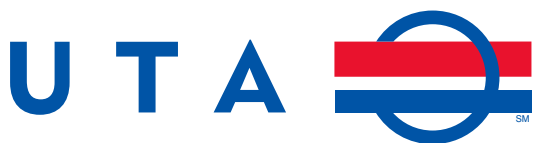


2019
Tentative
Budget



Draft

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Foreword

The tentative 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 2019 Tentative Budget Document has four major areas: Financial Structure, Policy, and Process; Financial Summaries; Capital and Debt; and Department Information.

Section 1, **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 2, **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 2017 actual, 2018 budget, and 2019 tentative 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 3, **Capital and Debt** leads off with UTA’s summary capital budget and is followed with detailed descriptions of capital projects included in the 2019 budget and their effect on the operating budget. UTA’s debt profile and annual debt service payments complete this section.

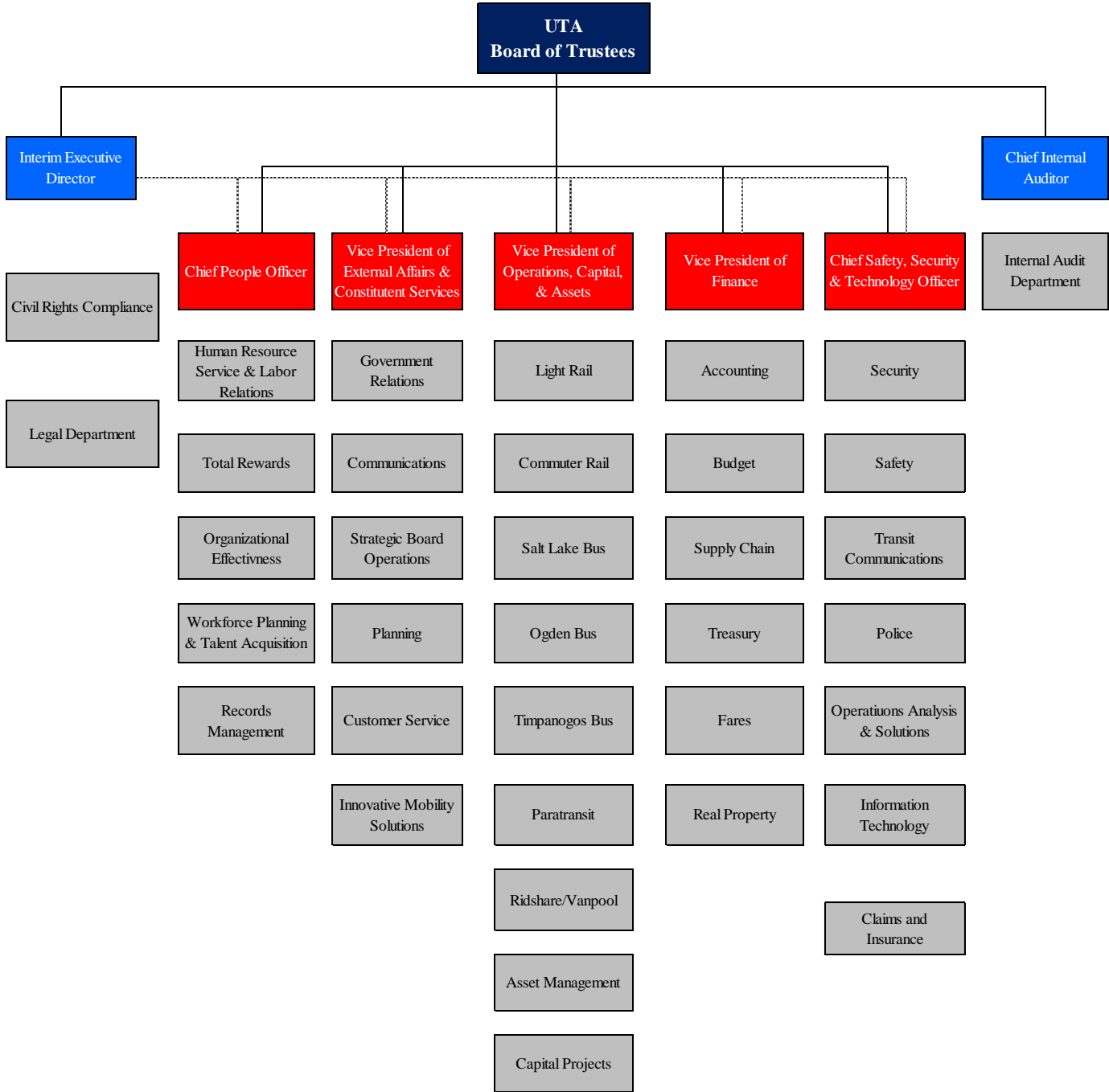
Section 4, **Department Information** begins with a position summary schedule and is followed by department descriptions. They are organized by each individual Executive’s area of responsibility and displays each business unit included in their area. Starting with the Executive Director’s office, each office description contains the following:

