



2020 Budget



Table of Contents

Forward	4
Document Organization	4
Distinguished Budget Presentation Award	5
Section 1 Introduction and Overview	7
About the Utah Transit Authority	8
Strategic Plan	11
Board Strategic Objectives	9
Budget Key Assumptions	12
Budget Overview	14
Operations Budget	15
Section 2 Financial Structure, Policy and Process	16
UTA Organization Chart	17
Financial Structure	18
Financial Information and Policies	20
Budget Process	27
Section 3 Financial Summaries	29
Combined 2020 Budget	30
2020 Operating Budget	31
Capital Budget	32
2020 Operating Budget by Cost Center	34
2020 Operating Budget by Line Item	35
Fund Balance Report	50
Revenues	52
Long Range Forecast	59
Section 4 Capital and Debt	63
2020 Capital Budget Summary	64
Capital Expenditures	65
2020 Capital Budget List of Projects and Funding Source	70
Debt	72

Section 5 Departmental Information.....	75
Position Summary Schedule	76
Office of the Executive Director	79
Office of the Chief Communications and Marketing.....	84
Office of the Chief Financial Officer	89
Office of the Chief Service Development Officer	94
Office of the Chief People Officer.....	99
Office of the Chief Operating Officer.....	103
Office of the Board of Trustees	103
Salary Structure	113
Section 6 Supplemental Section.....	125
Glossary.....	126
Community Profile	133



Foreword

The budget document contains a variety of information regarding Utah Transit Authority. To assist the reader in locating subjects of interest, the organization of this document is described below. The reader may also refer to the Table of Contents for additional information.

Document Organization

The UTA 2020 Budget Document has six major areas: Introduction and Overview, Financial Structure, Policy, and Process; Financial Summaries; Capital and Debt, Department Information and Supplemental Information.

Section 1, **Introduction and Overview** describes significant changes in priorities from the previous year and highlights challenges facing UTA in developing the current budget. This section also includes UTA's Strategic Plan, the Budget Process and the UTA policies that apply to the budget process.

Section 2, **Financial Structure, Policy and Process** starts with UTA's organization chart. A discussion of fund descriptions and structure follows as well as a discussion of the basis of budgeting. The section ends with a listing of key financial policies and a detailed description of UTA's budget process.

Section 3, **Financial Summaries** begins with a summary of overall Authority revenues and expenditures, followed by expenditure summaries for UTA's functional operating areas with a comparison between 2018 actual, amended 2019 budget, and 2020 budget totals. This section also includes a summary of projected fund balances, a discussion of key revenues, projected reserves, and a summary of UTA's long-range financial forecast.

Section 4, **Capital and Debt** leads off with UTA's summary capital budget and is followed with detailed descriptions of capital projects included in the 2020 budget and their effect on the operating budget. UTA's debt profile and annual debt service payments complete this section.

Section 5, **Departmental Information** begins with a position summary schedule and is followed by department descriptions. They are organized by each individual Executive's area of responsibility and displays each business unit included in their area. Starting with the Executive Director's office, each office description contains the following:

- Office name and Executive
- Office function
- Office organization chart

Section 6, **Supplemental Information** contains a budget glossary as well as a Utah Transit Authority and Community Profile.



Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the Utah Transit Authority for its annual budget for the fiscal year beginning January 1, 2019. In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Utah Transit Authority

Utah

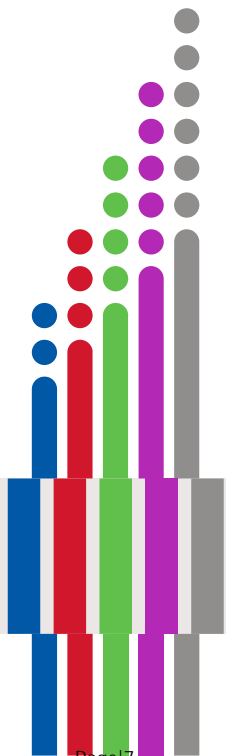
For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

Executive Director

Introduction and Overview



About the Utah Transit Authority

UTA's mission is simple – we move people. Since its beginnings in 1970, UTA has expanded from a small company operating 90 buses and traveling 3 million annual service miles, to its current system that offers streetcar, light rail, commuter rail, bus rapid transit (BRT) vanpool, fixed-route bus, express bus, ski bus, paratransit, and route deviation services. The agency currently provides more than 44 million passenger boardings annually with 153,000 average daily weekday boardings. The Special Services Business Unit offers paratransit and route deviation services along the Wasatch Front totaling 3.6 million revenue miles and 833,433 passenger boardings per year. UTA's bus services (regular fixed route, express, and bus rapid transit) operate 16.8 million revenue miles and boast 19.2 million passenger boardings annually. The Salt Lake Valley TRAX light rail system operates 2.9 million annual revenue miles with more than 17.5 million passenger boardings, while the commuter rail system, which extends from the Salt Lake Central Station north to Ogden and south to Provo, operates over 1.3 million revenue miles and attracts more than 5.1 million passenger boardings annually. The S-Line streetcar, which connects neighborhoods in South Salt Lake and Sugar House, operates approximately 76,000 revenue miles and has nearly 450,000 passenger boardings per year.

UTA serves the populations of Weber, Davis, Utah, Box Elder, Tooele and Salt Lake counties. Since UTA covers a large geographic region and more than 80 percent of the state's population, the agency works to support Utah's thriving economy by helping communities grow the way they want to and to help people get to where they want to go when they need to be there. In recent years, UTA has renewed its emphasis on service and is committed to listen to customers and communities in order to provide more transit access and the services and schedules that are most needed.



UTA'S STRATEGIC PLAN

As the largest transit provider in the state, the Utah Transit Authority (UTA) provides vital transportation services to the 80 percent of Utahns living along the Wasatch Front. Our mission is simple – we move people. As the agency approaches its 50-year anniversary, we are reminded of our humble beginnings. Starting in 1970 as a small agency operating 90 buses, we have expanded to our current system that provides nearly 45 million passenger boardings annually on light rail, commuter rail, street car, bus rapid transit (BRT), vanpool, fixed-route bus, express bus, ski bus and paratransit.

UTA has renewed its emphasis on service in recent years. We support our communities by improving mobility and facilitating economic development through access to frequent, reliable, and extensive service. UTA has undergone a period of unprecedented change over the past 18 months. In 2018, the Utah State Legislature passed significant transportation legislation that made fundamental changes to UTA's governance structure and created new transit funding opportunities. Senate Bill 136 (SB 136), Transportation Governance Amendments, created a full-time, three-member Board of Trustees appointed to increase the agency's transparency and accountability.

Since their confirmation, the Board of Trustees have worked tirelessly to meet the requirements of SB 136, enhance UTA's collaboration with local communities and stakeholders, and implement organizational changes to improve the agency's operations. The future is bright at UTA. We are committed to ensuring UTA's future success by building meaningful connections focused on stewardship, service, and people.

Earlier this year, the Board established its 2019 Vision and Strategic Priorities and aligned the executive team's performance goals with those priorities. These priorities include:

State and Legislative Priorities

Demonstrate strategic and collaborative vision that will enhance the roadmap for transit solutions in the communities we serve.

- o Implement the new governance model
- o Increase transparency
- o Strengthen collaborative stakeholder relationships

Local Priorities

Strengthen collaborative stakeholder relationships to expand the transit community through shared objectives.

- o Outreach to cities and counties with communication and collaborative dialogue
- o Create partnerships that promote conversations and shared priorities
- o Engage in dialogue on economic development and strategic growth throughout the region



Public Priorities

Implement public priorities and allocate resources that manifest community priorities in our service area.

- o Complete Service Choices study
- o Magnify the customer's voice
- o Expand public engagement opportunities

Employee Relations Priorities

Empower and demonstrate confidence in employees through engagement and recognition.

- o Align goals
- o Prioritize workforce initiatives
- o Collaborate with agency leadership

Work on these Strategic Priorities will continue into 2020. In addition, we will be engaging the community and stakeholders on several major initiatives and activities such as a comprehensive UTA fare policy, mobility service plans, the future of FrontRunner study, Service Choices decisions, and transit-oriented developments.

Board Strategic Objectives 2020 Budget Initiatives

State and Legislative	Participation in Legislature's interim committee meetings
	Active with the American Public Transportation Association (APTA)
	Regularly meet with congressional delegation and staff
	Participate with Wasatch Front Regional Council (WFRC) and Mountainland Assn. of Gov'ts. (MAG)
	Attend council of governments (COGs) and city council meetings
	Staff are on the boards of the Salt Lake Chamber, edcUtah, Envision Utah, GREENbike, Operation Lifesaver, and others
Local	Micro-transit pilot program
	First and last mile development via TIGER grants
	Relocating TRAX station at Salt Lake City airport
	Office of Innovative Mobility Solutions
	Salt Lake City enhanced bus service
Public	Increased bus service in Davis, Weber & Tooele counties
	Bus stop improvements
	New electronic fare collection equipment
	Service Choice planning
	Assessing and improving signage and wayfinding
	Northern Utah County double tracking
Employee Relations	Utah Valley University pedestrian bridge
	Candidate Outreach
	Emerging leadership program
	Workforce planning
Strategic Funding	Culture of continuous improvement and engagement
	Replace 126 vehicles – 46 buses, 30 paratransit, and 50 vans
	Rail infrastructure and vehicle overhauls
	Salt Lake County 4 th quarter sales tax
	Utah County 4 th quarter sales tax
	Salt Lake City service sponsorship – add 10 buses
	Grant and State of Utah funding for Depot District bus maintenance facility
	Reserve \$16.1 million from prior bond refundings

2020 Budget

Key Assumptions

Early in the 2020 budget process, staff began identifying key assumptions that would assist in the development of the 2020 budget. Initial assumptions from June were re-evaluated in August and presented to the Board of Trustees and the Local Advisory Council in September for their review. The key assumptions and rationale for the assumptions are provided below.

Sales Tax Revenues:

5.0% increase over 2019 projected sales tax collections. The estimate is based upon long-term trends in sales tax growth and State of Utah tax growth projections.

A full year of additional sales tax collections from the Salt Lake County (\$28.1 million) and Utah County (\$9.7 million) quarter cent sales taxes which were implemented on July 1, 2019.

Federal Preventative Maintenance Revenues: Per the FAST Act, Section 5307 revenues were increased by 2.09% while Section 5337 (Rail preventative maintenance) revenues remained unchanged from 2019 expected revenues.

Employee Compensation and Benefits:

Wage and benefits increases are within expected market increases

Electricity and Propulsion Power: A 1.50% increase over 2019 budgeted rates (based on Rocky Mountain Power projections)

Service Changes:

Purchased service by Salt Lake City (\$4.0 million)

Salt Lake County service via additional sales tax including a micro-transit pilot program (\$2.9 million), increased canyon bus service (\$150,000)

Principal and Interest Payments: This includes the results of the 2019 revenue and refunding bond issue. Bond principal and interest payments are estimated to be of \$128.1 million less a federal interest subsidy of \$8.9 million. Estimated lease payments are \$9.5 million for revenue service vehicles. Estimated payments to Utah County under the 2018 interlocal agreement for principal and interest on the UVX BRT are \$7.1 million.

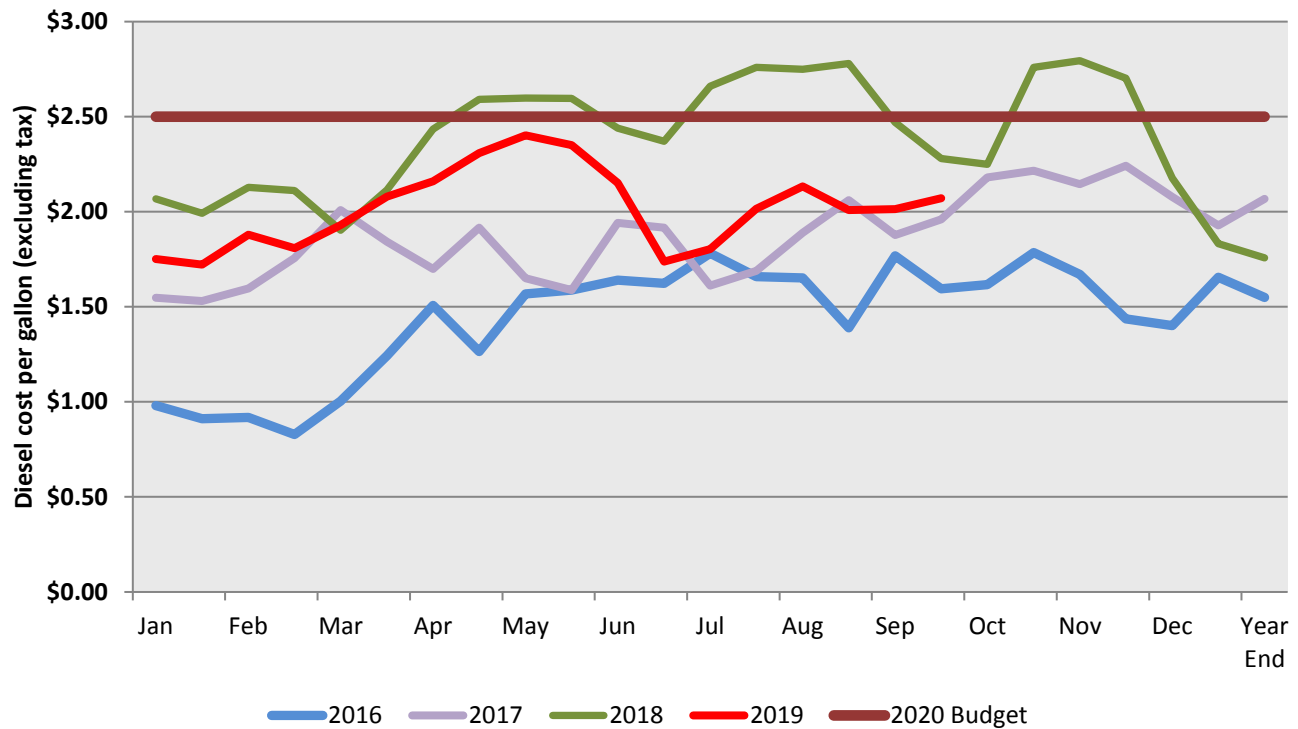
Debt Reduction Reserve: Savings from the 2015 Sales Tax Refunding Bonds of \$16.1 million are scheduled to be added to the Debt Reduction Reserve, which will bring the reserve amount to approximately \$87.4 million at the end of 2020.

State of Good Repair: In accordance with national efforts to bring all transit systems into a state of good repair, UTA has allocated \$59.9 million of its capital budget toward vehicle replacements, technology replacements and upgrades, facility maintenance, rail vehicle overhauls, and rail system replacements.

Diesel Fuel: Average of \$2.50 per gallon (same as 2019 budgeted per gallon price).

Reflects UTA long term pricing expectations, with conservative assumptions due to impacts on operating budget if amount underestimated. See Diesel Price History Graph (next page).

UTA Diesel Price History: 2016 to 2019



The Fuel Price History: The Diesel Price History chart shown above illustrates the monthly changes in UTA diesel prices from January 2016 to September 2019. The red line represents the actual 2019 UTA diesel price. For most of 2019 the price per gallon of diesel moved within the \$1.75 to \$2.40 per gallon range. UTA is budgeting a \$2.50/gallon fuel price in 2020, but prices may spike to higher levels and are being closely monitored.

2020 Budget Overview

- **Economic Outlook**
 - Continued strong growth in employment and retail sales for Utah.
 - Personal income expected to grow by 4.0%
 - Electricity and propulsion power costs increases are predicted to remain under 2.0% for 2020
- **Revenue Projections**
 - Sales tax growth remains strong
 - Passenger revenue is projected to increase by 2.9% due to new service and contracts
- **Operating Expense Projections**
 - Increased service for Salt Lake City
 - Increased service for Salt Lake County
 - Operating expenses include increased benefit costs such as medical insurance
 - Transition from part-time to full-time Board of Trustees
- **Capital Expenditures**
 - Includes \$40.9 million of construction costs for the Depot District maintenance facility, \$28.2 million for the Ogden/Weber State University BRT (assumes a FTA grant award), and \$13.0 million for the Airport TRAX station relocation.
 - Applies \$59.9 million toward maintaining 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, purchase of right-of-way in Box Elder and Weber counties, completion of the UVU pedestrian bridge, and wayfinding improvements.

2020 Operations Budget: Expense Projections

	2019 Budget	2020 Budget
Bus Service	\$102,107,000	\$108,889,000
Commuter Rail	29,064,000	30,711,000
Light Rail	49,906,000	52,209,000
Paratransit	22,918,000	24,637,000
Vanpool/Rideshare	3,221,000	3,298,000
Operations Support	48,296,000	50,331,000
General & Administrative	33,466,000	40,355,000
Salt Lake Service (unallocated to operations)	4,950,000	0
Salt Lake City Service (unallocated)	11,479,000	3,453,000
Total Operating Expense	<u>\$305,407,000</u>	<u>\$313,883,000</u>

Key Elements:

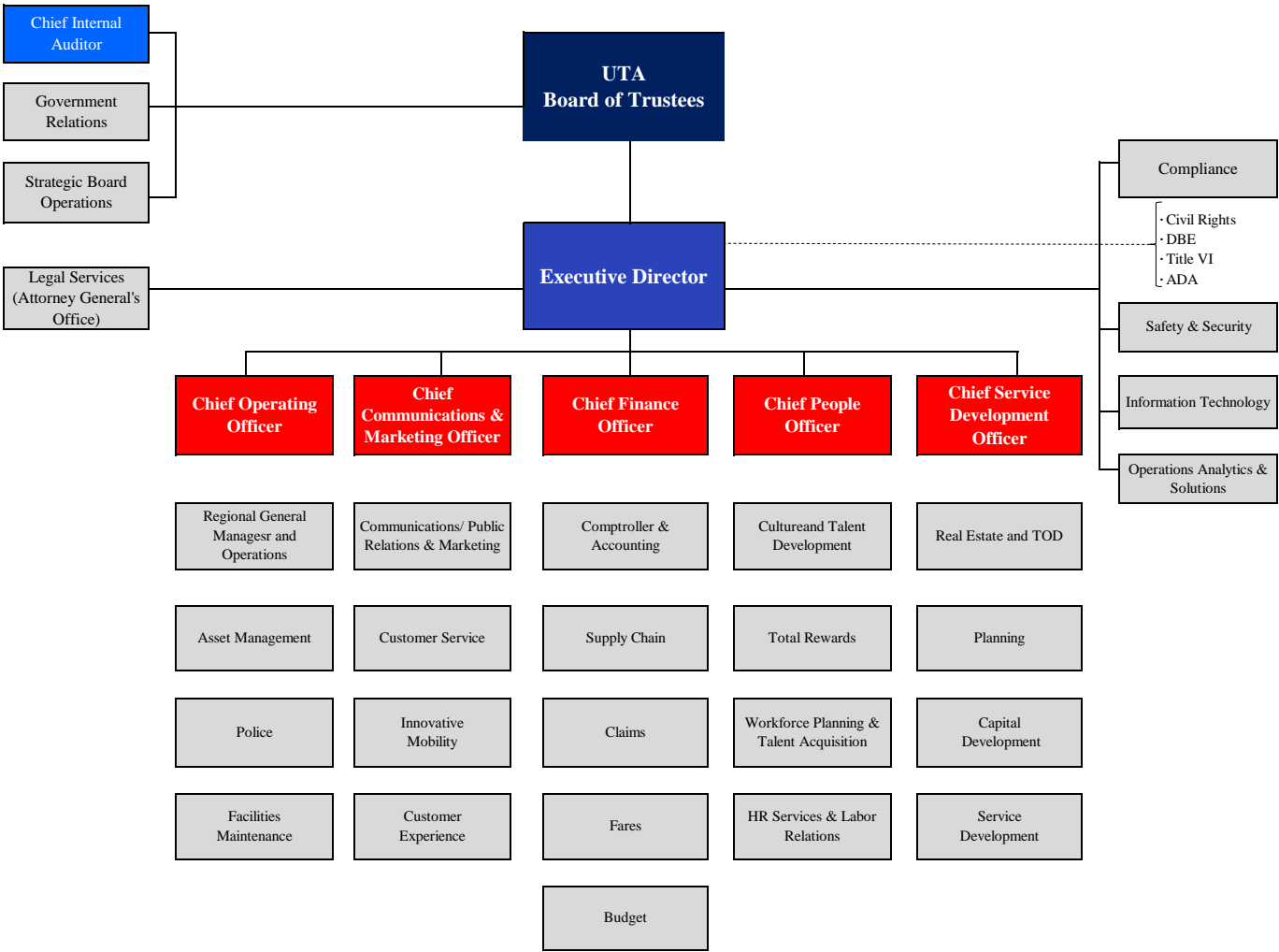
- **Service Increase:** Includes total net service increase of \$8.5 million
 - In August 2019, UTA implemented several changes to bus routes across the system and increased available service. The 2020 budget includes a full year's cost for these changes.
 - In August 2019, through a purchased service agreement with Salt Lake City, UTA increased frequency and expanded service hours for three key bus routes within Salt Lake City. The 2020 budget includes a full year's cost for these changes.
 - Light Rail, Commuter Rail, and Paratransit services were adjusted to align with the bus service changes.
- **Operations Support & Administration**
 - Innovative Mobility Services MicroTransit Project: Net increase of \$1.6 million
 - Information Technology projects: Net increase of \$700k
 - Increased training and support expense
 - UTA reorganization: Impact of new organizational structure
- **FTE Changes:** 21.2 FTE increase
 - Operations: Increase of 7.3 FTE including three new FTE in Commuter Rail Maintenance.
 - Administrative: Increase of 13.9 FTE for operating training (5.3 FTE), fares collection (3.0 FTE), network support (2.0 FTE), GIS support (1.0 FTE), operations analysis (1.0 FTE), DBE compliance (1.0 FTE), and Risk Management (0.7 FTE).



Financial Structure, Policy and Process



Organizational Chart



Financial Structure

Fund Descriptions and Fund Structure

UTA reports as a single enterprise fund and uses the accrual method of accounting and the economic resources measurement focus. 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 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		Mobility Management	
Timpanogos Maintenance	Rail Fleet Sustainability			
Timpanogos Administration	Right of Way Systems	Right of Way Systems		
Meadowbrook Operations	Right of Way Infrastructure	Right of Way Infrastructure		
Meadowbrook Maintenance				
Meadowbrook Administration				
Central Maintenance				
Integrated Service Planning				
Transit Communications				

Departments within the Operations Support, Administrative, and Non-operating classifications are provided below.

Operations Support	Administrative	Non-operating
Support Maintenance	Product Development & Sales	Capital Projects & Development
Fleet Engineering	Fares Director	Planning
Asset Management - State of Good Repair	Risk Management	Real Estate
Vehicle Disposal	Technology Security	Chief Service Development Officer
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	Chief Financial Officer	
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	
Culture & Talent Development	Chief of Communications & Marketing	
	Board of Trustees	
	Total Rewards	
	Chief People Officer	
	Human Resources and Labor Relations	
	Workforce Planning	
	Chief Operating Officer	
	Internal Audit	
	Executive Director	
	Legal	
	Civil Rights	
	Corporate Support	
	Customer Experience	

Within the capital budget, expenses are tracked by Depot District, Ogden/WSU BRT,, Airport TRAX station relocation, State of Good Repair (capital maintenance to the transit infrastructure), or new capital projects. More detail about capital expense is 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 and the economic resources measurement focus. 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 Preventative Maintenance Grants

Federal planning assistance grants received from the Federal Transit Administration (FTA) and preventative 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.

Classification of Revenues and Expenses

Operating revenues: Operating revenues include activities that have the characteristics of exchange transactions such as passenger revenues and advertising revenues.

Operating expense: Operating expenses include payments to suppliers, employees, and on behalf of employees and all payments that do not result from transactions defined as capital financing or investing activities.

Non-operating revenues: Non-operating revenues include activities that have the characteristics of non-exchange transactions and other revenue sources that are defined as non-operating revenues by GASB Statement No. 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities That Use Proprietary Fund*

Accounting, and GASB Statement No. 34. Examples of non-operating revenues would be the contributions from other governments (sales tax), federal grants and investment income.

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	0.78375%
Davis County	0.65000%
Weber County	0.65000%
Box Elder County	0.55000%
Utah County	0.62600%
Tooele County	0.40000%

Net Position

The Authority's net position is classified as follows:

- *Net investment in capital assets:* The components of net position consists of the Authority's total investment in capital assets, net of accumulated depreciation, reduced by the outstanding debt obligations related to those assets. To the extent debt has been incurred, but not yet expended for capital assets, such amounts are not included as component of net investment in capital assets.
- *Restricted for debt service:* This component of net position consists of that portion of net position that is restricted by debt covenants for debt service.
- *Restricted for interlocal agreement:* This component of net position consists of that portion of net position that is restricted by interlocal agreement.
- *Restricted for escrows:* This component of net position consists of that portion of net position that is restricted by escrow agreement.
- *Restricted for self-insurance deposits:* This component of net position consists of that portion of net position that is restricted due to the fact UTA is self-insured. The Authority is exposed to various risks of loss related to torts; theft of, damage and destruction of assets; environmental matters; worker's compensation self-insurance; damage to property; and injuries to passengers and other individuals resulting from accidents, errors, and omissions.
- *Unrestricted:* This component of net position consists of that portion of net position that does not meet the definition of restricted or net investment in capital assets.

Under the Governmental Immunity Act, the maximum statutory liability in any one accident is \$3,000,000 for incidents occurring after July 1, 2019. The Authority is self-insured for amounts up to these limits. The Authority has Railroad Liability Coverage of \$100 million with \$5 million of risk retention. The Authority is self-insured for worker's compensation up to the amount of \$1 million per incident and has excess insurance for claims over this amount. The Authority has insurance for errors and omissions and damage to property in excess of \$100,000 per annum.



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.

The first step in developing the Authority's budget is a review of the Long Range Financial Plan. This plan then acts as a focus for the development of programs and objectives. Concurrent with the development of programs and objectives, revenues for the coming year are estimated. The estimates of the coming year's revenues are then used as a guide for the Authority to determine the amount of change in service to be provided in the following year. Once the level of service for the coming year is determined, each manager develops a departmental budget.



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.

H. 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.

I. 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.

J. 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 2020 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 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 Trustee's 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 October, the Executive Director presents the 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 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 2020 UTA Budget Preparation Schedule at the end of this section.

Amendment of Annual Budget: The Board may, by a vote of a quorum of the total Board at any duly-held regular, special or emergency meeting, adopt an amended annual budget when reasonable and necessary, subject to contractual conditions or requirements existing at the time the need for such amendment arise.

