2013, the Authority's base fare has been \$2.50. Fares range from \$1.25 for senior citizens to \$5.50 for premium express service. Although ridership has declined since 2015, the average revenue per ride has increased from \$1.12 to \$1.18. Additional service in Salt Lake City and Salt Lake County, a micro-transit pilot in Southwest Salt Lake County, and continued population and employment growth, will all contribute to an increase in passenger revenues. Due to the current economic conditions and impacts of COVID-19, UTA's projected 2020 passenger revenues are \$33.5 million with 2021 being projected at \$32 million.

Year	2016	2017	2018	2019	2020*	2021*
Passenger Revenue	\$50,624,000	\$52,159,000	\$52,052,000	\$52,649,000	\$33,511,000	\$31,979,000
Ridership*	45,572,702	45,119,782	44,216,695	44,239,223	23,436,211	19,611,896

\* Budget/Projected



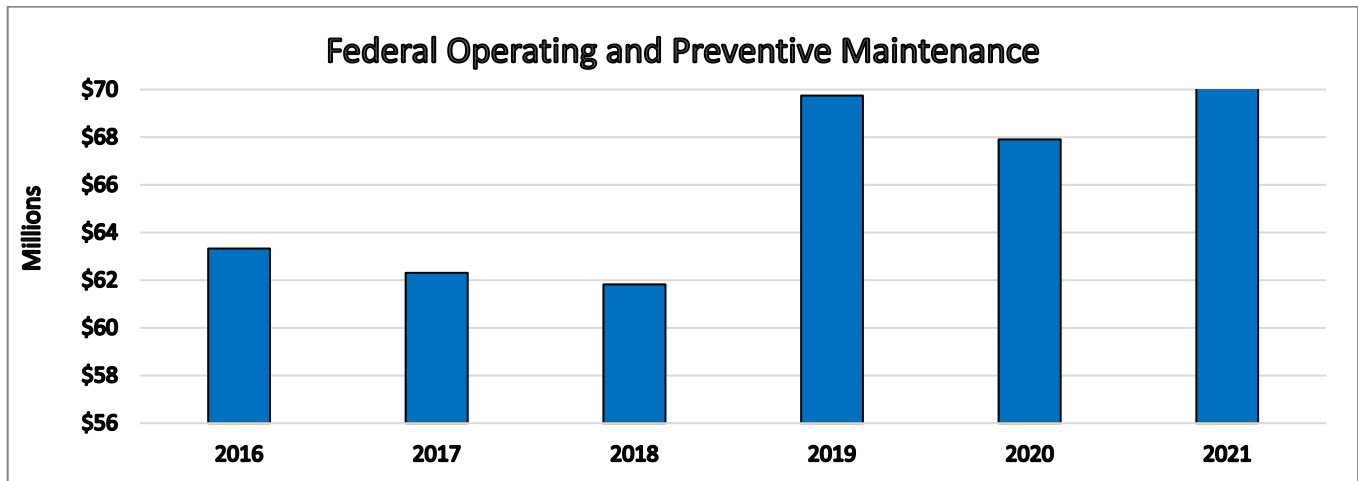


**Source: Federal Operating and Preventive Maintenance Revenue Grants**

In 2016 the Transportation Bill, Fixing Americas’ Surface Transportation (FAST) was approved by Congress. FAST allows the Authority to use formula funds for preventive maintenance. These formula funds may be used to cover up to 80% of preventive maintenance costs. After operating additional TRAX lines/extensions for 7 years UTA qualified for additional formula funds.

Year	2016	2017	2018	2019	2020*	2021*
Operating Grants	\$63,335,000	\$62,314,000	\$61,821,000	\$69,746,000	\$67,911,000	\$70,507,000

\* Budget/Projected

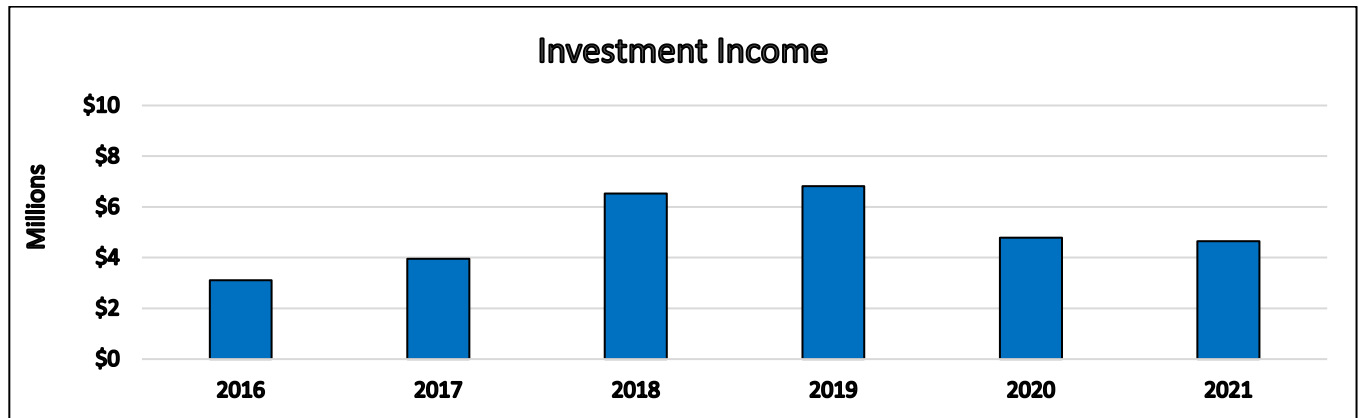


## **Source: Investment Income**

Interest income consists of interest earned on invested operating funds not yet expended and funds held for future capital expenditures. Some of the Authority's funds are invested with the Public Treasurers Investment Fund managed by the State Treasurer's office; others are placed in investments that can yield a higher interest but are still secure.

Interest rates have fallen below the 2020 projection of 3.55%. An approximate rate of 2.95% is applied to projected reserve accounts in the 2020 Transit Development Plan. Due to the current economic conditions and impacts of COVID-19, UTA's projected 2020 investment revenues are \$4.79 million with 2021 being projected at \$4.65 million.

Year	2016	2017	2018	2019	2020*	2021*
Investment Income	\$3,108,000	\$3,955,000	\$6,526,000	\$6,822,000	\$4,794,000	\$4,649,000



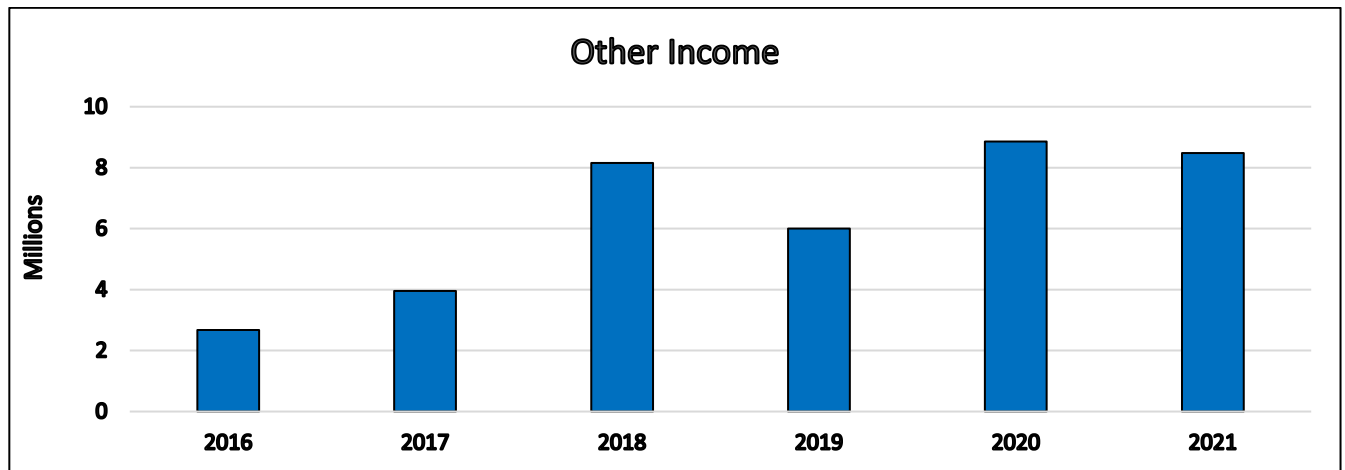


## Source: Other Income

Other income for 2021 consists of \$4.3 million from Salt Lake City for enhanced bus service, \$0.5 million from Salt Lake County for enhanced transit services, a \$2.1 million sales tax distribution from the Utah Department of Transportation, \$1.1 million from property fees, and \$0.3 million from transit-oriented development revenues.

Year	2016	2017	2018	2019	2020*	2021*
Other Income	\$3,108,000	\$3,954,000	\$8,156,000	\$6,001,000	\$8,858,000	\$10,663,000

\* Budget

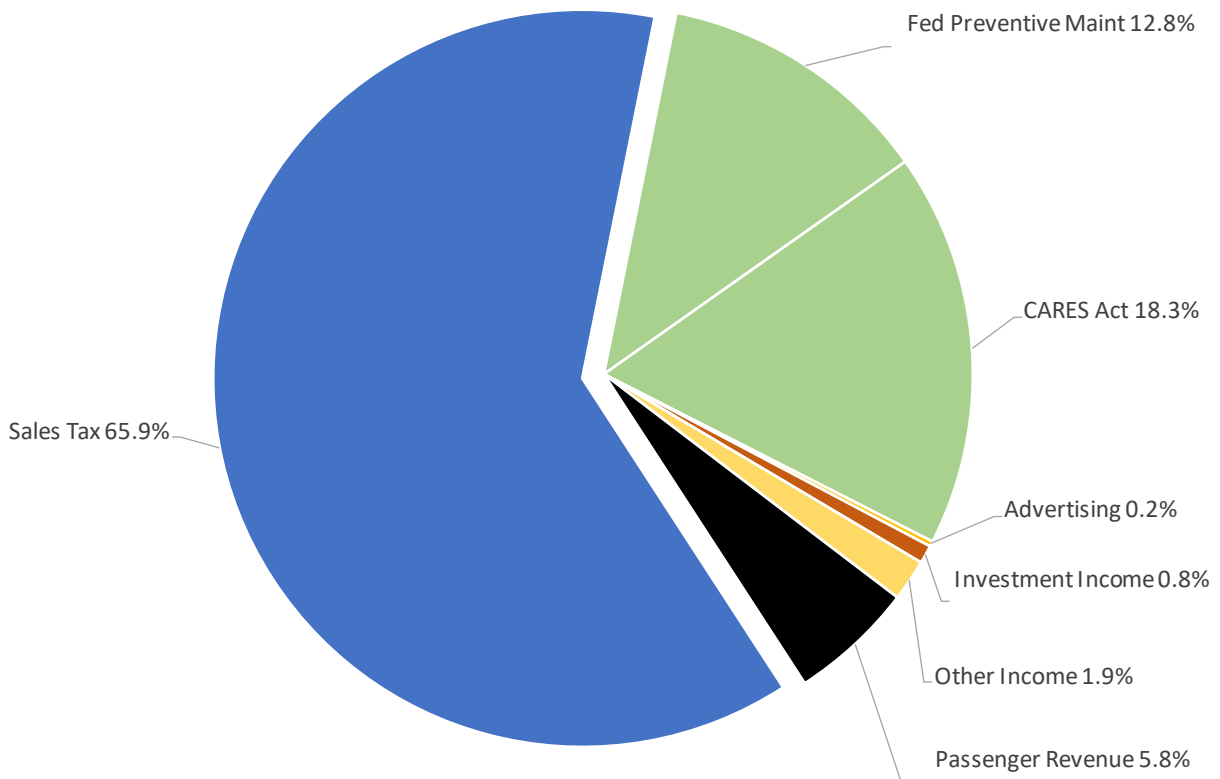


## **2021 OPERATING REVENUES**

UTA reports as a single enterprise fund and all revenues are deposited in the UTA Operating Fund. Within this enterprise fund, UTA maintains two budgets – one for operations and one for capital. Transfers from the enterprise fund to the Capital program are made as necessary to support investment in the system.

Sales tax revenue at \$364.1 million, or 66% of total revenues, represents the largest funding source for the 2021 budget. CARES Act funding totals \$101 million, Federal preventive maintenance totals \$70.5 million, and passenger revenues total \$32.0 million. Other revenues include, in order of magnitude, investment income, local support, advertising, and other fees.

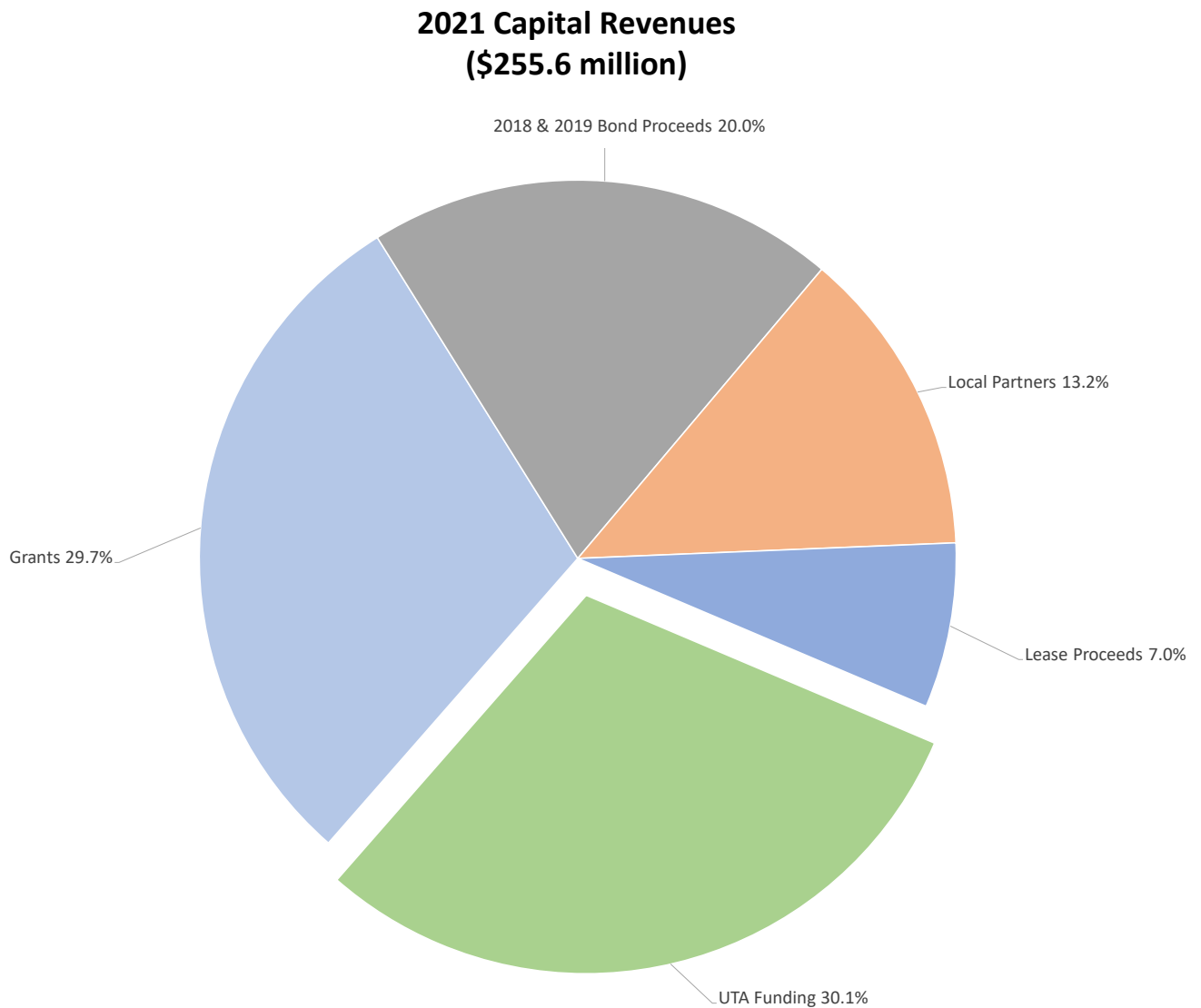
**2021 Operating Revenues  
(\$584.4 million)**



## **CAPITAL REVENUES**

2021 Capital grants are anticipated to provide \$75.8 million with local partners and the State of Utah providing \$33.7 million. Lease proceeds are estimated at \$18 million. Bonds issued in 2018 and 2019 provide \$51.2 million of proceeds that will be used in 2021.

There is also a transfer of \$76.8 million in UTA revenues from UTA's Operating Fund to support the 2021 Capital Program.