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



Financial Structure, Policy and Process





Revised 10/3/2018



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 Center				



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	IT Director	
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	Vice President Finance	
Customer Service	Intermodal Center - SLC	
Public Safety	Intermodal Center - Ogden	
Operations Analysis & Solutions	Budget & Financial Analysis	
Data Quality & Ridership	Innovative Mobility Services	
Safety & Security	Government Relations	
Bus Communications	Public Relations & Marketing	
Culture & Talent Development	Vice President External Affairs	
	Board of Trustees	
	Total Rewards	
	Chief People Officer	
	Human Resources and Labor Relations	
	Talent Acquisition	
	Vice President Operations & Capital	
	Internal Audit	
	Executive Director	
	Legal	
	Civil Rights	
	Corporate Support	

Within the capital budget, expenses are tracked by Provo-Orem BRT (a new bus rapid transit system being constructed in Utah County), 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 discounts



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 in serviced municipalities, 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	0.6875% (0.7875% effective July 1, 2019)
Davis County	0.6500%
Weber County	0.6500%
Box Elder County	0.5500%
Utah County	0.5260%
Tooele County	0.4000%

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.

Under the Governmental Immunity Act, the maximum statutory liability in any one accident is \$2,455,900 for incidents occurring after July 1, 2016. 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.

- *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.

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.

The Authority adopts its annual budget in December of the preceding year based on recommendations of staff and the Board’s Finance and Audit Committee.

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 – BUSINESS ADMINISTRATION**

Section 1 Fiscal Year

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

Section 2 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 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 3 Tentative Budget

- A. Within 30 days after it is approved by the Board, and at least 30 days before the Board adopts its final budget, the Board shall send a copy of the tentative budget, a signature sheet, and notice of the time and place for a budget hearing to the chief administrative officers and legislative bodies of each municipality and unincorporated county area within the district of the Authority.
- B. Within 30 days after it is approved by the Board and at least 30 days before the Board adopts its final budget, the Board shall send a copy of the tentative budget to the governor and the Legislature for examination and comment.

Section 4 Final Budget

- A. Before the first day of each fiscal year, the Board shall adopt the final budget by an affirmative vote of a majority of all trustees. Copies of the final budget shall be filed in the office of the Authority. If for any reason the Board shall not have adopted the final budget on or before the first day of any fiscal year, the tentative budget for such year, if approved by formal action of the Board, shall be deemed to be in effect for such fiscal year until the final budget for such fiscal year is adopted.
- B. The Board may, by an affirmative vote of a majority of all trustees, adopt an amended final budget when reasonable and necessary, subject to any contractual conditions or requirements existing at the time the need for such amendment arises.

Section 5 Annual Audit Report

- A. 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. The audit shall be performed by an independent certified public accounting firm selected by the 16 member 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 Board may cause other audits to be made by the Chief Internal Auditor or an independent auditor.
- B. As soon as practicable, but no later than 30 days after its presentation to the Board, the Board shall submit to the chief administrative officers and legislative bodies of each municipality and unincorporated county area within the district of the Authority a copy of its annual audit report.

Utah's Debt Enabling Statute for Independent Special Districts (UTA) 17A-2-1035 Limitation on indebtedness of district

Districts may not incur any indebtedness, which exceeds in the aggregate 3% of the fair market value of all real and personal property in the district. Within the meaning of this section, "indebtedness" includes all forms of debt which the district is authorized to incur by this part or by any other law. Bonds issued that are payable solely from revenues derived from the operation of all or part of the district facilities may not be included as indebtedness of the district for the purpose of the computation.

Executive Limitations Policy No. 2.1.8 Service Sustainability Reserve Fund April 22, 2015

The President/CEO shall, at the direction of the Board of Trustees, establish a reserve fund equal to 5% of the Authority's annual budget (the "Reserve Fund"). The President/CEO shall not fail to:

1. Create a Reserve Fund in a separate account from a portion of the Capital Reserve that is available in excess of the amount anticipated in the annual budget each year until the reserve is fully funded. The amount to be contributed will be determined after review of the annual budget results with the Board of Trustees with the goal of the Reserve Fund being fully funded. Report to the Board of Trustees' Finance & Operations and Planning Development Committees information as to the use of the Reserve Fund that will include the details concerning the extraordinary circumstances causing the revenue shortfall or cost overrun and indicating the amount and the budget year against which the funds are to be applied.
2. Use the Reserve Fund to preserve service levels when the Authority is facing a revenue shortfall or cost overrun due to extraordinary circumstances, such as an economic downturn or rapid rise in fuel prices or any combination of such events.
3. Transfer Funds or use the Reserve Fund as he deems appropriate and necessary and do so without prior authorization of the Board of Trustees.
4. Replenish the Reserve Fund when it is used as provided for by this Policy.