2020 UTAH TRANSIT AUTHORITY BUDGET PREPARATION 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 19, 2019
Department directors provide their operating budget by department by account to Budget Staff. Capital Development provides the draft 2020 capital plan, including 2019 carryforward projects, to the Chief Financial Officer	August 27, 2019
Executive team evaluates 2020 operating and capital budget submittals	Sept. 10, 2019
Preliminary 2020 operating and capital budgets reviewed with the Board of Trustees	Sept. 16-25, 2019
2020 budget assumptions and five-year capital plan reviewed with Local Advisory Council	Sept. 25, 2019
Tentative 2020 Budget provided to Board of Trustees	Oct. 16, 2019
Board of Trustees reviews and approves Tentative 2020 Budget at Board meeting. Time is set for public hearing at November Board Meeting	Oct. 30, 2019
Budget Review and Comment Period	Nov. 1-30, 2019
Board of Trustees holds public hearing on Tentative 2020 Budget	Nov. 19, 2019
Board of Trustees considers approval of the Final 2020 Budget	Dec. 18, 2019
Staff submits Final Budget to State Auditor	Jan. 10, 2020
Staff prepares, prints and distributes 2020 Budget Document to the Board of Trustees, Operating Departments and interested parties	January 20, 2020

Financial Summaries



Combined 2020 Budget

	Operating	Capital	Total
Revenue			
Sales Tax	\$ 347,567,000	\$ -	\$ 347,567,000
Federal Preventative Maintenance	67,911,000	-	67,911,000
Passenger Revenue	55,182,000	-	55,182,000
Advertising	2,517,000	-	2,517,000
Investment Income	7,577,000	-	7,577,000
Other Revenues	3,620,000	-	3,620,000
Salt Lake City	4,310,000	-	4,310,000
Salt Lake County	500,000	-	500,000
Utah County	-	-	-
UDOT - Sales Tax	2,671,000	-	2,671,000
Capital Grants	-	39,363,000	39,363,000
Local Contributions	-	13,416,000	13,416,000
State Contribution	-	3,700,000	3,700,000
Bond and Lease Financing	-	30,340,000	30,340,000
Total Revenue	491,855,000	86,819,000	578,674,000
Expense by Function			
Bus	108,889,000	-	108,889,000
Commuter Rail	30,711,000	-	30,711,000
Light Rail	52,209,000	-	52,209,000
Paratransit Service	24,637,000	-	24,637,000
Rideshare/Vanpool	3,298,000	-	3,298,000
Operations Support	50,331,000	-	50,331,000
General & Administrative	40,355,000	-	40,355,000
Salt Lake County	3,453,000	-	3,453,000
Non-operating	5,945,000	-	5,945,000
Debt Service	135,915,000	-	135,915,000
Contribution to Reserves	17,685,000	-	17,685,000
Capital	-	191,549,000	191,549,000
Total Expense by Function	473,428,000	191,549,000	664,977,000
Estimated Beginning Fund Balance, January 1	157,168,470	120,245,530	277,414,000
Contribution to Reserves in Budget	17,685,000	-	17,685,000
Transfer to Capital from Operations	(18,427,000)	18,427,000	-
Estimated Ending Fund Balance, December 31	\$ 174,853,470	\$ 33,942,530	\$ 208,796,000

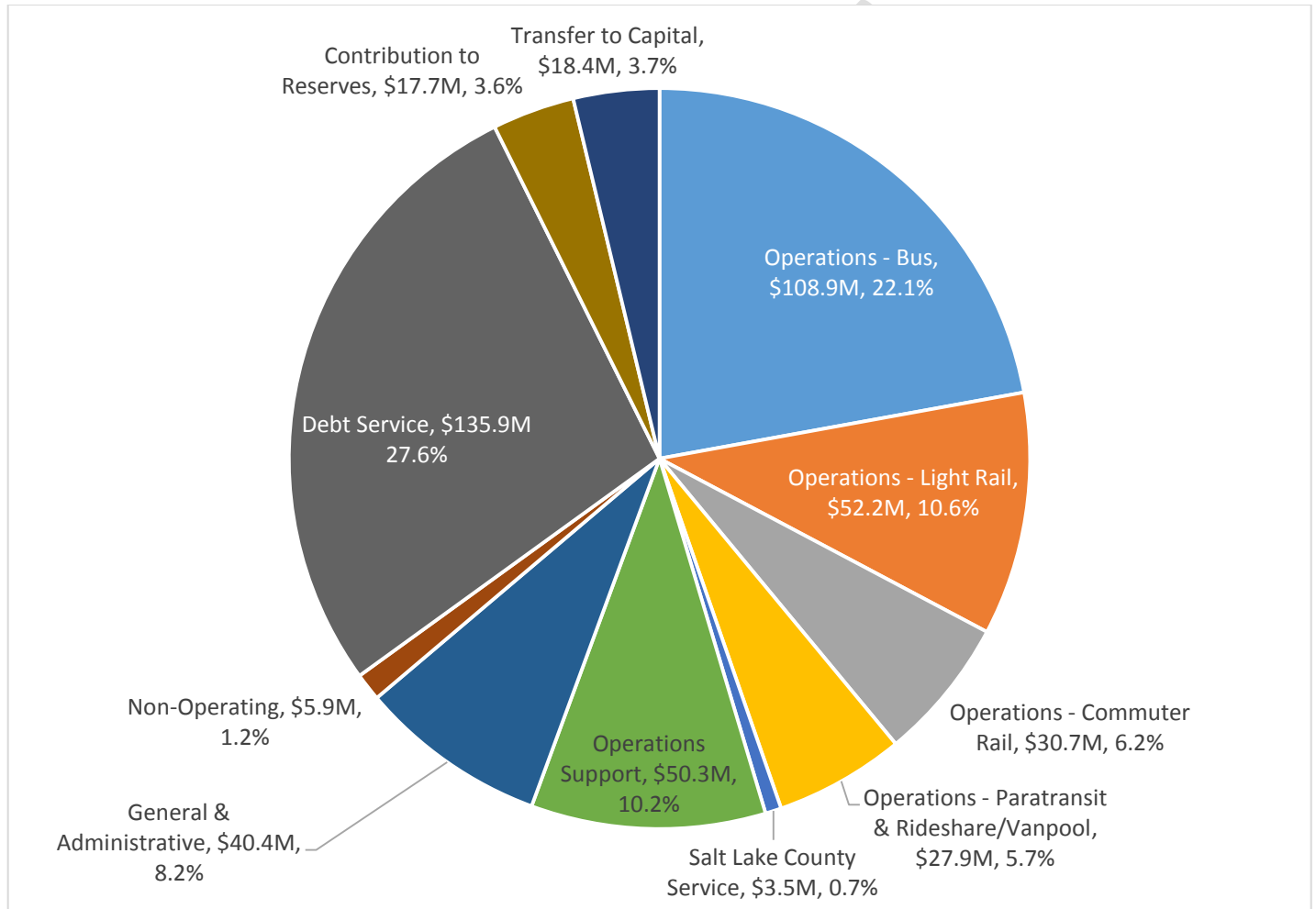
2020 BUDGET OPERATING BUDGET SUMMARY

	Actual 2018	Amended 2019 Budget	2020 Budget
Revenue:			
Sales Tax	\$ 282,933,591	\$ 308,861,000	\$ 347,567,000
Federal Preventative Maintenance	61,820,668	66,188,000	67,911,000
Passenger	52,051,892	53,420,000	55,182,000
Investment Income	6,525,872	8,582,000	7,577,000
Salt Lake City	-	3,468,649	4,310,000
Salt Lake County	-	500,000	500,000
Advertising	2,412,500	2,467,000	2,517,000
Motor Vehicle Tax/UDOT - Sales Tax	-	2,400,000	2,671,000
Other Revenues	7,195,052	3,933,000	3,620,000
Utah County	960,616	1,670,000	-
Total Revenue	413,900,191	451,489,649	491,855,000
Operating Expense			
Bus	96,719,747	104,572,517	108,889,000
Commuter Rail	28,810,832	29,168,782	30,711,000
Light Rail	46,346,255	50,048,000	52,209,000
Paratransit	21,797,251	23,085,277	24,637,000
Rideshare/Vanpool	3,056,191	3,541,000	3,298,000
Operations Support	45,372,242	48,738,176	50,331,000
General & Administrative	31,489,469	35,217,342	40,355,000
Salt Lake County	-	4,368,200	3,453,000
Total Operating Expense	273,591,987	298,739,294	313,883,000
Non-Operating Expense			
Planning/Real Estate/Major Program Development	4,889,618	5,748,037	5,945,000
Total Non-Operating Expense	4,889,618	5,748,037	5,945,000
Debt Service and Contributions to Reserves and Capital			
Principal and interest	101,845,388	121,678,000	135,915,000
Contribution to Capital	-	23,403,318	18,427,000
Contribution to Reserves	-	1,921,000	17,685,000
Total Debt Service and Contributions to Reserves	101,845,388	147,002,318	172,027,000
Total Expense	\$ 380,326,993	\$ 451,489,649	\$ 491,855,000

2020 BUDGET CAPITAL BUDGET SUMMARY

	Actual 2018	Amended 2019 Budget	2020 Budget
Revenue:			
Leasing	\$ 16,109,159	\$ 11,103,282	\$ 30,340,000
Grants	38,743,085	62,482,278	39,363,000
Sales Tax	-	6,000,000	-
Local Partner Contributions	10,023,030	17,013,733	13,416,000
State Contribution	-	5,065,699	3,700,000
Bond Proceeds	53,506,000	25,077,792	61,611,000
2019 Bond Proceeds	-	75,000,000	-
UTA Funding	23,040,519	44,517,438	43,119,000
Total Revenue	\$ 141,421,793	\$ 246,260,222	\$ 191,549,000
Capital Expense			
Provo-Orem TRIP	\$ 55,612,539	\$ 10,591,896	\$ -
Airport Station Relocation	2,383,344	2,650,000	13,000,000
Ogden/WSU BRT	-	-	28,197,000
Depot District	-	-	40,937,000
State of Good Repair	45,031,472	50,644,243	59,898,000
Other Capital Projects	38,394,438	107,374,083	49,517,000
Total Capital	\$ 141,421,793	\$ 171,260,222	\$ 191,549,000

2020 Projected Operating Expenses: \$491.9M



2020 Operating Budget by Cost Center

Operations	Operations	Maintenance	Admin.	Total
<u>Bus Service</u>				
Salt Lake	\$ 41,831,952	\$ 22,613,045	\$ 1,071,699	\$ 65,516,696
Ogden	13,532,596	8,385,398	487,002	22,404,996
Timpanogos	10,762,272	7,038,147	439,560	18,239,979
Transit Dispatch	-	-	1,638,809	1,638,809
Operations Planning	-	-	1,068,512	1,068,512
Vehicle Disposal	-	-	19,500	19,500
Total Bus Service	66,126,820	38,036,590	4,725,082	108,888,492
<u>Light Rail</u>				
Light Rail	17,440,820	17,982,651	2,668,795	38,092,266
Maintenance of Way	-	14,116,685	-	14,116,685
Total Light Rail	17,440,820	32,099,336	2,668,795	52,208,951
<u>Commuter Rail</u>				
Commuter Rail	8,486,175	16,886,353	633,252	26,005,780
Maintenance of Way	-	4,705,561	-	4,705,561
Total Commuter Rail	8,486,175	21,591,914	633,252	30,711,341
<u>Paratransit</u>				
Paratransit	16,375,613	5,199,707	2,034,964	23,610,284
Mobility Management	-	-	1,026,863	1,026,863
Total Paratransit	16,375,613	5,199,707	3,061,827	24,637,147
<u>Vanpool/Rideshare</u>				
Van Pools				3,139,116
Rideshare Admin.				159,074
Total Vanpool/Rideshare				3,298,190
<u>Funded Services (to be allocated)</u>				
Salt Lake County				3,453,000
Total Funded Services (to be allocated)				3,453,000
Total Operations				\$ 223,197,121



2020 Operating Budget by Cost Center

Operations Support

Chief Operating Officer

Facilities	\$ 15,205,913
Public Safety	9,705,903
Support Maintenance	3,890,934
Asset Management - State of Good Repair	1,125,924
Fleet Engineering	437,290
Total Chief Operating Officer	30,365,964

Executive Director

Safety & Security	2,098,785
Operations Analysis & Solutions	1,720,593
Radio & Rail Communications	1,188,254
Bus Communications	1,028,836
Data Quality & Ridership	504,502
Total Executive Director	6,540,970

Chief Financial Officer

Supply Chain - Warehousing	2,377,958
Supply Chain - Purchasing	2,133,421
Farebox Service	906,622
Fare Strategy & Operations	789,476
Ticket Vending Machine Maintenance	715,497
Total Chief Financial Officer	6,922,974

Chief People Office

Culture & Talent Development	3,368,384
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Chief Communications and Marketing Officer

Customer Service	3,132,784
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Total Operations Support	\$ 50,331,076
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2020 Operating Budget by Cost Center

Administration

Executive Director

Technology Security	\$	5,366,219
Network Support		2,959,270
Legal		2,004,880
Applications Support		1,961,229
Executive Director		2,973,310
Application Development		1,434,576
Civil Rights		804,079
Communications & Deployment		724,135
Quality Assurance		171,887
Corporate Support		117,402
Total Executive Director		18,516,987

Board of Trustees

Board of Trustees		1,527,756
Government Relations		770,448
Total Board of Trustees		2,298,204

Chief Communications and Marketing Officer

Innovative Mobility Services		3,083,029
Public Relations & Marketing		2,984,072
Chief Communications and Marketing Officer		867,726
Customer Experience		576,260
Total Chief Communications and Marketing Officer		7,511,087

2020 Operating Budget by Cost Center

Chief People Officer

Chief People Officer	2,231,300
Workforce Planning	1,020,702
Human Resources and Labor Relations	746,005
Total Rewards	708,530
Total Chief People Officer	4,706,537

Chief Financial Officer

Risk Management	3,064,210
Accounting	1,663,383
Chief Financial Officer	533,664
Product Development & Sales	475,440
Budget & Financial Analysis	330,303
Fares Director	170,814
Intermodal Center - SLC	71,000
Intermodal Center - Ogden	38,500
Total Chief Financial Officer	6,347,314

Internal Audit	488,576
Chief Operating Officer	486,222
Total Administration	40,354,927
Total Operating Expense in 2020 Budget	313,883,124

Non-Operating, Chief Service Development Officer

Capital Projects & Development	2,429,761
Planning	1,634,333
Real Estate	1,504,762
Chief Service Development Officer	376,020
Total Non-Operating	5,944,876
Total Operating Budget	\$ 319,828,000

Utah Transit Authority

2020 Operating Budget By Line Item

Line Item	Bus	Light Rail	Commuter Rail	Paratransit	Vanpool & Rideshare	Total Operations
Labor	\$ 60,629,840	\$ 28,786,174	\$ 12,313,727	\$ 10,944,704	\$ 542,196	\$ 113,216,641
Fringes	29,622,680	13,223,414	5,385,257	5,521,104	269,604	54,022,059
Total Labor & Fringes	<u>90,252,520</u>	<u>42,009,588</u>	<u>17,698,984</u>	<u>16,465,808</u>	<u>811,800</u>	<u>167,238,700</u>
Services	686,385	1,854,730	805,664	411,512	433,330	4,191,621
Fuel & Lubricants	10,802,165	245,314	6,625,763	1,282,368	870,000	19,825,610
Maintenance Items	-	-	-	-	90,000	90,000
Tires and Tubes	1,738,791	-	-	230,795	-	1,969,586
Parts	3,832,124	11,538,453	3,784,580	357,697	-	19,512,854
Supplies	1,107,852	1,055,422	515,467	117,067	12,500	2,808,308
Tools	116,000	307,279	79,815	8,000	-	511,094
Utilities	114,339	5,397,338	1,810,844	20,326	9,120	7,351,967
Insurance	-	-	-	-	1,027,000	1,027,000
Travel & Meetings	200,477	237,932	104,223	83,124	14,400	640,156
Leases	-	-	-	-	-	-
Media Costs	-	-	-	-	-	-
Warranty Scrap Recoveries	(122,493)	(1,400,000)	(24,718)	-	-	(1,547,211)
Purchased Services	-	-	-	5,647,361	-	5,647,361
Contingency	-	-	-	-	-	-
Other	160,332	115,790	47,578	13,089	30,040	366,829
Total Other Operating costs	<u>18,635,972</u>	<u>19,352,258</u>	<u>13,749,216</u>	<u>8,171,339</u>	<u>2,486,390</u>	<u>62,395,175</u>
Total Operations and Maintenance	<u>108,888,492</u>	<u>61,361,846</u>	<u>31,448,200</u>	<u>24,637,147</u>	<u>3,298,190</u>	<u>229,633,875</u>
Less:						
Expenses Capitalized	-	(9,152,895)	(736,859)	-	-	(9,889,754)
Net Operations and Maintenance	<u>108,888,492</u>	<u>52,208,951</u>	<u>30,711,341</u>	<u>24,637,147</u>	<u>3,298,190</u>	<u>219,744,121</u>
Add Salt Lake County (to be allocated)	-	-	-	-	-	3,453,000
2020 Operating Budget	<u>\$ 108,888,492</u>	<u>\$ 52,208,951</u>	<u>\$ 30,711,341</u>	<u>\$ 24,637,147</u>	<u>\$ 3,298,190</u>	<u>\$ 223,197,121</u>

Utah Transit Authority

2020 Operating Budget By Line Item

Line Item	Total Operations	Operations Support	General & Administration	Non-Operating	Total
Labor	\$ 113,216,641	\$ 26,740,084	\$ 14,113,340	\$ 3,228,348	\$ 157,298,413
Fringes	54,022,059	12,531,396	5,605,980	1,287,912	73,447,347
Total Labor & Fringes	<u>167,238,700</u>	<u>39,271,480</u>	<u>19,719,320</u>	<u>4,516,260</u>	<u>230,745,760</u>
Services	4,191,621	3,480,208	11,852,497	1,637,811	21,162,137
Fuel & Lubricants	19,825,610	383,420	7,620	6,800	20,223,450
Maintenance Items	90,000	-	-	-	90,000
Tires and Tubes	1,969,586	-	-	-	1,969,586
Parts	19,512,854	1,783,782	-	-	21,296,636
Supplies	2,808,308	1,733,023	564,504	98,468	5,204,303
Tools	511,094	142,070	-	-	653,164
Utilities	7,351,967	3,873,024	726,172	26,300	11,977,463
Insurance	1,027,000	-	2,361,742	-	3,388,742
Travel & Meetings	640,156	316,565	583,084	50,650	1,590,455
Leases	-	-	-	180,500	180,500
Media Costs	-	-	613,000	-	613,000
Warranty Scrap Recoveries	(1,547,211)	-	-	-	(1,547,211)
Purchased Services	5,647,361	-	-	-	5,647,361
Contingency	-	-	2,292,924	-	2,292,924
Other	366,829	67,504	1,694,064	13,380	2,141,777
Total Other Operating costs	<u>62,395,175</u>	<u>11,779,596</u>	<u>20,695,607</u>	<u>2,013,909</u>	<u>96,884,287</u>
Total Operations and Maintenance	<u>229,633,875</u>	<u>51,051,076</u>	<u>40,414,927</u>	<u>6,530,169</u>	<u>327,630,047</u>
Less:					
Expenses Capitalized	(9,889,754)	(720,000)	(60,000)	(585,293)	(11,255,047)
Net Operations and Maintenance	<u>219,744,121</u>	<u>50,331,076</u>	<u>40,354,927</u>	<u>5,944,876</u>	<u>316,375,000</u>
Add Salt Lake County (to be allocated)	3,453,000	-	-	-	3,453,000
2020 Operating Budget	<u>\$ 219,744,121</u>	<u>\$ 50,331,076</u>	<u>\$ 40,354,927</u>	<u>\$ 5,944,876</u>	<u>\$ 319,828,000</u>



2020 BUDGET
OPERATING BUDGET BY LINE ITEM
BUS

	Actual 2018	Amended 2019 Budget	2020 Budget
Bus Operations			
Labor	\$ 39,190,385	\$ 41,497,230	\$ 43,888,112
Fringes	18,722,791	21,184,016	21,673,172
Services	292,464	270,415	243,216
Fuel and Lubricants	48,126	34,375	39,254
Supplies	168,063	165,761	172,086
Utilities	48,447	34,565	42,720
Travel & Meetings	32,782	41,516	36,395
Other	42,068	55,016	31,865
Total Bus Operations	58,545,126	63,282,894	66,126,820
Bus Maintenance			
Labor	12,619,501	13,339,122	13,921,296
Fringes	5,771,243	6,251,076	6,657,132
Services	255,987	292,872	295,952
Fuel and Lubricants	10,252,767	10,695,416	10,756,211
Tires and Tubes	1,686,429	1,745,528	1,738,791
Parts	2,748,460	3,785,329	3,832,124
Supplies	472,319	605,156	649,724
Tools	124,637	115,599	116,000
Utilities	88,304	15,023	49,819
Travel & Meetings	67,852	104,080	94,740
Warranty & Scrap Recoveries	(187,255)	(143,845)	(122,493)
Other	52,014	41,820	47,294
Total Bus Maintenance	33,952,258	36,847,176	38,036,590
Total Bus Service	92,497,384	100,130,070	104,163,410
Expense Capitalized	(127,130)	-	-
Federal Planning Funds	(19,724,290)	-	-
Net Bus Service	72,645,964	100,130,070	104,163,410
Administrative Support			
Labor	2,661,915	2,709,916	2,820,432
Fringes	1,133,293	1,212,382	1,292,376
Services	133,025	116,778	147,217
Fuel & Lubricants	28,712	7,550	6,700
Supplies	101,171	94,380	286,042
Utilities	21,320	21,304	21,800
Travel & Meetings	89,396	99,875	69,342
Other	180,661	180,262	81,173
Total Administrative Support	4,349,493	4,442,447	4,725,082
Total Bus	\$ 76,995,457	\$ 104,572,517	\$ 108,888,492



2020 BUDGET
OPERATING BUDGET BY LINE ITEM
LIGHT RAIL

	Actual 2018	Amended 2019 Budget	2020 Budget
Light Rail Operations			
Labor	\$ 10,951,210	\$ 11,215,614	\$ 11,892,500
Fringes	5,097,413	5,224,320	5,449,020
Services	84,410	88,500	95,500
Fuel and Lubricants	60,116	50,000	55,000
Supplies	135,224	146,500	162,500
Utilities	35,193	30,000	30,000
Travel & Meetings	25,955	28,000	36,000
Other	21,787	22,000	20,300
Total Light Rail Operations	16,411,308	16,804,934	17,740,820
Light Rail Maintenance			
Labor	9,128,529	9,833,382	9,938,046
Fringes	4,046,803	4,342,812	4,584,828
Services	801,290	1,013,162	898,947
Fuel and Lubricants	80,018	46,744	61,064
Parts	8,637,780	10,660,750	11,266,953
Supplies	482,766	725,250	715,182
Tools	130,787	203,845	232,279
Utilities	15,450	17,600	17,600
Travel & Meetings	46,921	153,882	106,532
Warranty & Scrap Recoveries	(1,454,568)	(800,000)	(1,400,000)
Other	8,672	13,800	15,365
Total Light Rail Maintenance	21,924,448	26,211,227	26,436,796
Maintenance of Way			
Labor	4,457,184	5,157,957	5,359,280
Fringes	1,898,306	2,242,900	2,492,042
Services	935,169	680,250	559,875
Fuel & Lubricants	144,834	137,138	128,250
Parts	375,925	223,875	271,500
Supplies	169,729	143,756	126,750
Tools	43,070	31,500	75,000
Utilities	4,496,213	5,367,801	5,338,738
Travel & Meetings	23,177	57,375	59,625
Other	29,352	12,525	9,375
Total Maintenance of Way	12,572,959	14,055,077	14,420,435
Total Light Rail Service	50,908,715	57,071,238	58,598,051
Expense Capitalized	(7,008,381)	(9,748,559)	(9,057,895)
Federal Planning Funds	(18,023,569)	-	-
Net Light Rail Service	25,876,765	47,322,679	49,540,156



**2020 BUDGET
OPERATING BUDGET BY LINE ITEM
LIGHT RAIL**

	Actual 2018	Amended 2019 Budget	2020 Budget
Administrative Support			
Labor	1,552,977	1,617,852	1,596,348
Fringes	653,614	719,820	697,524
Services	114,511	302,500	300,408
Fuel & Lubricants	1,388	1,000	1,000
Supplies	65,356	45,000	50,990
Utilities	16,152	15,000	11,000
Travel & Meetings	49,743	33,075	35,775
Other	56,884	91,074	70,750
Total Administrative Support	2,510,625	2,825,321	2,763,795
Total Light Rail Services	28,387,390	50,148,000	52,303,951
Expenses Capitalized	(64,704)	(100,000)	(95,000)
Net Light Rail Services	\$ 28,322,686	\$ 50,048,000	\$ 52,208,951

2020 BUDGET
OPERATING BUDGET BY LINE ITEM
COMMUTER RAIL

	Actual 2018	Amended 2019 Budget	2020 Budget
Commuter Rail Operations			
Labor	\$ 5,585,313	\$ 5,700,993	\$ 5,946,643
Fringes	2,290,731	2,399,190	2,418,624
Services	38,416	49,000	46,000
Fuel and Lubricants	36,950	30,000	32,000
Supplies	78,441	69,000	73,200
Utilities	27,777	30,000	21,000
Travel & Meetings	16,707	28,675	30,074
Other	6,655	8,500	7,550
Total Commuter Rail Operations	8,080,990	8,315,358	8,575,091
Commuter Rail Maintenance			
Labor	3,542,331	3,686,130	4,147,337
Fringes	1,498,091	1,653,012	1,948,596
Services	641,973	634,869	565,023
Fuel and Lubricants	6,810,183	6,467,985	6,550,913
Parts	3,637,332	3,204,764	3,694,080
Supplies	354,851	326,919	355,017
Tools	39,707	39,780	54,815
Utilities	7,810	8,510	8,765
Travel & Meetings	17,195	31,070	30,274
Warranty & Scrap Recoveries	(109,596)	(87,158)	(24,718)
Other	10,390	2,273	403
Total Commuter Rail Maintenance	16,450,267	15,968,154	17,330,505
Maintenance of Way			
Labor	1,485,728	1,719,319	1,786,427
Fringes	632,769	747,633	830,681
Services	311,723	226,750	186,625
Fuel & Lubricants	48,278	45,713	42,750
Parts	125,308	74,625	90,500
Supplies	56,576	47,919	42,250
Tools	14,357	10,500	25,000
Utilities	1,498,737	1,789,267	1,779,579
Travel & Meetings	7,726	19,125	19,875
Other	9,784	4,175	3,125
Total Maintenance of Way	4,190,986	4,685,026	4,806,812
Total Commuter Rail Service	28,722,243	28,968,538	30,712,408
Expense Capitalized	(431,183)	(367,542)	(634,319)
Federal Planning Funds	(7,181,450)	-	-
Net Commuter Rail Service	21,109,610	28,600,996	30,078,089

2020 BUDGET
OPERATING BUDGET BY LINE ITEM
COMMUTER RAIL

	Actual 2018	Amended 2019 Budget	2020 Budget
Administrative Support			
Labor	253,325	283,284	433,320
Fringes	127,334	129,684	187,356
Services	25,200	22,000	8,016
Fuel & Lubricants	43	100	100
Supplies	49,132	55,000	45,000
Utilities	1,078	500	1,500
Travel & Meetings	31,863	41,000	24,000
Other	31,797	36,218	36,500
Total Administrative Support	519,772	567,786	735,792
Total Commuter Rail Services	21,629,382	29,168,782	30,813,881
Expenses Capitalized	-	-	(102,540)
Net Commuter Rail Services	\$ 21,629,382	\$ 29,168,782	\$ 30,711,341

2020 BUDGET
OPERATING BUDGET BY LINE ITEM
PARATRANSIT

	Actual 2018	Amended 2019 Budget	2020 Budget
Paratransit Operations			
Labor	\$ 6,314,354	\$ 6,511,234	\$ 7,072,664
Fringes	2,982,462	3,183,240	3,563,952
Services	133,740	53,855	60,628
Fuel and Lubricants	13,171	3,000	1,500
Supplies	47,835	17,200	18,000
Utilities	7,622	4,500	4,500
Travel & Meetings	20,951	4,000	5,004
Other	14,352	(555,728)	2,004
Total Paratransit Operations	9,534,487	9,221,301	10,728,252
Paratransit Maintenance			
Labor	1,986,484	2,011,770	2,149,944
Fringes	934,203	945,006	1,040,472
Services	49,535	64,357	55,360
Fuel and Lubricants	1,159,261	1,241,570	1,280,868
Tires and Tubes	175,170	199,740	230,795
Parts	321,621	398,417	357,697
Supplies	60,296	61,572	60,365
Tools	15,213	6,020	8,000
Utilities	3,122	3,286	3,286
Travel & Meetings	15,745	18,200	12,120
Warranty & Scrap Recoveries	(3,065)	-	-
Other	18,580	800	800
Total Paratransit Maintenance	4,736,165	4,950,738	5,199,707
Total Paratransit Service	14,270,652	14,172,039	15,927,959
Expense Capitalized	(9,629)	-	-
Federal Planning Funds	(13,109,027)	-	-
Net Paratransit Service	1,151,996	14,172,039	15,927,959
Purchased Services	5,053,351	5,341,046	5,647,361
Administrative Support			
Labor	1,683,924	1,770,640	1,722,096
Fringes	866,168	959,352	916,680
Services	60,593	682,620	295,524
Supplies	106,496	79,930	38,702
Utilities	15,255	12,100	12,540
Travel & Meetings	52,168	63,550	66,000
Other	7,220	4,000	10,285
Total Administrative Support	2,791,824	3,572,192	3,061,827
Total Paratransit	8,997,171	23,085,277	24,637,147
Expenses Capitalized	(308,947)	-	-
Federal Planning Funds	(1,682,969)	-	-
Net Paratransit	\$ 7,005,255	\$ 23,085,277	\$ 24,637,147

2020 BUDGET
OPERATING BUDGET BY LINE ITEM
VANPOOL/RIDESHARE

	Actual 2018	Amended 2019 Budget	2020 Budget
Vanpool/Rideshare Operations			
Labor	\$ 486,409	\$ 576,876	\$ 542,196
Fringes	224,604	260,616	269,604
Services	505,280	517,430	433,330
Fuel and Lubricants	885,096	894,000	870,000
Maintenance Items	135,747	-	90,000
Supplies	11,940	19,150	12,500
Utilities	5,275	7,920	9,120
Insurance	778,292	918,592	1,027,000
Travel & Meetings	1,654	10,750	14,400
Other	24,727	335,666	30,040
Total Vanpool/Rideshare Operations	3,059,024	3,541,000	3,298,190
Expense Capitalized	(2,833)	-	-
Federal Planning Funds	(670,357)	-	-
Net Vanpool/Rideshare Service	\$ 2,385,834	\$ 3,541,000	\$ 3,298,190

2020 BUDGET
OPERATING BUDGET BY LINE ITEM
OPERATIONS SUPPORT

	Actual 2018	Amended 2019 Budget	2020 Budget
Operations Support			
Labor	\$ 24,445,200	\$ 25,850,377	\$ 26,740,084
Fringes	10,824,694	12,092,553	12,531,396
Services	3,482,659	3,587,893	3,480,208
Fuel and Lubricants	425,230	384,325	383,420
Parts	1,116,570	1,718,665	1,783,782
Supplies	1,570,457	1,388,538	1,733,023
Tools	133,782	137,420	142,070
Repairs	53,107	-	-
Utilities	3,401,143	3,887,826	3,873,024
Travel & Meetings	289,959	341,425	316,565
Warranty & Scrap Recoveries	(8,830)	-	-
Other	138,099	152,332	67,504
Total Operations Support	45,872,070	49,541,354	51,051,076
Expense Capitalized	(499,827)	(803,178)	(720,000)
Expense Transfer - Federal Cost	(15,254,401)	-	-
Net Operations Support	\$ 30,117,842	\$ 48,738,176	\$ 50,331,076

Operations Support includes:

Customer Service, Radio & Rail Comms, Tech Support,
TVM Maintenance, Facilities, Fleet Engineering,
Support Maintenance, Supply Chain Management,
Training, Security, Police and Safety Management

2020 BUDGET
OPERATING BUDGET BY LINE ITEM
ADMINISTRATION

	Amended 2019		
	Actual 2018	Budget	2020 Budget
Administration			
Labor	\$ 13,223,908	\$ 13,843,281	\$ 14,113,340
Fringes	5,074,700	5,543,571	5,605,980
Services	7,485,389	9,696,682	11,852,497
Fuel and Lubricants	8,152	5,778	7,620
Supplies	893,839	531,021	564,504
Utilities	690,756	702,345	726,172
Insurance	2,473,355	2,319,820	2,361,742
Travel & Meetings	567,655	530,449	583,084
Media Costs	280,100	555,000	613,000
Contingency	-	1,020,000	2,292,924
Other	798,280	552,895	1,694,064
Total Administration	31,496,134	35,300,842	40,414,927
Expense Capitalized	(6,665)	(83,500)	(60,000)
Federal Planning Funds	(158,731)	-	-
Net Administration	\$ 31,330,738	\$ 35,217,342	\$ 40,354,927

Administration includes:

Internal Audit, Executive Director, Civil Rights,
Board Coordination, Information Services, Legal,
Risk Management, Accounting, Supply Chain, Budget,
Chief Financial Officer, Chief People Officer,
Labor Relations, Talent Acquisition, Public Relations,
Chief Marketing & Communications Officer.