## 2021 Capital Budget Funding Sources

Utah Transit Authority 2021 Tentative Capital Budget		2021 Capital
<b>Funding Sources</b>		
UTA Funding		\$ 128,073,000
Grants		75,793,000
Local Partner Contribution		24,533,000
Leasing		18,006,000
State Contribution		9,214,000
		<b>\$ 255,619,000</b>
<b>Capital Uses</b>		
Ogden/Weber State University BRT		\$ 52,581,000
Depot District Bus Maintenance Facility		32,400,000
Airport TRAX Station Relocation		7,000,000
State of Good Repair Projects - Light rail overhaul, bus replacement, rail locomotive engine rebuilds, rail replacement, facility maintenance, bus engine replacements, bus validator replacement, passenger information signs, and safety enhancements		78,738,000
Other Capital Projects - First/last mile improvements, Box Elder right-of-way, Northern Utah County double track, bus stop improvements, wayfinding, and end-of-line facilities.		84,900,000
<b>Total Capital Uses</b>		<b>\$ 255,619,000</b>



## 2021 Debt Service Detail

2021 Debt Service (000's)	Amounts	Totals
<b>Interest on Bonds</b>	\$ 96,629	
<b>Interest Subsidy (Build America Bonds)</b>	(8,870)	
<b>Net Interest</b>	87,759	
<b>Principal on Bonds</b>	39,165	
<b>Net Bond Principal and Interest</b>		126,924
<b>Lease Payments on Revenue Service Vehicles</b>	9,406	
<b>Principal and Interest to Utah County</b>	6,949	
<b>Salt Lake City Bus Lease</b>	497	16,852
<b>Total 2021 Debt Service</b>		<u>\$ 143,775</u>

UTA continues to look for opportunities to refund bonds when possible in the future. The net present value saving from the 2019, 2020, and 2020B refundings is approximately \$20.3 million. These refundings also unrestricted debt reserve funds, changed principal payments, and restructured the debt to lower maximum annual debt service in 2029 through 2039.

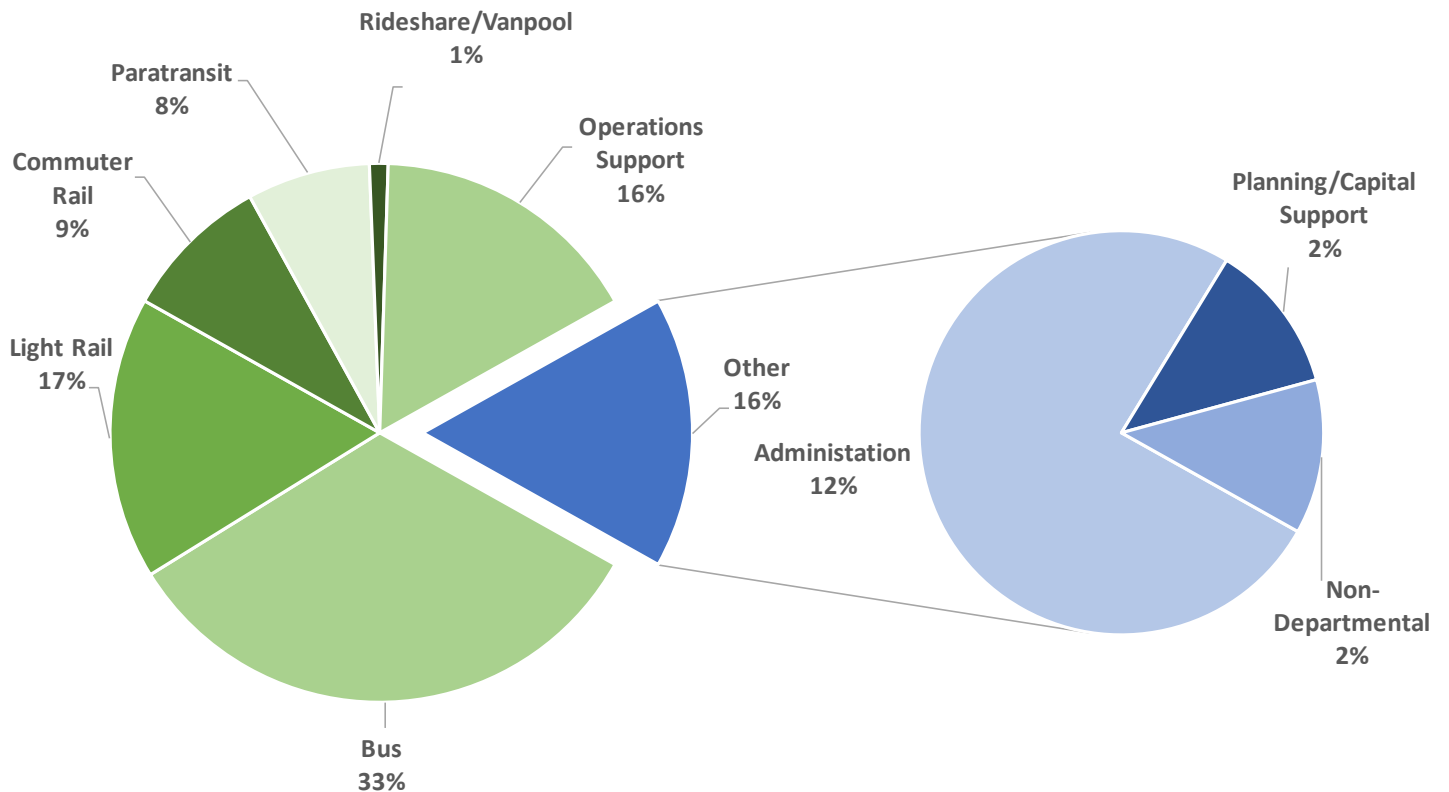


## 2021 TENTATIVE OPERATING BUDGET

The 2021 Tentative Operating Budget includes over \$273 million for operations and maintenance of the system, or 84 percent of the 2021 budget request. These functions are represented in the green shaded segments in the graph below.

The other functions (blue segments comprising 16 percent) include Administration, Planning/Capital Support and \$6.5 million set aside to fund emerging needs as UTA and the region react to and recover from the pandemic. Administration includes executive leadership and support, human capital management, payroll, accounting, purchasing and other finance functions, service development, information technology, strategic planning, continuous improvement, data management, and other functions that support the delivery of service.

**2021 Tentative Operating Budget  
(\$326.5 million)**



## 2021 Tentative Operations Budget: Expense Projections

	FY 2020 Budget	FY 2021 Budget	Change
Bus	\$108,868,992	\$107,925,104	\$(943,888)
Light Rail	52,208,951	55,404,928	3,195,977
Commuter Rail	30,711,342	28,920,873	(1,790,469)
Paratransit	24,887,147	24,111,761	(775,386)
Rideshare/Vanpool	3,298,190	3,644,685	346,495
Operations Support	50,353,076	53,454,084	3,101,008
Administration	38,081,502	40,112,853	2,031,351
Planning/Capital Support <sup>1</sup>	6,443,876	6,393,224	(50,652)
Non-Departmental <sup>2</sup>	1,632,924	6,562,491	4,929,567
<b>Total Division</b>	<b>\$316,486,000</b>	<b>\$326,530,000</b>	<b>\$10,044,000</b>

The operations portion of the 2021 Tentative Budget totals \$326.5 million (before allocation of \$11.4 million of expense to capital projects and \$3.6 million from Salt Lake County's 4<sup>th</sup> quarter revenues to specific line items in 2021). The table above shows the allocation of the operations portion of the budget by line item. Almost 72% of the operations budget is dedicated to labor and fringe costs. Together with fuel & lubricants (4.9%), parts, net of warranty recovery (6.4%), and services (6.0%), those four items comprise 92% of the total operations budget.

1. Planning/Capital Support is comprised of Planning, Capital Development & Real Estate
2. Non-Departmental contains funds for emerging needs as the region continues to react to and recover from the pandemic



## KEY ELEMENTS:

- Service Adjustment: In 2021 UTA is planning to operate 91% of pre-COVID levels of service
  - In August 2020, UTA reintroduced a significant amount of service to the system. Service levels were determined based on ridership trends and projections, input from our riders, and a focus on supporting essential workers and key areas across our system as the state of Utah began easing restrictions and returning businesses and schools/universities.
  - \$6.5 million is proposed in this budget to fund emerging needs as the region continues to react to and recover from the pandemic.
- Operations Support & Administration
  - Information Technology projects: Net increase of \$1.5M for equipment replacement and upgrades
  - Increased training and support expense for Rail Maintenance Apprenticeship programs
  - Increased contract services for additional Maintenance systems support of \$1.5M
  - Repurposed and restructured within current staffing levels to maximize efficiency
- FTE Changes: 52.5 FTE decrease
  - **Operations:**
    - Decrease overall of 33 FTE (primarily driven by fewer operators due to reduced service levels)
    - Increase in Asset Management of 7 FTE
    - Increase in Bus Maintenance of 12 FTE
  - **Administrative:**
    - Decrease of 17.5 FTE for operator trainees in Talent Development
    - Increase of 2 FTE in Operations Analysis & Solutions
    - Increase of 1 FTE in Talent Development
    - Increase of 1 FTE in Enterprise Strategy



## 2021 CAPITAL BUDGET PROJECT SUMMARY

2021 Capital Projects	Project Amount
Information Technology Projects	\$ 16,060,000
Safety & Security Projects	1,046,000
Revenue Service Vehicles	22,558,619
Vehicles - Rehab/Repair	12,798,645
Facilities Maintenance Projects	2,650,000
Rail Maintenance Projects	23,625,000
Ogden/Weber State University BRT	52,580,513
Depot District	32,400,124
TIGER Program of Projects	13,170,900
Northern Utah County Double Track	9,000,000
Airport Station Relocation	7,000,000
Sandy Parking Structure	4,204,174
Light Rail Seat Replacement	4,154,000
Provo-Orem BRT	3,010,967
5600 West 4500 South End of Line	3,000,000
Fort Union End of Line	3,000,000
Mid-Valley Connector	3,000,000
Meadowbrook Expansion	2,600,000
Bus Stop Signage - SL County	2,500,000
FrontRunner Double Tracking	2,500,000
Point of Mountain Study	2,500,000
Positive Train Control	2,500,000
Sharp-Tintic Rail Connection	2,309,867
650 South Station	2,000,000
Clearfield FR Station Trail	1,739,817
Warm Springs Upgrades	1,738,000
Central Corridor Transit	1,500,000
Passenger Information Improvements	1,459,743
Other Capital Projects	19,012,416
<b>Total Capital Expenditure Budget</b>	<b>\$ 255,618,785</b>

## Sources & Uses

Summary of TFP (\$,000's)		Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
<b>A</b>	<b>Beginning Balance</b>	\$ 352,121	\$ 338,205	\$ 345,479	\$ 299,196	\$ 242,167
	Revenue					
	Sales Tax	364,088	382,292	401,407	421,477	442,551
	Federal <sup>1</sup>	171,507	71,212	73,903	74,642	75,388
	Passenger	31,979	36,033	40,700	46,183	52,649
	Other Revenues	16,834	19,123	19,382	20,217	18,462
<b>B</b>	<b>Total Revenues</b>	\$ 584,408	\$ 508,660	\$ 535,392	\$ 562,518	\$ 589,050
<b>C</b>	<b>Total Operating Expenses</b>	\$ 326,530	\$ 354,179	\$ 365,688	\$ 377,571	\$ 389,840
<b>D</b>	<b>Net Available</b>	\$ 609,999	\$ 492,686	\$ 515,184	\$ 484,144	\$ 441,377
<b>E</b>	Capital Sources	\$ 127,599	\$ 242,784	\$ 142,303	\$ 162,195	\$ 54,537
<b>F</b>	Capital Uses	255,619	230,138	187,990	233,576	105,432
<b>G</b>	Debt Service	\$ 143,775	\$ 159,852	\$ 171,925	\$ 176,720	\$ 185,667
<b>H</b>	<b>Net Change (Sources less Uses)</b>	\$ (13,917)	\$ 7,275	\$ (47,908)	\$ (63,153)	\$ (37,353)
<b>I</b>	<b>Ending Balance</b>	\$ 338,205	\$ 345,479	\$ 297,572	\$ 236,043	\$ 204,814
<b>J</b>	<b>Required Reserves</b>	\$ 154,723	\$ 158,870	\$ 160,596	\$ 162,379	\$ 164,219
<b>K</b>	<b>Unrestricted Cash Balance</b>	\$ 183,482	\$ 186,610	\$ 138,600	\$ 79,788	\$ 39,135
	<b>D = A + B - C</b>					
	<b>I = D + E - F - G</b>					
	Footnote: <sup>1</sup> CARES Act Funding 2021 \$101 million					



## Financial Structure

### Accounting Method

UTA reports as a single enterprise fund and uses the accrual method of accounting. Under this method, revenues are recognized when they are earned and expenses are recognized when they are incurred.

### Department /Fund Relationship

Within the enterprise fund, UTA maintains two budgets – one for operations and one for capital. Within the operations budget, expenses are tracked by type of service mode (bus, light rail, commuter rail, paratransit, or rideshare/vanpool) as well as operations support, administrative, non-operating, and debt service.

Departments within operations and operations support by type of service are:

Bus	Light Rail	Commuter Rail	Paratransit	Rideshare Vanpool
Mt. Ogden Operations	Light Rail Operations	Commuter Rail Operations	Paratransit Operations	Van Pools
Mt. Ogden Maintenance	Light Rail Maintenance	Commuter Rail Maintenance	Paratransit Maintenance	Rideshare Administration
Mt. Ogden Administration	Light Rail Jordan River Maintenance	Commuter Rail Administration	Special Service Administration	
Timpanogos Operations	Light Rail Administration	Maintenance of Way Systems	Mobility Management	
Timpanogos Maintenance	Rail Fleet Sustainability	Maintenance of Way Infrastructure		
Timpanogos Administration	Maintenance of Way Systems			
Meadowbrook Operations	Maintenance of Way Infrastructure			
Meadowbrook Maintenance				
Meadowbrook Administration				
Central Maintenance				
Integrated Service Planning				
Transit Communications Center				

Departments within the Operations Support, Administrative, and Non-operating classifications are provided on the following page.



Operations Support	Administrative	Non-operating
Support Maintenance	Product Development & Sales	Capital Projects & Development
Fleet Engineering	Fares	Planning
Asset Management - State of Good Repair	Risk Management	Real Estate
Vehicle Disposal	Technology Security	Service Development
Facilities	Communications & Deployment	
Ticket Vending Machine Maintenance	Applications Support	
Radio & Rail Communications	Application Development	
Supply Chain - Purchasing	Network Support	
Supply Chain - Warehousing	Quality Assurance	
Farebox Service	Accounting	
Fare Strategy & Operations	Finance	
Customer Service	Intermodal Center - SLC	
Public Safety	Intermodal Center - Ogden	
Operations Analysis & Solutions	Budget & Financial Analysis	
Data Quality & Ridership	Innovative Mobility Services	
Safety & Security	Government Relations	
Bus Communications	Public Relations & Marketing	
Talent Development	Planning & Engagement	
	Board of Trustees	
	Total Rewards	
	People Office	
	Human Resources and Labor Relations	
	Workforce Planning	
	Operations Office	
	Internal Audit	
	Executive Director	
	Legal	
	Civil Rights	
	Corporate Support	
	Customer Experience	
	Enterprise Strategy	

Within the capital budget, expenses are tracked by discrete projects, Safety & Security, State of Good Repair (capital maintenance to the transit infrastructure), and Information Technology. More detail about capital investments are provided in the Capital and Debt section.

### **Basis of Budgeting**

Budgeting is based upon the accrual basis with these exceptions:

- UTA budgets capital expense rather than depreciation expense
- UTA does not budget for change in actuarial estimates for the pension
- In addition to bond interest expense, UTA budgets annual bond principal payments
- The annual budget excludes amortization of bond issuance premiums and discount



## Financial Information and Policies

### **Basis of Accounting**

The Authority reports as a single enterprise fund and uses the accrual method of accounting. Under this method, revenues are recognized when they are earned, and expenses are recognized when they are incurred.

### **Standards for Reporting Purposes**

The financial statements of the Authority have been prepared in conformity with accounting principles generally accepted in the United States of America as prescribed by GASB.

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets, deferred outflows of resources, liabilities, deferred inflows of resources, and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts or revenues and expenses during the reporting period. Actual results could differ from those estimates.

### **Federal Planning Assistance and Preventive Maintenance Grants**

Federal planning assistance grants received from the Federal Transit Administration (FTA) and preventive maintenance grants are recognized as revenue and receivable during the period in which the related expenses are incurred and eligibility requirements are met. The current reauthorizations act, Fix America's Surface Transportation (FAST), allows for the replacement and repair of aging infrastructure.

### **Federal Grants for Capital Expenses**

The U.S. Department of Transportation, through contracts between the Authority and the FTA, provides federal funds of 35% to 93% of the cost of property and equipment acquired by the Authority through federal grants. Grant funds for capital expenses are earned and recorded as capital contribution revenue when the capital expenses are made and eligibility requirements are met.

### **Contributions from Other Governments (Sales Tax)**

As approved by the voters or county governing bodies, sales tax for transit is collected to provide the Authority with funds for mass transit purposes. Funds are utilized for operations and for the local share of capital expenses. Sales tax revenues are accrued as a revenue and receivable for the month in which the sales take place. The Authority does not have taxing authority in any jurisdiction; therefore this revenue is considered a contribution from another government.