Executive Limitations Policy No. 2.3.2
Financial Conditions and Activities
June 25, 2003

Financial conditions and activities shall not incur financial jeopardy for Utah Transit Authority (“Authority”), nor deviate from the Board’s Ends policies. Accordingly, the General Manager shall not:

1. Incur debt for the Authority without prior Board approval.
2. Use any long term reserves without prior Board approval.
3. Fail to reduce current year expenditures when current year revenues are below the current year budgeted revenues.
4. Make contributions from Authority funds except for purposes that enhance the objectives of public transit.
5. Violate laws, regulations, generally accepted accounting principles (GAAP), rulings or policies regarding financial conditions and activities.

Executive Limitations Policy No. 2.3.3
Budgeting
June 21, 2014

Budgeting for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board’s Ends priorities, risk fiscal jeopardy, or fail to be derived from the five year plan. In addition, the General Manager shall not:

1. Fail to budget funds as are necessary for the successful, efficient, and prudent operation of the Utah Transit Authority.
2. Fail to include credible projections of revenues and expenses, separation of capital and operational items, beginning and ending balances, and disclosure of planning assumptions.
3. Fail to budget to meet all bond covenants and debt obligations.
4. Fail to expend in any one fiscal year only such funds as are reasonably projected to be available in that period.
5. Fail to maintain a working capital reserve of at least 9.33% (one month expense plus 1%) of annual budget operating expenses.
6. Fail to establish adequate cash reserves for: debt service reserve funds, debt service funds, risk contingency funds for the Authority’s self-insurance program, reserve funds as may be required by law or by contract, or other specific purpose funds as directed by the Board.

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 2019 is included at the end of this section.

Budget Process: A standing committee appointed and designated by the Board shall be responsible for development of the annual budget of the Authority. Currently the assignment for the development of the budget has been assigned to the Board Finance and Audit Committee. The Executive Director and Vice President Finance, with the advice and counsel of the appointed committee, shall prepare annually a preliminary budget for the ensuing year including operation, maintenance, administration expenses, debt service, and capital expenditures.

The yearly process starts in June with the Financial Planning Manager assessing federal funding, economics, taxes, labor, and political trends and developing a revenue projection based on this information.

During July the Financial Planning Manager develops the budget preparation instructions. UTA staff review current projects, capital equipment needs, and pending orders.

The Financial Planning Manager meets with the manager and officers of each Business Unit Manager and Department to present the Capital Budget Preparation Instructions and reviews guidelines for preparing the Departments Operational Guide and Capital Equipment Request.

By late August each department prepares an operating budget and capital needs request, consistent with and linking to the Board strategic plan. Using that information, the Financial Planning Manger develops preliminary operating and capital budgets. The Executive Team then reviews the items. Capital items that are requested will be added to the capital budget based on need (as determined by the Executive Team) and funding available through outside funding such as grants, local partners, leasing, etc.

In October, the Executive Director presents the 2019 tentative budget to the Board’s Finance and Audit Committee, which reviews the 2019 tentative budget and approves subsequent presentation of the tentative budget to the Board. Once the tentative budget is approved by the Board, it is sent to the Governor’s Office, State Legislature and Local Governments for a 30-day comment period. The Financial Planning Manager makes recommended changes as directed by the Executive Director to arrive at the 2019 Final Budget. The Board of Trustees considers the 2019 Final Budget at their December meeting.

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 2019 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.

2019 UTAH TRANSIT AUTHORITY BUDGET PREPARATION SCHEDULE

<u>Task</u>	<u>Completion Date</u>
Budget Staff provide operating and capital budget preparation instructions to business unit managers via on-site department meetings.	July 17, 2018
Department directors provide their operating budget by department by account to Budget Staff. Capital Development provides the draft 2019 capital plan, including 2018 carryforward projects, to the Vice President Finance.	August 27, 2018
Executive team evaluates proposed 2019 Tentative Budget and effects on the Transit Financial Plan.	Sept. 4, 2018
Finance & Audit Committee reviews 2019 Budget direction.	Sept. 19, 2018
Executive team reviews changes to 2019 Tentative Budget.	Sept. 25, 2018
Budget staff update the Transit Financial Plan using the 2019 Tentative Budget.	Sept. 26, 2018
Staff prepares tentative budget document and mails to Board of Trustees.	October 3, 2018
Finance & Audit Committee reviews 2019 Tentative Budget.	October 10, 2018
Board of Trustees reviews and approves 2019 Tentative Budget at Board meeting. Time is set for public hearing at November Board meeting.	October 24, 2018
Budget Review and Comment Period	Nov. 1-30, 2018
Board of Trustees holds public hearing on 2019 Budget.	Nov. 14, 2018
Board of Trustees considers approval of the 2019 Final Budget.	December 12, 2018
Staff submits Final Budget to State Auditor.	January 9, 2019
Staff prepares, prints and distributes Budget Document and Strategic Plan to Policy Forum, Board, and Operating Departments.	January 9, 2019