2020 BUDGET
OPERATING BUDGET BY LINE ITEM
NON-OPERATING

	Actual 2018	Amended 2019 Budget	2020 Budget
Non-Operating			
Labor	\$ 2,847,961	\$ 2,917,819	\$ 3,228,348
Fringes	1,102,988	1,159,079	1,287,912
Services	1,123,527	2,028,770	1,637,811
Fuel and Lubricants	10,176	6,960	6,800
Supplies	73,278	90,515	98,468
Utilities	35,079	13,652	26,300
Travel & Meetings	42,043	29,902	50,650
Leases	244,668	160,000	180,500
Other	136,745	12,980	13,380
Total Non-Operating	5,616,465	6,419,677	6,530,169
Expense Capitalized	(726,847)	(671,640)	(585,293)
Net Non-Operating	\$ 4,889,618	\$ 5,748,037	\$ 5,944,876

Non-Operating Expense includes:

Capital Development, Real Estate, Planning
 Chief Service Development Officer

UTA FUND BALANCE REPORT 2020 FORECAST

	General Account	Bond Accounts	Restricted Revenue Account	Capital Projects	Projected All Fund 2020
Beginning Fund Balance, 1/1/20	\$ 52,868,470	\$104,300,000	\$ 6,694,000	\$113,551,530	\$277,414,000
Revenue:					
Sales Tax	345,467,000	-	2,100,000	-	347,567,000
Federal Preventative Maintenance	67,911,000	-	-	-	67,911,000
Passenger	55,182,000	-	-	-	55,182,000
Investment Income	7,577,000	-	-	-	7,577,000
Salt Lake City	4,310,000	-	-	-	4,310,000
Salt Lake County	500,000	-	-	-	500,000
Advertising	2,517,000	-	-	-	2,517,000
UDOT - Sales Tax	2,671,000	-	-	-	2,671,000
Other Revenues	3,620,000	-	-	-	3,620,000
Capital Grants	-	-	-	39,363,000	39,363,000
Local Partner Contributions	-	-	-	13,416,000	13,416,000
Leasing	-	-	-	30,340,000	30,340,000
State Contribution	-	-	-	3,700,000	3,700,000
Total Resources	542,623,000	104,300,000	8,794,000	200,370,530	856,088,000
Transfers To / From (-)	(171,983,000)	153,556,000	-	18,427,000	-
Total Available Resources	370,640,000	257,856,000	8,794,000	218,797,530	856,088,000
Expenditures:					
Operating Expenses	313,883,000	-	-	-	313,883,000
Non-Operating	5,945,000	-	-	-	5,945,000
Debt Service (Principal & Interest)	-	135,915,000	-	-	135,915,000
State of Good Repair Capital Project	-	-	-	59,898,000	59,898,000
Depot District Maintenance Facility	-	-	-	40,937,000	40,937,000
Ogden/Weber State University BRT	-	-	-	28,197,000	28,197,000
Airport TRAX Station Relocation	-	-	-	13,000,000	13,000,000
Other Capital Projects	-	-	1,000,000	48,517,000	49,517,000
Total Expenditures	319,828,000	135,915,000	1,000,000	190,549,000	647,292,000
Ending Fund Balance - 12/31/20	\$ 50,812,000	\$121,941,000	\$ 7,794,000	\$ 28,249,000	\$208,796,000

Description of Fund Structure

General Fund: This fund is the chief operating fund of UTA. It is used to account for all financial resources and expenses except those accounted for in the other funds.

Bond Accounts: This fund was created to hold monies set aside for the payment of debt service on bonds. The funds are held by a Trustee and administered pursuant to Bond Indenture provisions. The amount in this fund is set by the indenture. This fund also includes all Debt Service Reserve accounts and the Debt Reduction reserve.

Restricted Assessment Account: The Restricted Assessment Fund was created to segregate sales tax authorized by Brigham City, Willard and Perry (municipalities within Box Elder County) with the specific restriction that all funds would be used for right of way acquisition and corridor preservation to fund a fixed guideway or expanded public transportation system within the taxing jurisdictions.

Capital Projects Fund: Payment for the cost of all capital projects are paid out of the Capital Projects fund.

Revenues

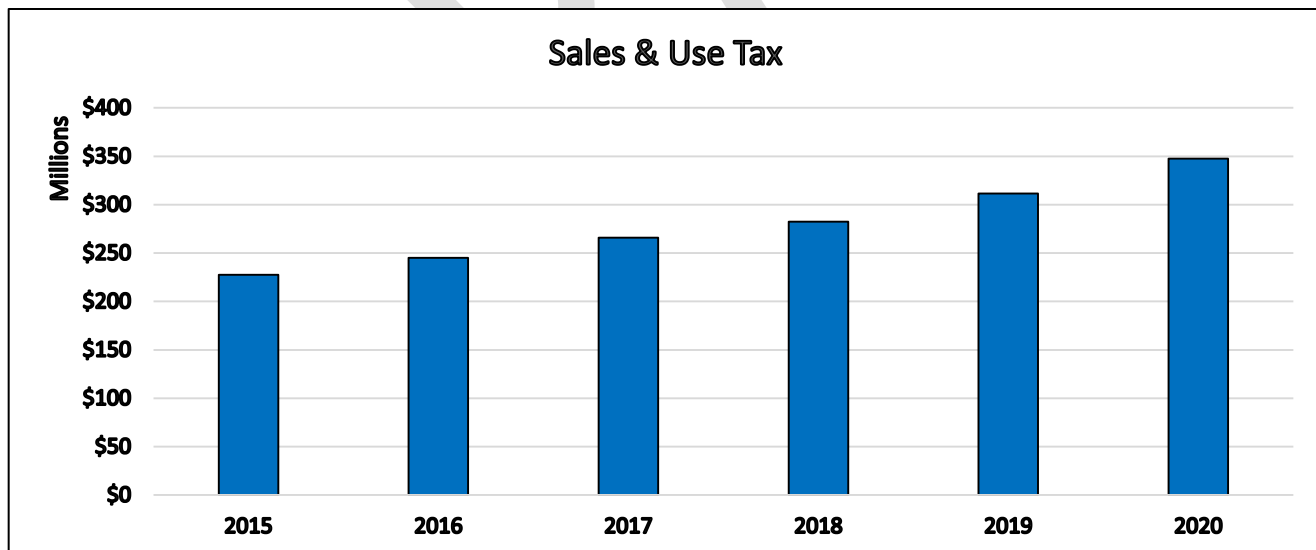
Source: Sales and Use Tax

The largest operating source of revenue for the Authority is a local option sales tax, which is imposed by counties within the service area of the Authority. In July 2019, the Salt Lake County Council and the Utah County Council approved increasing their rate of tax by one-quarter percent with one-tenth percent dedicated to UTA. Accordingly, the 2020 budget reflects a full year of collections from these sales taxes. The sales tax rates are 0.78375% for Salt Lake County, 0.626% for Utah County, 0.65% for Davis and Weber counties, 0.55% for Box Elder County, and 0.4% for Tooele County.

UTA's sales tax is applied to gross taxable sales within the service district. Since 1988, gross taxable sales have grown by an average of 5.66%. Although year over year sales tax growth is 3.9% through October 2019 collections, UTA is assuming average tax growth for 2019 will be 3.8%. Projected 2019 sales tax collections, including partial year collections for new sales taxes within Salt Lake County and Utah County, are \$311.8 million. The Authority estimated 2020 sales tax revenue is based on a 5.00% increase over projected 2019 sales tax and full year collections for Salt Lake County and Utah County.

Year	2015	2016	2017	2018	2019*	2020*
Sales Tax	\$227,703,023	\$245,008,41	\$265,770,77	\$282,501,132	\$311,451,000	\$347,567,00

*Budget

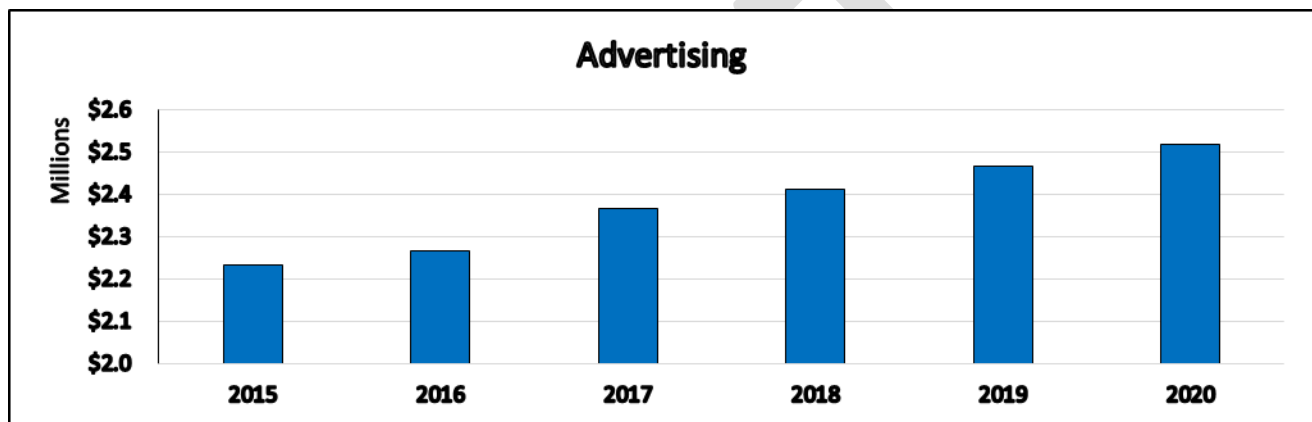


Source: Advertising

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 2020 advertising is projected to produce \$2.517 million, a slight increase due to opening of new routes and based and on new contract guarantees.

Year	2015	2016	2017	2018	2019*	2020*
Advertising	\$2,233,333	\$2,266,667	\$2,366,667	\$2,412,500	\$2,467,000	\$2,517,000

* Budget

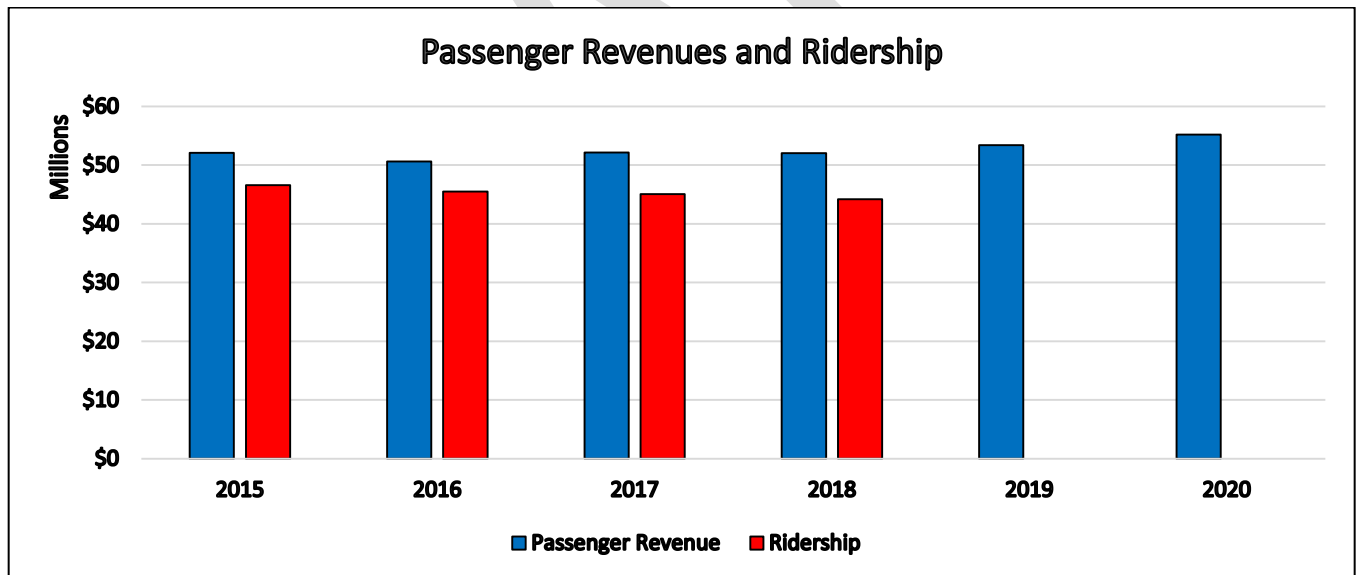


Source: Passenger Revenue

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. UTA's projected 2019 passenger revenues are \$53.4 million with 2020 being projected at \$55.2 million.

Year	2015	2016	2017	2018	2019*	2020*
Passenger Revenue	\$52,112,909	\$50,624,354	\$52,159,203	\$52,051,892	\$53,420,00	\$55,182,000
Ridership	46,577,166	45,521,914	45,078,919	44,176,331	N/A	N/A

* Budget

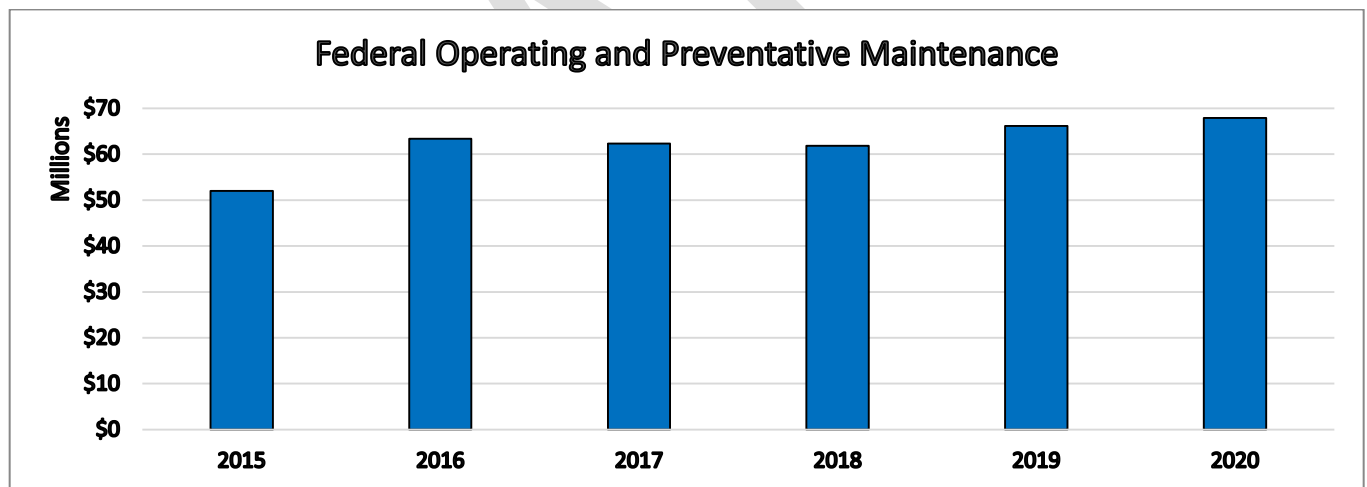


Source: Federal Operating and Preventative Maintenance Revenue Grants

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 as defined by the National Transit Database. The use of these funds for preventive maintenance is a direct reduction of funds available for capital projects. These formula funds may be used to cover up to 80% of preventive maintenance costs with the balance being used for other capital projects. In 2018, Congress approved and the President signed an appropriation bill which increased preventative maintenance funding. UTA's 2019 projection is preventative maintenance revenue will be \$66.2 million. The amount for 2020 is based on a slight increase of funding due to additional qualifying rail lines and new apportionments from the FAST act.

Year	2015	2016	2017	2018	2019*	2020*
Operating Grants	\$52,000,012	\$63,334,769	\$62,313,994	\$61,820,668	\$66,188,000	\$67,911,000

* Budget



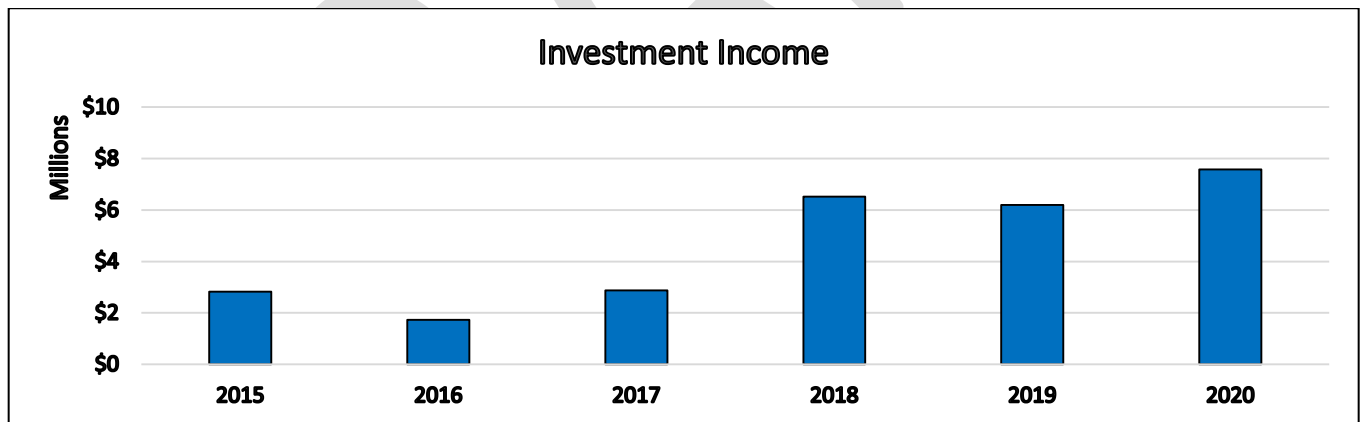
Source: Investment Income

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 2019 projection of 3.55%. Accordingly, the 2019 investment income is projected to be about \$6.2 million. An approximate rate of 2.95% is applied to projected reserve accounts in the 2019 Transit Development Plan model to arrive at the 2020 projection of \$7.6 million.

Year	2015	2016	2017	2018	2019*	2020*
Investment Income	\$2,831,406	\$1,732,939	\$2,873,787	\$6,525,872	\$6,200,00	\$7,577,000

* Budget

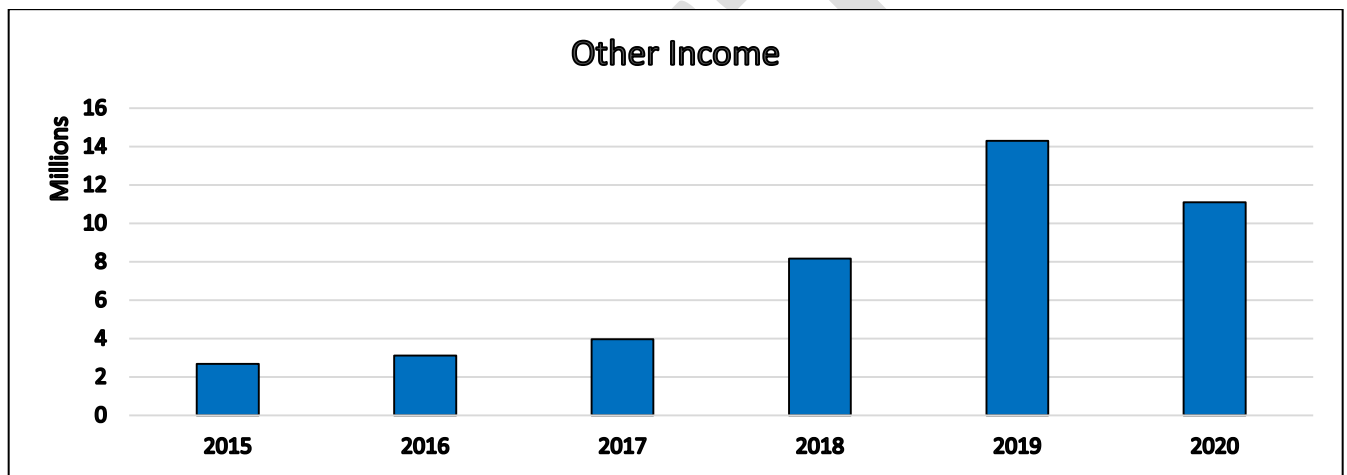


Source: Other Income

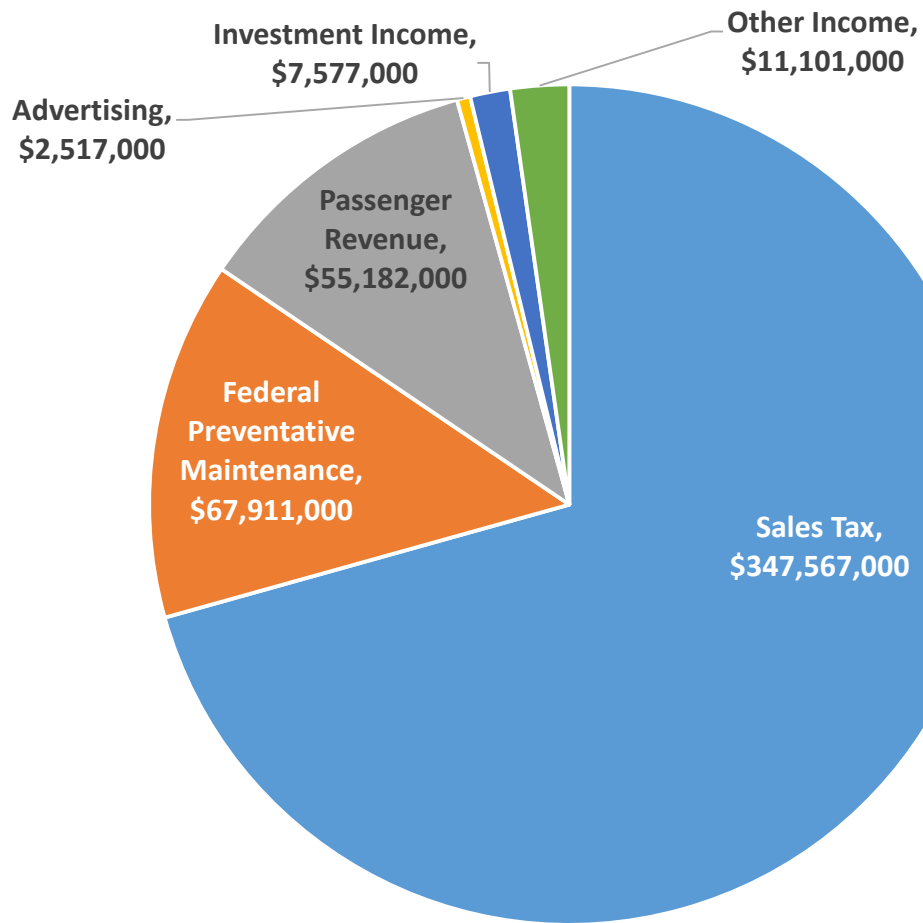
Other income for 2020 consists of \$4.3 million from Salt Lake City for enhanced bus service, \$0.5 million from Salt Lake County for enhanced transit services, a \$2.7 million sales tax distribution from the Utah Department of Transportation, \$1.1 million from property fees, \$0.7 million from CMAQ operating grants, and \$0.3 million from transit-oriented development revenues.

Year	2015	2016	2017	2018	2019*	2020*
Other Income	\$2,671,936	\$3,108,191	\$3,954,893	\$8,155,668	\$14,301,000	\$11,101,000

* Budget



2020 Budgeted Operating Revenues



Long-range Financial Forecast (In thousands)

	Budget 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
Revenue:					
Sales Tax	\$ 347,567	\$ 364,946	\$ 383,193	\$ 402,352	\$ 422,470
Federal Prevent. Maint.	67,911	70,508	71,212	73,903	74,642
Passenger	55,182	58,813	59,066	60,201	61,647
Advertising	2,517	2,567	2,617	2,667	2,717
Investment	7,577	6,556	6,421	6,266	6,349
Salt Lake City	4,310	11,605	14,155	14,448	14,748
Salt Lake County	500	500	-	-	-
UDOT - Sales Tax	2,671	2,777	2,889	3,004	3,124
Other	3,620	3,690	4,233	3,847	3,885
Total Revenues	491,855	521,962	543,786	566,688	589,582
Expenses:					
Bus	108,889	111,713	114,922	118,658	123,450
Commuter Rail	30,711	31,633	32,661	33,722	34,818
Light Rail	52,209	53,775	55,523	57,327	59,191
Paratransit	24,637	25,376	26,201	27,053	27,932
Rideshare/Vanpool	3,298	3,397	3,508	3,622	3,739
Operations Support	50,331	50,131	51,760	53,443	55,180
General/Administrative	40,355	41,680	43,233	45,554	48,362
Salt Lake County	3,453	8,557	17,706	18,704	19,753
Salt Lake City	-	6,969	8,696	8,896	9,101
Non-operating	5,945	5,866	6,056	6,253	6,456
Projected budget savings	(4,771)	(4,925)	(5,086)	(5,252)	(5,423)
Total Operating & Non-operating Expense	315,057	334,172	355,180	367,980	382,559
Net Available	176,798	187,790	188,606	198,708	207,023
Capital Revenues:					
Grants	39,363	53,180	24,547	8,450	4,000
Leasing	30,340	53,197	15,791	38,495	52,720
Local Partner Funding	13,416	8,294	500	2,700	-
State Funding	3,700	3,700	2,500	2,500	2,500
Total Capital Revenues	86,819	118,371	43,338	52,145	59,220
Capital Expense:					
Capital Outlay	191,549	172,796	83,332	84,275	93,872
Debt Service	135,915	147,315	158,583	165,130	168,362
Total Capital & Debt Service Expense	327,464	320,111	241,915	249,405	262,234
Net Change	(63,847)	(13,950)	(9,971)	1,448	4,009
Beginning Balance, January 1	277,414	213,567	199,617	189,646	191,094
Ending Balance, December 31	\$ 213,567	\$ 199,617	\$ 189,646	\$ 191,094	\$ 195,103

Long-range Financial Forecast

2021-2024 Assumptions and Major Changes from 2019 Projections

	Assumptions	Major Changes from 2019 Projections
<u>Revenues</u>		
Sales Tax	5% average growth	Added Utah County 4 th quarter tax
Federal Preventative Maintenance	1% funding growth rate plus new systems eligibility for funding	2019 federal funding increase
Passenger	5% fare increase in 2021	Fare increase moved from 2020 to 2021
Advertising	2% increase per third-party contract	None
Investment	Congressional Budget Office 3-month T-bill forecast plus 75 basis points	Reduced 100 basis points
Salt Lake City	Estimated service purchase	Slight increase in 2022-24
Salt Lake County	County funding for S-Line (19-21)	New funding
UDOT – Sales Tax	4% annual increase	Replaced motor vehicle registration fees from Salt Lake County
<u>Operating Expense</u>	3% for 2021; 3.25% thereafter	Increased from 2.75%
<u>Capital Revenues</u>		
Grants	Awarded or soon to be awarded	\$70 million Ogden/WSU BRT
Leasing	Based upon revenue service vehicle or capital equipment purchases	Added \$13 million for fare collection equipment
Local Partner Funding	Per agreements	\$9 million Ogden/WSU BRT
State Funding	Per agreements	None
<u>Capital Expense</u>		
Ogden/WSU BRT	Five-year cost - \$92 million	Added project to five-year plan
State of Good Repair	\$341 million over five years	None
Salt Lake County Projects	4 th quarter funding to capital improvements	Allocated \$95 million over five-years
<u>Debt Service</u>	Based upon current outstanding debt	Includes 2019 new money bonds and 2019 refunding/restructuring bonds.

Long-range Financial Forecast Ending Balances (In thousands)

	Budget 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
Restricted Reserves:					
Debt Service	\$ 32,523	\$ 32,523	\$ 32,523	\$ 32,523	\$ 32,523
Debt Reduction	87,418	87,418	87,418	87,418	87,418
Service Sustainability	9,595	10,173	10,808	11,197	11,639
Capital	10,700	10,700	10,700	10,700	10,700
General Operating	38,380	40,692	43,232	44,788	46,558
Total Restricted Reserves	178,616	181,506	184,681	186,626	188,838
Designated/Unrestricted	34,951	18,111	4,965	4,468	6,265
Ending Balance, December 31	\$213,567	\$199,617	\$189,646	\$191,094	\$195,103

Description of Restricted Reserves

Debt Service – 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.

Debt Reduction – Savings from prior bond refundings have been placed into this reserve. This reserve may be used for early debt retirement, payment of debt service if needed to fund a new bond reserve, or other use as determined by UTA Board.

Service Sustainability – Service stabilization reserve funded at a level equal to three percent (3%) of the Authority's budgeted operating expense, excluding non-operating 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.

Capital - 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.

General Operating – 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.