**Approved Local Option Sales Tax:**

Salt Lake County	0.7875%
Davis County	0.6500%
Weber County	0.6500%
Box Elder County	0.5500%
Utah County	0.6260%
Tooele County	0.4000%

**Budgetary and Accounting Controls**

The Authority's annual budgets are approved by the Board of Trustees, as provided for by law. Operating and non- operating revenues and expenses are budgeted on the accrual basis except for depreciation, pension actuarial expenses, bond principal payments, and amortization of bond issuance premiums and discounts. Capital expenses and grant reimbursements are budgeted on a project basis. Multi-year projects are approved in whole, but are budgeted based on estimated annual expenses and revenues.

The Authority adopts its annual budget in December of the preceding year.



# UTA BOARD OF TRUSTEES BYLAWS

## ARTICLE VII – CONDUCTING BUSINESS

### Section 1      **Resolutions, Orders and Ordinance – Vote Recorded**

Each and every formal action by the Board and Advisory Council shall be taken by the passage of a resolution, order or ordinance by the Board or Advisory Council. Resolutions and ordinances shall be by roll call vote with each affirmative and negative vote recorded. Proposed resolutions and ordinances shall be forwarded to each Trustee and Member by electronic means at least twenty-four hours before the ordinance is presented for adoption. All resolutions and ordinances passed by the Board and Advisory Council shall be authenticated as soon as practicable after their passage by the signature of the applicable Chair and attested to by the Board Secretary or Advisory Council, Second Vice-Chair, and kept in the official records of the Authority. A record of meetings of the Board and Advisory Council shall be made and retained as provided by law.

### Section 2      **Adoption and Amendment of Bylaws**

These Bylaws may be adopted and amended by an affirmative vote by a majority of the Board after consultation with the Advisory Council.

### Section 3      **Fiscal Year**

The fiscal year of the Authority shall commence on January 1 and end December 31 of each calendar year.

### Section 4      **Principal Place of Business**

The principal place of business for the Authority, and the location of all offices and departments, shall be determined from time to time by the Board. The Board Secretary shall publish the location of the principal place of business in the Government Entity Database maintained by the Division of Corporations of the State of Utah.

### Section 5      **Budget**

The Authority shall prepare an annual budget for the consideration of the Board each year in compliance with applicable law. After analyzing the proposed budget and making any corrections or revisions that it may find necessary and consulting with the Advisory Council, the Board shall adopt a final annual budget prior to the end of each fiscal year.

### Section 6      **Audit Reports**

A. Annual Audit - The Board shall cause an annual audit of the Authority's financial statements to be



conducted in accordance with general accepted auditing standards following the end of each fiscal year and in compliance with the Act. The audit shall be performed by an independent certified public accounting firm selected by the Board. The auditor shall provide a signed auditor's opinion as to the fair presentation of the financial position of the Authority and the results of Authority operations and changes in its financial position for the fiscal year ended. The audit shall be made available in compliance with the Act.

- B. Other Audits – In consultation with the Advisory Council, the Board may cause audits other than the annual audit to be made, which shall be made available in compliance with the Act.

## **Utah's Provisions Applicable to All Local Districts**

### **17B-1-702 Local District to Submit Budgets**

Except as provided in paragraph (a), within 30 days after it is approved by the board, and at least 30 days before the board adopts a final budget, the board of each local district with an annual budget of \$50,000 or more shall send a copy of its tentative budget and notice of the time and place for its budget hearing to 1) each of its constituent entities that has in writing requests a copy; and (2) to each of its customer agencies that has in writing requested a copy.

(a) Within 30 days after it is approved by the board, and at least 30 days before the board adopts a final budget, the board of trustees of a large public transit district as defined in Section 17B-2a-802 shall send a copy of its tentative budget and notice of the time and place for its budget hearing to 1) each of its constituent entities; 2) each of its customer agencies that has in writing requested a copy; 3) the governor; and 4) the Legislature.

The local district shall include with the tentative budget a signature sheet that includes 1) language that the constituent entity or customer agency received the tentative budget and has no objection to it; and 2) a place for the chairperson or other designee of the constituent entity or customer agency to sign.

Each constituent entity and each customer agency that receives the tentative budget shall review the tentative budget submitted by the district and either 1) sign the signature sheet and return it to the district; or 2) attend the budget hearing or other meeting scheduled by the district to discuss the objections to the proposed budget.

If any constituent entity or customer agency that received the tentative budget has not returned the signature sheet to the local district within 15 calendar days after the tentative budget was mailed, the local district shall send a written notice of the budget hearing to each constituent entity or customer agency that did not return a signature sheet and invite them to attend that hearing. If requested to do so by any constituent entity or customer agency, the local district shall schedule a meeting to discuss the





budget with the constituent entities and customer agencies. At the budget hearing, the local district board shall 1) explain its budget and answer any questions about it; 2) specifically address any questions or objections raised by the constituent entity, customer agency, or those attending the meeting; and 3) seek to resolve the objections.

Nothing in this part prevents a local district board from approving or implementing a budget over any or all constituent entity's or customer agency's protest, objections, or failure to respond.

## **Utah's Provisions Applicable to All Local District 17-B-1-1102 Limitation on Bonds**

A public transit district may not issue general obligations bonds if the issuance of the bonds will cause the outstanding principal amount of all of the district's general obligation bonds to exceed the amount that results from multiplying the fair market value of the taxable property within the district, as determined under Section 11-14-301(3)(b) by 3%. Bonds or other obligations of a public transit district that are not general obligation bonds are not included in this limit.

### **Board of Trustees Policy No. 2.1 Financial Management – Key Budget Provisions July 31, 2019**

#### **A. Reserves**

1. The Authority will maintain the following reserves:

- a. General operating reserves, including the risk reserve, funded at a level equal to at least twelve percent (12%) of the Authority's budgeted operating expense, excluding non-operating expense, to be used as a working capital account throughout the year. The Treasurer will manage the use of the funds in the general operating reserve.
- b. Service stabilization reserve funded at a level equal to three percent (3%) of the Authority's budgeted operating expense, excluding nonoperating expense, to be used to avoid service reductions at such times as the Authority faces a revenue shortfall or cost overrun due to extraordinary circumstances. The Board of Trustees must give its prior approval before funds in the service stabilization reserve are used.



c. Bond reserves funded at a level required by bond covenants to be used for the payment of debt service in the event that the Authority fails to make scheduled bond principal and interest payments. The Board of Trustees must give its prior approval before funds in the bond reserve are used.

d. Capital replacement reserve to reach a level equal to one percent (1%) of the property, facilities, and equipment cost as reported in the comprehensive annual financial report to be used for capital repair or replacement costs due to extraordinary circumstances. The Board of Trustees must give its prior approval before funds in the capital replacement reserve are used.

2. The Board of Trustees may establish other reserves and make additional contributions to existing reserves.
3. Reserve balances will be reported on the Authority's monthly financial statements.
4. Upon the use of any service stabilization, bond or capital replacement reserves, the Board of Trustees will, by resolution, establish a timeline for the full reimbursement of the reserves within 60 months after their first use and begin to restore reserves used no later than 24 months after their first use.

#### B. Grants

1. The allocation of anticipated formula fund grants will be determined during the annual budget process.

#### C. Long-term Financial Planning

1. The Executive Director will develop a long-term (20 years or longer) financial plan incorporating the Board of Trustees' strategic plan, identifying the Authority's long-term financial challenges and proposed solutions based upon reasonable projections of revenue and expense including operations and maintenance, reasonably anticipated new funding programs, capital expansion, maintenance of a state of good repair of existing assets, asset replacement, and debt issuance. The Executive Director will update the long-term financial plan three times a year.
2. The Board of Trustees will review the long-term financial plan annually and report it to the State Bonding Commission.

#### D. Budgeting

1. As provided for in the Authority's Bylaws, the Authority will prepare an annual budget and the Board of Trustees, after consultation with the Advisory Council, will approve the budget.
2. The Board of Trustees may amend or supplement the budget at any time after its adoption.
3. The Executive Director may make administrative adjustments to an adopted budget without Board of Trustee approval as long as those changes will not have a significant policy impact or affect budgeted year-end fund balances.



## E. Capital

1. The Executive Director will develop a five-year capital plan and update it every year for inclusion in the annual budget process discussions and approvals. The five-year capital plan will be fiscally constrained and will maintain all assets at a state of good repair to protect the Authority's capital investment and minimize future maintenance and replacement costs.

## Budget Process

This section describes the process for preparing, reviewing, and adopting the budget for the coming fiscal year. It also includes procedures for amending the budget after adoption and the process used in developing the capital budget. A budget calendar for the budgeted year 2021 is included at the end of this section.

**Budget Process:** The Executive Director and Chief Financial Officer, with the advice and counsel of the Board of Trustees and the Local Advisory Council, prepare a preliminary budget for the ensuing year including operation, maintenance, administration expenses, debt service, and capital expenditures.

The yearly process starts in Spring with the Authority's Executive Team and staff assessing likely growth estimates for revenues, operating expenses, and capital projects. Budget priorities are discussed and a preliminary five-year capital plan is developed. Changes in assumptions are incorporated into the long-term financial plan model and operating and capital budget targets are developed by early July. After a preliminary budget outlook is reviewed with the Board of Trustees, the Executive Director develops and distributes budget preparation instructions for Authority staff.

A draft five-year capital plan is completed and reviewed with the Board of Trustees and the Local Advisory Council in September. The first year of the capital plan, which includes specific capital projects and the funding available through outside funding such as grants, local partners, state funding, and financing are included in the next year's capital budget.

By late August each Chief Officer submits an operating budget which is at or below the budget target for their departments and which supports the Board of Trustees' budget priorities. The Executive Team reviews the operating budgets and makes any adjustments it deems necessary. Preliminary budgets are reviewed with the Board of Trustees in September. Any modifications to the budget are completed by early October.

In November, the Executive Director presents the 2021 tentative budget to the Board of Trustees for their review and approval. Once the tentative budget is approved by the Board of Trustees, it is sent to the Governor's Office, State Legislature and Local Governments and a 30-day comment period, which includes a



public hearing, is established. In early December, the Executive prepares and presents the 2021 Final Budget to the Board of Trustees for its review and approval.

**Adoption of Annual Budget:** Before the first day of each fiscal year, the Board shall adopt the annual budget by a vote of a quorum of the total Board. If, for any reason, the Board has not adopted the annual budget on or before the first day of January of any fiscal year, the preliminary budget for such year shall be in effect for such fiscal year until the annual budget is adopted.

Please refer to the 2021 UTA Budget Preparation Schedule at the end of this section.

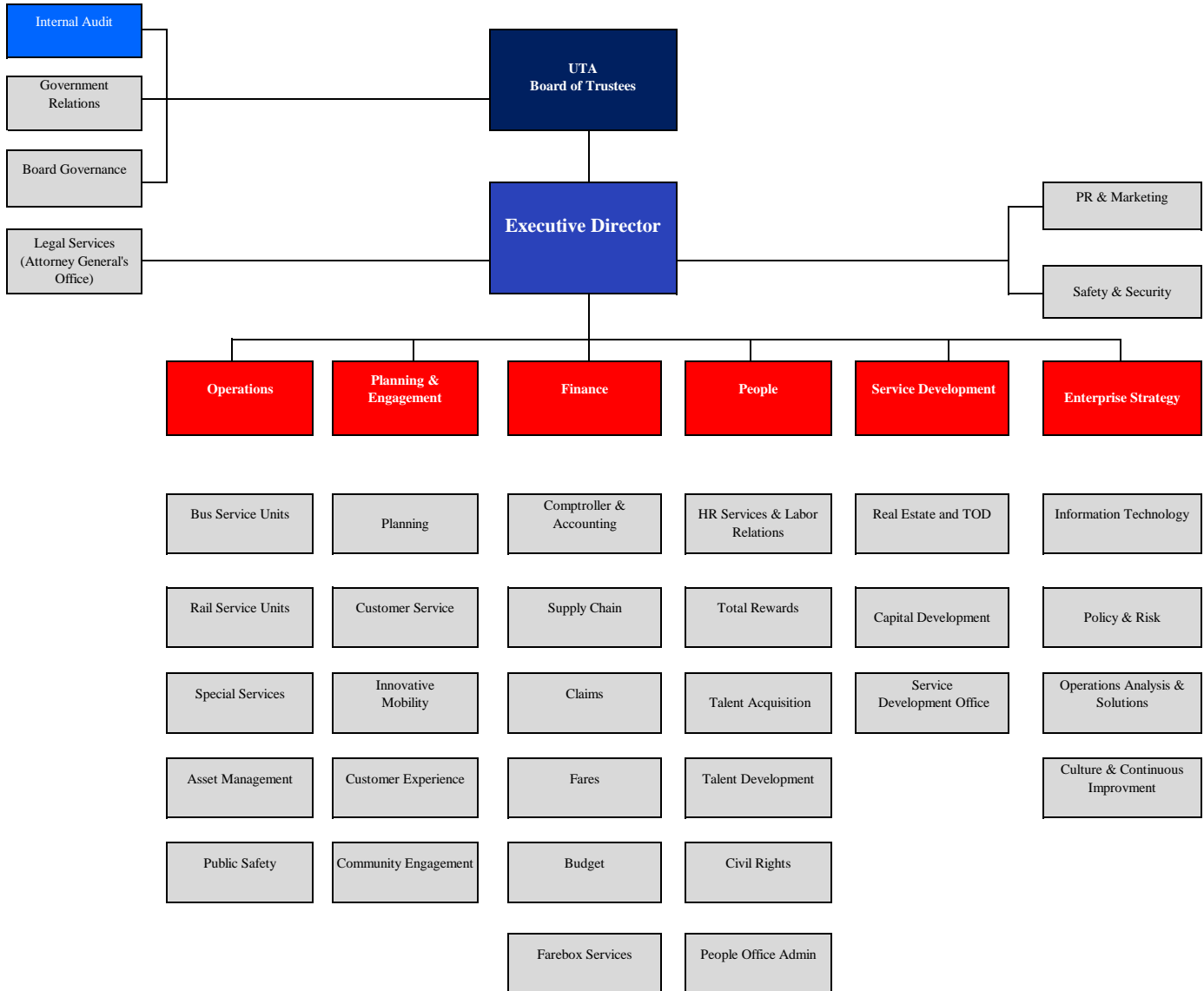


## Annual Budget Schedule:

<u>Task</u>	<u>Completion Date</u>
Executive Director prepares and distributes budget preparation memo based upon Board of Trustee's budget priorities and available funding per the long-term financial model	July 13, 2020
Draft Budgets due from Executive Team. (Executive Team will notify their direct reports of earlier submission dates before this time to allow for executive review).	August 28, 2020
Executive team evaluates 2021 operating and capital budget submittals	Sept. 4, 2020
Preliminary 2021 operating and capital budgets reviewed with the Board of Trustees	Sept 28 to Oct 2, 2020
Final adjustments to 2021 budget	Oct. 2, 2020
2021 Tentative Budget provided to Board of Trustees	Oct. 28, 2020
Board of Trustees reviews 2021 Tentative Budget	Nov. 4, 2020
Budget Review and Comment Period	Nov. 11 to Dec. 11, 2020
Board of Trustees holds public hearing on 2021 Budget	Nov. 11, 2020
Board of Trustees considers approval of the 2021 Final Budget	Dec. 16, 2020
Staff submits Final Budget to State Auditor	Dec. 31, 2020
Staff prepares, prints, and distributes 2021 Budget Document to the Board of Trustees, Operating Departments and interested parties	Dec. 31, 2020



# Organizational Chart



# 2021 Tentative Operating Budget

## 2021 UTA Operating Budget by Mode

	FY 2020 Budget	FY 2021 Budget	Change
Bus	\$108,868,992	\$107,925,104	\$(943,888)
Light Rail	52,208,951	55,404,928	3,195,977
Commuter Rail	30,711,342	28,920,873	(1,790,469)
Paratransit	24,887,147	24,111,761	(775,386)
Rideshare/Vanpool	3,298,190	3,644,685	346,495
Operations Support	50,353,076	53,454,084	3,101,008
Administration	38,081,502	40,112,853	2,031,351
Planning/Capital Support <sup>1</sup>	6,443,876	6,393,224	(50,652)
Non-Departmental <sup>2</sup>	1,632,924	6,562,491	4,929,567
<b>Total Division</b>	<b>\$316,486,000</b>	<b>\$326,530,000</b>	<b>\$10,044,000</b>

## 2020 and 2021 Proposed Budget by Office

	FY 2020 Budget	FY 2021 Budget	Change
Board	\$2,786,780	\$2,720,074	\$(66,706)
Executive Director	7,911,851	7,890,971	(20,880)
Operations	249,647,850	252,598,361	2,950,511
Finance	13,289,788	13,863,537	573,749
Service Development	4,310,543	4,439,940	129,397
Planning & Engagement	10,967,764	10,649,039	(318,725)
Enterprise Strategy	17,059,501	19,880,699	2,821,198
People	8,879,000	7,924,891	(954,109)
Non-Departmental <sup>2</sup>	1,632,924	6,562,491	4,929,567
<b>Total Division</b>	<b>\$316,486,000</b>	<b>\$326,530,000</b>	<b>\$10,044,000</b>

The 2021 Operating Budget was designed with the following strategies:

- Primary Goal: Maintain Fiscal Responsibility
- Maintain August 2020 baseline service levels
- Centralize budgets to improve clarity, ownership, and overall understanding of current state
- Repurpose funds between offices and departments to improve budget alignment with annual initiatives and support current and future agency needs.