Financial Summaries



Combined 2019 Tentative Budget

	Operating	Capital	Total
Revenue			
Sales Tax	\$ 311,796,000	\$ -	\$ 311,796,000
Federal Preventative Maintenance	66,188,000	-	66,188,000
Passenger Revenue	53,420,000	-	53,420,000
Advertising	2,467,000	-	2,467,000
Investment Income	8,582,000	-	8,582,000
Other Revenues	3,525,000	-	3,525,000
Salt Lake City	3,871,000	-	3,871,000
Utah County	2,500,000	-	2,500,000
Motor Vehicle Registration	1,893,000	-	1,893,000
Capital Grants	-	39,989,000	39,989,000
Local Contributions	-	10,709,000	10,709,000
State Contribution	-	4,427,000	4,427,000
Lease Financing	-	10,090,000	10,090,000
Total Revenue	454,242,000	65,215,000	519,457,000
Expense by Function			
Bus	104,577,000	-	104,577,000
Commuter Rail	29,064,000	-	29,064,000
Light Rail	49,906,000	-	49,906,000
Paratransit Service	23,353,000	-	23,353,000
Rideshare/Vanpool	3,221,000	-	3,221,000
Operations Support	48,716,000	-	48,716,000
General & Administrative	33,582,000	-	33,582,000
Salt Lake County	11,479,000	-	11,479,000
Non-operating	6,083,000	-	6,083,000
Debt Service	144,261,000	-	144,261,000
Capital	-	125,403,000	125,403,000
Total Expense by Function	454,242,000	125,403,000	579,645,000
Estimated Beginning Fund Balance, January 1	206,018,000	60,188,000	266,206,000
Contributions to Reserves Included in Budget	25,119,245	-	25,119,245
Estimated Ending Fund Balance, December 31	\$ 231,137,245	\$ -	\$ 231,137,245