2020 Ending Balance Reconciliation

Long Range Forecast 12/31/20 Ending Balance	\$213,567,000
2020 Savings Assumption in Long-range forecast	<u>(4,771,000)</u>
2020 Budget 12/31/20 Ending Balance	<u>\$208,796,000</u>

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Capital and Debt



2020 CAPITAL BUDGET - SUMMARY

	2020 Budget
Funding Sources:	
Leasing	\$ 30,340,000
UTA Funding	43,119,000
Grants	39,363,000
State Contribution	3,700,000
2019 Bond Proceeds	48,611,000
2018 Bond Proceeds	13,000,000
Local Partner Contributions	13,416,000
Total Funding Sources	191,549,000
Expenditure:	
Depot District Bus Maintenance Facility	40,937,000
Ogden/Weber State University BRT	28,197,000
Airport Station Relocation	13,000,000
State of Good Repair Projects - light rail overhaul, 46 buses, 30 paratransit vans, 50 Rideshare vans, rail locomotive engine rebuilds, rail replacement, facility maintenance, bus engine/transmission replacements, bus validator replacements, passenger information signs, and safety enhancements.	59,898,000
Other Capital Projects - First/last mile improvements, Box Elder right-of-way, Northern Utah County double track, UVU pedestrian bridge, bus stop improvements, wayfinding, and end-of-line facilities.	49,517,000
Total Expense	\$ 191,549,000

Capital Expenditures

As part of UTA's budgeting process, each year managers submit to their department directors a list of capital items and projects requested for the upcoming budget year. The projects are evaluated and prioritized based on the following criteria:

- Assure a safe system;
- Take care of or replace what we have;
- Leverage grants and partner funds; or
- Provide system improvements.

After the capital items/project list is compiled and approved by the Executive Team, it is submitted to UTA's Board of Trustees for final approval. These items must support UTA's Strategic Plan, Board Goals, and Corporate Objectives in order to be approved.

Funding for the Capital Projects in this budget come from five major sources:

1. Current grants the Authority has received from the federal government, which generally require a 7% to 50% local match.
2. Future grants anticipated from the federal government, which will also require a local match. (If future anticipated grants are not received, capital projects and contingent capital projects either may not be purchased or are purchased with local reserves.)
3. Local reserves, accumulated as a result of contributions to capital reserves from excess of operating revenues over operating expenses.
4. Contributed Capital received from outside sources, used to help offset funds required for a capital project.
5. Financing of capital projects, buses, and other revenue service vehicles.

A list following this narrative shows the major capital projects by project category. The table also shows how much will come from current grants, what will be required in future grants and how much local match will come from UTA reserves by fiscal year. Projects in 2019 that were not completed but approved to be carried over are also included in the capital budget. Each year the new budget cycle requires projects that have not been completed during the calendar year to be resubmitted and approved for the next calendar year. Updating this plan by July 2020 will be the first step in the planning process for the 2021 budget.

State of Good Repair Projects

Revenue Service Vehicles

In 2020 the revenue vehicle purchases consist of 46 replacement buses for fixed route service, 30 paratransit/flex vehicles and 50 Rideshare vans. Funding for revenue vehicles is met through a leasing plan.

Impact on Operating Budget: There is no expected impact to the operating budget. The new bus repairs and parts are covered under the vehicle's manufacturer's warranty period.

Vehicle Rehab and Repair

In 2020, \$9.7 million has been programmed for the light rail vehicle overhaul program (both SD and S70 vehicles), \$1.5 million for light rail vehicle accident repair, and \$2.76 million for commuter rail locomotive engine rebuilds. Another \$1.5 million has been programmed for bus engine and transmission rehab and replacement.

Impact on Operating Budget: Rebuilding light rail cars, locomotive engine, and bus engines and transmissions should allow maintenance costs to remain level.

Rail Infrastructure and Rail Systems Projects

The Rail Infrastructure projects and the Rail Systems projects include state of good repair activities on facilities throughout the UTA commuter rail and light rail corridors. The Rail Infrastructure projects include replacement or rehabilitation of rail, ballast and ties, grade crossings, switches, and special track work. It also includes bridge rehabilitation and maintenance. The Rail Systems projects include rehabilitation and replacement on traction power substations, train control systems, and overhead catenary systems. It also includes stray current mitigation.

Impact on Operating Budget: There is no expected impact to the operating budget.

Capital Projects

Airport Station TRAX Relocation

Salt Lake City International Airport is undergoing an almost \$3 billion renovation, including the relocation of its terminal building. In order to provide front door light rail service to the new terminal building, UTA will be required to relocate a portion of its light rail track as well as the Airport TRAX station at an estimated cost of \$22.9 million. Design and materials procurement will occur in 2019 and construction in 2020 through 2021.

Impact on Operating Budget: There is no expected impact to the operating budget.

Depot District Clean Fuels Technology Center

This project will replace the existing aging and undersized Central bus facility, housing up to 150 alternative and standard fuel buses with the ability to expand to 250 buses in the future. This will allow for the growth of bus service to 5,000 additional daily riders by the year 2050. The initial phase of the project constructed the CNG Fuel & Fare Collection building on the site. The 2019 activities in this current phase include building demolition, construction of the wash building, and addition of the diesel fueling system. Construction activities in 2020 through 2021 will include construction of the bus maintenance building and operations building, site canopies and full site work. The total project cost for 2019 through 2021 activities is estimated at \$80M.

Impact on Operating Budget: The project is not expected to significantly change the operating budget as the maintenance activities performed will be the same, just at a different location. Deadhead hours may increase for some routes, but building utility efficiencies should offset that cost.

Ogden/Weber State University BRT Design

The Ogden/Weber State University BRT Project is a 5.3 mile bus rapid transit project with 13 stations, connecting the FrontRunner commuter rail station in downtown Ogden with Weber State University and McKay-Dee Hospital. Project partners include UTA, Ogden City, Weber County, UDOT, WSU, Wasatch Front Regional Council, and Intermountain Healthcare. The project is currently in design and contractor procurement is underway. The project is scheduled to be completed in August 2022, with a total project cost estimated at \$99M.

Impacts on Operating Budget: Operating funds are budgeted from Prop 1 funds as well as recapturing Route 603 funding.

TIGER Grant Projects

In conjunction with six counties, two metropolitan planning agencies, and dozens of Utah cities, UTA was notified in late 2016 that it had been awarded a \$20 million grant which will be matched with local funding to improve transit access as well as trails and bikeways feeding into the transit system over the next five years. Project construction began in 2019. Project construction in 2020 is estimated at approximately \$11 million, which consists of local government match combined with the Federal grant. The UTA cost will be specifically for the UTA projects that are part of the TIGER grant.

Impact on Operating Budget: There is no expected impact to the operating budget. Cities have agreed to maintain the facilities that will be built for them with the TIGER grant funds.

Box Elder Right of Way and Weber County Right of Way Preservation

Acquiring right of way between Ogden and Brigham City will preserve options for a future transit line between the two communities. In Box Elder County, funding for this project is coming from the second quarter sales tax passed by residents to support the development of the extension of commuter rail to Brigham City. Ogden City has applied for corridor preservation funds for UTA to obtain property in Weber County. The Utah Division of Water Resources (DWRe) is also working to preserve corridor for future water infrastructure in Box Elder County. UTA and DWRe have signed an agreement to jointly acquire property where the corridors run parallel.

Impact on Operating Budget: As land is acquired UTA will need to maintain the property. Cost will vary based on the amount of land purchased and if any of the properties have any improvements on them. The ongoing maintenance costs of property in Box Elder County will be covered by the second quarter sales tax. In Weber County, a small amount of local funding will need to be programmed for ongoing maintenance.

UVU Ped Bridge

Construction of this 1000' long pedestrian bridge should begin in late 2019 or early 2020 and be completed by late 2020. The west end of the bridge is located in the southeast corner of the Orem Intermodal center. The east end is located on the UVU campus. This is a UDOT project. The total project cost is approximately \$16 million. UTA agreed to participate by contributing \$4 million for bridge

construction, to be paid in 2 installments of \$2M each. The first payment was made in 2019 and the second will be made in 2020.

Impact on Operating Budget: There is no expected impact to the operating budget.

Northern Utah County Double Track

UTA and UDOT are currently designing a new FrontRunner station at Vineyard, Utah. Because of system constraints and the operational impacts of the federally mandated Positive Train Control requirements, the station cannot open until an additional 1.8 miles of double track is installed north of the station. This project, estimated at \$10M, is for the construction of the additional double track only. The station construction is a separate project funded by the state. The double track project is currently in design. Construction is scheduled to start in early 2020 and be completed by the end of the year.

Impact on Operating Budget: The additional track length will increase operating costs for maintenance of way and inspection activities by up to \$75,000 annually.

Technology Office – Information/Communications and ITS

Electronic Fare Collection

During 2019 - 2021 UTA will undertake a project to replace 1500 units of the aging fare validators on its buses and at 72 train station platforms. Validators capture the “tap on – tap off” rider information, which is used to calculate third party payers and bill riders (i.e. FarePay cards).

Impact on Operating Budget: Maintenance costs will be lower during the initial warranty period which will be realized in the first few years of the three year project. The operating costs of the validator hardware in the future years starting in 2024 will be approximately 5% of the validator hardware purchase. The estimated hardware maintenance might be \$250,000 per year thereafter.

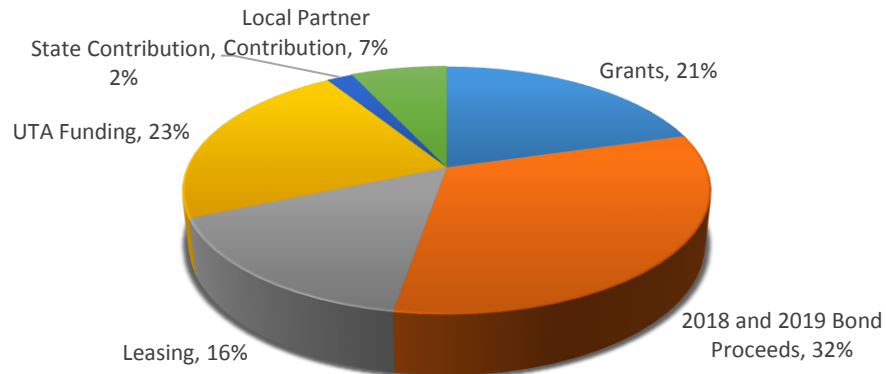
Facilities, Safety, and Office Equipment

Three categories are included in this capital project area:

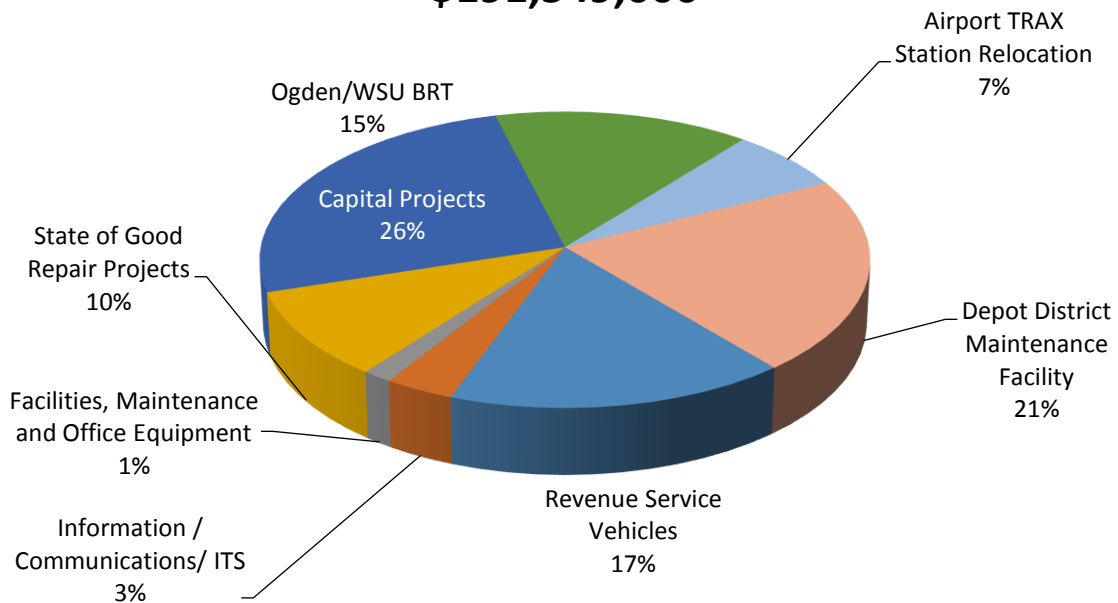
1. Safety and Security projects. These projects ensure the safety team’s equipment is replaced on a timely basis and that safety features such as cameras and fencing may be added to the system.
2. Office Capital Equipment. This allows for replacement of various office machines or other equipment that may wear out throughout the year.
3. Facilities Maintenance. These projects include facilities maintenance items, such as roof replacement, concrete and asphalt repair, bus hoist replacement, and other required replacement or repairs.

Impact on Operating Budget: This area has little new measurable impact on the operating budget. It does serve to keep our equipment maintained and updated, which adds to UTA employee’s ability to achieve our mission.

2020 Capital Budget Revenues \$191,549,000



2020 Capital Expense Budget \$191,549,000



2020 Capital Budget

List of Projects and Funding Source

Project Name	2020 Budget	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
Major Capital Projects							
Depot District Maintenance Facility	\$ 40,936,916	\$ 31,850,000	\$ 3,736,916	\$ -	\$ 2,500,000	\$ -	\$ 2,850,000
Ogden/Weber State University BRT	28,197,076	6,591,076	18,706,000	-	-	2,900,000	-
Airport Station Relocation	13,000,000	13,000,000	-	-	-	-	-
Total Major Capital Projects	82,133,992	51,441,076	22,442,916	-	2,500,000	2,900,000	2,850,000
State of Good Repair							
Revenue / Service Vehicles							
Bus Replacement	27,566,971	-	2,775,830	23,598,570	-	-	1,192,571
Replacement Paratransit	2,982,120	-	-	2,949,120	-	-	33,000
Van pool Van replacement	1,292,780	-	-	1,292,780	-	-	-
Non-Rev Service Vehicle Replacement	200,000	-	-	-	-	-	200,000
Total Revenue/Service Vehicles	32,041,871	-	2,775,830	27,840,470	-	-	1,425,571
Information Technology							
E Voucher Software Development (pending grant)	757,838	-	757,838	-	-	-	-
In-house Application Development & Enhancements	400,000	-	-	-	-	-	400,000
New MS SQL Server Licenses	145,000	-	-	-	-	-	145,000
Radio Communication Infrastructure	150,000	-	-	-	-	-	150,000
Server, Storage Infrastructure Equipment and Software	400,000	-	-	-	-	-	400,000
Rail Communication On-Board Technology	230,000	-	-	-	-	-	230,000
Info Security Equip & SW (PCI Compliance & Cyber Security)	274,000	-	-	-	-	-	274,000
Bus Communication On-Board Technology	300,000	-	-	-	-	-	300,000
IT Managed Reserved (formerly IT Pool)	290,000	-	-	-	-	-	290,000
Network & Infrastructure Equipment	500,000	-	-	-	-	-	500,000
FrontRunner WiFi Enhancements	50,000	-	-	-	-	-	50,000
Init APC Upgrade	200,000	-	-	-	-	-	200,000
SSBU Radio System Install/subcontract fleet only	170,000	-	-	-	-	-	170,000
SSBU Mobility Eligibility Center Trapeze Software	165,000	-	-	-	-	-	165,000
Electronic Fare Collection Maintenance & Replacement	2,500,000	-	-	2,500,000	-	-	-
Total Information Technology	6,531,838	-	757,838	2,500,000	-	-	3,274,000
Facilities, Safety, & Admin Equip.							
Park and Ride Rehab and Replacement	500,000	-	-	-	-	-	500,000
Equipment Managed Reserve	250,000	-	-	-	-	-	250,000
Facilities Managed Reserve	1,000,000	-	-	-	-	-	1,000,000
Stations and Platforms Rehab and Replacement	125,000	-	-	-	-	-	125,000
Safety projects	875,000	-	-	-	-	-	875,000
Total Facilities, Safety, & Admin Equip.	2,750,000	-	-	-	-	-	2,750,000
Infrastructure State of Good Repair Projects							
Bus Engine/Transmission/Component Rehab/Replacement	1,500,000	-	-	-	-	-	1,500,000
Light Rail Vehicle Rehab	9,760,415	-	-	-	-	-	9,760,415
Commuter Rail Vehicle Rehab	2,763,779	-	786,684	-	-	-	1,977,095
LRV Accident Repair	1,500,000	-	-	-	-	-	1,500,000
Rail Rehab and Replacement	250,000	-	-	-	-	-	250,000
Ballast and Ties Rehab and Replacement	250,000	-	-	-	-	-	250,000
Bridge Rehabilitation & Maintenance	300,000	-	-	-	-	-	300,000
Grade Crossings Rehab and Replacement	500,000	-	-	-	-	-	500,000
Traction Power Rehab and Replacement	550,000	550,000	-	-	-	-	-
Train Control Rehab and Replacement	250,000	-	-	-	-	-	250,000
Rail Switches & Trackwork Controls - Rehab/Replacement	150,000	-	-	-	-	-	150,000
Stray Current Mitigation	300,000	-	-	-	-	-	300,000
OCS Rehab and Replacement	500,000	-	-	-	-	-	500,000
Total State of Good Repair	18,574,194	550,000	786,684	-	-	-	17,237,510
Total State of Good Repair	\$ 59,897,903	\$ 550,000	\$ 4,320,352	\$ 30,340,470	\$ -	\$ -	\$ 24,687,081

2020 Capital Budget

List of Projects and Funding Source

Project Name	2020 Budget	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
Capital Projects							
3300/3500 South MAX Expansion & Optimization	\$ 2,735,172	\$ -	\$ 2,550,000	\$ -	\$ -	\$ -	\$ 185,172
Clearfield FR Station Trail	1,501,663	-	1,400,000	-	-	101,663	-
SL UZA Bus Bike Rack Expansion	35,609	-	33,198	-	-	-	2,411
TIGER Program of Projects	11,169,660	-	4,836,435	-	-	6,314,294	18,931
Box Elder Right of Way Preservation	1,000,000	-	-	-	-	-	1,000,000
Weber Cnty CR ROW Preservation	1,500,000	-	-	-	-	1,500,000	-
Signal Pre-emption Projects w/UDOT	500,000	-	-	-	-	500,000	-
Point of Mountain AA/EIS	1,500,000	-	-	-	1,200,000	200,000	100,000
Office Equipment Reserve	100,000	-	-	-	-	-	100,000
Positive Train Control	900,000	-	-	-	-	-	900,000
UVU Ped Bridge	2,000,000	-	-	-	-	-	2,000,000
Operator Shack at University Medical EOL	350,000	-	-	-	-	-	350,000
Vineyard Double Track	10,000,000	9,500,000	-	-	-	500,000	-
Bus Stop Imp - System-Wide ADA	1,000,000	-	800,000	-	-	-	200,000
Wayfinding Signage Plan - S-line and TRAX	475,000	-	-	-	-	-	475,000
Operator Restrooms throughout system	600,000	120,000	480,000	-	-	-	-
North Temple EOL	3,400,000	-	-	-	-	1,400,000	2,000,000
U of U EOL	2,950,000	-	2,500,000	-	-	-	450,000
Fort Union EOL	500,000	-	-	-	-	-	500,000
5600 W/4500 S EOL	500,000	-	-	-	-	-	500,000
Meadowbrook Expansion	2,900,000	-	-	-	-	-	2,900,000
Operator Restrooms- Salt Lake County	400,000	-	-	-	-	-	400,000
Bus Stop Improvements and signage - SL County	2,500,000	-	-	-	-	-	2,500,000
Capital Contingency	1,000,000	-	-	-	-	-	1,000,000
Total Capital Projects	49,517,104	9,620,000	12,599,633	-	1,200,000	10,515,957	15,581,514
Total Capital Budget	\$ 191,548,999	\$ 61,611,076	\$ 39,362,901	\$ 30,340,470	\$ 3,700,000	\$ 13,415,957	\$ 43,118,595

Debt

UTA issued debt for the first time in 1997 to build Utah's first TRAX line, which has evolved into today's Blue Line between Draper and downtown Salt Lake City. After completing that line and a spur to the University of Utah for the 2002 Winter Olympic Games, in 2002, UTA purchased approximately 175 miles of railroad corridor and access rights from Union Pacific Railroad. The corridor extended from the northern limit of the Authority's transit district in Brigham City to Payson at the southern limit. It also included a portfolio of related real property.

Voters throughout UTA's service area approved measures in 2006 to increase countywide sales tax rates to expand the rail network. The resulting FrontLines 2015 program added four new light rail lines, extensions of two others, the S-Line streetcar, and commuter rail service between Ogden and Salt Lake City and Provo. Bonding was required to complete these projects within the short timeframe (six years) desired by public officials and voters. UTA's financial commitment to the \$3.45 billion overall budget was \$2.05 billion in sales-tax-backed bonds, while \$1.40 billion was funded by federal grants. The program was completed in late 2013, 1 1/2 years ahead of schedule, 17 years ahead of what was contemplated in the Regional Transportation Plan, and \$300 million under budget.

In the years since incurring this significant debt, UTA has worked diligently to refinance debt and contribute savings to a debt reduction account.

Outstanding debt as of November 30, 2019 by bond issue is provided in the chart below.

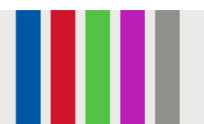
Bond Series	Final Maturity	Outstanding Principal
Senior Debt:		
2005A	2022	\$ 5,450,000
2006C	2032	102,410,000
2008A	2023	48,410,000
2009B - BABs	2039	261,450,000
2015A	2038	668,655,000
2018	2036	83,765,000
2019A	2044	61,830,000
2019B	2042	188,810,000
Total Senior Debt		<u>\$ 1,420,780,000</u>
Subordinate Debt:		
2007A	2035	\$ 118,745,000
2010 - BABs	2040	200,000,000
2012	2042	73,600,000
2015A	2037	66,870,000
2016	2032	145,691,498
2018	2041	113,895,000
2019	2042	59,070,000
Total Subordinate Debt		<u>\$ 777,871,498</u>
Total Outstanding Debt		<u>\$ 2,198,651,498</u>

On November 6, the Authority issued its 2019 Sales Tax Revenue and Refunding Bonds (the "2019 Bonds") in the aggregate principal amount of \$309,710,000, including \$61,830,000 for new money projects and \$247,880,000 for refunding purposes. The chart below provides the principal, interest, and debt service on the Authority's outstanding debt as of November 30, 2019 for fiscal years 2020 through final maturity in 2044.

Fiscal Year Ending December 31	Total Principal	Total Interest	Total Debt Service
2020	\$ 25,920,000	102,173,462	\$ 128,093,462
2021	35,075,000	100,719,023	135,794,023
2022	44,020,000	98,715,454	142,735,454
2023	55,090,000	96,187,710	151,277,710
2024	57,915,000	93,361,485	151,276,485
2025	62,800,000	90,415,397	153,215,397
2026	66,020,000	87,199,822	153,219,822
2027	79,145,000	84,011,491	163,156,491
2028	82,820,000	80,326,216	163,146,216
2029	92,950,000	76,462,729	169,412,729
2030	97,435,000	72,051,448	169,486,448
2031	102,210,000	67,296,921	169,506,921
2032	93,346,498	76,159,615	169,506,113
2033	109,355,000	58,623,801	167,978,801
2034	114,620,000	53,360,047	167,980,047
2035	120,020,000	47,970,539	167,990,539
2036	125,350,000	42,692,422	168,042,422
2037	126,220,000	36,027,313	162,247,313
2038	132,835,000	29,409,896	162,244,896
2039	141,010,000	22,119,186	163,129,186
2040	147,865,000	14,739,580	162,604,580
2041	135,650,000	10,036,163	145,686,163
2042	140,560,000	5,121,773	145,681,773
2043	4,190,000	255,000	4,445,000
2044	4,310,000	129,300	4,439,300
Totals	\$ 2,196,731,498	\$ 1,445,565,793	\$ 3,642,297,291

Reconciliation of Outstanding Bonds

Bond Principal Paid from 2020 through 2024	\$2,196,731,498
Bond Principal Paid December 15, 2019	<u>1,920,000</u>
Total Bond Principal Outstanding, November 30, 2019	<u>\$2,198,651,498</u>



The 2020 debt service budget includes the principal and interest payments on bonds, Build America Bonds interest subsidy, anticipated lease payments, principal and interest payments to Utah County for the UVX BRT system, and other bond expenses. The chart below provides the calculation of 2020 debt service.

Debt Service Expense/(Revenue)	Amounts	Totals
November 30, 2019 outstanding bonds:		
Interest on bonds	\$102,173,462	
Interest subsidy (Build America Bonds)	<u>(8,870,148)</u>	
Net interest	93,303,314	
Principal on bonds	<u>25,920,000</u>	
Net bond principal and interest		119,223,314
Lease payments on revenue service vehicles		8,990,536
Principal and interest payment to Utah County		7,142,000
Salt Lake City bus leases		493,061
Bond expenses		<u>66,151</u>
Total 2020 Debt Service		<u>\$135,915,062</u>

Departmental Information



Position Summary Schedule

		Budget 2018	Amended Budget 2019	Budget 2020
OPERATIONS:				
Bus				
	Salt Lake			
	Administration	7.0	7.0	7.0
	Operations	533.0	573.0	577.0
	Maintenance	141.0	141.5	143.5
	Salt Lake	681.0	721.5	727.5
	Ogden			
	Administration	4.0	3.0	3.0
	Operations	200.0	186.0	185.0
	Maintenance	49.0	48.0	47.0
	Ogden	253.0	237.0	235.0
	Timpanogos			
	Administration	5.0	3.0	3.0
	Operations	132.0	136.0	140.0
	Maintenance	37.0	40.0	40.0
	Timpanogos	174.0	179.0	183.0
Rail				
	Light Rail Administration	20.0	21.0	20.0
	Light Rail Operations	193.0	193.0	193.0
	Light Rail Maintenance	149.0	152.0	152.0
	Commuter Rail Administration	3.0	3.0	5.0
	Commuter Rail Operations	113.5	113.3	113.5
	Commuter Rail Maintenance	62.0	62.0	65.0
	Maintenance of Way	103.0	104.0	104.0
	Rail	643.5	648.3	652.5
Special Services				
	Special Services Administration	28.0	28.0	26.0
	Paratransit Operations	138.0	143.0	142.0
	Paratransit Maintenance	35.0	36.0	34.0
	Vanpool Administration	9.0	9.0	9.0
	Mobility Management	7.0	7.0	7.0
	Rideshare Administration	1.0	1.0	1.0
	Special Services	218.0	224.0	219.0
	Operations Subtotal	1,969.5	2,009.8	2,017.0

OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION:

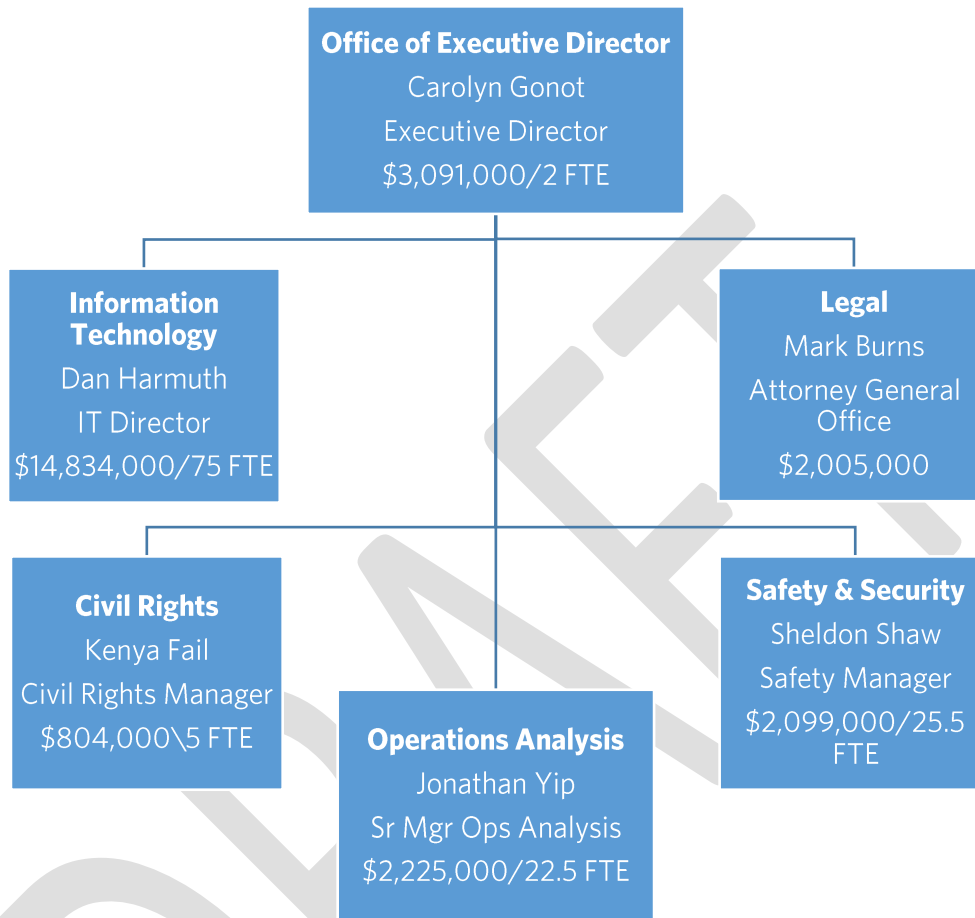
	Budget 2018	Amended Budget 2019	Budget 2020
Board of Trustees			
Board of Trustees	2.0	8.0	8.0
Government Relations	3.0	3.0	3.0
Internal Audit	3.0	3.0	3.0
Board of Trustees	8.0	14.0	14.0
Executive Director			
Executive Director	1.0	1.0	1.0
Civil Rights	3.0	3.0	5.0
General Counsel	10.0	4.0	-
Safety	25.5	26.5	25.5
Application Development	10.0	11.0	11.0
Network Support	16.0	16.0	18.0
IT Director	4.0	7.0	8.0
Applications Support	13.0	13.0	12.0
Quality Assurance	2.0	1.0	1.0
Communications & Deployment	5.0	6.0	5.0
Radio & Rail Communications	8.0	8.0	9.0
Bus Communications	11.0	11.0	11.0
Ops Analysis	14.0	14.0	15.0
Data Quality and Ridership	8.0	7.5	7.5
Corp & Board Support	2.0	1.0	1.0
Executive Director	132.5	130.0	130.0
Chief Operating Officer			
Chief Operating Officer	2.0	2.0	2.0
Support Maintenance	28.0	28.0	27.0
Fleet Engineering	4.0	5.0	6.0
Facilities	90.0	89.0	89.0
Asset Mgt	8.0	8.0	8.0
Police	87.0	87.7	87.7
Transit Comms Center	19.0	23.0	22.0
COO	238.0	242.7	241.7
Chief Financial Officer			
Vice President of Finance	2.0	3.0	3.0
Accounting	16.0	16.5	16.5
Supply Chain Mgt & Contract Admin	50.0	51.0	51.0
Farebox Services	13.0	12.0	14.9
Fare Strategy & Ops	3.0	3.0	5.0
Fares Director	-	1.0	1.0
Product Development & Sales	5.0	6.0	4.0
TVM Maintenance	4.0	5.0	5.0
Risk Management	5.0	5.0	6.6
Budget and Financial Analysis	2.0	2.0	2.0
CFO	100.0	104.5	109.0