1. Planning/Capital Support is comprised of Planning, Capital Development & Real Estate

2. Non-Departmental contains funds for emerging needs as the region continues to react to and recover from the pandemic



## 2021 UTA Operating Budget Expenses by Category

	FY2020 Budget	FY 2021 Budget	% Change
Wages	\$157,322,390	\$158,310,407	0.6%
Fringe	73,460,319	75,251,668	2.4%
Services	27,511,998	31,470,240	14.4%
Fuel	20,281,070	15,874,843	(21.7)%
Parts	19,734,825	20,694,821	4.9%
Utilities	11,977,462	12,025,731	0.4%
Other O&M	17,452,984	22,233,919	27.4%
Capitalized Costs	(11,255,047)	(9,331,626)	17.1%
<b>Total Budget</b>	<b>\$316,486,000</b>	<b>\$326,530,000</b>	<b>3.2%</b>

### Key Budget Changes:

- Decrease in fuel due to lower price per gallon and reduced service levels
- Increase in wages and fringe benefits
- Increase in Contract Services for additional cleaning services in Rail and Trax as well as increase maintenance support for UTA's infrastructure
- Increase in Information Technology for critical state of good repair and technology projects
- Increase non departmental by \$6.5 million to fund emerging needs as the region continues to react to and recover from the pandemic





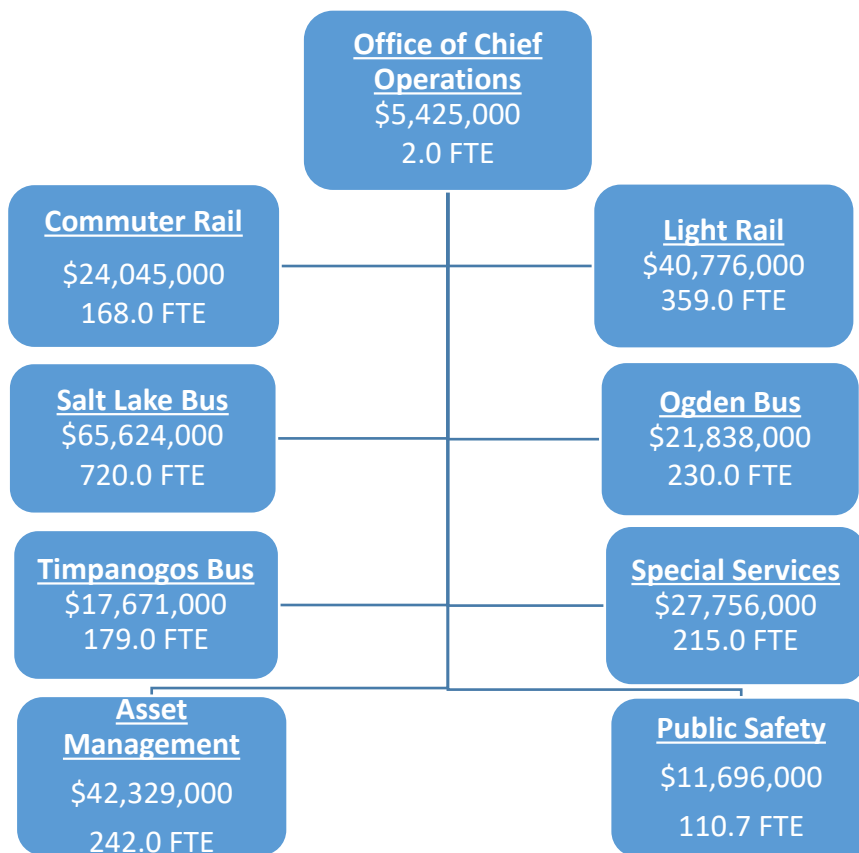
## UTA FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change
Board	14.0	13.5	(0.5)
Executive Director	39.5	37.5	(2.0)
Operations	2,258.7	2,225.7	(33.0)
Finance	109.0	105.1	(3.9)
Service Development	31.0	32.0	1.0
Planning & Engagement	71.5	71.5	0.0
Enterprise Strategy	97.5	104.0	6.5
People	79.7	58.2	(21.5)
<b>Totals</b>	<b>2,700.9</b>	<b>2,647.5</b>	<b>(53.4)</b>



# 2021 Operating Budget by Office, Cost Center, Category & FTE

## Operations



The Operations Office is comprised of six service units spread out across our system as well as our Public Safety Department and Asset Management (Engineering & Support Maintenance).

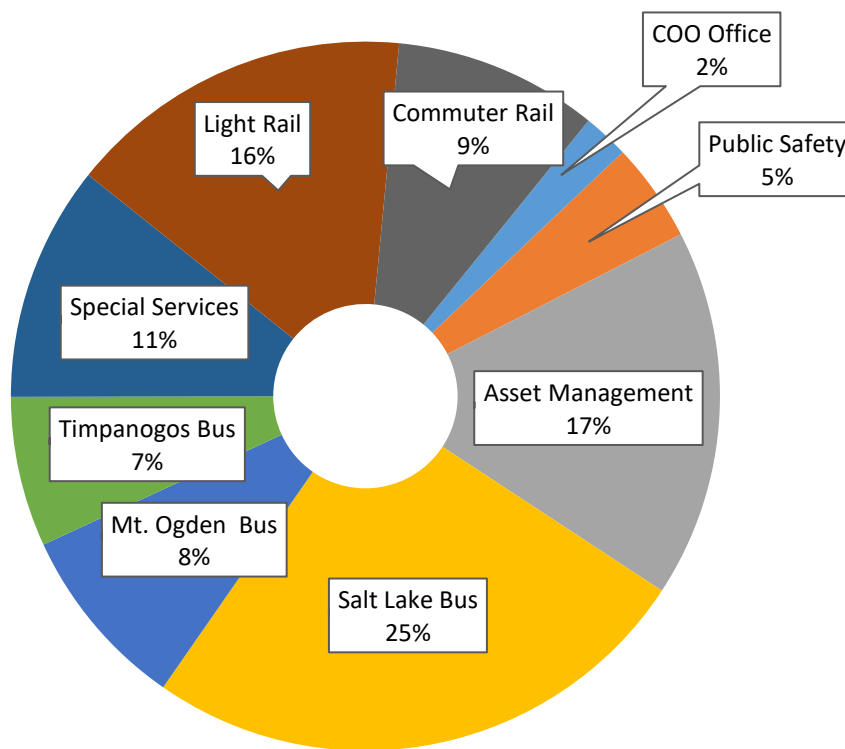
UTA Operations provides the following to make the UTA System work:

- *Service Operations.* Operate buses, light rail, commuter rail, vanpool, and paratransit services across the UTA service area in a safe and efficient manner.
- *Maintenance Services.* Maintain the buses, rail cars and rail right of way to allow the safe and comfortable operation of services to UTA’s customers.
- *Operations Planning.* Operations planners partner with the service planners on designing and operationalizing the service plan in a way that aligns with our focus areas of Service, People and Stewardship.
- *Public Safety.* UTA has an internal police department focused on keeping our community, our riders and our employees safe. Our police also engage in community service and support our local authorities.



## 2021 Proposed Operations Budget

Expenses: \$257.2M



### Key Budget Changes:

- Reduced miles and hours
- Increase non-departmental by \$4.4 million to fund emerging needs
- Increased rail cleaning contract \$334K
- Increased Light Rail Maintenance parts budget \$1.3M
- Operationalized Light Rail overhaul labor cost \$3M
- Increased MOW overtime due to RWIC responsibilities \$170K
- Net Decrease in FTE 33 due to reduced service levels



## 2021 Proposed Operations Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
COO Office	\$11,698,488	\$12,558,068	\$859,580
Asset Management	39,504,307	42,329,442	2,825,134
Salt Lake Bus	65,516,696	65,624,238	107,542
Mt. Ogden Bus	22,404,996	21,838,431	(566,565)
Timpanogos Bus	18,239,979	17,671,215	(568,764)
Special Services	28,185,337	27,756,446	(428,891)
Light Rail	38,092,266	40,775,968	2,683,702
Commuter Rail	26,005,780	24,044,553	(1,961,227)
Non-Departmental	132,446	4,562,491	4,430,045
<b>Totals</b>	<b>\$249,780,296</b>	<b>\$257,160,852</b>	<b>\$7,380,556</b>

### Key Initiatives:

- Partner with Service Planning to identify and enhance essential service routes
- Begin implementation of Rail Maintenance Apprenticeship programs
- Navigate new normal (maintain situational awareness, monitor performance, and adjust as required)
- Provide efficient and effective service in regards to ridership, cost, and reliability and minimizing service interruptions (KPI's)
- Ensure safe and secure system with emphasis on avoidable accidents and police presence (KPI's)
- Finalize Commuter Rail replacement/rehab plan and develop long-term replacement strategy for SD100 and SD160 light rail fleets
- Initiate an Asset Management Committee to ensure alignment between long range plans, state of good repair priorities, and financial forecast



## 2021 Proposed Operations Budget Expenses by Category

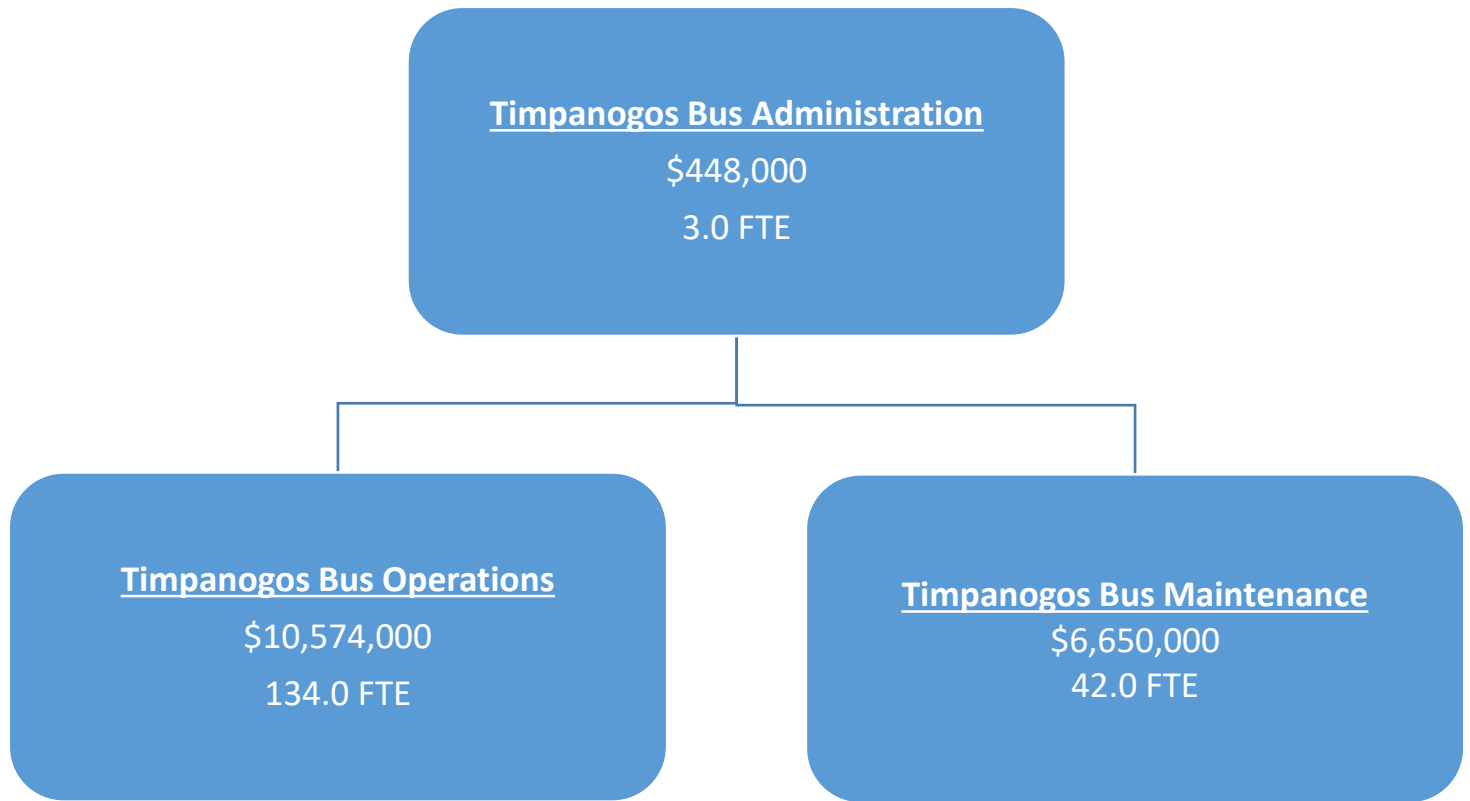
Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$127,105,830	\$127,882,484	0.6%
Fringe	60,775,635	62,516,781	2.9%
Services	12,542,532	14,570,675	16.2%
Fuel	20,214,325	15,813,103	(21.8)%
Parts	19,472,143	20,442,354	5.0%
Utilities	11,172,180	11,162,053	(0.1)%
Non-Departmental	145,446	4,562,491	3,036.9%
Capitalized Costs	(10,496,754)	(8,427,602)	19.7%
Other O&M	8,848,958	8,638,513	(2.4)%
<b>Totals</b>	<b>\$249,780,296</b>	<b>\$257,160,852</b>	<b>3.0%</b>

## Operations FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
COO Office	2.0	2.0	0.0	
Public Safety	109.7	110.7	1.0	
Asset Management	234.0	242.0	8.0	
Salt Lake Bus	727.5	720.0	(7.5)	
Mt. Ogden Bus	235.0	230.0	(5.0)	
Timpanogos Bus	183.0	179.0	(4.0)	
Special Services	219.0	215.0	(4.0)	
Light Rail	365.0	359.0	(6.0)	
Commuter Rail	183.5	168.0	(15.5)	
<b>Totals</b>	<b>2,258.7</b>	<b>2,225.7</b>	<b>(33.0)</b>	



# Timpanogos Service Unit



## 2021 Proposed Timpanogos Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Timp Administration	\$439,560	\$447,693	\$8,133
Timp Operations	10,762,272	10,573,829	(188,443)
Timp Maintenance	7,038,147	6,649,693	(388,454)
<b>Totals</b>	<b>\$18,239,979</b>	<b>\$17,671,215</b>	<b>\$(568,764)</b>

## 2021 Proposed Timpanogos Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$9,791,460	\$9,799,692	0.1%
Fringe	4,866,576	4,817,377	(1.0)%
Services	107,370	131,495	22.5%
Fuel	2,189,260	1,738,621	(20.6)%
Parts	700,719	651,495	(7.0)%
Utilities	190,261	158,202	(16.9)%
Other O&M	394,333	374,333	(5.1)%
<b>Totals</b>	<b>\$18,239,979</b>	<b>\$17,671,215</b>	<b>(3.1)%</b>



## Timpanogos FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Timp Administration	3.0	3.0	0.0	
Timp Operations	140.0	134.0	(6.0)	
Timp Maintenance	40.0	42.0	2.0	
Totals	183.0	179.0	(4.0)	Reduced service

### Key Budget Changes:

- Reduced Miles & Hours
  - 199K fewer miles
  - 19.5K fewer hours
- Net Decrease in 4 FTE

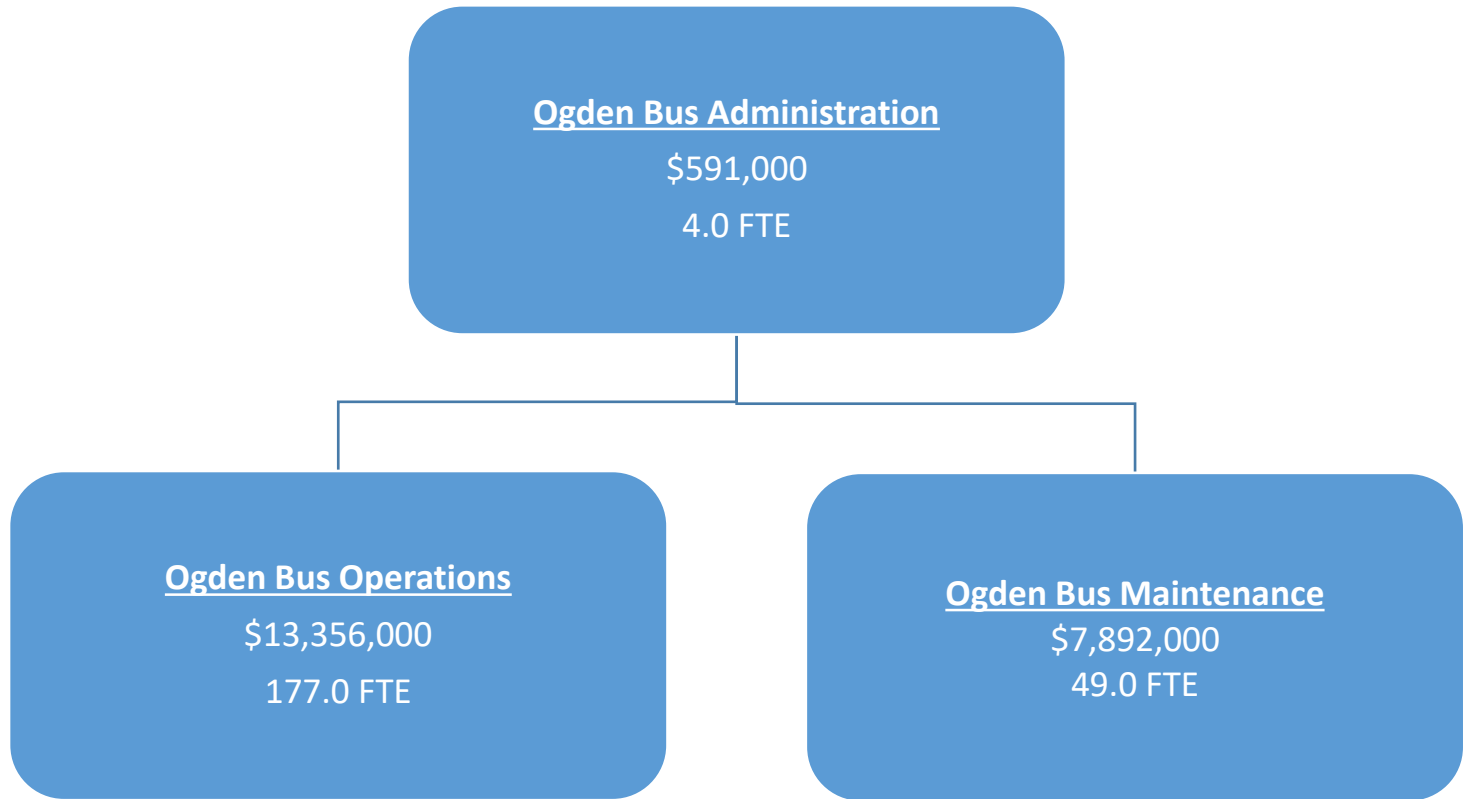
### Key Initiatives:

- Central corridor Transit Project/Environmental Study
  - Bus Rapid Transit - Lehi to Provo
- Increased employee involvement and training
- Partner with CSDO on service recovery plans, future studies and implementation
  - Point of the Mountain/Central Corridor Coordination
  - South Utah County Transit Study
  - Saratoga Springs/Eagle Mountain Study





# Ogden Service Unit



## 2021 Proposed Mt. Ogden Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Ogden Administration	\$487,002	\$590,920	\$103,918
Ogden Operations	13,532,596	13,355,563	(177,033)
Ogden Maintenance	8,385,398	7,891,948	(493,450)
<b>Totals</b>	<b>\$22,404,996</b>	<b>\$21,838,431</b>	<b>\$(566,565)</b>

## 2021 Proposed Mt. Ogden Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$12,299,788	\$12,201,833	(0.8)%
Fringe	5,855,352	6,115,681	4.4%
Services	186,000	212,050	14.0%
Fuel	2,624,713	2,029,256	(22.7)%
Parts	749,325	652,875	(12.9)%
Utilities	14,000	12,700	(9.3)%
Other O&M	675,818	614,036	(8.9)%
<b>Totals</b>	<b>\$22,404,996</b>	<b>\$21,838,431</b>	<b>(2.5)%</b>



## Mt. Ogden FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Ogden Administration	3.0	4.0	1.0	
Ogden Operations	185.0	177.0	(8.0)	
Ogden Maintenance	47.0	49.0	2.0	
Totals	235.0	230.0	(5.0)	Reduced Service

### Key Budget Changes:

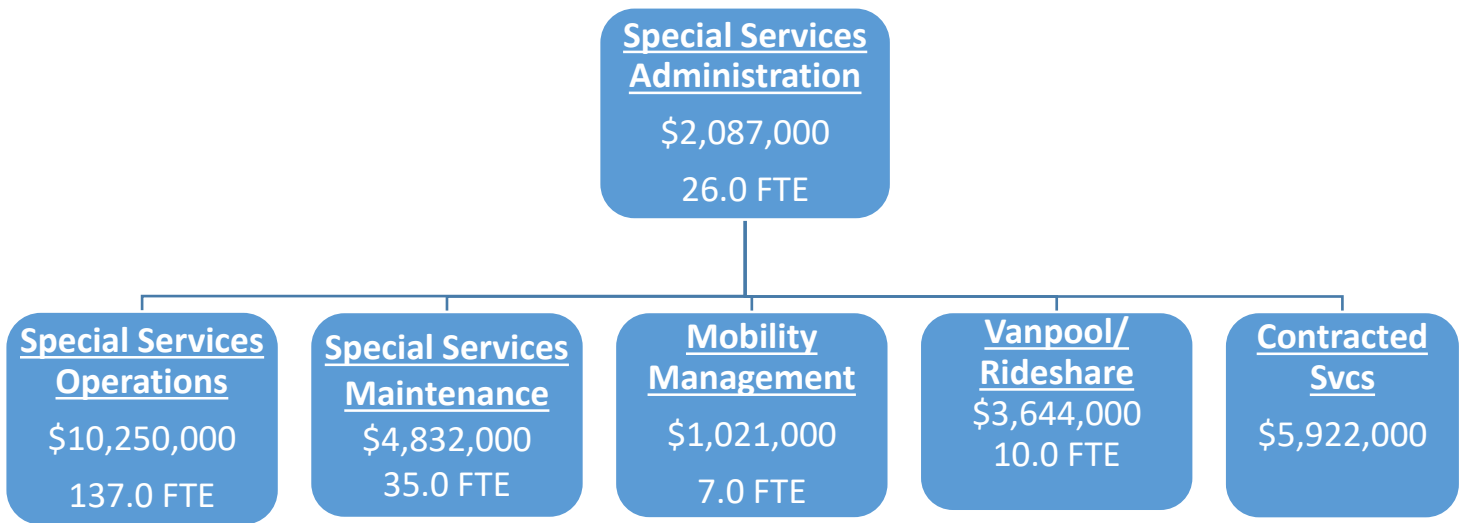
- Reduced Miles & Hours
  - 756K fewer miles
  - 25 K fewer hours
- Net Decrease in 5 FTE

### Key Initiatives:

- Continue Covid-19 recovery efforts
- Prepare for Ogden/WSU BRT opening
- Partner with Service Planning on service recovery plan and implementation
- Meet all COO KPI's providing efficient, safe, and reliable service
- Renew focus on customer service and employee engagement to help restore customer confidence



# Special Services Service Unit



## 2021 Proposed Special Services Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Special Svcs Administration	\$2,034,964	\$2,087,229	\$52,265
Special Svcs Operations	10,728,252	10,250,052	(478,200)
Special Svcs Maintenance	5,199,707	4,832,223	(367,484)
Vanpool/Rideshare	3,298,190	3,644,685	346,495
Mobility Management	1,276,863	1,020,616	(256,247)
Contracted Services	5,647,361	5,921,641	274,280
<b>Totals</b>	<b>\$28,185,337</b>	<b>\$27,756,446</b>	<b>\$(428,891)</b>

## 2021 Proposed Special Services Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$11,486,900	\$11,292,000	(1.7)%
Fringe	5,790,708	5,714,587	(1.3)%
Services	6,684,703	6,526,537	(2.4)%
Fuel	2,209,988	2,228,769	0.8%
Parts	357,697	325,504	(9.0)%
Supplies	129,447	114,976	(11.2)%
Other O&M	1,525,894	1,554,073	1.8%
<b>Totals</b>	<b>\$28,185,337</b>	<b>\$27,756,446</b>	<b>(1.5)%</b>



## Special Services FTE Summary

### 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Special Services Administration	26.0	26.0	0.0	
Special Services Operations	142.0	137.0	(5.0)	
Special Services Maintenance	34.0	35.0	1.0	
Vanpool/Rideshare	10.0	10.0	0.0	
Mobility Management	7.0	7.0	0.0	
<b>Totals</b>	<b>219.0</b>	<b>215.0</b>	<b>(4.0)</b>	<b>Reduced Service</b>

#### Key Budget Changes:

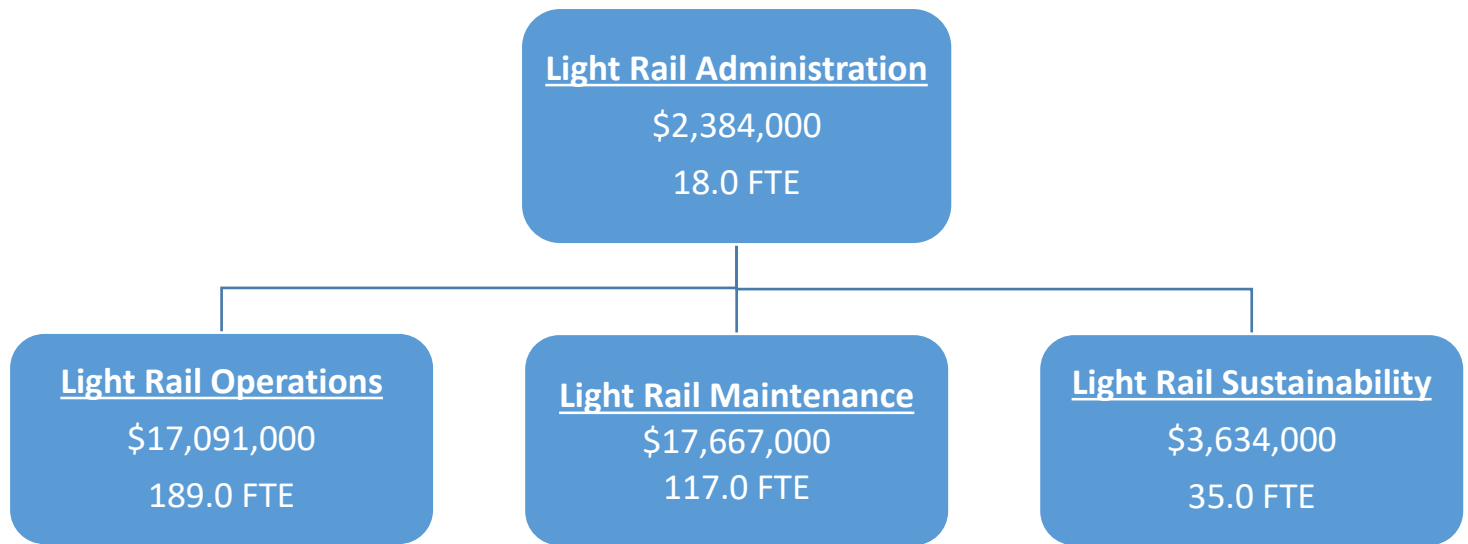
- Reduced Miles & Hours
  - 536K fewer miles
  - 21.5K fewer hours
- Net Decrease in 3 FTE
- Increase Vanpool insurance \$183K
- Increase Paratransit contract services \$575K

#### Key Initiatives:

- Explore Vanpool insurance alternatives
- Implement comprehensive transportation plan for people with disabilities and seniors
- Perform cost analysis and determine feasibility of insourcing Paratransit operations in the Northern/Southern service areas
- Purchase and implement Trapeze Mobility Management Software



# Light Rail Service Unit



## 2021 Proposed Light Rail Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Light Rail Administration	\$2,668,795	\$2,384,438	\$(284,357)
Light Rail Operations	17,440,820	17,090,669	(350,151)
Light Rail Maintenance	17,272,992	17,666,812	393,820
Light Rail Sustainability	709,659	3,634,049	2,924,390
<b>Totals</b>	<b>\$38,092,266</b>	<b>\$40,775,968</b>	<b>\$2,683,702</b>

## 2021 Proposed Light Rail Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$23,426,894	\$22,740,839	(2.9)%
Fringe	10,731,372	10,856,491	1.2%
Services	1,294,855	1,377,972	6.4%
Fuel	117,064	66,910	(42.8)%
Parts	9,851,253	11,209,830	13.8%
Supplies	917,872	763,635	(16.8)%
Capitalized Costs	(8,849,145)	(6,773,450)	23.5%
Other O&M	602,101	533,741	(11.4)%
<b>Totals</b>	<b>\$38,092,266</b>	<b>\$40,775,968</b>	<b>7.0%</b>





## Light Rail FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Light Rail Administrative	20.0	18.0	(2.0)	
Light Rail Operations	193.0	189.0	(4.0)	
Light Rail Maintenance	117.0	117.0	0.0	
Rail Sustainability	35.0	35.0	0.0	
<b>Totals</b>	<b>365.0</b>	<b>359.0</b>	<b>(6.0)</b>	<b>Reduced Service</b>

### Key Budget Changes:

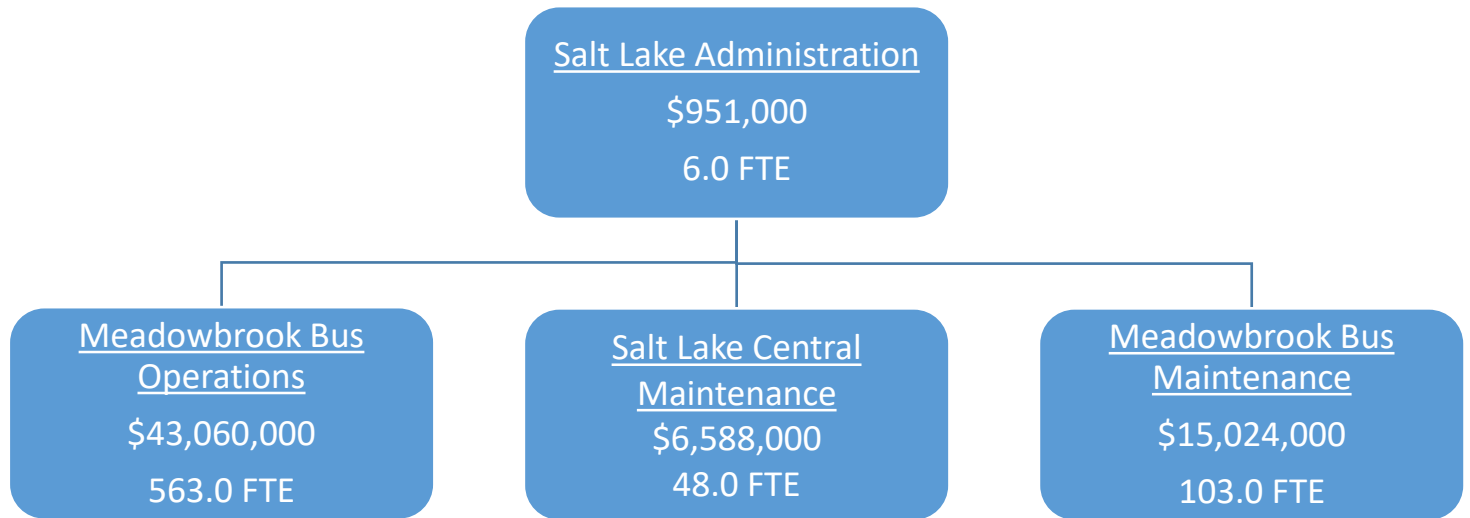
- Reduced Hours
  - 44K fewer hours
- Net Decrease in 6 FTE
- Operationalized overhaul labor budget—transferred funding from capital \$3M
- Increased services contract budget for enhanced cleaning \$200K
- Increased Maintenance parts budget \$1.3M

### Key Initiatives:

- Support airport start up
- Complete Light Rail seat replacement project
- Begin implementation of Light Rail Maintenance Apprenticeship Program
- Initiate campaign to improve 200 S & 400 W Curves
- GPS activated noise (wheel squeal) mitigation system- Future plans for system-wide sensor design
- Continue Light Rail overhaul program
- Conduct campaigns to minimize weather-related delays
- Investigate use of HVAC UV lights and pursue funding source



# Salt Lake Service Unit



## 2021 Proposed Salt Lake Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Salt Lake Administration	\$1,071,699	\$950,796	\$(120,903)
Salt Lake Operations	41,831,952	43,060,256	1,228,304
Salt Lake Maintenance	22,613,045	21,613,186	(999,859)
<b>Totals</b>	<b>\$65,516,696</b>	<b>\$65,624,238</b>	<b>\$107,542</b>

## 2021 Proposed Salt Lake Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$36,869,224	\$37,454,487	1.6%
Fringe	18,116,528	19,157,588	5.7%
Services	366,387	521,288	42.3%
Fuel	5,985,192	4,732,408	(20.9)%
Parts	2,367,080	2,066,882	(12.7)%
Supplies	513,364	472,626	(7.9)%
Other O&M	1,298,921	1,218,959	(6.2)%
<b>Totals</b>	<b>\$65,516,696</b>	<b>\$65,624,238</b>	<b>0.2%</b>



## Salt Lake FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Salt Lake Administration	7.0	6.0	(1.0)	
Salt Lake Operations	577.0	563.0	(14.0)	
Salt Lake Maintenance	143.5	151.0	7.5	
Totals	727.5	720.0	(7.5)	Reduced Service