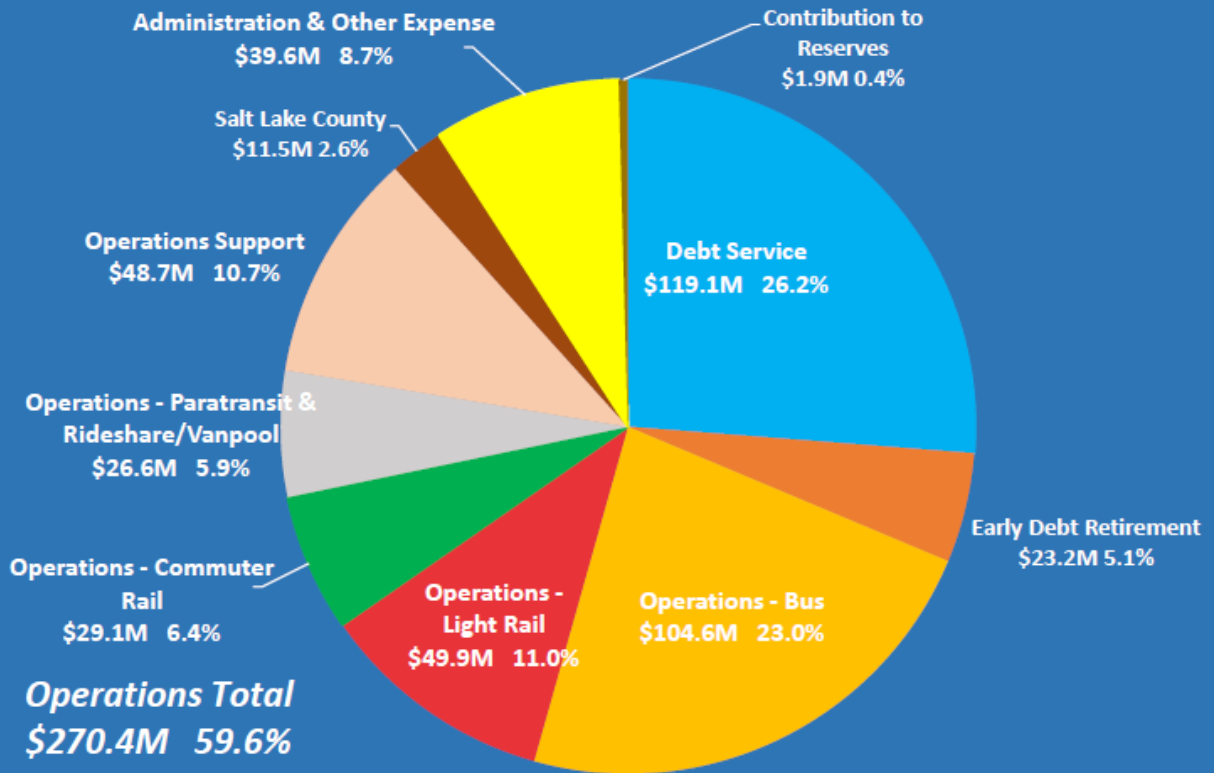
2019 Operating Budget

	Actual 2017	2018 Budget	Tentative Budget 2019
Revenue			
Sales Tax	\$ 265,770,775	\$ 278,909,000	\$ 311,796,000
Federal Preventative Maintenance	62,313,994	60,827,000	66,188,000
Passenger Revenue	52,159,203	50,337,000	53,420,000
Advertising	2,366,667	2,483,000	2,467,000
Investment Income	2,873,787	3,732,000	8,582,000
Other Revenues	3,954,893	4,865,000	3,525,000
Salt Lake City	-	-	3,871,000
Utah County	-	-	2,500,000
Motor Vehicle Registration	-	1,907,000	1,893,000
Total Revenue	389,439,319	403,060,000	454,242,000
Operating Expense			
Bus	88,928,063	97,522,000	104,577,000
Commuter Rail	26,014,229	27,375,000	29,064,000
Light Rail	46,881,375	48,964,000	49,906,000
Paratransit Service	19,572,367	23,010,000	23,353,000
Rideshare/Vanpool	2,313,313	3,210,000	3,221,000
Operations Support	41,932,571	45,154,000	48,716,000
General & Administrative	26,537,509	32,394,000	33,582,000
Salt Lake County	-	-	11,479,000
Total Operating Expense	252,179,427	277,629,000	303,898,000
Non-Operating Expense			
Planning/Real Estate/Major Program Development	5,555,198	5,505,000	6,083,000
Total Non-operating Expense	5,555,198	5,505,000	6,083,000
Debt Services			
Principal and interest	100,443,688	113,977,000	119,141,755
Contributions to Operating Reserves	-	-	1,921,000
Contribution to Early Debt Retirement Reserve	-	5,949,000	23,198,245
Total Debt Service	100,443,688	119,926,000	144,261,000
Total Expense	\$ 358,178,313	\$ 403,060,000	\$ 454,242,000



2019 Tentative Budget

Operation Expenses \$454.2M



2019 Tentative Operating Budget by Cost Center

	Operations		Operations		Maintenance		Admin.		Total
<u>Bus Service</u>									
Salt Lake	\$	37,873,772	\$	21,405,135	\$	1,029,474	\$	60,308,381	
Ogden		13,230,859		8,114,234		465,058		21,810,151	
Timpanogos		10,139,775		6,900,761		484,428		17,524,964	
Transit Dispatch		-		-		-		1,592,478	
Operations Planning		-		-		-		850,812	
Salt Lake City								2,490,000	
Total Bus Service	\$	61,244,406	\$	36,420,130	\$	1,978,960	\$	104,576,786	
<u>Light Rail</u>									
Light Rail	\$	16,441,614	\$	16,995,238	\$	2,725,187	\$	36,162,039	
Maintenance of Way								13,743,827	
Total Light Rail	\$	16,441,614	\$	16,995,238	\$	2,725,187	\$	49,905,866	
<u>Commuter Rail</u>									
Commuter Rail	\$	8,281,566	\$	15,633,390	\$	568,068	\$	24,483,024	
Maintenance of Way								4,581,276	
Total Commuter Rail	\$	8,281,566	\$	15,633,390	\$	568,068	\$	29,064,300	
<u>Paratransit</u>									
Paratransit	\$	14,739,075	\$	4,926,901	\$	2,183,598	\$	21,849,574	
Mobility Management								1,068,594	
Salt Lake City								435,000	
Total Paratransit	\$	14,739,075	\$	4,926,901	\$	2,183,598	\$	23,353,168	
<u>Rideshare/Van Pool</u>									
Van Pools							\$	3,058,508	
Rideshare Admin.								162,630	
Total Rideshare/Van Pool							\$	3,221,138	
Total Operations							\$	210,121,258	