		Budget 2018	Amended Budget 2019	Budget 2020
Chief People Officer				
HR Services & Labor Relations		7.0	6.0	6.0
Talent Acquisition		8.5	9.7	9.0
Culture and Talent Development		34.8	37.5	43.0
Total Rewards		13.0	6.2	5.7
Chief People Officer		-	10.0	11.0
	CPO	63.3	69.4	74.7
Chief Service Development Officer				
Chief Service Development Officer		-	-	2.0
Planning		18.5	15.5	14.5
Transit Oriented Development		2.0	-	-
Real Estate		6.0	8.0	9.0
Major Program Development		22.0	21.0	20.0
	CSDO	48.5	44.5	45.5
Chief Communications & Marketing Officer				
Public Relations and Marketing		13.0	12.0	12.0
Customer Service		46.0	48.0	48.0
Innovative Mobility Services		4.0	2.0	2.0
Customer Experience		-	3.0	3.0
V.P. of External Affairs		4.0	3.0	4.0
	CCMO	67.0	68.0	69.0
Operations Support and General and Administration Subtotal		657.3	673.2	684.0
		2,626.7	2,682.9	2,701.0

OFFICE OF THE EXECUTIVE DIRECTOR

Total Funding: \$25,058,000

FTE Total: 130



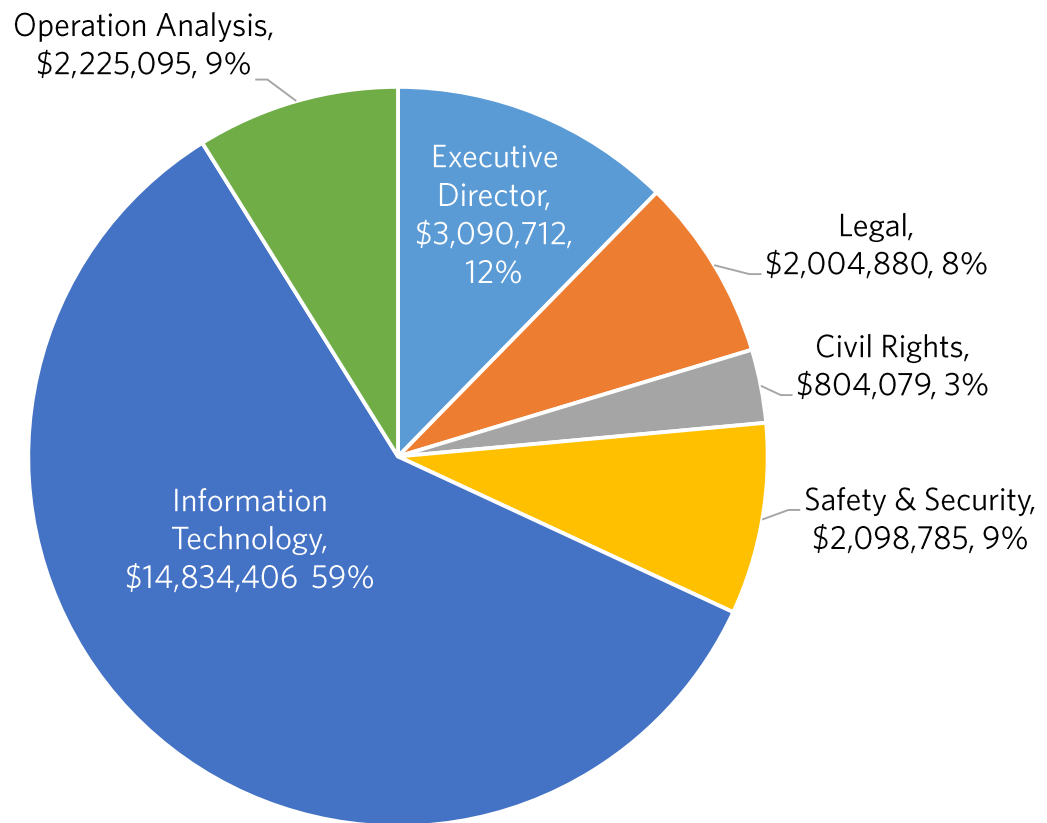
Budget Summary by Expense Category - Executive Director

Expense Category	Amended 2019 Budget	Final 2020 Budget	Change in % or FTE
Wages	\$10,000,524	\$10,042,848	0.42%
Fringe	3,998,130	4,027,560	0.74%
Services	6,495,747	6,913,998	6.4%
Utilities	585,995	624,578	6.6%
Other O&M	811,294	1,288,495	58.8%
Contingency	1,010,000	2,160,478	113.9%
Total Executive Director	<u>\$22,901,690</u>	<u>\$25,057,957</u>	2.5%
FTE	130.0	130.0	0.0

Budget Summary by Department - Executive Director

Department	Amended 2019 Budget	Final 2020 Budget	Budget Increase or (Decrease)
Information Technology	\$14,088,733	\$14,834,406	\$745,673
Operations Analysis	2,198,606	2,225,095	26,489
Safety & Security	2,284,541	2,098,785	(185,756)
Legal	2,282,740	2,004,880	(277,860)
Executive Director	1,516,560	3,090,712	1,574,152
Civil Rights	<u>530,510</u>	<u>804,079</u>	<u>273,569</u>
Total Executive Director	<u>\$22,901,690</u>	<u>\$25,057,957</u>	<u>\$2,156,267</u>

Executive Director - Final 2020 Budget



Executive Director - Key Budget Changes:

Executive Director

- Added \$20,000 for hosting the 2020 APTA Board Conference.
- Increase in Contingency \$1,660,000.

Information Technology

- Increased software maintenance by \$445,000 to meet UTA departmental needs.
- Added two IT positions for internal support functions (\$188,000).

Civil Rights

- Moved funding for Compliance position from Legal to Civil Rights (\$118,000).
- Added compliance software maintenance costs of \$15,000.

Safety & Security

- Eliminated Chief Safety & Security position and related expenses and transferred budget amount of \$248,000 to the Chief Service Development Officer department.

Legal

- Reduced outside counsel services.

Operations Analysis

- Added one Intern FTE to mitigate growing needs for analytics.
- Reallocated \$7,500 for hosting 2020 American Bus Benchmarking Group.

Executive Director - Key Initiatives

Information Technology

- Research iDen Radio System replacement options
- Select replacement EFC Readers (375 on Platforms & 1,340 in Buses)
- Implement new Time Recording system (Kronos) from TC1
- Complete Windows 7 workstation upgrades & replacements
- Replace External Firewall(s) and related Cyber-Security systems
- Improve Patron WiFi on Frontrunner (SL Central and Lehi to AF)
- Start MDC/CAD/AVL system and hardware replacement

Civil Rights

- Purchase and implement compliance software for civil rights related data collection and reporting
- Promote data driven decisions regarding ADA service requirements
- Complete EEO Plan for submission to FTA by March 2020
- Ensure compliance with Section 503 voluntary self-identification and reporting requirements by February 2020
- Implement and manage application of UTA ADA Policy

Safety and Security




- Work toward maintaining and improving our safety first culture
- Have an approved and implemented 49 CFR Part 673 Public Transit Agency Safety Plan (PTASP) FTA
- Have an approved and implemented 49 CFR Part 270 System Safety Program Plan (SSP) FRA
- Implement safety training improvements to include a new OSHA compliance class and an updated Roadway Worker Protection (RWP) class

Operations Analysis

- Ensure compliance with FTA/State reporting requirements. Improve reporting processes.
- Provide accurate and actionable data for decision making.
- Promote data driven culture across UTA departments.
- Achieve high ROI in technology investment through business analysis and prioritization.
- Improve mission-critical business systems client experience.

Executive Director: Key Performance Measures

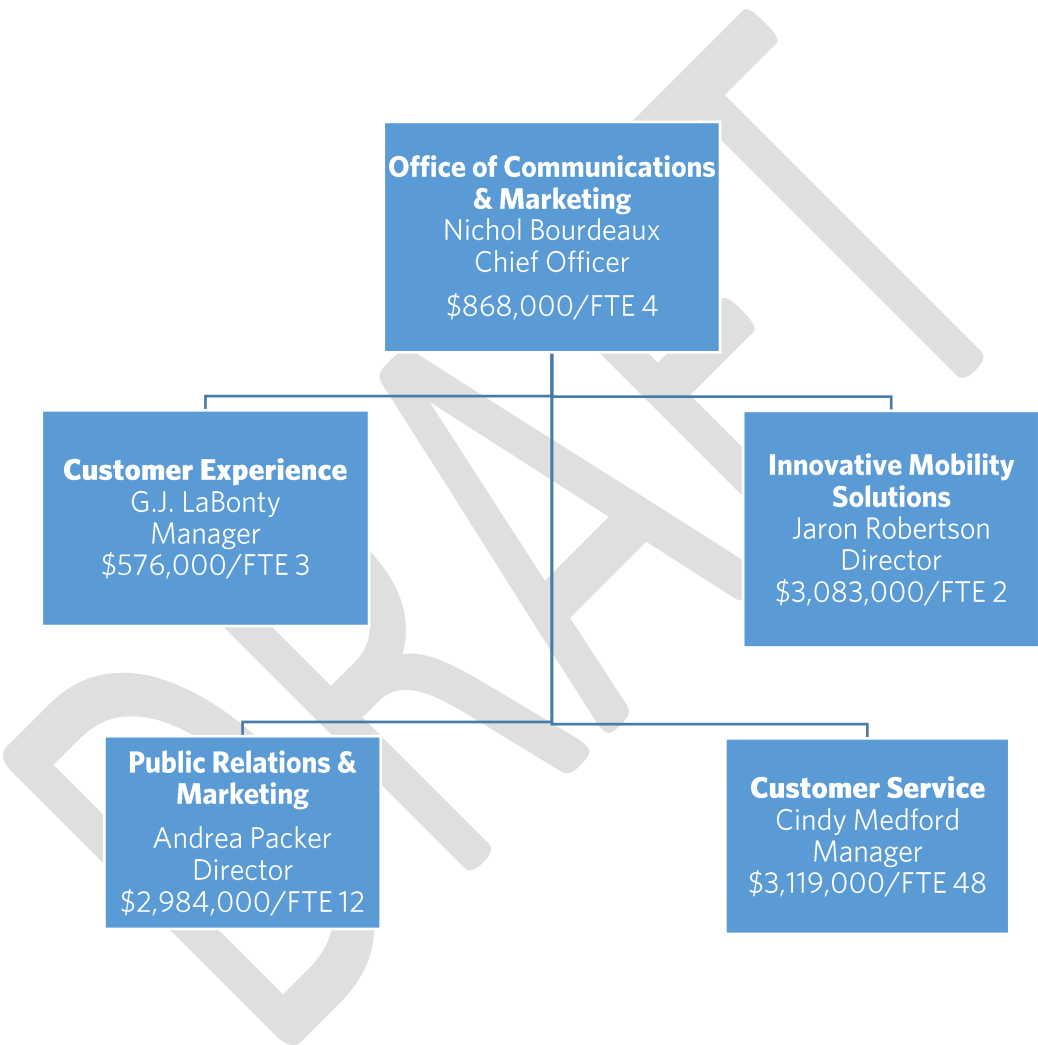
Performance measures are an integral part of UTA's culture, with different types of internal and external measures being utilized. This chart reflects the UTA key performance measures being utilized for operations under the direction of the Executive Director. The columns in the chart below provide 1) the performance measure, 2) a definition of the measure, 3) the department responsible for the measure, 4) the strategic focus area to which the measure applies, 5) actual 2018 Performance, 6) performance through September 30, 2019, 7) the achievement status as of September 30, 2019 (green, yellow, red), and 8) the proposed standard for 2020.

Performance Measure	Measure Definition	Responsible Department	Strategic Focus Area	Performance 2018	Performance Sept 2019	Status as of Sept 2019	Proposed 2020 Standard
Commuter Rail Patron WiFi Availability	Percentage of time the Wifi system is available for use by commuter rail patrons	Information Technology	Customer Experience	95%	99%		90%
Commuter Rail Patron WiFi Throughput	Speed of internet access available for use by commuter rail patrons.	Information Technology	Customer Experience	12 mbs	16.5 mbs		10 mbs
Percentage of Minority/Low Income People with Access to System	Measures the percentage of all minority and low income populations in UTA's service area that have reasonable access to transit service.	Civil Rights	Access to Opportunity	77%	n/a, measured at year end		80%

CHIEF COMMUNICATIONS & MARKETING OFFICE

Total Funding: \$10,644,000

FTE Total: 69



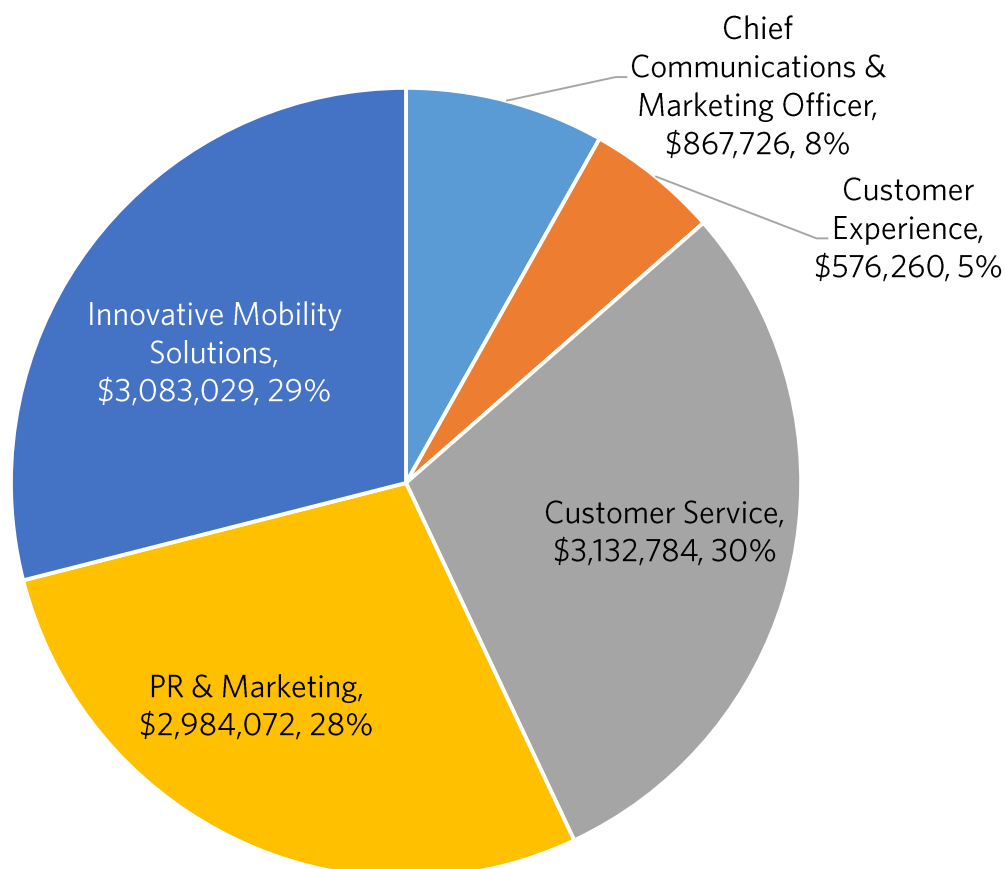
Budget by Expense Category – Chief Communications and Marketing Officer

Expense Category	Amended 2019 Budget	Final 2020 Budget	Change in % or FTE
Wages	\$3,466,196	\$3,738,640	7.9%
Fringe	1,623,913	1,718,508	5.8%
Services	2,414,845	4,006,877	65.9%
Other O&M	497,263	574,846	15.6%
Media	555,000	605,000	9.0%
Total Communications & Marketing	<u>\$8,557,217</u>	<u>\$10,643,871</u>	24.4%
FTE	68.0	69.0	1.0

Budget Summary by Department – Chief Communications and Marketing Officer

Department	Amended 2019 Budget	Final 2020 Budget	Budget Increase or (Decrease)
Chief Communications & Marketing Officer	\$718,668	\$867,726	149,058
Customer Experience	463,259	576,260	113,001
Customer Service	2,971,957	3,132,784	160,827
PR & Marketing	2,873,833	2,984,072	110,239
Innovative Mobility Solutions	<u>1,529,500</u>	<u>3,083,029</u>	<u>1,553,529</u>
Total Communications & Marketing	<u>\$8,557,217</u>	<u>\$10,643,871</u>	<u>2,086,654</u>

Chief Communications & Marketing Officer - Final 2020 Budget



Chief Communications and Marketing Officer - Key Budget Changes

Customer Service

- Adding three Electronic Customer Communication Specialists
- Implementing Customer Communication Detour and Disruption Subscription Service

Innovative Mobility Solutions

- Includes Full Year of Microtransit Pilot

Public Relations and Marketing Budget

- Increased Media Expense and Other Services for Salt Lake City Collaborative Marketing Efforts

Chief Communications and Marketing Officer - Key Initiatives

Customer Experience

- Improve Rail Wayfinding (Salt Lake County)
- Deliver an Enhanced Bus Stop Improvement Program
- Develop Digital Bus and Bus Stop Signage
- Complete the Onboard Survey

Customer Service

- Implement Customer Communication Detour, and Disruption Subscription Service
- Finish the “Full Circle” Customer Response and Feedback Loop Project

Public Relations and Marketing



- Expand the Community Relations Program
- Communicate August 2020 Change Day
- Celebrate the 50th UTA Anniversary
- Continue the Branding Campaign – Year II
- Publicize State of Good Repair Projects

Innovative Mobility Solutions

- Implement and Evaluate the Microtransit Pilot
- Continue the Autonomous Vehicle Pilot and Evaluate Results
- Expand Transit Signal Priority
- Complete the following Research & Development Projects
 - Microtransit & AV Evaluations
 - Microtransit & Paratransit Studies
 - Mobility as a Service Study
 - Autonomous Vehicles Study

Chief Communication and Marketing Officer: Key Performance Measures

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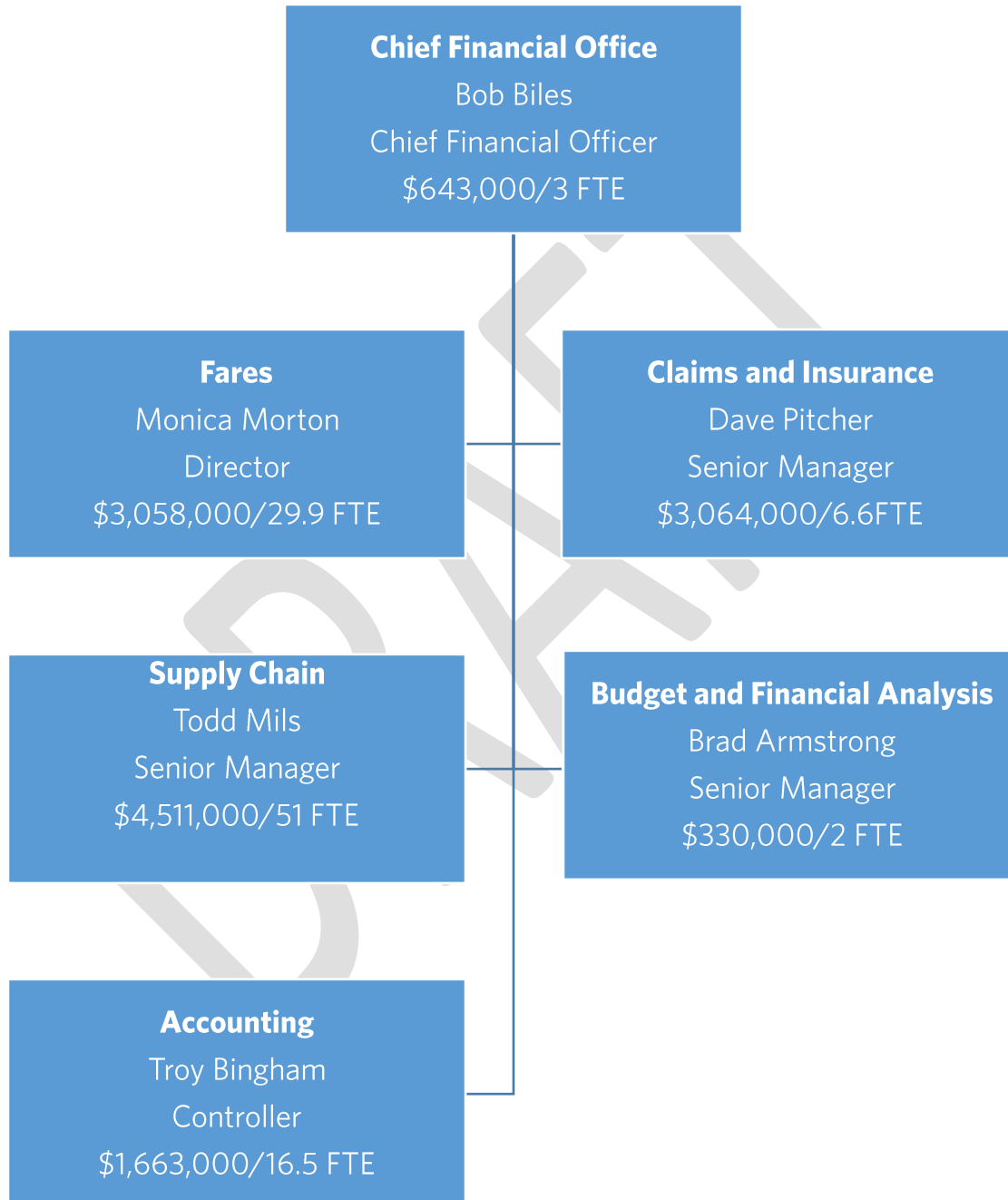
Performance Measure	Measure Definition	Responsible Department	Strategic Focus Area	Performance 2018	Performance Sept 2019	Status as of Sept 2019	Proposed 2020 Standard
Percentage of Issues Resolved in One Call	Number of issues closed after a single call to Customer Service.	Customer Service	Customer Service	48%	50%		60%
Average Time to Resolve an Issue	Measures the number of days between receipt of a customer concern and resolution.	Customer Service	Customer Service	9	3		7

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CHIEF FINANCIAL OFFICER

Total Funding: \$13,270,000

FTE Total: 109.04



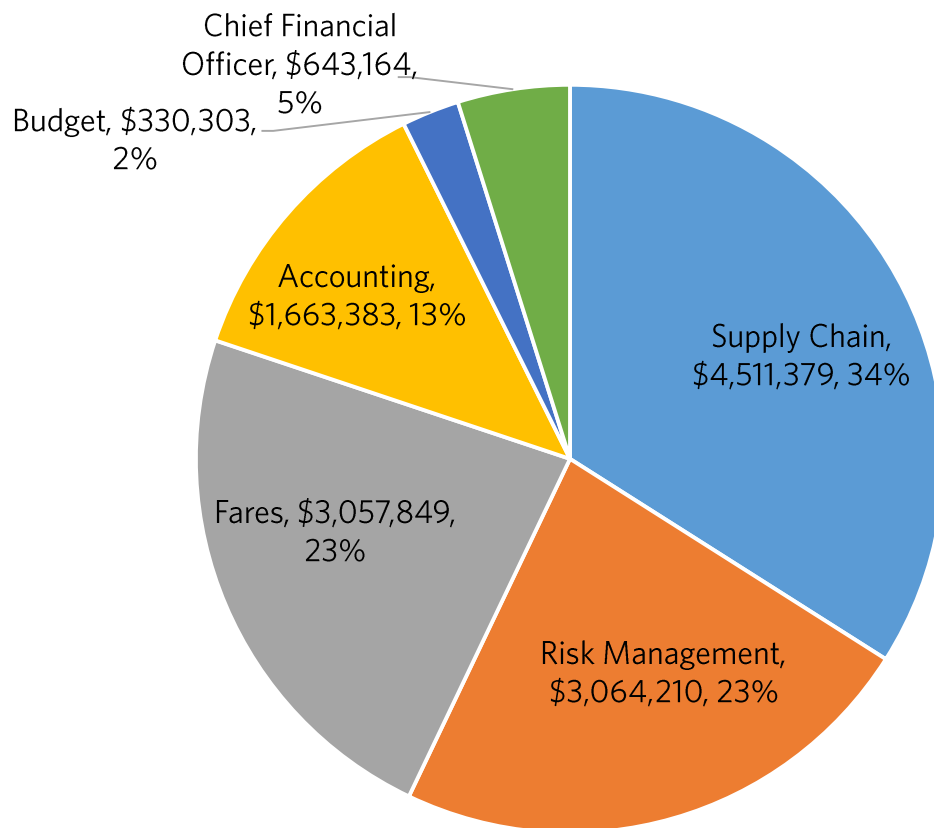
Budget Summary by Expense Category – Chief Financial Officer

Expense Category	Amended 2019 Budget	Final 2020 Budget	Change in % or FTE
Wages	\$6,259,428	\$6,632,164	6.0%
Fringe	2,935,435	3,100,260	5.6%
Insurance	2,319,820	2,361,742	1.8%
Services	576,070	532,958	(7.5)%
Other O&M	493,697	643,164	30.2%
Total Chief Financial Officer	<u>\$12,584,450</u>	<u>\$13,270,288</u>	5.5%
FTE	104.5	109.04	4.6

Budget Summary by Department – Chief Financial Officer

Department	Amended 2019 Budget	Final 2020 Budget	Budget Increase or (Decrease)
Supply Chain	\$4,364,207	\$4,511,379	147,172
Risk Management	2,939,698	3,064,210	124,512
Fares	2,733,592	3,057,849	324,257
Accounting	1,596,713	1,663,383	66,670
Budget	323,903	330,303	6,400
Chief Financial Officer	<u>626,337</u>	<u>643,164</u>	<u>16,827</u>
Total Chief Financial Officer	<u>\$12,584,450</u>	<u>\$13,270,288</u>	<u>\$685,838</u>

Chief Financial Officer - Final 2020 Budget



Chief Financial Officer - Key Budget Changes

- Updated 2020 Fares budget
 - 2019 budget had estimated budget transfers
 - FTE moved from Operation to Fares
 - 3 FTE added for Fare Collection.
- Added Procurement Contract Specialist
 - FTE moved from Legal to Supply Chain
- Increased insurance cost
 - Offset by Revised Claims Recovery Amount

Chief Financial Officer - Key Initiatives

Supply Chain

- Implement Vendor Managed Inventory contracts with New Flyer (Bus) and Siemens (Light Rail)
- Parts availability average at 95% or higher across all divisions
- Implement at least one significant Supply Chain Continuous Improvement initiative per quarter

Claims & Insurance

- Implement better tracking of Certificates of Insurance
- Develop Standard Operating Procedures
- Develop Insurance Portfolio Handbook
- Document management of litigation files
- Increase use of Laserfiche for Accident/Incident and Supervisor Reports

Fares

- Oversee the development and implementation of a low income pass program
- Implement process improvements related to fare inspection and evasion
- Develop a 10 year ticket vending machine plan
- Update current fare resolutions

Accounting



- Enhance current JDE functionality to automate more processes in the Enterprise Resource Planning environment
- Resolve remaining outstanding Internal Audit findings
- Implement Monitor's suggested Accounting improvements
- Continue staff development and training

Budget & Financial Analysis

- Prepare 2021 Budget
- Support Monthly Financial Reporting
- Update Transit Financial Plan Forecast
- Update Equity Model