### Key Budget Changes:

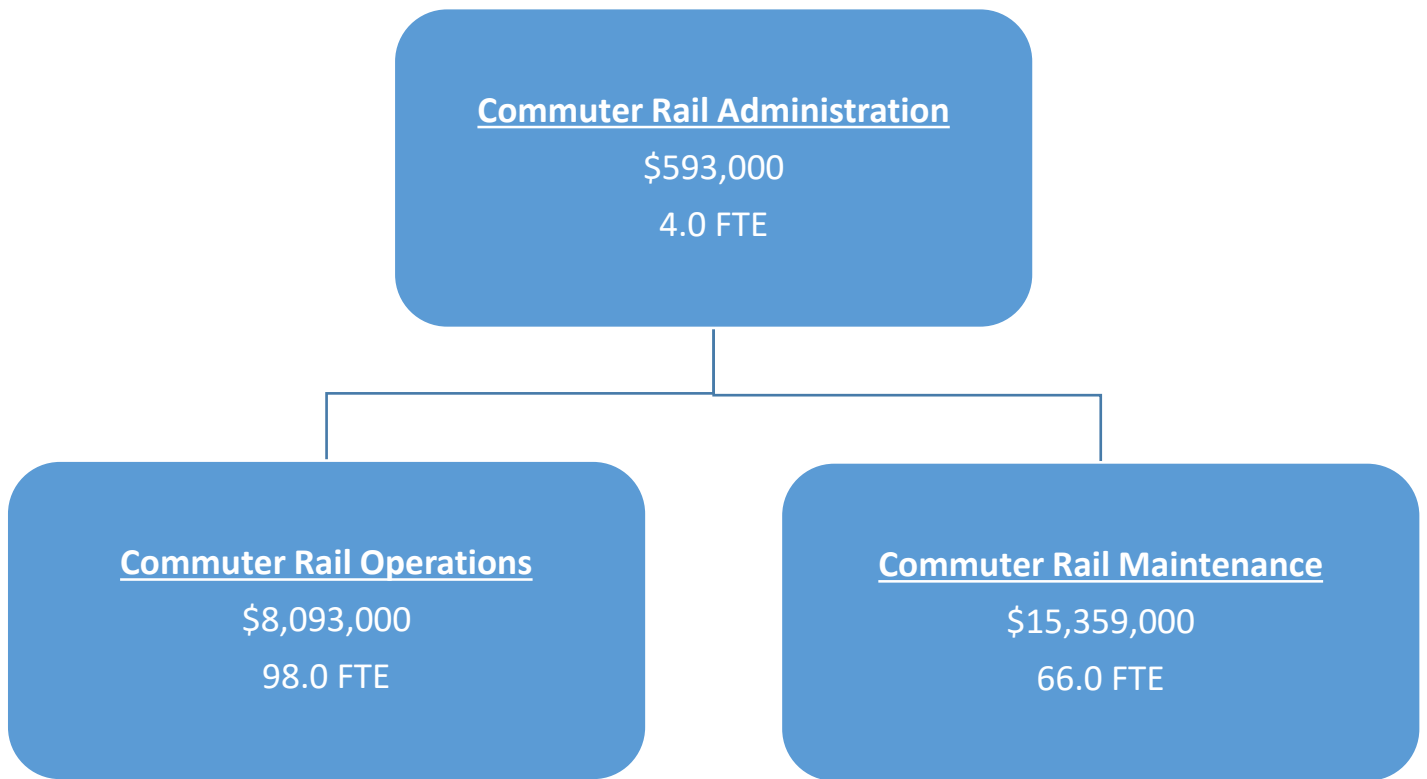
- Reduced Miles and Hours
  - 756K fewer miles
  - 25K fewer hours
- Net Decrease in 7.5FTE
- Increase Contract Services \$115K for Camera System

### Key Initiatives:

- Continue Covid-19 Recovery
- Implement Supervisor development/training – succession planning
- Partner with Service Planning on service recovery plan and implementation
- Complete Meadowbrook Maintenance Bldg (three bay expansion)
- Electric buses
- Continue to fine tune electric bus processes in preparation for additional buses
- Airport TRAX bus bridge



# Commuter Rail Service Unit



## 2021 Proposed Commuter Rail Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Com. Rail Administration	\$633,252	\$592,870	\$(40,382)
Com. Rail Operations	8,486,175	8,092,897	(393,278)
Com. Rail Maintenance	16,886,353	15,358,786	(1,527,567)
<b>Totals</b>	<b>\$26,005,780</b>	<b>\$24,044,553</b>	<b>\$(1,961,227)</b>

## 2021 Proposed Commuter Rail Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$10,527,301	\$10,164,208	(3.4)%
Fringe	4,554,576	4,632,927	1.7%
Services	619,039	755,679	22.1%
Fuel	6,583,013	4,533,989	(31.1)%
Parts	3,702,080	3,670,264	(0.9)%
Supplies	465,217	480,203	3.2%
Capitalized Costs	(635,609)	(444,152)	30.1%
Other O&M	190,163	251,435	32.2%
<b>Totals</b>	<b>\$26,005,780</b>	<b>\$24,044,553</b>	<b>(7.5)%</b>



## Commuter Rail FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Com. Rail Administrative	5.0	4.0	(1.0)	
Com. Rail Operations	113.5	98.0	(15.5)	
Com. Rail Maintenance	65.0	66.0	1.0	
Totals	183.5	168.0	(15.5)	Reduced Service

### Key Budget Changes:

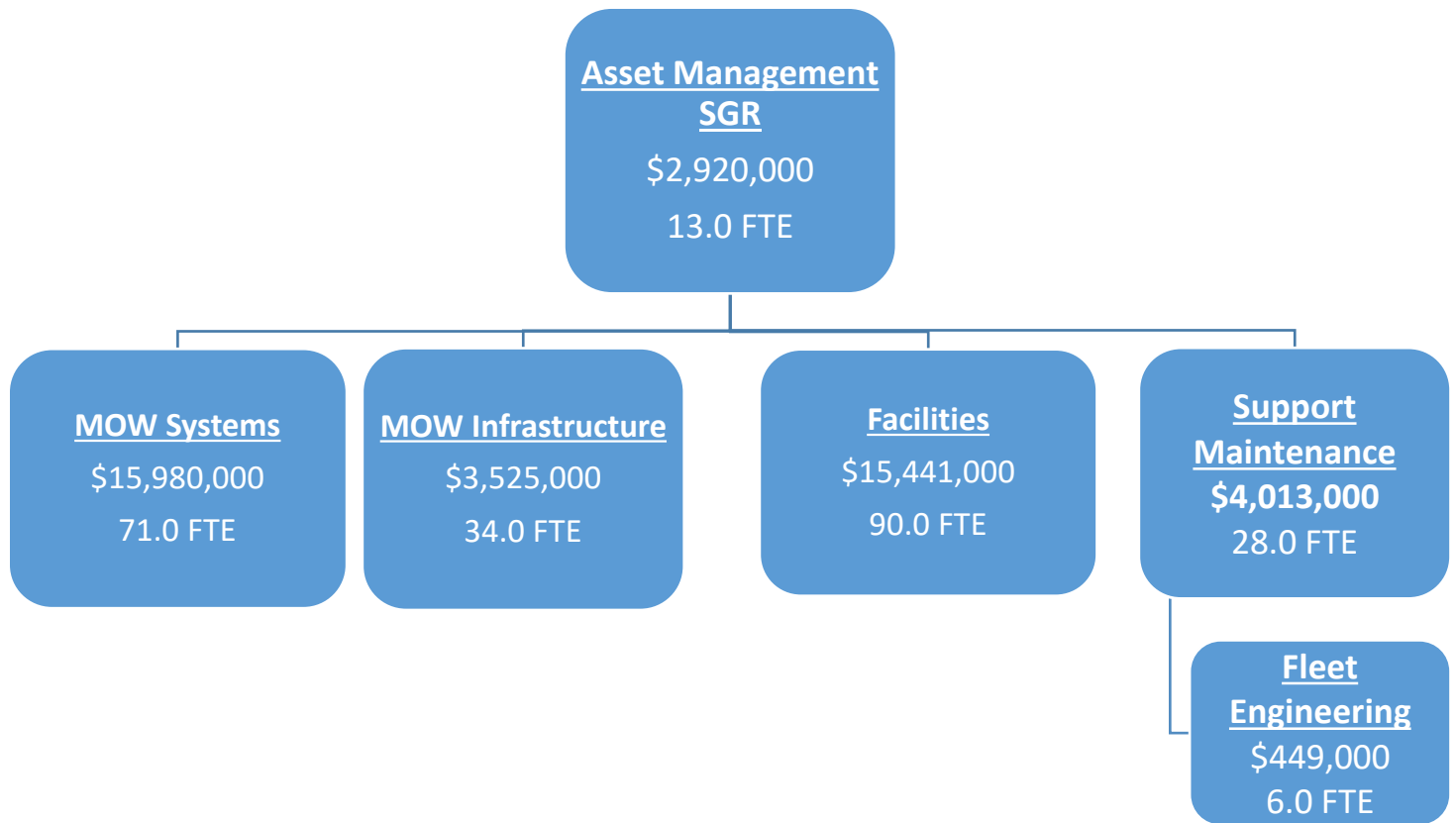
- Reduced Miles and Hours
  - 317K fewer miles
  - 10K fewer hours
- Net Decrease in 15 FTE
- Increase Contract Services \$134K for enhanced cleaning

### Key Initiatives:

- Continue locomotive overhaul
- Complete four locomotives annually
- Establish long-term car replacement/overhaul program plan
- Begin implementation of CR Maintenance Apprenticeship Program
- Vineyard Station Implementation
- Implementing use of HVAC UV lights
- Support Future of FrontRunner Objectives



# Asset Management Service Unit





## 2021 Proposed Asset Management Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Support Maintenance	\$3,890,934	\$4,013,619	\$122,685
Fleet Engineering	437,290	448,565	11,275
Asset Management- SGR	1,125,924	2,920,552	1,794,628
Facilities	15,227,913	15,441,426	213,513
MOW - Systems	15,538,974	15,979,880	440,905
MOW - Infrastructure	3,283,272	3,525,400	242,128
<b>Totals</b>	<b>\$39,504,307</b>	<b>\$42,329,442</b>	<b>\$2,825,134</b>

## 2021 Proposed Asset Management Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$15,495,343	\$16,639,133	7.4%
Fringe	7,247,239	7,613,599	5.1%
Services	3,058,850	4,815,534	57.4%
Parts	1,876,200	2,002,692	6.7%
Supplies	1,303,490	733,250	(43.7)%
Utilities	10,827,830	10,773,069	(0.5)%
Capitalized Costs	(1,012,000)	(1,210,000)	19.6%
Other O&M	707,355	962,165	36.0%
<b>Totals</b>	<b>\$39,504,307</b>	<b>\$42,329,442</b>	<b>7.2%</b>



## Asset Management FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Support Maintenance	27.00	28.00	1.0	
Fleet Engineering	6.00	6.00	0.0	
Asset Mgt SGR	8.00	13.00	5.0	Support SGR/Maintenance
Facilities	89.00	90.00	1.0	Bus Stop Support
MOW Systems	71.00	71.00	1.0	Vineyard
MOW Infrastructure	33.00	34.00	1.0	
<b>Totals</b>	<b>234.00</b>	<b>242.00</b>	<b>8.0</b>	<b>SGR/Maintenance</b>

### Key Budget Changes:

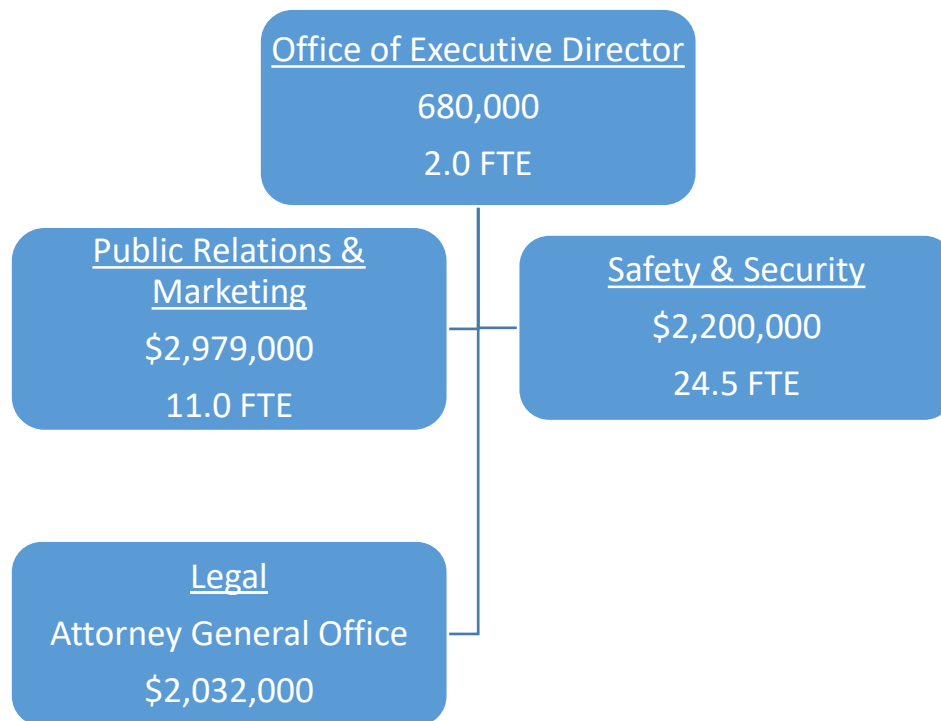
- Increased MOW parts \$100K for increased maintenance on FrontRunner and Trax
- Increased 6 FTE
- Increased contract services \$1.5M for additional maintenance and state of good repair support
- Moved systems engineering team from MOW to SGR to consolidate SGR project management team. Neutral impact

### Key Initiatives:

- Develop SGR metrics to track budget needs, backlog, and completed projects
- Begin implementation of MOW apprenticeship training program
- Implement electronic tracking of facilities and MOW inspections, preventative maintenance activities, and repair activities
- Develop long-term replacement strategy for SD100 and SD160 light rail fleets
- Develop plan to right size MOW, Facilities, and Body Shop to keep up with expanded needs
- Update TAM plan and TAM policies within UTA for a coordinated asset management approach



## Executive Director



The Executive Director focuses internally on running the day to day organization. The Executive Director sets the annual strategies, initiatives and goals for the Agency and partners with each Executive Office to fulfill UTA's mission.

UTA Executive Office provides the following to make the UTA System work:

- Executive Director. Provides leadership and daily management to UTA's workforce.
- In addition to the six chief offices, the Executive Director also oversees the following departments:
  - *Safety & Security.* Focused on UTA wide safety and security practices and regulations are met.
  - *Legal.* Works directly with our inhouse representation from the Attorney General's Office.
  - *Public Relations and Marketing.* Coordinates, directs and implements public relations and marketing of our products and services as well as internal communications.



## 2021 Executive Director Operating Budget Expenses by Division

	FY 2020 Budget	FY 2021 Budget	Change
Executive Director	\$930,234	\$680,432	\$(249,802)
Legal	2,004,880	2,031,752	26,872
Public Relations & Mktg	2,877,952	2,978,779	100,827
Safety & Security	2,098,785	2,200,008	101,223
<b>Total Division</b>	<b>\$7,911,851</b>	<b>\$7,890,971</b>	<b>\$(20,880)</b>

## 2021 Executive Director Operating Budget Expenses by Category

	FY 2020 Budget	FY 2021 Budget	% Change
Wages	\$2,516,016	\$2,599,152	3.3%
Fringe	956,820	994,857	4.0%
Services	3,094,080	3,351,700	8.3%
Media	605,000	605,000	0.0%
Other O&M	739,935	340,262	(54.0)%
<b>Total Group</b>	<b>\$7,911,851</b>	<b>\$7,890,971</b>	<b>(0.3)%</b>

Also, under the purview of the Executive Director is the non-departmental cost center which has \$2 million proposed in this budget to fund emerging needs as the region continues to react to and recover from the pandemic.