2019 Tentative Operating Budget by Cost Center

Operations Support			
Vice President Operations, Capital & Assets			
Facilities			\$ 14,727,052
Support Maintenance			3,996,816
Asset Management - State of Good Repair			981,852
Ticket Vending Machine Maintenance			474,430
Fleet Engineering			351,752
Vehicle Disposal			500
Total Vice President Operations, Capital & Assets			\$ 20,532,402
Chief of Safety, Security and Technology			
Public Safety			\$ 9,661,993
Safety & Security			2,284,541
Operations Analysis & Solutions			1,700,662
Radio & Rail Communications			1,018,142
Bus Communications			996,544
Data Quality & Ridership			497,944
Total Chief of Safety, Security and Technology			\$ 16,159,826
Vice President Finance			
Supply Chain - Warehousing			\$ 2,330,309
Supply Chain - Purchasing			1,997,898
Farebox Service			775,078
Fare Strategy & Operations			492,832
Total Vice President Finance			\$ 5,596,117
Chief People Office			
Culture & Talent Development			\$ 2,920,853
Vice President External Affairs			
Customer Service			\$ 2,841,863
Salt Lake City service			665,000
Total Operations Support			\$ 48,716,061



2019 Tentative Operating Budget by Cost Center

Administration			
Chief of Safety, Security and Technology			
IT Director			\$ 4,731,936
Risk Management			2,939,698
Network Support			2,642,043
Applications Support			2,125,375
Application Development			1,383,648
Communications & Deployment			778,315
Quality Assurance			169,223
Total Chief of Safety, Security and Technology			\$ 14,770,238
Vice President External Affairs			
Public Relations & Marketing			\$ 2,792,424
Board of Trustees			1,340,984
Government Relations			761,292
Vice President External Affairs			718,668
Innovative Mobility Services			604,500
Total Vice President External Affairs			\$ 6,217,868
Executive Director			
Legal			\$ 2,461,344
Executive Director			1,394,416
Civil Rights			460,086
Corporate Support			122,144
Total Executive Director			\$ 4,437,990
Chief People Officer			
Chief People Officer			\$ 1,292,342
Talent Acquisition			940,042
Human Resources and Labor Relations			792,178
Total Rewards			787,824
Total Chief People Officer			\$ 3,812,386
Vice President Finance			
Accounting			\$ 1,596,713
Product Development & Sales			657,724
Vice President Finance			583,845
Budget & Financial Analysis			323,903
Fares Director			168,000
Intermodal Center - SLC			86,000
Intermodal Center - Ogden			35,500
Total Vice President Finance			\$ 3,451,685
Internal Audit			454,902
Vice President Operations, Capital & Assets			436,874
Total Administration			\$ 33,581,943
Salt Lake County			\$ 11,479,000
Total Operating Expense in 2019 Tentative Budget			\$ 303,898,262
Non-Operating			
Planning			\$ 2,725,968
Capital Projects & Development			2,032,382
Real Estate			1,324,222
Total Non-Operating			\$ 6,082,572

Utah Transit Authority 2019 Tentative Operating Budget By Line Item

Line Item	Bus	Light Rail	Commuter Rail	Paratransit	Vanpool	Total Operations
Labor	\$ 56,256,173	\$ 27,824,805	\$ 11,389,726	\$ 10,184,006	\$ 576,876	\$ 106,231,586
Fringes	27,929,076	12,529,852	4,929,519	5,042,058	260,616	50,691,121
Total Labor & Fringes	<u>84,185,249</u>	<u>40,354,657</u>	<u>16,319,245</u>	<u>15,226,064</u>	<u>837,492</u>	<u>156,922,707</u>
Services	619,239	2,084,412	932,619	480,832	46,766	4,163,868
Fuel & Lubricants	10,585,501	234,882	6,543,798	1,244,570	894,000	19,502,751
Maintenance Items	-	-	-	-	470,664	470,664
Tires and Tubes	1,726,927	-	-	194,645	-	1,921,572
Parts	3,635,315	10,736,250	3,174,625	391,417	-	17,937,607
Supplies	798,865	1,060,506	498,838	157,552	19,150	2,534,911
Tools	114,591	235,345	50,280	6,020	-	406,236
Utilities	69,827	5,430,401	1,828,277	19,886	7,920	7,356,311
Insurance	-	-	-	-	918,592	918,592
Travel & Meetings	244,648	272,332	119,870	85,750	10,750	733,350
Leases	-	-	-	-	-	-
Media Costs	-	-	-	-	-	-
Warranty Scrap Recoveries	(143,845)	(800,000)	(87,158)	-	-	(1,031,003)
Purchased Services	-	-	-	5,341,046	-	5,341,046
Contingency	-	-	-	-	-	-
Other	250,469	145,640	51,448	5,950	15,804	469,311
Total Other Operating costs	<u>17,901,537</u>	<u>19,399,768</u>	<u>13,112,597</u>	<u>7,927,668</u>	<u>2,383,646</u>	<u>60,725,216</u>
Total Operations and Maintenance	<u>102,086,786</u>	<u>59,754,425</u>	<u>29,431,842</u>	<u>23,153,732</u>	<u>3,221,138</u>	<u>217,647,923</u>
Less:						
Expenses Capitalized	-	(9,848,559)	(367,542)	-	-	(10,216,101)
Federal Funds	-	-	-	(235,564)	-	(235,564)
Net Operations and Maintenance	<u>102,086,786</u>	<u>49,905,866</u>	<u>29,064,300</u>	<u>22,918,168</u>	<u>3,221,138</u>	<u>207,196,258</u>
Add Salt Lake City service	2,490,000	-	-	435,000	-	2,925,000
Add Salt Lake County	-	-	-	-	-	-
Tentative 2019 Operating Budget	<u>\$ 104,576,786</u>	<u>\$ 49,905,866</u>	<u>\$ 29,064,300</u>	<u>\$ 23,353,168</u>	<u>\$ 3,221,138</u>	<u>\$ 210,121,258</u>