Chief Financial Officer: Key Performance Measures

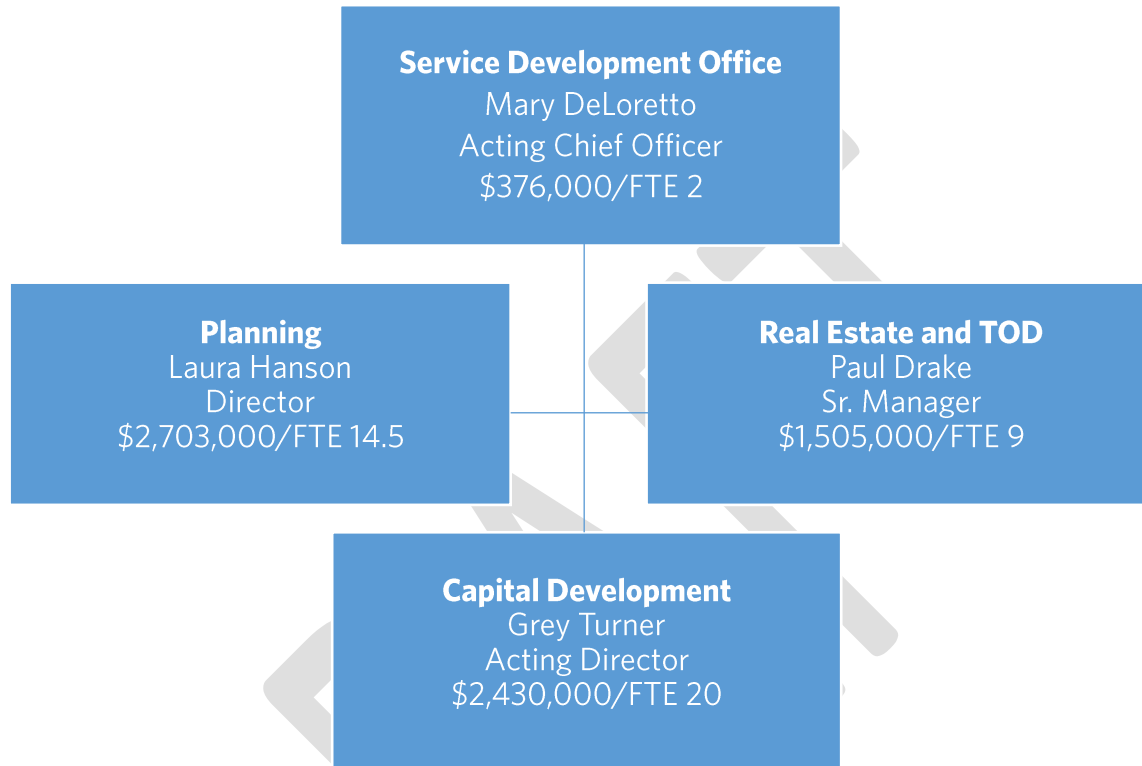
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Performance Measure	Measure Definition	Responsible Department	Strategic Focus Area	Performance 2018	Performance Sept 2019	Status as of Sept 2019	Proposed 2020 Standard
UTA's Bond Rating	A bond rating is a score assigned by an independent agency and is an indication of the financial strength of the issuing agency.	Finance	Strategic Funding	AA	AA		AA
Parts Inventory Availability	The percentage of parts available to be issued to the mechanic at the time of 1st request	Supply Chain Management	Service and People	93.7%	94.0%		95.0%

CHIEF SERVICE DEVELOPMENT OFFICER

Total Funding: \$7,013,000

FTE Total: 45.5



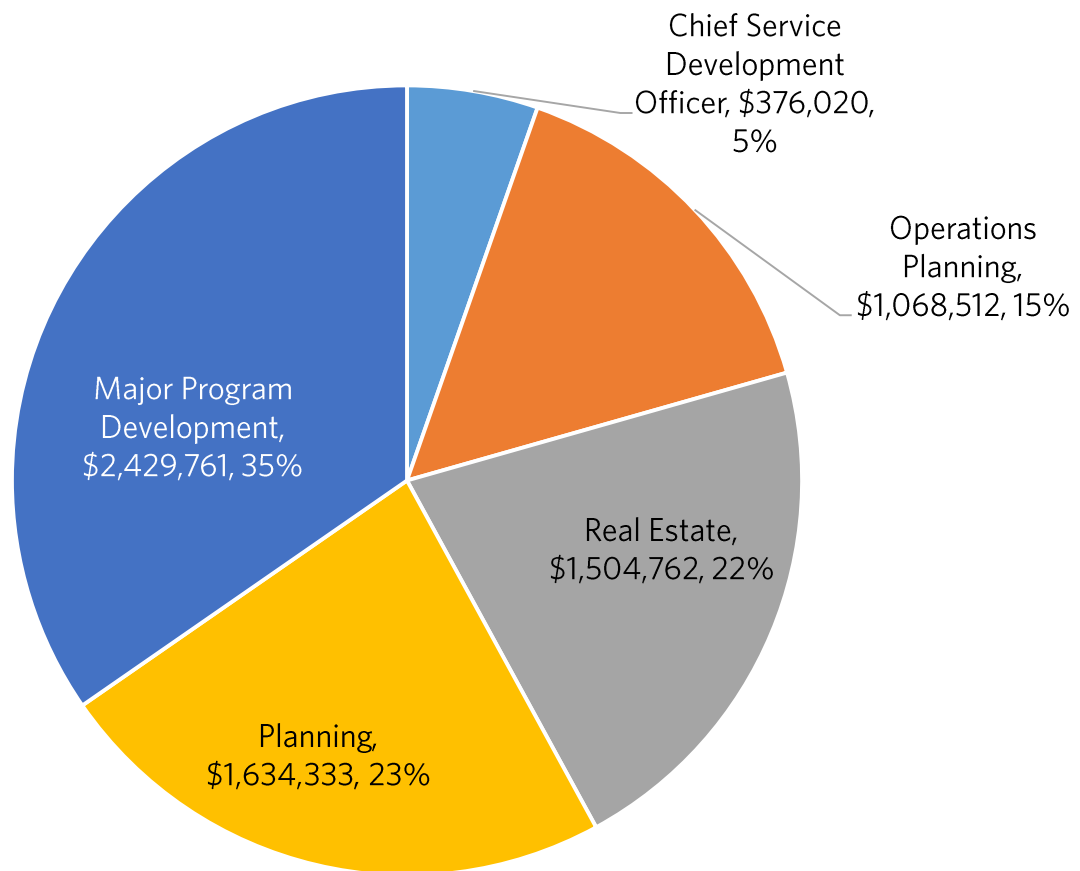
Budget Summary by Expense Category - Chief Service Development Officer

Expense Category	Amended 2019 Budget	Final 2020 Budget	Change in % or FTE
Wages	\$3,470,743	\$3,800,820	9.5%
Fringe	1,431,563	1,554,552	8.6%
Services	2,028,770	1,639,811	(19.2)%
Other O&M	338,983	603,498	78.0%
Capital Transfer	(671,640)	(585,293)	(12.9)%
Total Chief Service Director	<u>\$6,598,419</u>	<u>\$7,013,388</u>	6.3%
FTE	44.5	45.5	1.0

Budget Summary by Department - Chief Service Development Officer

Department	Amended 2019 Budget	Final 2020 Budget	Budget Increase or (Decrease)
CSDO	\$0	\$376,020	\$376,020
Operations Planning	850,812	1,068,512	217,700
Real Estate	1,392,220	1,504,762	112,542
Planning	2,262,705	1,634,333	(628,372)
Major Program Development	<u>2,092,682</u>	<u>2,429,761</u>	<u>337,079</u>
Total Chief Service Director	<u>\$6,598,419</u>	<u>\$7,013,388</u>	<u>\$414,969</u>

Chief Service Development Officer - Final 2020 Budget



Chief Service Development Officer - Key Budget Changes

- One of the major budget changes for 2020 is the creation of the new Service Development Office
- The 2020 budget includes the new Chief Officer position and an Administrative Assistant
- The Administrative Assistant position will be moved from the Capital Department and will support the Chief, as well as all three departments in the office

Chief Service Development Officer - Key Initiatives

Real Estate and TOD

- Collaborate with cities to complete Station Area Plans
- Complete preparatory work on board-selected TOD sites
- Move TOD construction projects toward completion
- Georeference property data and documentation
- Preserve corridor for upcoming capital projects

Planning



- Continue Service Choices Study
- Implement 4th Quarter Service
- Develop UTA Long-Range Plan
- Coordinate with Local Governments
- FrontRunner, Provo to Payson
- Continue Future of Light Rail Study

Capital Development

- Develop a UTA Facilities Master Plan (including structural analysis)
- Complete Future of FrontRunner, Core Capacity Initiative
- Continue to develop partnerships with local governments, developers, and other governmental agencies
- Develop/maintain a 5-year capital budget plan
- Deliver capital projects on-time and on-budget

Chief Service Development Officer: Key Performance Measures

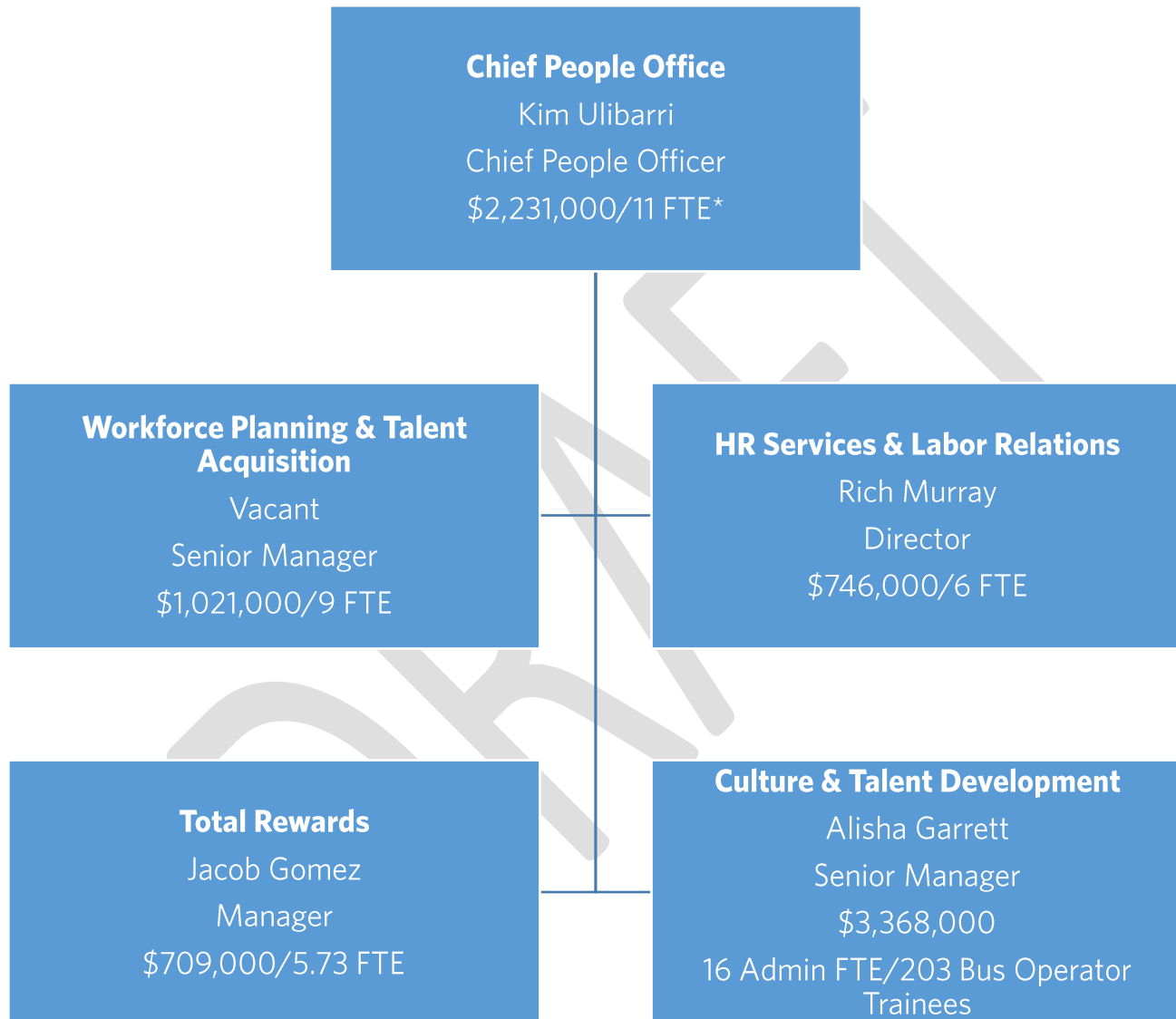
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Performance Measure	Measure Definition	Responsible Department	Strategic Focus Area	Performance 2018	Performance Sept 2019	Status as of Sept 2019	Proposed 2020 Standard
Pounds of Seasonal Air Pollutants Prevented	The amount of air pollution (NOX) in summer and PM 2.5 in winter) prevented by people choosing transit over driving autos.	Capital Development & Planning	Leadership & Advocacy	2,062,610	1,459,444		2,125,000
Number of Partnerships with Local Governments	Number of collaborations between UTA and regional governmental partners, with the goal of advancing regional transportation goals.	Planning	Leadership & Advocacy	41	63		50

CHIEF PEOPLE OFFICER

Total Funding: \$8,075,000

FTE Total: Admin 47.73, Bus Operator Trainees 203 – 74.7 Total FTE



*Includes records management department

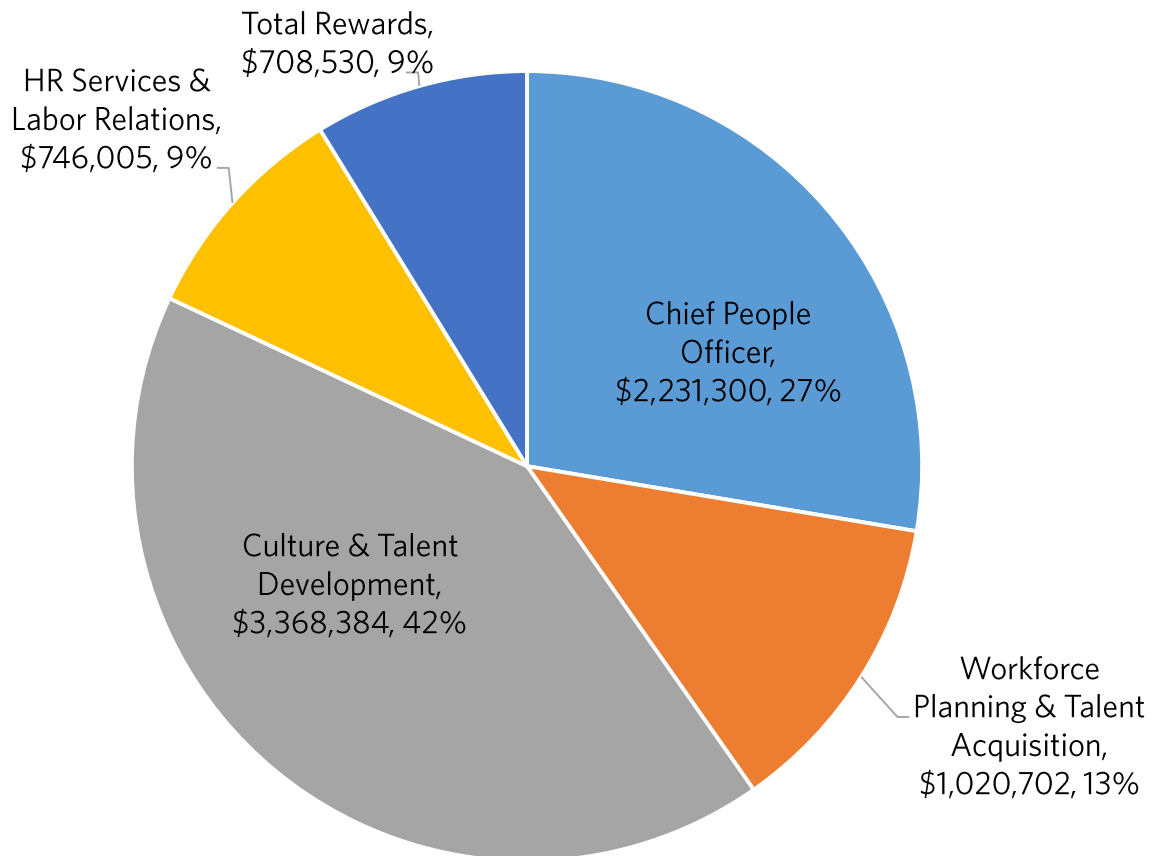
Budget Summary by Expense Category – Chief People Officer

Expense Category	Amended 2019 Budget	Final 2020 Budget	Change in % or FTE
Wages	\$4,326,908	\$4,567,440	5.6%
Fringe	1,742,815	1,766,268	1.4%
Services	787,473	764,358	(2.9)%
Other O&M	393,404	976,855	148.3%
Total Chief People Officer	<u>\$7,250,600</u>	<u>\$8,074,921</u>	11.4%
FTE	69.5	74.7	5.2

Budget Summary by Department – Chief People Officer

Department	Amended 2019 Budget	Final 2020 Budget	Budget Increase or (Decrease)
Chief People Officer	\$1,292,342	\$2,231,300	\$938,958
Workforce Planning & Talent Acq.	1,028,761	1,020,702	(8,059)
Culture & Talent Development	3,349,495	3,368,384	18,889
HR Services & Labor Relations	792,178	746,005	(46,173)
Total Rewards	<u>787,824</u>	<u>708,530</u>	<u>(79,294)</u>
Total Chief Service Director	<u>\$7,250,600</u>	<u>\$8,074,921</u>	<u>\$824,321</u>

Chief People Officer - Final 2020 Budget



Chief People Officer - Key Budget Changes

- Increased ongoing funds of Salt Lake City service for bus operator and mechanic training, as well as recruiting, \$377,540
- Added New Training Support Specialist for Salt Lake County 2020 service adds, \$70,884
- Increased Maintenance Bus Procurement Training, \$75,000
- Increased part-time Records Specialist to full-time, \$30,000
- Increased employee retirement account medical expenses. \$400,000

Chief People Officer - Key Initiatives

Records Management

- Focus on records related business processes, and workflows
- Expansion of the Contract Routing Process to include non-procurement agreements and contracts
- Continuing Records Management education and support

Workforce Planning & Talent Acquisition

- Ensure operator staffing for current service and future service increases
- Improve overall onboarding experience
- Redesign selection process to improve hiring

Culture & Talent Development

- Launch Leadership Pathways Tier 2 & Tier 3
- Procurement & migration of new Learning Management System
- Conduct annual employee engagement survey
- Launch Skillsoft campaign for employee development
- Integrate online tablet testing and record keeping in Maintenance & Operations training to improve accuracy and process efficiencies

HR Services & Labor Relations

- Design and coordinate enterprise talent assessment and succession plans
- Implement overall talent management strategy for the Agency
- Analyze current performance management and feedback systems
- Implement changes to Collective Bargaining Agreement

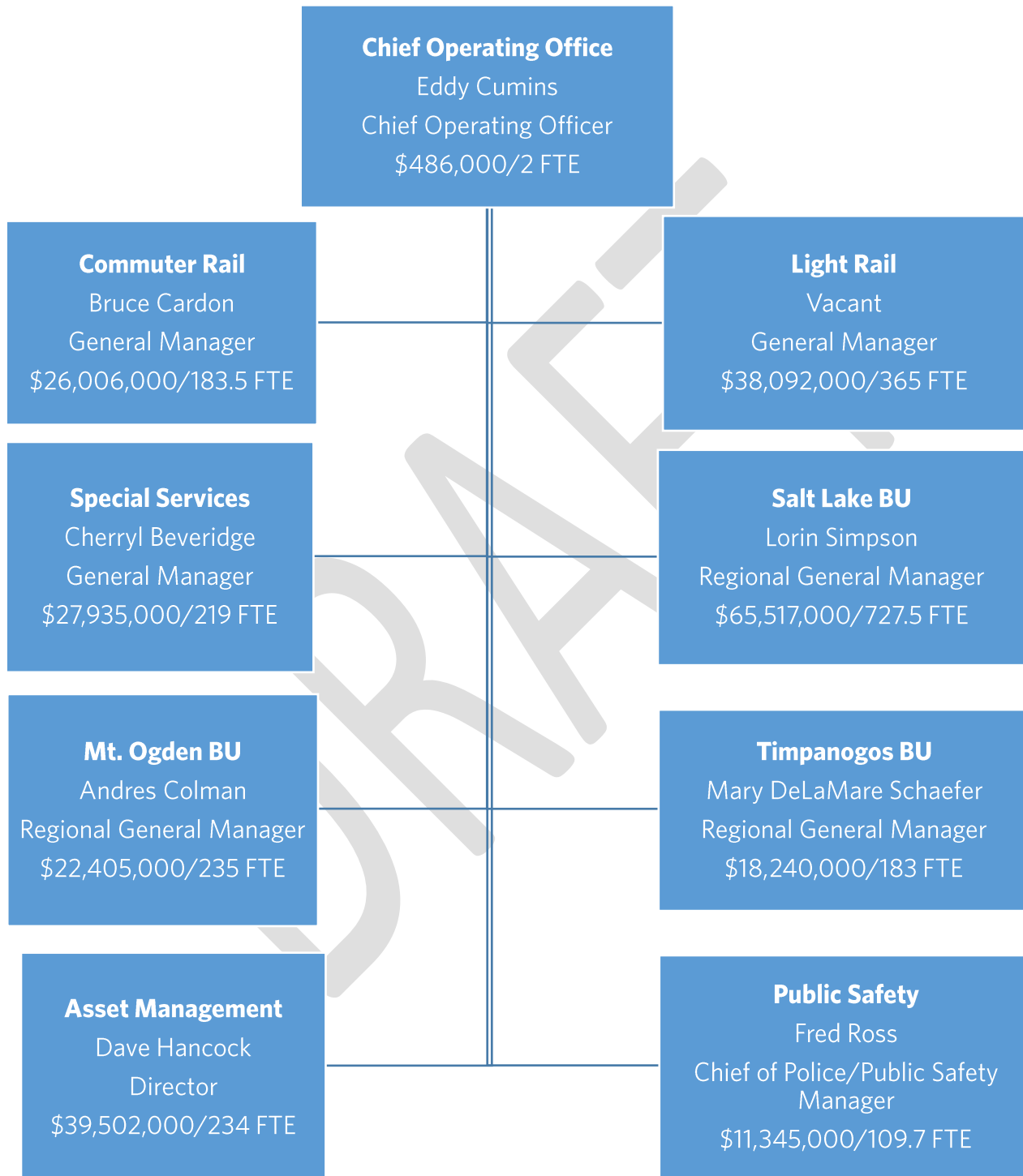
Total Rewards

- Continued emphasis on expanding clinic and wellness programs
- Complete Compensation Program/Software upgrade
- Launch Employee Self Service module in time to support open enrollment

CHIEF OPERATING OFFICER

Total Funding: \$249,528,000

FTE Total: 2,258.7



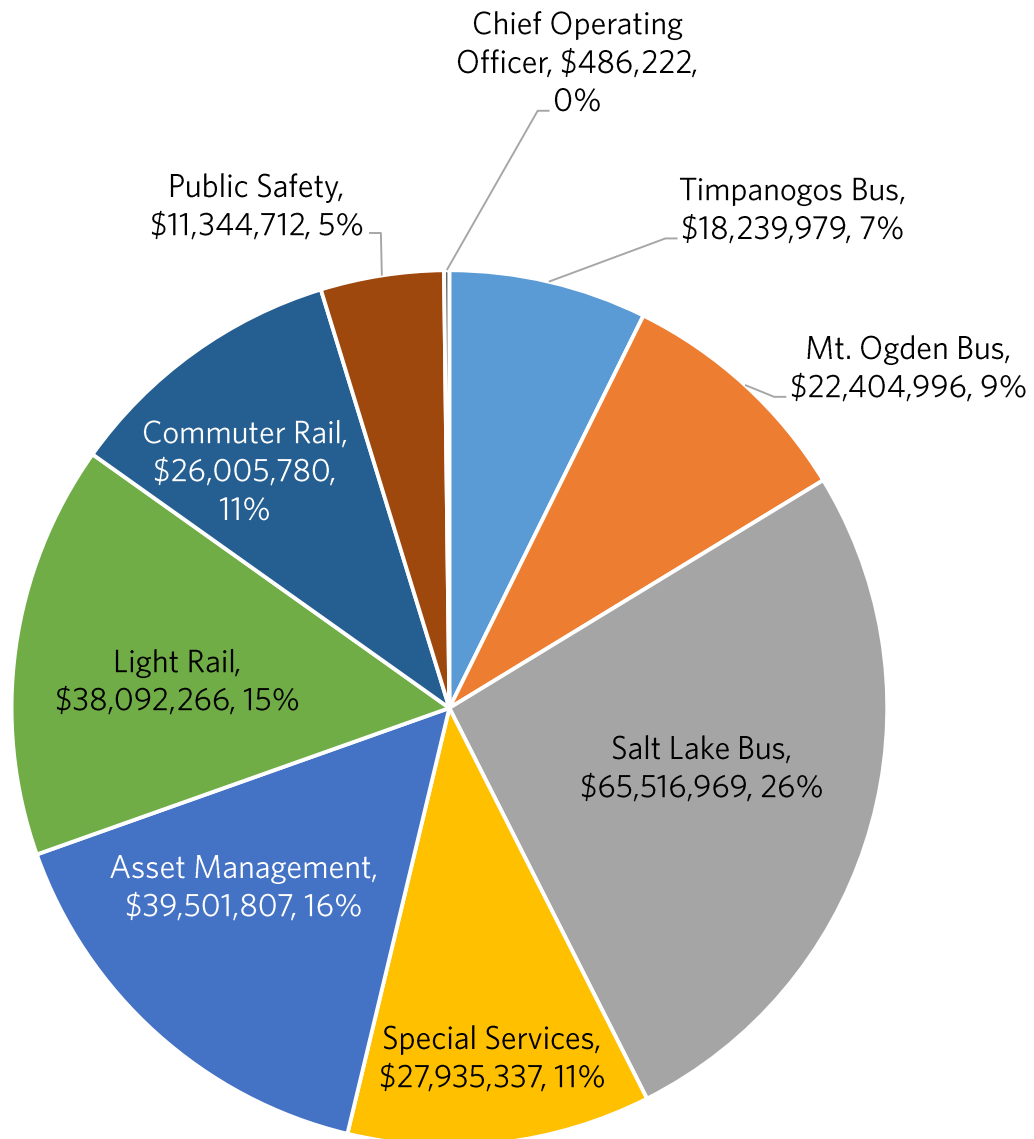
Budget Summary by Expense Category - Chief Operating Officer

Expense Category	Amended 2019 Budget	Final 2020 Budget	Change in % or FTE
Wages	\$121,300,800	\$127,105,830	4.8%
Fringe	58,045,234	60,775,635	4.7%
Services	7,515,698	12,290,032	63.5%
Fuel	19,993,990	20,214,325	1.1%
Parts	19,903,636	21,019,354	5.6%
Other O&M	12,946,710	8,122,619	(37.3)%
Total Chief Operating Officer	<u>\$239,706,069</u>	<u>\$249,527,795</u>	4.1%
FTE	2,252.5	2,258.7	6.2

Budget Summary by Department - Chief Operating Officer

Department	Amended 2019 Budget	Final 2020 Budget	Budget Increase or (Decrease)
Timpanogos Bus	\$17,544,983	\$18,239,979	\$694,996
Mt. Ogden Bus	21,822,151	22,404,996	582,845
Salt Lake Bus	62,741,896	65,516,696	2,774,800
Special Services	26,626,579	27,935,337	1,308,758
Asset Management	38,387,287	39,501,807	1,114,520
Light Rail	36,304,039	38,092,266	1,788,227
Commuter Rail	24,587,788	26,005,780	1,417,992
Public Safety	11,254,471	11,344,712	90,241
Chief Operating Officer	<u>436,874</u>	<u>486,222</u>	<u>49,348</u>
Total Chief Operating Officer	<u>\$239,706,069</u>	<u>\$249,527,795</u>	<u>\$9,821,727</u>

Operating Office Final 2020 Budget



Chief Operating Officer - Key Budget Changes

- Service plan
 - 2019 service plan + increased bus service
 - Weber, Tooele, and Salt Lake City
 - Increase to MV contract
 - Additional bus on UVX/850
 - Leap Year
- Increased parts cost
 - 9% over-budget YTD 2019
 - Budgeted 8% increase

Chief Operating Officer - Key Initiatives

Timpanogos BU

- UVX service: Ongoing outreach to universities with a focus on increasing community ridership
- Central Corridor Alternatives Analysis: Examine route and mode of transit in the north part of Utah County.
- Service Choices Study
- Lehi City, UDOT, MAG and local businesses to increase transit ridership and alternative transportation opportunities.

Mt. Ogden BU

- Ogden/Weber State BRT Project development
- Service Choices Study

Salt Lake BU

- Service Improvements / Additions
- Electric Bus Integration/Evaluation
- Staff Development, Recruitment & Retention
- Continuous Improvement- Financial Efficiencies

Special Services

- Salt Lake City & Salt Lake County Service Plan
- Coordinated Mobility – Comprehensive Specialized Transportation Plan
- UTA Service Choices Study

Asset Management

- Updated SGR 5-year plan. Continue to move UTA assets towards a State of Good Repair using the TAM plan rating system.
- SGR- Implement internal audit plan. Including helping accounting with the 2019 inventory finding.
- Vehicle Support- Establish evaluation program to manufacture parts either in-house or using local resources.
- MOW- Reduce system impact (service delays) caused by snow/ice on track switches by adding/installing switch machine covers at high problem areas on FrontRunner.