	FY 2020 Budget	FY 2021 Budget	Change
Non-Departmental	1,500,478	2,000,000	33.3%



## Executive Director FTE Summary: 2020 Budget and 2021 Proposed Budget

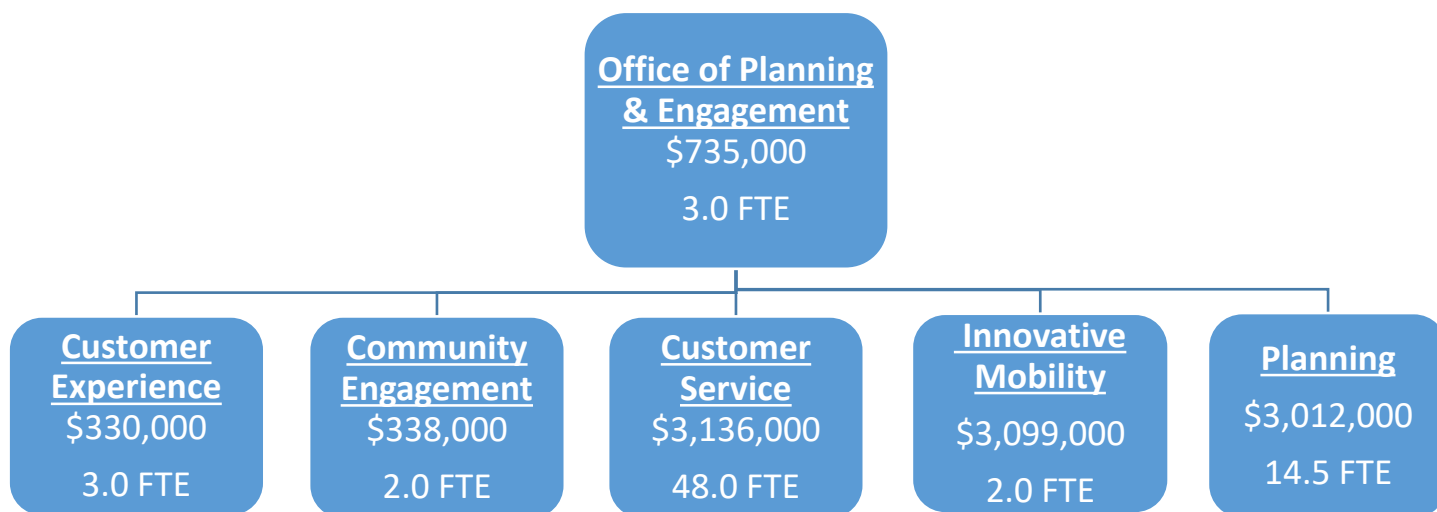
	2020 Budget	2021 Proposed	Change	Reason
Executive Director	2.0	2.0	0.0	
Legal	0.0	0.0	0.0	
Public Relations & Mktg	11.0	11.0	0.0	
Safety & Security	25.5	24.5	(1.0)	Transfer
Totals	38.5	37.5	(1.0)	

### Key Budget Changes:

- Transfer Motivosity for Employee Recognition to Total Rewards (\$390K)
- Increase non-departmental due to COVID-19 uncertainties \$499,522
- Reduce APTA one-time 2020 expense by (\$20K) for hosting



## Planning & Engagement



This Office supports UTA's planning and community engagement efforts focused on customer service, customer experience and providing innovative mobility solutions.

UTA Planning & Engagement provides the following to make the UTA System work:

- *Planning.* The Planning Department's role is to ensure that UTA is prepared to meet the needs of the future. This includes working with local governments, regional and state agencies to anticipate future growth and development and find the right transit solutions to meet those needs.
- *Customer Service.* The Customer Service teams provide information about UTA services, receive and process customer feedback, sell UTA fare media and handle the lost and found items found on public transit. We are responsible to ensure that customers can maneuver throughout the service areas with confidence in our service districts and service types.
- *Community Engagement.* This team serves as a trusted resource and a catalyst for effective partnerships with our riders, key stakeholders, and community. Act as a facilitator/access point for public hearings and community events/activities.
- *Customer Experience.* Evaluates our system focused on the impact ease of the customer journey. Partners with our service units to ensure consistency across our service area, optimizing our customer experience.
- *Innovative Mobility.* Dedicated to help shape the evolving transportation landscape for the riders and communities we serve by identifying opportunities and testing new ideas that can improve our transit service.



## 2021 Proposed Planning & Engagement Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Chief Planning & Engagement	\$718,726	\$735,064	\$16,338
Service Planning	1,068,512	1,058,247	(10,265)
Planning	2,133,333	1,953,284	(180,049)
Community Engagement	255,120	337,773	82,653
Customer Experience	576,260	330,253	(246,007)
Customer Service	3,132,784	3,135,566	2,782
Innovative Mobility	3,083,029	3,098,852	15,823
<b>Totals</b>	<b>\$10,967,764</b>	<b>\$10,649,039</b>	<b>\$(318,725)</b>

## 2021 Proposed Planning & Engagement Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$3,920,176	\$4,007,008	2.2%
Fringe	1,834,752	1,783,533	(2.8)%
Services	4,587,938	4,279,548	(6.7)%
Supplies	319,646	224,840	(29.7)%
Other O&M	305,252	354,110	16.0%
<b>Totals</b>	<b>\$10,967,764</b>	<b>\$10,649,039</b>	<b>(2.9)%</b>



## Planning & Engagement FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Planning & Engagement	3.0	3.0	0.0	
Service Planning	8.5	8.5	0.0	
Planning	6.0	6.0	0.0	
Community Engagement	2.0	2.0	0.0	
Customer Experience	3.0	3.0	0.0	
Customer Service	48.0	48.0	0.0	
Innovative Mobility	2.0	2.0	0.0	
<b>Totals</b>	<b>71.5</b>	<b>71.5</b>	<b>0.0</b>	

### Key Budget Changes:

- FTE's remain unchanged
- Overall budget remained neutral
- Majority of line items reduced
- Added funds to the Dues and Memberships line item to enhance participation in chambers and community organizations: +\$25K

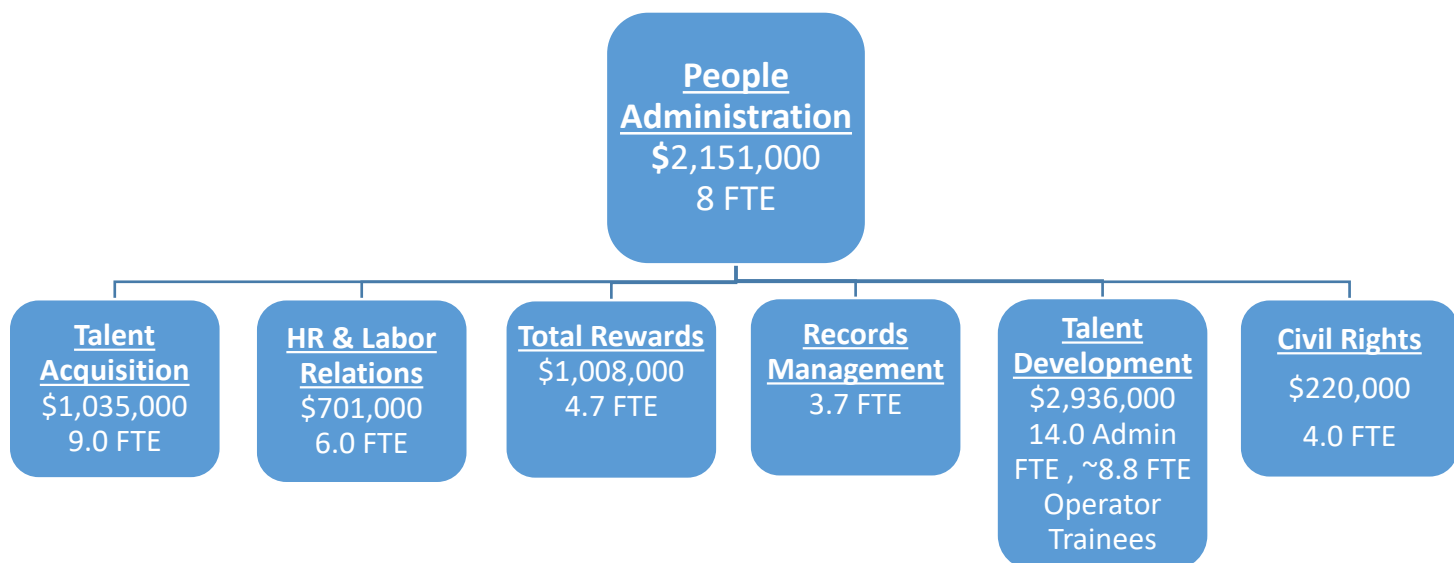
### Key Initiatives:

- Complete RFP for on-demand services and innovative technology that can be used for key service integration
- Prepare a regional transit market analysis for the Point of the Mountain/Central Corridor project area
- Build strong community outreach programs with professional groups such as chambers, community agencies and private organizations that strengthen UTA's relationships in the community
- Continue to strengthen relationships and implement programs that help build access to opportunities for low income, transit-dependent and underserved communities





## People



The People Office is focused on providing service to our employees through the entire employee life cycle from recruitment to retirement and ensures UTA's employees and leaders have what they need to succeed at accomplishing the Agencies objectives and goals.

UTA People office provides the following to make the UTA System work:

- *HR & Labor Relations:* From daily HR transactions to long-term talent goals, we collaborate with employees and leaders to fulfil the people portion of UTA's business strategies, using deliberate talent management and deployment.
- *Total Rewards:* Manages and administers employee programs such as health & wellness, retirement, and time off.
- *Talent Acquisition:* In partnership with hiring officials, the team analyzes current & future staffing needs and identifies effective strategies for sourcing, recruiting, and onboarding.
- *Talent Development:* An internal resource to UTA providing technical, professional, regulatory/compliance training and leadership development that support the UTA Way.
- *Records Management:* Oversees UTA's records and ensures the Agency is meeting its retention policies.
- *Compensation/Analytics:* Embedded within the People Office are also our Compensation Analyst and Strategic Analyst who focus on use data, best practices and benchmarking to ensure we are have competitive and fair pay practices as well as use data for continuously improving our work and impact across the Agency.
- *Civil Rights:* Ensure UTA remains in compliance with all relevant civil rights laws, regulations, standards, and Executive Orders which prohibit discrimination or harassment of employees, applicants, or customers. This office also oversees our ADA & DBE teams.



## 2021 Proposed People Office Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Chief People Officer	2,231,300	2,151,696	(79,604)
Talent Acquisition	1,020,702	1,034,769	14,067
Culture & Talent Development	3,368,384	2,445,506	(922,878)
HR Services & Labor Relations	746,005	701,305	(44,700)
Civil Rights	804,079	583,776	(220,303)
Total Rewards	708,530	1,007,839	299,309
<b>Totals</b>	<b>\$8,879,000</b>	<b>\$7,924,891</b>	<b>\$(954,109)</b>

## 2021 Proposed People Office Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$5,050,872	\$4,145,461	(17.9)%
Fringe	1,994,736	1,777,771	(10.9)%
Services	797,603	748,733	(6.1)%
Other O&M	1,035,789	1,252,926	21.0%
<b>Totals</b>	<b>\$8,879,000</b>	<b>\$7,924,891</b>	<b>(10.7)%</b>



## People FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Chief People Officer	11.0	11.7	0.7	Transfer Comp Analyst
Talent Acquisition	9.0	9.0	0.0	
Culture & Talent Development	43.0	22.8	(20.2)	225 to 75 HC trainees
HR & LR	6.0	6.0	0.0	
Civil Rights	5.0	4.0	(1.0)	
Total Rewards	5.7	4.7	(1.0)	
<b>Totals</b>	<b>79.7</b>	<b>58.2</b>	<b>(21.5)</b>	

### Key Budget Changes:

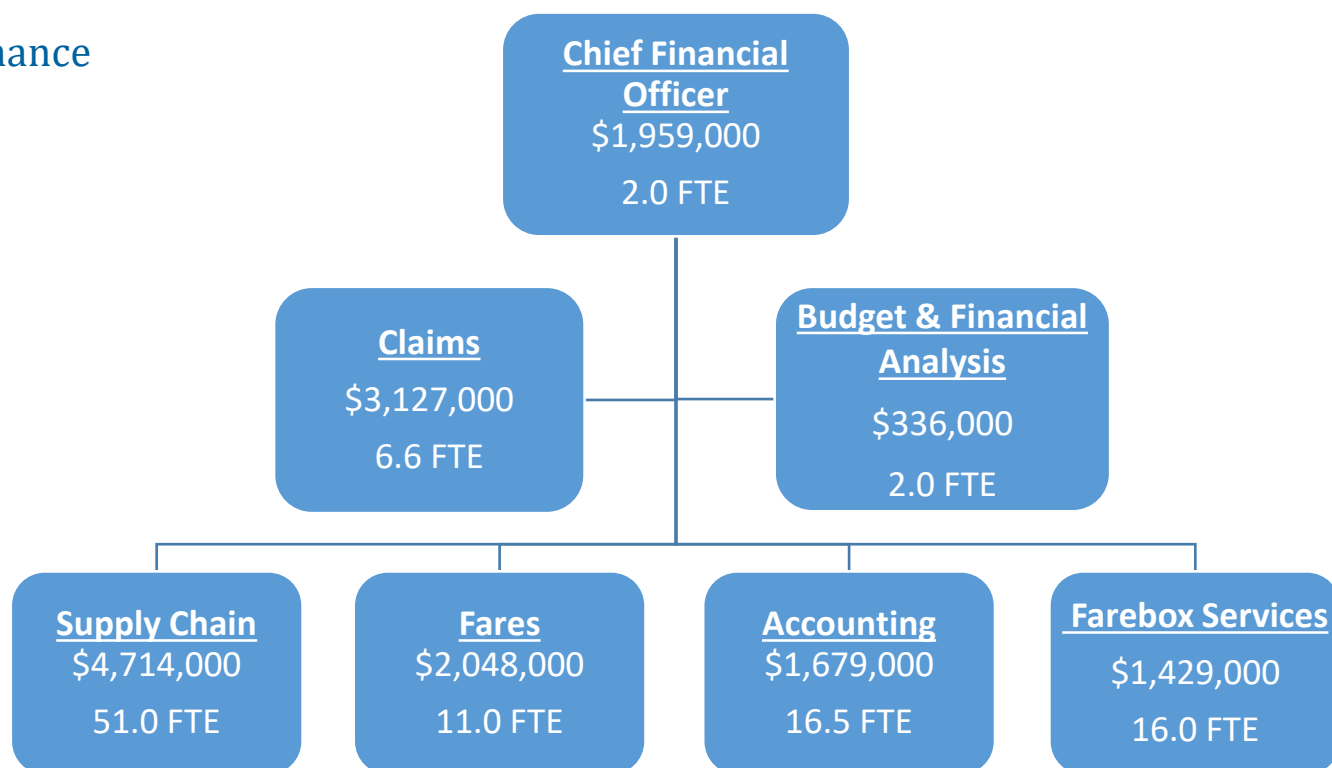
- Reduced \$400K from CPO centralized budget for vacation accrual to decentralized fringe budget throughout the organization
- Repurposed \$250K bus operator trainee wages to Rail Maintenance Apprenticeship Program
- Moved funding for Motivosity from Executive Director budget to Total Rewards - \$300K

### Key Initiatives:

- Develop phase 2 of UTA's succession plan and implement training & development opportunities associated with phase 1
- Partner with Rail Maintenance groups to complete design of apprenticeship programs and implement first year modules
- Rollout updated "UTA Way" to include a focus on UTA's Inclusion and Belonging culture
- Implement updated People Management philosophy, to include new performance management tools to better support employee development
- Promote enhanced health and wellness programs to create better opportunities for participation and use of current services
- Develop Employee Value Proposition as an attraction and retention strategy
- Improve employee communications systems



## Finance



Finance ensures UTA practices efficient, sound financial and resource management practices and oversees financial controls necessary to support the enterprise. Finance plans, allocates, and manages UTA's financial resources, leads financial risk management/mitigation, audit management, revenue collection, corporate investments, financial contract relationships, and pension fund and debt management.

UTA Finance office provides the following to make the UTA System work:

- *Budget and Financial Analysis.* Responsible for financial analysis, forecasting and planning, budget development, management, and monitoring/reporting on budget execution.
- *Accounting.* Manages payroll operations, accounts payable, accounts receivable, and financial reporting. Accounting is also the owner of the Enterprise Resource Planning system (ERP) – the financial system of record for the agency.
- *Fares.* Responsible for fare policy development, fare reporting and analysis, program administration of contract fares and all activities related to public fares including fare revenue collections and operations.
- *Supply Chain.* Supply Chain manages procurement, contracting, inventory, warranty claims, shipping & receiving, central warehouse operations and production control processes in support of TRAX, FrontRunner and all administrative functions.
- *Claims and Insurance.* Manages risk and exposure for the agency. The Department manages all UTA claims and insurance programs including property damage, workers compensation, Personal Injury Protection and oversees capital development project insurance programs.
- *Farebox Services.* Responsible for processes related to cash collection and processing including cash pick up, handling, reconciliation, and the reporting and tracking of cash. Farebox Services is also responsible for repairing, maintaining, and keeping all fare collection machines in proper working order and a state of good repair.