Utah Transit Authority 2019 Tentative Operating Budget By Line Item

Line Item	Total Operations	Operations Support	General & Administration	Non- Operating	Total
Labor	\$ 106,231,586	\$ 25,605,881	\$ 13,625,147	\$ 2,984,190	\$ 148,446,804
Fringes	50,691,121	11,909,910	5,491,497	1,171,788	69,264,316
Total Labor & Fringes	<u>156,922,707</u>	<u>37,515,791</u>	<u>19,116,644</u>	<u>4,155,978</u>	<u>217,711,120</u>
Services	4,163,868	3,478,931	8,515,038	2,279,134	18,436,971
Fuel & Lubricants	19,502,751	384,325	5,538	7,200	19,899,814
Maintenance Items	470,664	-	-	-	470,664
Tires and Tubes	1,921,572	-	-	-	1,921,572
Parts	17,937,607	1,679,665	-	-	19,617,272
Supplies	2,534,911	1,380,068	510,676	47,050	4,472,705
Tools	406,236	137,420	-	-	543,656
Utilities	7,356,311	3,887,586	663,985	14,800	11,922,682
Insurance	918,592	-	2,319,820	-	3,238,412
Travel & Meetings	733,350	341,425	541,299	31,900	1,647,974
Leases	-	-	-	160,000	160,000
Media Costs	-	-	555,000	-	555,000
Warranty Scrap Recoveries	(1,031,003)	-	-	-	(1,031,003)
Purchased Services	5,341,046	-	-	-	5,341,046
Contingency	-	-	1,020,000	-	1,020,000
Other	469,311	49,028	417,443	58,150	993,932
Total Other Operating costs	<u>60,725,216</u>	<u>11,338,448</u>	<u>14,548,799</u>	<u>2,598,234</u>	<u>89,210,697</u>
Total Operations and Maintenance	<u>217,647,923</u>	<u>48,854,239</u>	<u>33,665,443</u>	<u>6,754,212</u>	<u>306,921,817</u>
Less:					
Expenses Capitalized	(10,216,101)	(803,178)	(83,500)	(671,640)	(11,774,419)
Federal Funds	(235,564)	-	-	-	(235,564)
Net Operations and Maintenance	<u>207,196,258</u>	<u>48,051,061</u>	<u>33,581,943</u>	<u>6,082,572</u>	<u>294,911,834</u>
Add Salt Lake City service	2,925,000	665,000	-	-	3,590,000
Add Salt Lake County	-	-	-	-	11,479,000
Tentative 2019 Operating Budget	<u>\$ 210,121,258</u>	<u>\$ 48,716,061</u>	<u>\$ 33,581,943</u>	<u>\$ 6,082,572</u>	<u>\$ 309,980,834</u>