Light Rail

- Continued mid-life overhaul of the SD fleet and ¼-life overhaul of the S70 fleet
- Increasing ridership without new service (special events, growth areas, promotion of service, etc.)
- Future of TRAX Study

Commuter Rail








- Continuation of locomotive overhaul and beginning for passenger cars
- Installation of paint booth
- Support future of FrontRunner objectives

Public Safety

- Represent UTA through positive interactions while keeping the system safe and secure.
- Training and Employee Development
- Maintaining our goal of a 10% inspection rate

Chief Operating Officer: Key Performance Measures

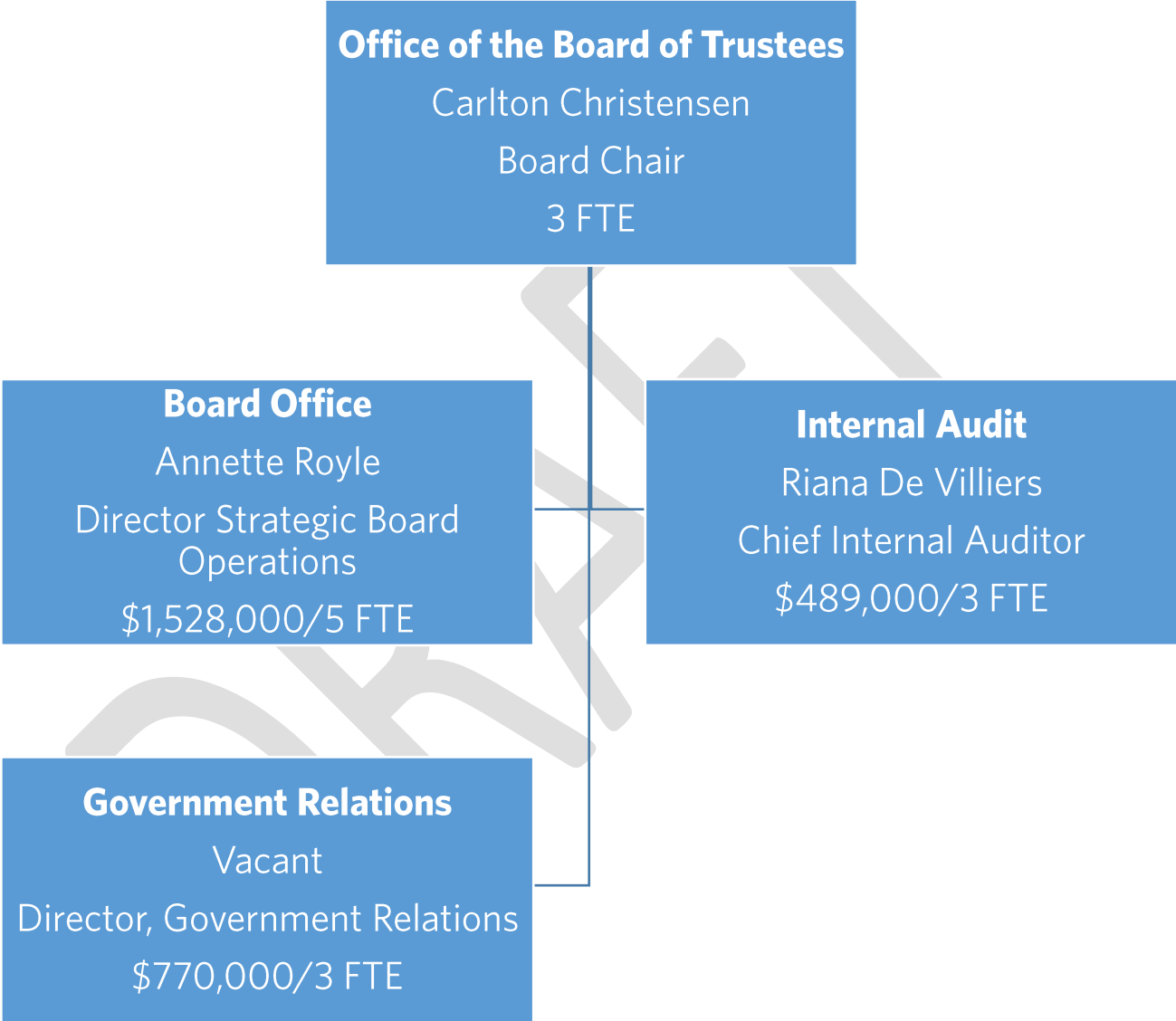
Performance measures are an integral part of UTA's culture, with different types of internal and external measures being utilized. This chart reflects the UTA key performance measures being utilized for operations under the direction of the Chief Operating Officer. The columns in the chart below provide 1) the performance measure, 2) a definition of the measure, 3) the department responsible for the measure, 4) the strategic focus area to which the measure applies, 5) actual 2018 Performance, 6) performance through September 30, 2019, 7) the achievement status as of September 30, 2019 (green, yellow, red), and 8) the proposed standard for 2020.

Performance Measure	Measure Definition	Responsible Department	Strategic Focus Area	Performance 2018	Performance Sept 2019	Status as of Sept 2019	Proposed 2020 Standard
Miles Per Bus Service Interruption	The distance in miles between bus service interruptions due to mechanical issues.	Bus Maintenance and Operations	Service and People	21,442 miles	26,581 miles		20,000 miles
Number of Avoidable Accidents	The number of avoidable accidents per 100,000 miles.	Bus Operations	Service and People	1.11	0.89		1.00
Percentage of On-Time Performance	Trains depart at their scheduled time and buses depart no more than 5 minutes past their scheduled time.	Rail and Bus Operations	Service and People	91%	91%		88%
Facility Energy Conservation	The total annual energy use (electricity and natural gas) in UTA buildings.	Facilities Maintenance	Stewardship	95,069 MMBTU	102,881 MMBTU		101,852 MMBTU
Percentage Low Emissions Vehicles	Vehicle fueled by natural gas, electricity, and clean diesel divided by total number of vehicles	Fleet Engineering	Stewardship	66%	73%		77%
Vehicle State of Good Repair	Measures the percentage of vehicles in UTA's fleet which are replaced on schedule.	Asset Management	Stewardship	94%	100%		100%
Peer Agency Comparative Efficiency	Compares UTA's efficiency against comparable transit agencies in terms of cost per mile.	Operations	Stewardship	Top 33%	Top 33%		Top 25%

OFFICE OF THE BOARD OF TRUSTEES

Total Funding: \$2,787,000

FTE Total: 14



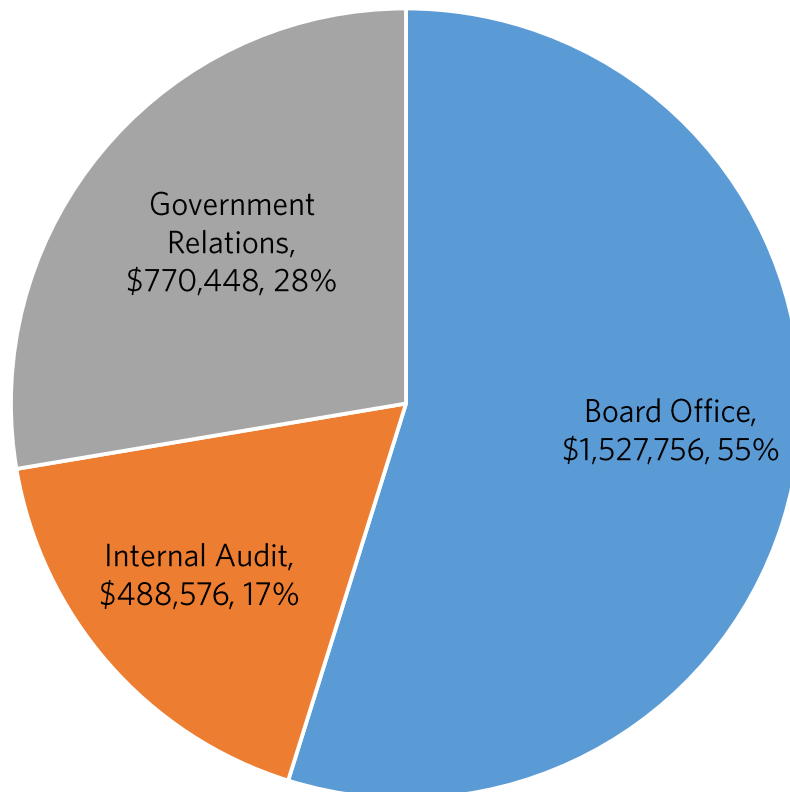
Budget Summary by Expense Category – Board of Trustees Office

Expense Category	Amended 2019 Budget	Final 2020 Budget	Change in % or FTE
Wages	\$1,418,196	\$1,410,672	(0.5)%
Fringe	473,172	504,564	6.6%
Services	510,100	602,964	18.2%
Other O&M	155,710	268,580	72.5%
Total Board of Trustees	<u>\$2,557,178</u>	<u>\$2,786,780</u>	9.0%
FTE	14.0	14.0	0.0

Budget Summary by Department – Board of Trustees Office

Department	Amended 2019 Budget	Final 2020 Budget	Budget Increase or (Decrease)
Board Office	\$1,340,984	\$1,527,756	\$186,772
Internal Audit	454,902	488,576	33,674
Government Relations	<u>761,292</u>	<u>770,448</u>	<u>9,156</u>
Total Board of Trustees	<u>\$2,557,178</u>	<u>\$2,786,780</u>	<u>\$229,602</u>

Board of Trustees - Final 2020 Budget



Board of Trustees Office - Key Budget Changes

- Implementation of Salesforce CRM
- Procurement of board management software
- Development of a long-term strategic plan
- Procurement of Audit Software
- Central Wasatch Commission support

Board of Trustees Office - Key Initiatives

Government Relations

- Stakeholder collaboration & Shared Vision
 - Local: Cities and Counties; 4th and 5th Quarters initiatives
 - State: Governor, Legislators, UDOT & TTIF
 - Federal: FTA, FRA & Utah Delegation
- Partnership Funding:
 - BUILD grant for Ogden-Weber BRT
 - State and Local dollars for local matches, sponsored service & bus stop amenities

Internal Audit

- Internal Audit Software
- Support Risk Management design & implementation
- Refining Ethics Program

Board Office

- Stakeholder collaborations and shared vision
- Public confidence through transparency, accountability and accessibility to our governance and service
- Agency leadership and employee engagement

2020 UTA ADMINISTRATION SALARY STRUCTURE

November 19, 2019

Pay Grade	MIN	MID	MAX	Job Code	Job Title
EX	\$133,111.00	\$184,738.00	\$256,389.00		
	\$64.00	\$88.82	\$123.26		
				EX1011	Chief Financial Officer
				EX1013	Chief Operating Officer
				EX1037	Chief People Officer
				EX1039	Chief Service Development Ofc
				EX1040	Chief Comms &Marketing Officer
				EX1939	Acting Chief Svc Dev Ofc
				EX2009	Executive Director
O	\$120,107.00	\$163,488.00	\$222,538.00		
	\$57.74	\$78.60	\$106.99		
				MG2074	Sr Program Mgr, EngProject Dev
				MG2114	Director of Asset Management
				MG2120	Director of Capital Projects
				MG2129	IT Director
				MG3103	Chief Internal Auditor
				MG4015	Regional GM Mt. Ogden BU
				MG4016	Regional GM Timpanogos BU
				MG4017	Special Services GM
				MG4022	Regional GM Salt Lake BU
				MG4025	Commuter Rail General Manager
				MG4026	Light Rail General Manager
				MG4915	Acting Regional GM Mt Ogden BU
N	\$101,996.00	\$136,219.00	\$181,926.00		
	\$49.04	\$65.49	\$87.46		
				MG2033	Chf of Police - Pub Safety Mgr
				MG2068	Comptroller
				MG2076	SrMgr Budget&FinancialAnalysis
				MG2089	Sr Supply Chain Manager
				MG2108	Government Relations Director
				MG2110	Director of Planning
				MG2111	Director of Board Governance
				MG2113	Communications Director
				MG2116	IT Network Support Mgr
				MG2123	Sr Mgr Ops Analysis &Solutions
				MG2126	Apps Support & Dvlpmnt Sr Mgr
				MG2130	Sr Mgr Culture and Talent Dev

Pay Grade	MIN	MID	MAX	Job Code	Job Title
				MG2133	Dir HR Svcs & Labor Relations
				MG2140	Dir Innovat Mobility Solutions
				MG2148	Prog Mgr-Env,Grants,Proj Contr
				MG2151	Risk and Compliance Officer
				MG2152	Mgr, Apps Dvlpmnt & Support
				MG2154	Mgr, Apps Dev, Supp, & IT PMO
				MG2926	Acting Apps Sup & Dev Sr Mgr
				MG2940	Acting Dir Innov Mobility Sol
				PR3083	Sr Dev Program Engineer
				TL3018	Sr Database Administrator
				TL3020	JDE ERP Sr Developer
				TL3023	Enterprise Tech Architect
M	\$87,197.00	\$114,412.00	\$150,120.00		
	\$41.92	\$55.01	\$72.17		
				MG1059	Mgr Qual and Const Oversight
				MG1060	Program Mgr Innov Mobility Sol
				MG2009	Facilities Maintenance Manager
				MG2010	Manager of Rail Operations
				MG2013	Mgr Light Rail Vehicle Maint
				MG2035	Mgr of Civil Rights Compliance
				MG2038	Mgr Rail Technical Svcs & QA
				MG2091	Coordinated Mobility Manager
				MG2093	Mgr Rail Plan/Perf, Proj Deliv
				MG2094	Mgr of CR Vehicle Maintenance
				MG2100	Mgr of IT Quality Assurance
				MG2109	Mgr Light Rail Operations
				MG2118	Sr Mgr- Real Estate and TOD
				MG2125	Comms & Deployment Mgr
				MG2127	Fare and BI Apps Mgr
				MG2132	Sr Mgr Workforce Pl&Talent Acq
				MG2135	Mgr Rail Infrastructure Assets
				MG2136	Mgr Rail Systems Assets
				MG2142	Project Manager III
				MG2145	Fares Director
				MG2146	Mgr Commuter Rail Operations
				MG2147	Manager IT Project Mgmt Office
				MG2153	Director, Safety & Security
				MG2909	Act Mgr Light Rail Operations
				MG2936	Acting Mgr Rail Systems Assets
				MG3102	Director, Talent Acquisition
				PR3149	Civil Engineer III
				PR3162	Project Manager III

Pay Grade	MIN	MID	MAX	Job Code	Job Title
				SU3020	Captain
				SU3026	Application Support Supv
				SU3027	Application Development Supv
				TL2028	Systems Support Analyst III
				TL2046	SharePoint Admin-Developer
				TL3012	Programmer Analyst III
				TL3013	Sr Information Security Admin
				TL3021	B.I. Architect-Programmer
L	\$75,054.00	\$96,870.00	\$125,028.00		
	\$36.08	\$46.57	\$60.11		
				MG1008	Manager of Customer Service
				MG1015	Mgr Long Range Strategic Plann
				MG1031	Assistant Comptroller
				MG1056	Manager Total Rewards
				MG1057	Mgr Customer Experience
				MG1058	Mgr Ops-Maint Sys Arch & Sol
				MG1915	Acting Mgr LongRange StratPlan
				MG2016	Mgr Property Administration
				MG2030	Claims & Insurance Manager
				MG2045	Manager of Service Delivery
				MG2054	Manager of Right of Way Assets
				MG2071	Mgr Transit Communications Ctr
				MG2075	Mgr, Project Dev/Systems Plan
				MG2083	Mgr Service Planning
				MG2084	Manager of Operations Planning
				MG2085	TOD Project Manager
				MG2090	Procurement Manager
				MG2098	Manager of Safety
				MG2105	Mgr Vehicle Perf & Maintenance
				MG2107	Records Manager
				MG2115	Mgr Ticket Vend Machine Assets
				MG2124	Bus Communications Supv
				MG2128	Mgr State of Good Repair
				MG2139	Mgr Veh Overhaul & Bus Support
				MG2141	Project Manager II
				MG2149	Mgr Business Development-Sales
				MG2971	Acting Mgr Transit Comms Ctr
				MG2998	Acting Mgr Safety & Security
				PR2111	Sr TAcq Full Cycle Recruiter
				PR3013	Facilities Engineer
				PR3035	Sr Media Relations Specialist
				PR3104	Sr Business Process Developer

Pay Grade	MIN	MID	MAX	Job Code	Job Title
				PR3113	Sr Compensation Analyst
				PR3116	Data WH & Bus Intel Sys Analyst
				PR3126	Sr Internal Auditor
				PR3128	Sr Continuous Improve Consultant
				PR3140	Sr Technical Business Analyst
				PR3147	Sr Strategic Sourcing Spec
				PR3161	Project Manager II
				SU1026	Community Engagement Manager
				SU2052	ERP Tech Sys Admin-Supply Chain
				SU3006	HRIS/Technology System Admin
				SU3008	Radio Communications Supv
				SU3013	Network Comm/Infra Supervisor
				SU3019	Fleet Engineering Admin
				SU3024	Business & Quality Analyst Supv
				SU3028	Supv Opns Business Systems
				SU3030	Talent Acquisition Supervisor
				SU3031	Leadership Development Admin
				SU3034	Bus Communications Supv
				SU3035	Fares Supervisor
				SU3036	Fleet Engineering Supervisor
				TL2012	Programmer Analyst II
				TL2041	Radio Systems Engineer Trainee
				TL2042	ERP Tech Sys Admin-Accounting
				TL2044	Maintenance Systems ERP Admin
				TL2047	ERP Tech Sys Admin-Developer
				TL2049	IT Project Manager
				TL3005	Systems Engineer
				TL3016	Network Administrator III
				TL3024	HRIS Administrator
K	\$65,048.00	\$82,679.00	\$105,088.00		
	\$31.27	\$39.75	\$50.52		
				MG1014	Asst Mgr of Service Delivery
				MG1035	Project Manager I
				MG1038	Special Svc Program Mgr
				MG1041	Asst Mgr of Rail Operations
				MG1042	Board Manager
				MG1044	Warehouse & Inventory Opns Mgr
				MG1045	Manager of Security
				MG1048	Asst Mgr Light Rail Veh Maint
				MG1050	Asst Mgr of Svc Delivery (SS)

Pay Grade	MIN	MID	MAX	Job Code	Job Title
				MG1052	Asst Mgr CR Vehicle Maint
				MG1053	Asst Mgr Rail Infra Assets
				MG1054	Asst Mgr Rail System Assets-CR
				MG1055	Asst Mgr Rail System Assets-LR
				MG1955	Acting AM Rail Sys Assets-LR
				PR2029	Communications Specialist
				PR2036	Rail Service/Ops Sr Planner
				PR2069	Emergency Mgmt Program Mgr
				PR2070	Video Security Admin
				PR2083	Property Administrator II
				PR2090	Sr Sales Representative
				PR2107	Internal Communications Strat
				PR2108	Sr Property Administrator
				PR2110	Civil Engineer II
				PR2121	PTC Administrator
				PR2124	Project Manager I
				PR3001	Environmental Compliance Admin
				PR3012	Strategic Planner III
				PR3018	Claims Administrator
				PR3024	Civil Rts Compliance Ofc (ADA)
				PR3026	Grants Development Admin
				PR3028	Workers Compensation Admin
				PR3036	Public Relations Specialist
				PR3049	Sr Service Planner
				PR3050	Sr Operations Planner
				PR3053	Project Control Specialist
				PR3089	Transit Asset Administrator
				PR3090	Sr Social Media Specialist
				PR3091	NEPA Project Administrator
				PR3103	Sr Planning Researcher
				PR3111	Vehicle Procure/Comm Admin-Bus
				PR3117	EnvSteward&Sustain Planner III
				PR3118	Researcher- Innov Mobility Sol
				PR3122	Strategic Sourcing Specialist
				PR3127	Opns Systems Admin-Specialist
				PR3130	Sr Org Development Consultant
				PR3131	Coord Mobility Grant Admin
				PR3134	Civil Rts Comp Ofc (TVI-DBE)
				PR3136	Sr BusinessProc Analytics Spec

Pay Grade	MIN	MID	MAX	Job Code	Job Title
				PR3137	Sr Financial Analyst
				PR3138	Sr Government Relations Spec
				PR3139	GIS-Asset Administrator
				PR3141	Proj Development Planner III
				PR3142	HR Business Partner
				PR3143	RR Regulatory Compliance Spec
				PR3146	Procurement & Contracts Spec
				PR3148	Sr Procurement & Contracts Spec
				PR3153	Financial Svcs Administrator
				PR3155	Sr Contract & Compliance Admin
				PR3158	Senior Fare Revenue Analyst
				SU2018	Facilities Maint Supv
				SU2023	Technical Services Supervisor
				SU2030	Lieutenant
				SU2037	Transit Communications Supv
				SU2038	Technical Support Supervisor
				SU2056	Senior Accountant
				SU2060	Service Planning Supervisor
				SU2062	Coord Mobility Grant Admin
				SU2065	Technology Support Supervisor
				SU3001	Rail Maintenance Supervisor
				SU3002	Maintenance Of Way Supervisor
				SU3004	Maint Training Administrator
				SU3005	Bus Opns Training Admin/Supv
				SU3012	Vanpool Fleet Maint Supervisor
				SU3021	Light Rail-MOW Training Admin
				TL2008	Network Administrator II
				TL2014	Digital Media Specialist
				TL2019	Electronic Comms Team Leader
				TL2037	Radio Comms Engr Tech II
				TL2038	Radio Comms Engr Tech III
				TL2048	Information Security Analyst
				TL3006	Fleet Engineer
				TL3009	Sr Telecommunications Spec
J	\$56,774.00	\$71,135.00	\$89,129.00		
	\$27.30	\$34.20	\$42.85		
				CL3042	Executive Asst to Board Chair
				CL3044	Executive Asst to Board
				PR1041	Construction Inspector I
				PR2060	Rail Opns Training Leader
				PR2077	Civil Engineer
				PR2080	Coordinated Mobility Specialis

Pay Grade	MIN	MID	MAX	Job Code	Job Title
				PR2082	Property Administrator I
				PR2084	SS Delivery Systems Admin
				PR2085	TOD Project Specialist I
				PR2086	TOD Project Specialist II
				PR2088	Continuous Improve Specialist
				PR2103	Technical Business Analyst
				PR2104	LMS and Training Coordinator
				PR2113	Rail Quality Assurance Admin
				PR2115	Planning Researcher II
				PR2117	CI Specialist- Supply Chain
				PR2118	Fleet Vehicle Maint Admin- Bus
				PR2122	Fare Revenue Analyst
				PR2123	Fare Operations Analyst
				PR3014	Contract Buyer
				PR3022	Internet Marketing Specialist
				PR3032	Maint Training Specialist
				PR3043	Rail Service Project Admin
				PR3062	Business and Quality Analyst
				PR3070	Safety Administrator-Const
				PR3088	Rail Maint Training Specialist
				PR3108	Safety Admin - Transit System
				PR3114	Special Svcs Sr Planner
				PR3120	Corp Instructional Designer
				PR3121	Sr Buyer
				PR3132	LR-MOW Instructional Designer
				PR3145	Strategic Culture Partner
				PR3151	People Office Strat Analyst
				PR3156	Instructional Designer
				PR3159	Safety Administrator
				SP3020	Commuter Rail Train Dispatcher
				SU1007	ADA Evaluation Office Admin
				SU2009	Operations Supervisor
				SU2010	Downtown Operations Supervisor
				SU2011	Light Rail Operations Supv
				SU2014	LRV Maint Supervisor
				SU2015	Bus Vehicle Maint Supv
				SU2019	Accounting Supervisor
				SU2031	Commuter Rail Veh/Maint Supv
				SU2032	Farebox Service Supervisor
				SU2035	Sergeant
				SU2041	Rail Opns Training Leader
				SU2042	Commuter Rail OpsPersonnelSupv

Pay Grade	MIN	MID	MAX	Job Code	Job Title
				SU2044	LRV Maint Supv-Team Mentor
				SU2045	LRV Maint Supv-BusinessAnalyst
				SU2046	LRV Maint Supv-BusinessSolSpec
				SU2047	LRV Maint Supv-QAQC Specialist
				SU2048	LRV Maint Supv-TeamCoordinator
				SU2049	LRV Maint Supv-Training Admin
				SU2050	LRV Maint Supv-Training Spec
				SU2051	LRV Maint Supv-BodyFabrication
				SU2053	LRV Maint Supv-PartsToolsEquip
				SU2054	Light Rail Controller Supv
				SU2055	LR Opns- Training Supv
				SU2058	Maintenance Analyst-Supervisor
				SU2059	CR Veh Maint Training Leader
				SU2063	Coordinated Mobility Spec
				SU2064	Fleet Maintenance Supervisor
				TL1009	Systems Support Analyst I
				TL2006	Fleet Engineering Technician
				TL2017	Programmer Analyst I
				TL2022	Network Administrator I
				TL2027	Systems Support Analyst II
				TL2033	Network Specialist
				TL2039	Fleet Maintenance Tech-Analyst
I	\$49,902.00	\$61,696.00	\$76,278.00		
	\$23.99	\$29.66	\$36.67		
				CL3016	Maintenance Control Analyst
				CL3017	Operations Dispatch Lead
				CL3037	Exec Asst to Exec Director
				CL3041	CR Operations Scheduler
				PR1037	Talent Acquisition Specialist
				PR1040	Rideshare Product Rep
				PR2008	Strategic Planner II
				PR2009	Buyer
				PR2010	Accountant
				PR2015	Bus Operations Training Spec
				PR2027	Service Planner
				PR2028	Operations Planner
				PR2051	Facilities Technician
				PR2062	Claims Adjuster
				PR2066	Legal Assistant
				PR2075	Maint Training Assistant Admin
				PR2078	Benefits Administrator
				PR2087	Commuter Rail Opns Trainer

Pay Grade	MIN	MID	MAX	Job Code	Job Title
				PR2093	Talent Acq FullCycle Recruiter
				PR2095	Graphic Art Specialist
				PR2096	EnvSteward&Sustain Planner II
				PR2097	Records Officer and Specialist
				PR2098	Bus Opns Training Asst Admin
				PR2100	Rail Service-Ops Planner
				PR2102	Special Svcs Planner
				PR2105	Proj Development Planner II
				PR2106	Customer Experience Planner
				PR2112	Bus Opns Training Lead
				PR2114	Planning Researcher I
				PR2116	IT Apps & Tech Support Analyst
				PR2120	Sales Representative
				PR2125	Payroll Analyst
				PR3157	Sr Benefits Administrator
				SP3006	Estimator
				SP3008	Transit Police Officer III
				SP3009	Transit Police Officer IV
				SP3011	Flextrans Radio Control Coord
				SP3013	Sr Transit Comms Dispatcher
				SU1003	Customer Service Supervisor
				SU1008	Pass Facilities Road Crew Supv
				SU1016	Special Svc Scheduling Supv
				SU2040	Parts & Inventory Supervisor
				SU2043	Commuter Rail System Supv
				TL2015	Electronic Communications Tech
				TL2034	Revenue Equipment Maint Tech
				TL2035	Lead Technology Support Spec.
				TL2036	Radio Comms Engr Tech I
				TL2040	Coord Mobility Tech Specialist
H	\$44,412.16	\$53,938.56	\$65,509.60		
	\$21.35	\$25.93	\$31.50		
				CL2090	Training Support Specialist
				CL3003	Production Control Specialist
				CL3004	Warranty Claims Specialist
				CL3005	Materials/Inv Control Analyst
				CL3007	Vanpool Maintenance Specialist
				CL3018	Sr Office Specialist- Finance
				CL3019	Sr Office Spec- Mt Ogden BU
				CL3021	Sr Office Specialist- SLBU

Pay Grade	MIN	MID	MAX	Job Code	Job Title
				CL3022	Sr Office Specialist- SSvc BU
				CL3023	Sr Office Spec- Timpanogos BU
				CL3025	Sr Office Spec- Asst to PS Mgr
				CL3026	Sr Office Spec- Supply Chain
				CL3027	Sr Office Spec- Light Rail
				CL3028	Sr Office Spec- Maint of Way
				CL3029	Sr Office Spec- LR Veh Maint
				CL3030	Sr Office Spec- Ext Affairs
				CL3032	Sr Office Spec- Capital Proj
				CL3033	Sr Office Spec- Commuter Rail
				CL3034	People Office Administrator
				CL3035	Office Admin- Opns,Cap,Assets
				CL3036	Production Control Spec- LR
				CL3038	Sr Office Spec- Asset Mgt
				CL3039	Sr Office Spec- IT
				CL3040	External Affairs Office Admin
				CL3043	Office Admin- CFO and CSSTO
				CL3045	Sr Office Spec- Board
				CL3046	Office Administrator
				CS1005	Cust Svc Technical Specialist
				PR1023	Assistant Service Planner
				PR1024	Assistant Operations Planner
				PR1042	Fare Revenue Specialist
				PR1043	Civil Rts Compliance Analyst
				PR2001	Intern - Level III
				PR2030	Community Relations Spec
				PR2094	Bus Stop Administrator
				SP2020	Transit Comms Dispatcher
				SP2023	Paratransit Eligibility Spec
				SP3007	Transit Police Officer II
				SP3015	Payroll Administrator
				SP3019	Warehouse & Prod Control Lead
				SP3021	Travel Training Coordinator
				SU1022	System MonitoringAdministrator
				TL1005	Field Service Technician
				TL1010	Technology Support Technician
				TL2024	Communications QA Technician
				TL2032	Technology Support Specialist

Pay Grade	MIN	MID	MAX	Job Code	Job Title
G	\$39,393.12	\$47,538.40	\$57,368.48		
	\$18.94	\$22.86	\$27.58		
				CL2064	Hearing Offcr-Fine Adjudicator
				CL2100	Coord Mobility Grants Spec
				CS2006	Lead Scheduling Specialist
				CS2010	Customer Svc Lead Specialist
				CS2013	Sr Customer Focus Specialist
				CS3001	Special Svc Cust Care Admin
				PR1001	Intern - Level II
				PR1015	Strategic Planner I
				PR1034	EnvSteward&Sustain Planner I
				PR1035	Proj Development Planner I
				PR1038	Sales Specialist
				SP2012	Transit Police Officer I
				SP2016	Travel Trainer
				SP2017	Property Specialist
				SP2021	Transit Comms Dispatch-Trainee
				SP2022	Transit Police Officer Trainee
				SP3012	Warehouse Specialist
				TL2045	Video Security Technician
F	\$35,384.96	\$42,236.48	\$50,415.04		
	\$17.01	\$20.31	\$24.24		
				CL1016	Talent Acquisition Assistant
				CL2012	Facilities Office Specialist
				CL2018	Mobility Center Office Spec
				CL2026	Real Estate Office Specialist
				CL2070	Commuter Rail Office Spec
				CL2073	HR Office Specialist
				CL2078	Office Specialist
				CL2079	Rail Office Specialist
				CL2081	Paratransit Eligibility Spec
				CL2084	Public Safety Ofc Specialist
				CL2085	Maint Support Office Spec
				CL2086	Maintenance Office Specialist
				CL2087	Office Specialist-SSvc BU
				CL2089	Vanpool Maint Ofc Specialist
				CL2096	Rideshare Customer Accts Spec
				CL2097	Expeditor- Jr Buyer
				CL2098	Customer Svc Office Specialist
				CL2099	Benefits&Compliance Specialist
				CL2101	SS Cust Care&Sched Office Spec
				CL3011	Vanpool Support Specialist

Pay Grade	MIN	MID	MAX	Job Code	Job Title
E	\$32,015.36 \$15.39	\$37,826.88 \$18.19	\$44,690.88 \$21.49	CS2003	Customer Relations Specialist
				CS2008	Paratransit Scheduling Splist
				CS2009	Customer Focus Specialist
				CS2011	Cust Comms & Social Media Spec
				PR1002	Intern - Level I
				PR1027	PublicSafety Records-Data Spec
				PR1031	Recovery Adjuster
				CL1009	People Office Assistant
				CL1011	Claims Clerk
				CL1018	Administrative Services Asst
D	\$29,182.40 \$14.03	\$34,149.44 \$16.42	\$39,960.96 \$19.21	CL1019	HR Records Clerk
				CL2028	Receptionist- Accounting Clerk
				CL2054	Vanpool Maintenance Specialist
				CL2083	Accts Payable-Receiveable Coord
				CR1901	Intern- Diesel Tech
				CS1008	Items Recovery Specialist
				CS1010	Sr Contact Center Agent
				SP1017	Fare Inspection Officer
				SP1020	System Monitor Data Specialist
				CS1009	Contact Center Agent
C	\$26,800.80 \$12.89	\$31,079.36 \$14.94	\$36,042.24 \$17.33	SP1005	Farebox Revenue Processor
				SP1012	Security Guard
				SP1013	Train Host
				SP1021	Autonomous Vehicle Host
				CL1012	Office Clerk
				SP1016	System Monitor

Statistical/Supplemental Section

Glossary

Accounting System - Utah Transit Authority is a single enterprise that uses the accrual method of accounting. Under this method of accounting, revenues are recorded when earned and expenses are recorded as soon as they result in liabilities for benefits received.