## 2021 Proposed Finance Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Supply Chain	\$4,511,379	\$4,713,937	\$202,558
Claims & Insurance	3,064,210	3,127,160	62,950
Fares	2,151,227	2,048,060	(103,167)
Accounting	1,682,883	1,678,615	(4,268)
CFO	643,164	529,895	(113,269)
Farebox Services	906,622	1,429,381	522,759
Budget	330,303	336,489	6,186
<b>Totals</b>	<b>\$13,289,788</b>	<b>\$13,863,537</b>	<b>\$573,749</b>

## 2021 Proposed Finance Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$6,632,164	\$6,669,010	0.6%
Fringe	3,100,260	2,961,559	(4.5)%
Services	552,458	1,233,588	123.3%
Insurance	2,361,742	2,382,060	0.9%
Other O&M	643,164	617,320	(4.0)%
<b>Totals</b>	<b>\$13,289,788</b>	<b>\$13,863,537</b>	<b>4.3%</b>



## Finance FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Supply Chain	51.0	51.0	0.0	
Claims & Insurance	6.6	6.6	0.0	
Fares	15.0	11.0	(4.0)	
Accounting	16.5	16.5	0.0	
CFO	3.0	2.0	(1.0)	
Farebox Services	15.0	16.0	1.0	
Budget & Financial Analysis	2.0	2.0	0.0	
<b>Totals</b>	<b>109.0</b>	<b>105.0</b>	<b>(4.0)</b>	<b>Transfers</b>

### Key Budget Changes:

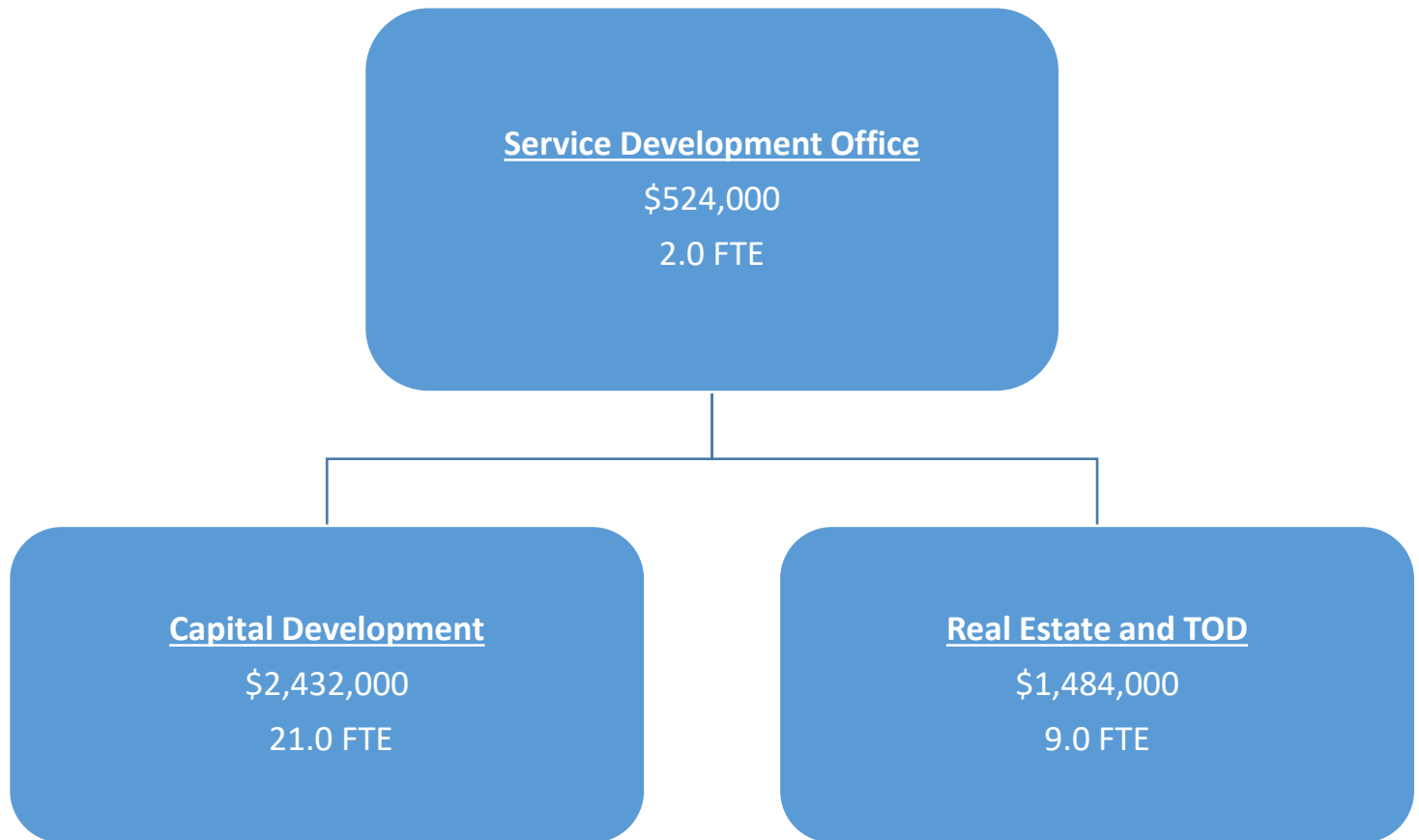
- Increase contractual services \$330K, proposal includes a re-keying of bus cash fare boxes to insure on going security
- Increase contractual services \$100K to improve technology capabilities and streamline requisition to purchase order process at UTA
- Enhance TVM Maintenance with a contracted vendor, shifted 3 FTE to MOW
- Transfer Financial Services Administrator and associated costs to Farebox Services

### Key Initiatives:

- Implementing additional cash controls for Farebox Services and TVM Maintenance
- Evaluating technology in Supply Chain buyer area to streamline the bidding and proposal receipt process to reduce time between requisition and receipt of goods and services by departments



## Service Development



This office oversees our capital work focused on safety, state of good repair, regulatory and service expansion needs.

UTA Service Development provides the following to make the UTA System work

- *Service Development.* Work to transition projects from the visioning and local planning provided by the Planning Department to the project implementation phase.
- *Project engineering.* Responsible for project design, design review, and project construction management.
- *Environmental, Grants, and Project Controls.* Provide support for all departments on grants development, project controls/reporting, and environmental issues.
- *Real Estate and Transit Oriented Development.* Facilitates the acquisition, lease, management, disposition, and development of all UTA real property. Responsible to protect UTA's real property while generating revenue and upholding UTA's principal objectives.



## 2021 Proposed Service Development Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
CSDO Office	\$376,020	\$523,572	\$147,552
Capital Development	2,429,761	2,432,312	2,551
Real Estate	1,504,762	1,484,056	(20,706)
<b>Totals</b>	<b>\$4,310,543</b>	<b>\$4,439,940</b>	<b>\$129,397</b>

## 2021 Proposed Service Development Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$2,722,668	\$2,873,676	5.5%
Fringe	1,110,120	1,179,793	6.3%
Services	718,050	850,400	18.4%
Leases	180,500	162,000	(10.2)%
Capitalized Cost	(585,293)	(807,024)	(37.9)%
Other O&M	164,498	181,095	10.1%
<b>Totals</b>	<b>\$4,310,543</b>	<b>\$4,439,940</b>	<b>3.0%</b>





## Service Development FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
CSDO Office	2.0	2.0	0.0	
Capital Development	20.0	21.0	1.0	Interns
Real Estate	9.0	9.0	0.0	
<b>Totals</b>	<b>31.0</b>	<b>32.0</b>	<b>1.0</b>	

### Key Budget Changes:

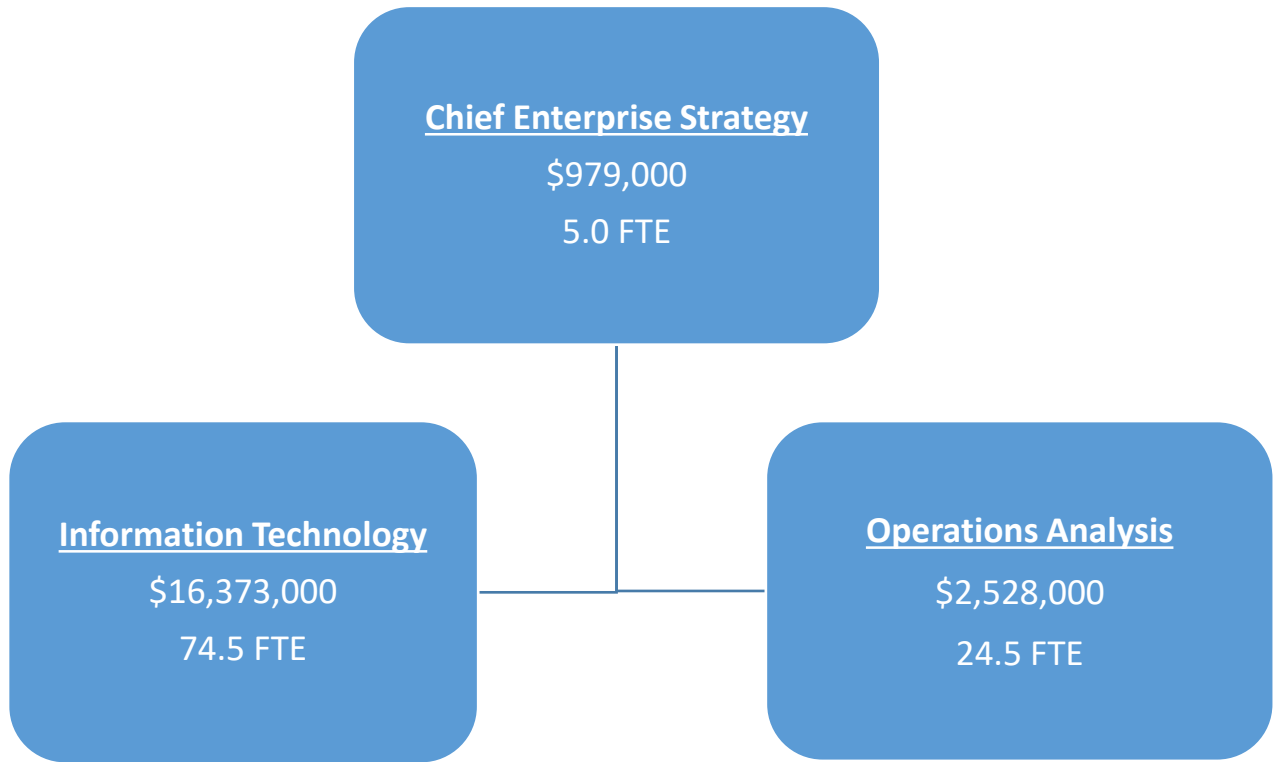
- The overall CSDO budget has gone down slightly between 2020 and 2021
- The increase in the CSDO office budget is due to an increase in fringe benefit costs, and an increase in funding (\$100K) for professional and technical services

### Key Initiatives:

- Maintain and enhance partnerships with local and state entities in order to help guide transit decision-making efforts and advance transit projects, including transit-oriented development
- Evaluate future bus fleet options, considering different propulsion modes (diesel, electric, CNG)
- Revisit capital program development process in partnership with Finance office
- Support Salt Lake County's project to place air quality monitors on our battery electric buses
- Develop new financial modeling tools to support development of short and long term Operating and Capital financial plans, financial forecasting, and scenario development
- Develop a 10 year forecast of capital needs to improve safety and regulatory compliance, address SOGR, and implement system enhancements, expansion, and improvements



# Enterprise Strategy



This Office brings together an Enterprise wide view of our critical systems that drive Agency performance.

UTA Enterprise Strategy office provides the following to make the UTA System work:

- *Culture & Continuous Improvement*: Oversees the design, development, and deployment of UTA’s cultural initiatives and teach continuous improvement tools and concepts which support and align with UTA’s culture model- the UTA Way.
- *Information Technology*: Provides ongoing support for and improvements to applications, data network needs, telephone communication, on-board technologies, radio communication, and administrative systems.
- *Operations Analysis & Solutions (OAS)*: OAS focuses on two critical areas: Promoting a data-driven culture and improving client experience in using technology tools to meet day to day business needs.
- *Risk & Policy*: This will be a new area of focus in 2021 to establish an Enterprise Risk Program to help UTA focus on managing and mitigating risk Agency wide. This office will also oversee our Policy committee which will enable a global view of our policies and ensure our polices support our long-term Agency strategies and goals.



## 2021 Proposed Enterprise Strategy Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Chief Enterprise Strategy	\$0	\$978,905	\$978,905
Information Technology	14,834,406	16,373,414	1,539,008
Operations Analysis	\$2,225,095	\$2,528,380	\$303,285
<b>Totals</b>	<b>\$17,059,501</b>	<b>\$19,880,699</b>	<b>\$2,821,198</b>

## 2021 Proposed Enterprise Strategy Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$7,963,992	\$8,763,168	10.0%
Fringe	3,183,432	3,536,540	11.1%
Services	4,616,373	5,865,596	27.1%
Other O&M	1,295,704	1,715,395	32.4%
<b>Totals</b>	<b>\$17,059,501</b>	<b>\$19,880,699</b>	<b>16.5%</b>



## Enterprise Strategy FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Chief Enterprise Strategy	0.0	5.0	5.0	
Information Systems	75.0	74.5	(0.5)	
Operations Analysis	22.5	24.5	2.0	Support Systems
<b>Totals</b>	<b>97.5</b>	<b>104.0</b>	<b>6.5</b>	<b>Restructure</b>

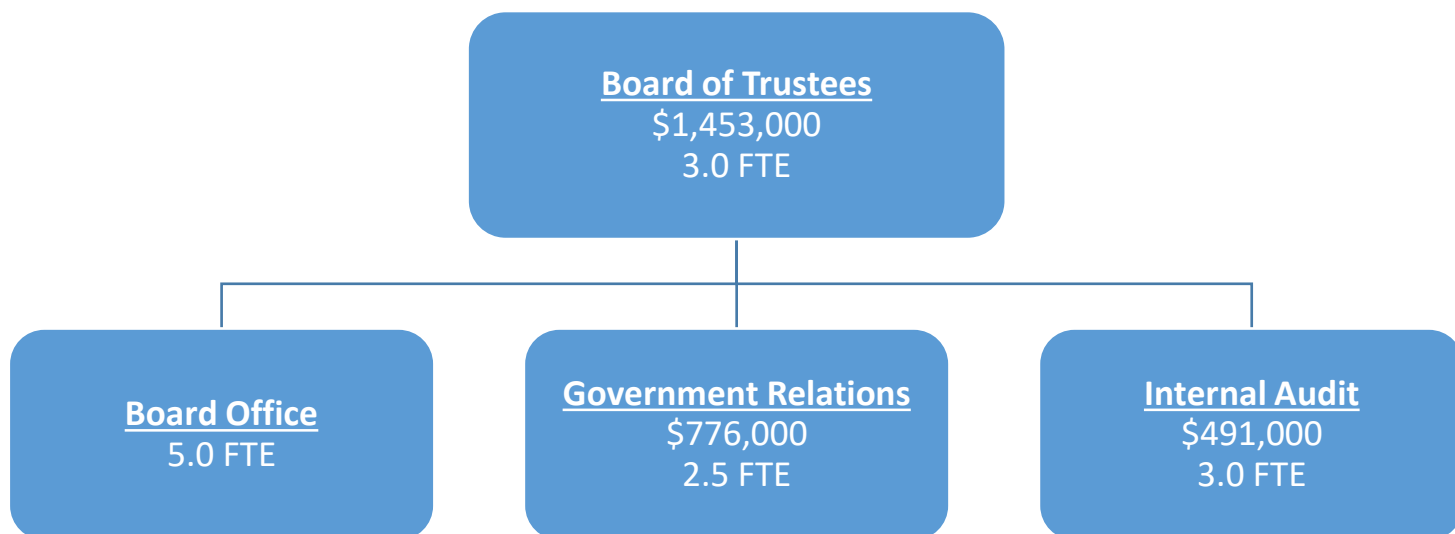
### Key Budget Changes:

- Transfer headcount to reflect proposed organizational restructuring
- Increase FTE by 2 in Operations Analysis
- Increase Computer Hardware/Software due to equipment replacements and upgrades \$588K
- Consolidate oversight of UTA software programs and applications \$952K

### Key Initiatives:

- Stand Up New Office
- UTA Rail Network Assessment and Firewalls added for security
- Office 365 Deployment & Exchange Email Migration to Office 365
- Assume Computer Hardware SoGR from Business Units
- Ensure compliance with FTA/State reporting requirements for ridership and service data
- Improve mission-critical business systems client experience
- Employee Engagement Survey
- UTA Way Rollout





The UTA Board of Trustees are appointed by the Governor to represent their respective counties. The Trustees work closely with our legislators, local governments, stakeholders and community members. They partner with the Executive Director in setting the vision and long-term priorities for the Agency.

The Board of Trustees Office provides the following to make the UTA System work:

- Board of Trustees. Provides leadership, fiscal oversight and support the Executive Director in the daily management of UTA's services.
- In addition to their external focus the Board of Trustees also oversees the following departments:
  - *Internal Audit.* The audit team plays a critical role in evaluating and improving UTA's system of governance, risk management, and controls. This is done primarily through execution of the annual internal audit plan, which is defined and approved by the Board of Trustees.
  - *Government Relations.* Engages externally with elected officials at a federal, state, and local level to inform, advocate and influence public policy that impacts UTA. They also collaborate and coordinate with partners and advocates on all three of these levels to promote the best interests of the organization.



## 2021 Proposed Board of Trustees Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Internal Audit	\$488,576	\$490,888	\$2,312
Government Relations	770,448	776,436	5,988
Board of Trustees	1,527,756	1,452,750	(75,006)
Totals	\$2,786,780	\$2,720,074	\$(66,706)

## 2021 Proposed Board of Trustees Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$1,410,672	\$1,370,448	(2.9)%
Fringe	504,564	500,834	(0.7)%
Services	602,964	570,000	(5.5)%
Other O&M	268,580	278,792	3.8%
Totals	\$2,786,780	\$2,720,074	(2.4)%



## Board of Trustees FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Board of Trustees	8.0	8.0	0.0	
Government Relations	3.0	2.5	(0.5)	Intern
Internal Audit	3.0	3.0	0.0	
Totals	14.0	13.5	(0.5)	

### Key Budget Changes:

- Transfer Software contracts to IT

### Key Initiatives:

- Strategic Plan
- Board Management Software
- Transparent, accountable and accessible governance
- Stakeholder relationships and collaboration for shared transit solutions
- Agency leadership that engages employees and continues to build customer confidence