Accrual Accounting - A basis of accounting in which revenues and expenditures are allocated to the year in which they are incurred, as opposed to when cash is actually received or spent.

ADA: The Americans with Disabilities Act (ADA) became law in 1990. The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public. The purpose of the law is to make sure that people with disabilities have the same rights and opportunities as everyone else.

Alternative Fuels – Fuels other than traditional gasoline/diesel such as compressed natural gas (CNG), liquefied natural gas (LNG), hybrid electric, propane, biodiesel, electric, bio or soy fuel, and hydrogen.

Articulated Bus - A bus, usually 55 feet or more in length with two connected passenger compartments, which bends at the connecting point when turning a corner.

Asset Maintenance: Refers to the departments and activities focused on maintaining assets currently owned by UTA.

ATU - Amalgamated Transit Union

Balanced Scorecard: The balanced scorecard is a strategic performance management tool, usually consisting of a semi-standard structured report that is used by managers to keep track of the execution of activities by the staff within their control and to monitor the consequences arising from these actions.

Bond - Long or short term debt issued by an Authority to help finance new acquisitions of property, facilities, and equipment.

BRT – Bus Rapid Transit - A bus system similar to a fixed guide-way system that includes all or some of the following features: limited stops, traffic signal priority, separate lanes, dedicated right of way, station services, docking systems, and other enhancements.

Balanced Budget - A financial plan that matches all planned revenues and expenditures with proposed service levels.

Budget Message - The opening section of the budget document, which provides the UTA Board and the public with a general summary of the most important aspects of the budget and changes from current and previous fiscal years.

Budget Document – A formal plan of action for a specified time period that is expressed in monetary terms.

Capital Budget - A portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are separated from regular operating items such as salaries, supplies, services, and utilities. The capital budget includes funds for capital equipment purchases such as vehicles, construction of new facilities, office equipment, maintenance machinery, microcomputers, and off-site improvements. They are distinguished from operating items by their value (greater than \$5,000) and projected useful life (greater than one year).

Capital Costs – Costs of long-term assets of a public transit system such as property, buildings, and vehicles.

Commuter Rail - Passenger train service for short-distance travel between a central city and adjacent suburbs.

Debt - The amount of money required to pay interest and principal on the Authority's borrowed funds.

Depreciation: In accountancy, depreciation refers to two aspects of the same concept: (1) The decrease in value of assets and (2) the allocation of the cost of assets to periods in which the assets are used. Depreciation is a method of reallocating the cost of a tangible asset over its useful life span of it being in motion.

Demand Response - A service where passengers, or their agents, contact UTA to schedule door to door transportation services. A demand response (DR) operation is characterized by the following a) the vehicles do not operate over a fixed route or on a fixed schedule except, on a temporary basis to satisfy a special need, and b) the vehicle may be dispatched to pick-up several passengers at different pick-up points before taking them to their respective destinations and may even be interrupted in route to these destinations to pick up other passengers. UTA's paratransit program is demand response.

Department - An organizational unit responsible for carrying out major Authority functions, such as operations, administration, and community relations.

Distinguished Budget Presentation Awards Program – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Discretionary Funding – One time funding or annual funding allocations, which distributed on a competitive basis, must be specifically applied for and not guaranteed like a Formula Funds.

Electronic Fare Collection or EFC - UTA's system of fare payment when such fare payment is made via a unique electronic micro-chip embedded in an electronic fare card media, which may include a credit card or debit card, issued by a bank.

Enterprise Fund – A fund that gives the flexibility to account separately for all financial activities associated with a broad range of municipal services. It establishes a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. Revenues and expenses of the service are segregated into a fund with financial statements separate from all other governmental activities.

FAST Act – Fixing America's Surface Transportation Act is a law that was enacted on Dec. 4, 2015. This law provides long-term funding certainty for surface transportation infrastructure planning and investment. The FAST Act maintains focus on safety, keeps intact the established structure of the various transportation programs, and provides a dedicated source of federal dollars for critical transportation projects.

Farebox Revenues – All revenues gained from the sale of passenger tickets, passes, tokens or other instruments of fare payments.

Fiscal Year - Annual schedule for keeping financial records and for budgeting transportation funds. UTA's fiscal year runs from Jan. 1 through Dec. 31, while the federal fiscal year runs from Oct. 1 through Sept. 30.

Fixed Guideway: A fixed guideway is any public transportation facility which utilizes and occupies a designated right-of-way or rails including (but not limited to) rapid rail, light rail, commuter rail, busways, automated guideway transit, and people movers.

Formula Funds – Funds specifically allocated to different agencies by the federal government to pay for transportation, transit, and other programs. Funds are allocated annually based on population and other demographic information.

Fringe Benefits - Benefits provided to the employee such as FICA, Pension, Medical & Dental insurance, Life, Short and Long Term Disability insurance, Unemployment insurance, Tool and Uniform allowance and Educational reimbursement.

FTA - Federal Transit Administration - Formerly the Urban Mass Transportation Administration (UMTA), the FTA provides capital and operating funds to the Agency.

FTE – Full Time Equivalent Positions – A part-time position converted to a decimal equivalent of a full time position based on 2,080 hours per year. For example a part-time position working 20 hours per week would be the equivalent of .5 of a full time position.

Fund Balance – Generally defined as the difference between a fund's assets and liabilities. An adequate fund balance is necessary for numerous reasons, such as to have funds available in case of an emergency or unexpected events, to maintain or enhance the Authority's position and related bond ratings, to provide cash for operations prior to receipt of revenues, and to maximize investment earnings.

GASB - General Accounting Standards Board – An independent, professional body to establish standards of accounting and financial reporting applicable to state and local governmental entities.

Goal – A statement of broad direction, purpose or intent.

Grants - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

Internal Controls – Methods and measures implemented to safeguard assets, provide for accuracy of accounting data, and encourage compliance with policies.

Intermodal - The term “mode” is used to refer to a means of transportation, such as automobile, bus, train, ship, bicycle, and walking. Intermodal refers specifically to the connections between modes. Intermodal is also known as “multimodal.”

Intermodal Centers - A location where various types of transportation modes meet.

Investments – Securities purchased for the generation of income in the form of interest.

Joint Development – Projects undertaken by the public and private sectors in partnership. Usually refers to real estate projects and transit projects undertaken adjacent to, above and /or below each other as a means of financing transit projects with minimal public expense.

Lease – A contract specifying the rental of property. A lease is a contract outlining the terms under which one party (lessee) agrees to rent property owned by another (lessor) for a specific period of time.

LRT – Light Rail Transit - An electric railway with a light volume traffic capacity as compared to heavy rail. Light rail may use shared or exclusive rights-of-way, high or low platform loading, and multi-car trains or single cars. Also known as “streetcar,” “trolley car,” and “tramway.”

Local Match - The portion of funding provided by UTA or other contributors (as opposed to funding provided at the federal level) towards purchase of capital items.

Micro-transit - A form of Demand Responsive Transit. Micro-transit offers flexible routing and flexible scheduling of smaller vehicles to match the change in rider demands. Possible pick-up/drop-off stops are restricted within a geo-fenced area and transit can be provided either as a stop-to-stop service or curb-to-curb service. Micro-transit services fit somewhere between private individual transportation (cars, taxi, and ridesharing) and public mass transit.

MPO – Metropolitan Planning Organization - Local group that selects highway and transit projects to which funds will be granted. The governor designates an MPO in every urbanized area with a population of over 50,000. The primary MPOs in UTA’s transit district are the Wasatch Front Regional Council (WFRC) and the Mountainland Association of Governments, (MAG).

Non-Attainment Area - Areas of the country where air pollution levels persistently exceed the National Ambient Air Quality standards. Attainment/nonattainment are important factors in determining CMAQ grant funding (see CMAQ).

Operating Budget - A plan outlining expenditures and proposed sources of financing current service. The operating budget does not include capital or reserve monies. The principle sources of revenue are operating income, sales tax, investment income, and federal grants. All departments are financed through this budget.

Operating Revenue - Funds the Authority receives as income to pay for ongoing operations. It includes such items as sales taxes, fares, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Expenses - This term refers to expenditures paid to obtain goods or services including items such as payroll, services, supplies, fuel, utilities, insurance, etc. Capital expenditures are not included.

Paratransit - Transportation service, comparable to fixed-route service, required by the Americans with Disabilities Act (ADA) of 1990 for individuals with disabilities who are unable to use fixed-route transportation systems.

Passengers - The number of transit vehicle boardings, including charter and special trips. Each passenger is counted each time that person boards a vehicle.

Passenger Miles - Total number of miles traveled by passengers on a vehicle. (One bus with 10 passengers traveling 10 miles equals 100 passenger miles.)

Peak Hours - Refers to weekday a.m. and p.m. service during commute hours to carry a maximum number of passengers. An example of commute or peak hours could be defined as time between 6 and 9 a.m. in the morning, and between 3 and 6 p.m. at night.

Performance Measures - Data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel - This item includes the cost of all salaries, wages, overtime, and benefits associated with the Authority staff.

PM - Preventative Maintenance Funds - Funding provided by the Federal Transit Administration for preventative maintenance of UTA's fleet.

Policy Document - A statement of organization-wide financial and programmatic policies and goals that address long-term concerns and issues.

Program Budget - A budget that focuses upon the goals and objectives of a Program, rather than upon its organizational budget units or object classes of expenditure.

Rapid Transit – Synonym for fixed guideway public transport (usually rail or bus rapid transit).

Reserve – An account used to indicate the purpose (insurance or capital) for which the Agency's year-end balances may be used.

Revenue – Receipts from the sale of a product or provision of service.

Revenue Hours –Hours a transit vehicle travels while in revenue service. A transit vehicle is in revenue service only when the vehicle is available to the public.

Revenue Miles –Miles a transit vehicle travels while in revenue service. A transit vehicle is in revenue service only when the vehicle is available to the public.

RFP – Request for proposal.

Ridership - The number of passengers using a particular mode of transit.

Rideshare- Transportation, other than public transit, in which more than one person shares in the use of the vehicle, such as a van or car, to make a trip. Rideshare assistance is offered by UTA to promote carpooling and company-sponsored van sharing.

Sales Tax – This tax is levied by the various counties within the service district for the Authority.

Scheduled Miles – Total service scheduled. It is computed from internal planning documents and includes the whole trip (e.g., deadhead, layover/recovery, and actual picking up and discharging of passengers).

STIP – State Transportation Improvement Program - Federally mandated state program covering a four-year span and updated every year. The STIP determines when and if transportation projects will be funded by the state. Projects included in the STIP must be consistent with the long-range transportation plan.

Strategic Plan: UTA's long-term plan for providing transit services to the communities served by the agency. Identifies key elements and strategies to be used in providing such services.

TRAX Light Rail – The UTA light rail system, consisting of the Red (University of Utah to Daybreak), Blue (Downtown to Draper), Green (Airport to West Valley), and S-Line streetcar (Sugar House) lines.

TOD - Transit-oriented Development - A type of development that links land use and transit facilities to support the transit system and help reduce sprawl, traffic congestion, and air pollution. It includes housing, along with complementary public uses (jobs, retail, and services), located at a strategic point along a regional transit system, such as a rail hub or major transit stop.

UDOT – Utah Department of Transportation

Vanpool – A service provided by UTA where the Agency provides the van and a group of 7-15 people with a similar commuting route provide the driver, bookkeeper, and passengers. The group can also be coordinated through the UTA website.

DRAFT

Utah Transit Authority and Community Profile

UTAH TRANSIT AUTHORITY PROFILE

History: The Utah Transit Authority was incorporated on March 2, 1970 under authority of the Utah Public Transit District Act of 1969 to provide a public mass transportation system for Utah communities. The UTA system began operation August 10, 1970 in Salt Lake County with 67 buses.

Today, UTA operates buses, light rail, commuter rail, streetcar, paratransit and vanpools in a 737 square mile service area that stretches over six counties from Payson to Brigham City. The Authority operates in one of the largest geographical service areas of any transit agency in the U.S. and serves a population of over 2.5 million out of nearly 3.1 million people statewide.

**Oversight
and Governance:**

UTA is not a state agency; it is a political subdivision of the State of Utah. It is governed by a 3-member full-time board of trustees. The Governor appoints nominees from the three appointing districts within the UTA service territory to serve as trustees. The names of the nominees are then forwarded to the Senate for confirmation. Once confirmed, an appointee is sworn in as a trustee.

The Governor appointed and the Senate confirmed trustees representing Salt Lake County (four year term) and the district comprised of Davis, Weber, and Box Elder counties (three-year term) and the district comprised of Utah and Tooele counties (two-year term). After these initial staggered terms are completed, board members will serve four-year terms. There are no limits relative to the number of terms a trustee can serve. The Governor appointed the Salt Lake County trustee to serve as Chair of the board of trustees.

The 2018 legislation also created a nine-member local advisory board whose duties include:

- Setting the compensation packages of the board of trustees
- Reviewing, approving, and recommending final adoption by the board of trustees of UTA's service plans at least every two and one-half years
- Reviewing, approving, and recommending final adoption by the board of trustees of project development plans, including funding, for all new capital development projects
- Reviewing, approving, and recommending final adoption by the board of trustees of any plan for a transit-oriented development where UTA is involved
- At least annually, engaging with the safety and security team of UTA to ensure coordination with local municipalities and counties
- Assisting with coordinated mobility and constituent services provided by UTA
- Representing and advocating the concerns of citizens with the public transit district to the board of trustees, and
- Consulting with the board of trustees on certain duties given to the board of trustees.

Local advisory board representation includes: three members appointed by the Salt Lake County council of governments; one member appointed by the Mayor of Salt Lake City; two members appointed by the Utah County council of governments; one member appointed by the Davis County council of governments; one member appointed by the Weber County council of governments; and one member appointed by the councils of governments of Tooele and Box Elder counties. Terms for local advisory board members are indefinite.

Administration: The board hires, sets the salaries, and develops performance targets and evaluations for the Executive Director, Internal Auditor, and any Chief Officer. The Executive Director is charged with certain responsibilities, some of which require coordination with, or providing advice to, the board of trustees. Legal counsel is provided by the Utah Attorney General's Office.

Metropolitan Planning Organizations: The Metropolitan Planning Organizations (MPO) for the Wasatch Front region or urbanized areas are the Wasatch Front Regional Council (WFRC) and the Mountainland Association of Governments (MAG). They are responsible for developing long-range transportation plans for their areas. These plans address highway networks, transit service, airports, bicycling, and pedestrian facilities, and are based on projected population and employment trends. All of UTA and Utah Department of Transportation long-range transportation plans are developed in cooperation with and approved by WFRC and MAG.

Funding: The State of Utah does not provide any operational funding to UTA. The majority of UTA's operational funding comes from the local municipalities and/or counties that have voted to annex to the transit district. Local option sales tax rates as a percentage of one cent by county are as follows.

County	Current Rate
Salt Lake	.78375
Davis	.65000
Weber	.65000
Utah	.62600
Box Elder	.55000
Tooele	.40000

It is projected that in 2019, UTA will receive approximately 18% of the operating cost from passengers as fares paid for service.

UTA receives both formula and discretionary federal funds as authorized by the 2016 FAST Act. Formula funds are allocated through Preventative Maintenance Grants as defined by the National Transit Database.

Discretionary funds are competitive and allow 50% to 80% of the capital costs for light rail, streetcar, commuter rail, and BRT to be paid from federal funds provided that there is a 20% to 50% local match and available ongoing operational funds. These are being used to help fund the Provo-Orem BRT project. UTA may seek

these funds for future projects. Other smaller discretionary funding opportunities are also being pursued.

Appropriations for both formula and discretionary funds are made by Congress on an annual basis.

Service/Fleet Info:

- Service area covers 737 square miles – 85 municipalities are covered from Payson to Brigham City and includes approximately 80% of the state's population
- 6-county area (all or portions of Salt Lake, Utah, Davis, Weber, Box Elder, and Tooele counties).
- 114 bus routes – 6,100 bus stops
- 561 active buses, 182 active paratransit vehicles, and 117 TRAX vehicles, 53 commuter passenger rail vehicles, and 18 commuter locomotives, and 453 vanpool vehicles
- UTA ski service runs from November through Easter seven days a week – including Christmas Day – to four resorts in Big and Little Cottonwood canyons, as well as ski resorts in Provo Canyon and Ogden.

Ridership

- 151,901 average daily weekday (2018)
- 44,176,331 total annual passenger trips (2018)

UTA Services:

- Fixed route bus service
- TRAX (light rail)
- S-Line (streetcar)
- FrontRunner (commuter rail)
- Paratransit (disabled customer service)
- Rideshare (carpooling and vanpooling)
- Ski bus service

Major Projects:

- TRAX 15-mile North/South light rail line completed December 1999.
- University Stadium Extension (Downtown Salt Lake City to University of Utah) TRAX completed December 2001
- Medical Center TRAX Extension (University Stadium to the University Hospital) completed September 2003
- FrontRunner from Salt Lake City to Ogden and Pleasant View completed April 2008
- TRAX Intermodal Hub Extension (Arena Station to Salt Lake Central) completed April 2008
- MAX Bus Rapid Transit: 3500 South (9 miles) completed July 2008
- Mid-Jordan and West Valley TRAX opened August 2011
- FrontRunner South from Provo to Salt Lake City completed December 2012
- Airport TRAX extension completed April 2013
- Draper TRAX extension completed August 2013
- Sugar House Streetcar completed December 2013
- Provo/Orem BRT (10 miles) opened August 2018



COMMUNITY PROFILE

The Authority's Service Area lies in the region commonly referred to as the Wasatch Front. The total U.S. Census Bureau's 2018 estimated population of these six principal counties is approximately 2,508,000, which represents approximately 79.3% of the State's total population.

Salt Lake County - Salt Lake County comprises an area of 764 square miles and accounts for approximately 46% of the population and approximately 58% of the private sector employment of the Service Area. Salt Lake City is the capital and largest city in the State. The principal cities include Salt Lake City, West Valley City, and Sandy City. Due to continuous economic and population growth, most of the cities in Salt Lake County have grown into a single large metropolitan area with Salt Lake City as its commercial center. The county's population increased approximately 12% from 2010 to 2018. The largest employment sectors are retail trade, health care and social assistance, manufacturing, and professional, scientific and technical services. *For Fiscal Year 2018, approximately 64% of total Sales and Use Taxes were collected within Salt Lake County boundaries.*

Utah County - Utah County comprises an area of 1,998 square miles and accounts for approximately 30% of the population and approximately 21% of the private sector employment of the Service Area. The principal cities include the Provo City and Orem City. The county's population increased approximately 20.5% from 2010 to 2018. The largest employment sectors are retail trade, health care and social assistance, education services and construction. *For Fiscal Year 2018, approximately 16.7% of total Sales and Use Taxes were collected within Utah County boundaries.*

Davis County - Davis County comprises an area of 268 square miles and accounts for approximately 14% of the population and approximately 10% of the private sector employment of the Service Area. The principal cities include Bountiful, Clearfield, Clinton, Kaysville, Layton and Syracuse. The county's population increased approximately 14.8% from 2010 to 2018. The largest employment sectors are retail trade, health care and social assistance, manufacturing, and local government. *For Fiscal Year 2018, approximately 9.9% of total Sales and Use Taxes were collected within Davis County boundaries.*

Weber County - Weber County comprises an area of 531 square miles and accounts for approximately 10.2% of the population and approximately 8% of the private sector employment of the Service Area. The principal city is Ogden City. The county's population increased approximately 10.9% from 2010 to 2018. The largest employment sectors are manufacturing, health care and social assistance, retail trade and local government. *For Fiscal Year 2018, approximately 8% of total Sales and Use Taxes were collected within Weber County boundaries.*

Tooele County - The portion of Tooele County served by the Authority includes the cities of Tooele and Grantsville and some unincorporated areas. Tooele County comprises an area of 6,923 square miles (the second largest county in the State) and accounts for approximately 2.8% of the population and approximately 1% of the private sector employment of the Service Area. The principal cities include Tooele City and Grantsville City. The county's population increased approximately 20% from 2010 to 2018. The largest employment sectors are local government, retail trade and transportation and warehousing. *For Fiscal Year 2018, less than 1% of total Sales and Use Taxes were collected within Tooele County boundaries.*

Box Elder County - The portion of Box Elder County served by the Authority includes the cities of Brigham, Perry and Willard and some unincorporated areas. Box Elder County comprises an area of 5,627 square miles (the fourth largest county in the State) and accounts for approximately 2.2% of the population and approximately 2% of the private sector employment of the Service Area. The principal city is Brigham City. The county's population increased approximately 10% from 2010 to 2018. The largest employment sectors are manufacturing, local government, retail trade, and health care and social assistance. *For Fiscal Year 2018, less than 1% of total Sales and Use Taxes were collected within Box Elder County boundaries.*

2020 Draft Budget - Public Comments Received

Feedback Date	First Name	Last Name	Board Comment Type	Customer Comment
11/7/2019	Trent	Florence	2020 Budget Comment Submission	I wanted to let you know I have read thru and reviewed the upcoming year's budget and I most sincerely agree with all of the numbers and new items and proposals which are being brought forward in proposing for new bus purchases and with also making sure the most highest priority mainstream improvement projects are properly planned for and completed within the properly allotted time for completion dates. I really think the improvement projects are really important in and with helping to further strengthen mass transit better and more service efficiency within the Utah services corridors and also helps to guarantee a much more safer riding environment. I also very strongly believe all of Utah needs to work more on figuring out how to cut down on the fixed route service operation gaps for servicing areas and times when passengers could and should normally be able to get and obtain a valued bus ride but do to other operation constraints and cutbacks due to budgeting and ridership and other safety concerns those same guaranteed trips can actually no longer be offered as operable and as public service mass transit times and stops within the fixed route and other services operating areas of the system anymore. I really think all of Utah services corridor operating services needs to work more on the 2019 to 2050 Utah transportation plan and also work on more fixed and paratransit services which can operate on a more guaranteeable service and operating time schedule of more like seven days a week eighteen hours of service delivery between six A.M. and midnight or something of that nature something to that affect. I also very strongly believe Utah also needs to work more on how it can operate microtransiting services into its already congruent operating services it already has as well as how to further more properly collect bus and buspass and mobile online fares for such microtransit services being blended and built into the mass Utah operating full service grid Utah already has in its operating core. At the same time I think also regarding paratransit Utah needs to continue to work on the feasibility of how the ride to go app will work and its true functionality being able to help paratransit riders with their monthly and weekly purchases of paratransit buspasses. I also very strongly believe regarding the price structure between paratransit and fixed route the base one way fare price structure between both the services of fixed route flex routing and traditional Utah paratransit should all actually be set and based at the same price as all fixed route services and all three bus services should be setup to be able to have their riders and passengers be able to purchase one all month long one card discounted buspass instead of having to purchase multiple punchcards for covering the same whole entire month on paratransit services to be extremely restricted to only being able to afford to use only two trips per day due to the limit of punches for say which would be allowed all month on four punchcards. I also very strongly think all of the paratransit sub contractor companies which operate all the different counties could actually very much more effectively be covered by one Utah Paratransit traditional paratransit contractor from Salt Lake County's traditional Paratransit System possibly.
11/12/2019	Brandon	Potter	2020 Budget Comment Submission	I don't know if this is where I should give a comment about routes that need improvement or not, but I am wondering if the 240 bus or 35 to Magna bus could be improved a little at night since the 240 bus gets to Harmon's at 7:22 pm and the 35 will leave 4000 w at 7:25 pm and the 240 arrives at 7:52 and 35 leaves at 7:55 pm the 240 8:52 pm, 9:52 pm and 10:52 pm, the 35 leaves 4000 w at 8:53, 9:53, and 10:53 pm so it doesn't give enough time for the 240 passengers to get on the 35 so they have to miss the bus and have to wait 30 mins. I had to miss the 35 bus a few times.
11/18/2019	Philip	Sauvageau	2020 Budget Comment Submission	Overall the proposed budget captures the needs of the system. I appreciate the inclusion property acquisition between Ogden to Brigham City. It would be good to find a way in the budget for purchasing of land that becomes available adjacent to FrontRunner with willing sellers. If a seller puts property on the market it would be helpful to acquire it before something else gets built on it. The process to add more double track on FrontRunner is a multi year endeavor so the little bits now will help. Also, examine any pre work for train electrification through the north Vineyard double track.
11/18/2019	George	Chapman	2020 Budget Comment Submission	<p>I am against using the new increased taxes for anything other than service increases. Salary of drivers needs to be increased and is not in the budget. A 50% turnover of first year drivers is poor management!</p> <p>UTA should not be cancelling many of their bus buys but should increase buses if they really want to increase service.</p> <p>The Depot Garage project (going over \$100 million) should be scaled back and the outlying garages proposed for later should be rushed forward to decrease the large number of empty deadhead buses.</p> <p>UTA should be spending a lot of money on increasing parking lots which are limiting ridership increases (see Booz Allen Hamilton reports/studies). Vineyard needs a big parking lot before double tracking.</p> <p>UTA should be negotiating with SLCO to decrease fares or implement a \$25 a month pass to increase local bus ridership. Proposals to lower fare to zero will increase the use of UTA by so called undesirables and studies show that that decreases ridership increases.</p>

Feedback Date	First Name	Last Name	Board Comment Type	Customer Comment
				<p>UTA's data shows that frequency needs to be increased on the most used routes like Redwood Road and State Street now. The 1-3% increase in ridership on weekdays with the new service is almost nothing! UTA should be providing direction to SLC on how to appropriately spend their transit dollars instead of wasting them.</p> <p>(UTA should analyze the \$4 million that Salt Lake City is spending on new route 2, 9, 21 service increases as the cost per rider to give a better view of the use of the money. So if the \$4 million added 100 new riders (weekend and weekday) a day, then the cost per rider would be about \$100!)</p> <p>Efforts to buy electric buses should be cut back until their reliability is better.</p> <p>UTA should return to the simple bus stop signs with the time the bus will be scheduled to be at the stop. UTA used to do it. Telling riders to work to find out the time is not service oriented.</p> <p>UTA should not be spending money on bus stop amenity improvements until UTA stops telling drivers to stay 1-4 feet from the curb.</p> <p>Despite ad revenue, putting window wraps on the buses, decreases ridership. The second biggest reason people like buses (after a pleasant driver) is clean windows.</p> <p>The budget includes \$1.4 million for a Clearfield Station trail. But the Station needs parking desperately!</p> <p>Other questionable expenditures includes end of line projects on North Temple and at the University of Utah at \$2.5 million each. Think of the service that \$2.5 million could bring! A more robust bus system does not just increase fare revenue on the new services but also systemwide.</p> <p>There is also a budget line item for a 33/35th South optimization but those funds should be used to expand regular bus service. The 35Max BRT has not increased ridership much over 3200 daily passengers since it started. In my opinion, UTA does not know how to do BRTs. The free BRT in Provo is not comparable. To be considered successful,</p>
11/18/2019	Amy	Huber	2020 Budget Comment Submission	<p>All I want to convey is the increase use of commuter rail over this past year. I have now been riding frontrunner from Layton to Murray for 1 year. I have noticed an increase in use during these busy times and often have full train cars. I am hopeful the budget includes additional funds towards either adding a train car to each train during these high use times, or additional trains. Cosmetically and mechanically the trains could use some TLC as well.</p> <p>One last thing to consider is to expand the weekend coverage of frontrunner for the increasing nightlife available past 10 pm.</p>