UTAH TRANSIT AUTHORITY OPERATING BUDGET 2019

	Actual 2017	Budget 2018	Budget 2019
*** UTA BUS DETAIL ***			
*** BUS OPERATIONS ***			
LABOR	\$ 36,048,306	\$ 38,817,045	\$ 40,230,235
FRINGES	17,634,435	18,680,280	20,471,198
SERVICES	189,064	244,144	244,952
FUEL AND LUBRICANTS	39,348	52,000	34,375
SUPPLIES	136,230	148,576	160,869
UTILITIES	47,915	47,500	33,500
TRAVEL & MEETINGS	24,326	19,435	40,693
OTHER	10,201	255,435	28,584
* TOTAL BUS OPERATIONS *	54,129,825	58,264,415	61,244,406
*** BUS MAINTENANCE ***			
LABOR	11,752,854	12,496,938	13,316,022
FRINGES	5,574,270	5,823,933	6,245,496
SERVICES	392,827	268,732	277,009
FUEL AND LUBRICANTS	7,185,640	9,311,459	10,543,576
TIRES AND TUBES	1,488,162	1,690,300	1,726,927
PARTS	3,532,871	3,995,581	3,635,315
SUPPLIES	534,365	579,804	544,116
TOOLS	131,477	103,886	114,591
UTILITIES	18,249	17,967	15,023
TRAVEL & MEETINGS	65,720	86,165	104,080
WARRANTY SCRAP RECOVERIES	(187,819)	(222,598)	(143,845)
OTHER	(31,995)	257,147	41,820
* TOTAL BUS MAINTENANCE *	30,456,620	34,409,315	36,420,130
*** TOTAL BUS SERVICE***	84,586,445	92,673,730	97,664,536
EXPENSES CAPITALIZED	(48,097)	0	0
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	(48,097)	0	0
*** NET BUS SERVICE ***	84,538,348	92,673,730	97,664,536
*** ADMINISTRATIVE SUPPORT***			
LABOR	2,689,594	2,789,484	2,709,916
FRINGES	682,278	1,277,292	1,212,382
SERVICES	162,521	330,099	97,278
FUEL AND LUBRICANTS	5,959	5,400	7,550
SUPPLIES	143,965	83,600	93,880
UTILITIES	23,230	22,000	21,304
TRAVEL & MEETINGS	50,809	93,157	99,875
OTHER	163,987	247,501	180,065
* TOTAL ADMINISTRATIVE SUPPORT *	3,922,343	4,848,533	4,422,250
*** TOTAL UTA BUS***	88,460,691	97,522,263	102,086,786
EXPENSES CAPITALIZED	(1,273)	0	0
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	(1,273)	0	0
*** NET UTA BUS ***	\$ 88,459,418	\$ 97,522,263	\$ 102,086,786

**UTAH TRANSIT AUTHORITY
OPERATING BUDGET
2019**

	Actual 2017	Budget 2018	Budget 2019
*** LIGHT RAIL SERVICE DETAIL ***			
*** LIGHT RAIL OPERATIONS ***			
LABOR	\$ 10,238,932	\$ 10,566,871	\$ 11,215,614
FRINGES	4,743,576	5,069,833	5,224,320
SERVICES	71,098	72,500	88,500
FUEL AND LUBRICANTS	44,270	50,000	50,000
SUPPLIES	106,456	111,000	146,500
UTILITIES	37,746	32,000	30,000
TRAVEL & MEETINGS	44,231	24,000	28,000
OTHER	2,174	6,000	22,000
* TOTAL RAIL OPERATIONS *	<u>15,288,484</u>	<u>15,932,204</u>	<u>16,804,934</u>
*** LIGHT RAIL VEHICLE MAINTENANCE ***			
LABOR	8,321,316	9,129,702	9,833,382
FRINGES	3,742,602	4,181,205	4,342,812
SERVICES	644,496	844,120	1,013,162
FUEL AND LUBRICANTS	54,555	84,788	46,744
PARTS	11,785,101	10,217,000	10,518,750
SUPPLIES	470,812	605,438	725,250
TOOLS	100,397	334,650	203,845
UTILITIES	14,539	18,080	17,600
TRAVEL & MEETINGS	25,820	48,292	153,882
WARRANTY SCRAP RECOVERIES	(1,390,456)	(1,100,000)	(800,000)
OTHER	(7,312)	(200)	13,800
* TOTAL RAIL MAINTENANCE *	<u>23,761,871</u>	<u>24,363,075</u>	<u>26,069,227</u>
*** MAINTENANCE OF WAY ***			
LABOR	4,189,058	4,599,554	5,157,957
FRINGES	1,853,476	2,068,889	2,242,900
SERVICES	389,087	510,000	680,250
FUEL AND LUBRICANTS	119,128	146,250	137,138
PARTS	359,587	244,500	217,500
SUPPLIES	201,326	139,875	143,756
TOOLS	82,235	30,000	31,500
UTILITIES	4,933,319	5,818,642	5,367,801
TRAVEL & MEETINGS	32,316	39,188	57,375
WARRANTY SCRAP RECOVERIES	0	0	0
OTHER	4,068	1,500	18,900
* TOTAL MAINTENANCE OF WAY *	<u>12,163,600</u>	<u>13,598,398</u>	<u>14,055,077</u>
*** TOTAL LIGHT RAIL SERVICE***	51,213,956	53,893,677	56,929,238
EXPENSES CAPITALIZED	(6,964,137)	(7,608,933)	(9,748,559)
FEDERAL PLANNING FUNDS			
TOTAL OFFSETTING FUNDS	<u>(6,964,137)</u>	<u>(7,608,933)</u>	<u>(9,748,559)</u>
*** NET LIGHT RAIL SERVICE ***	44,249,819	46,284,744	47,180,679
*** ADMINISTRATIVE SUPPORT***			
LABOR	1,413,117	1,514,664	1,617,852
FRINGES	610,826	664,680	719,820
SERVICES	245,889	375,000	302,500
FUEL AND LUBRICANTS	732	800	1,000
SUPPLIES	55,922	45,000	45,000
UTILITIES	18,370	21,000	15,000
TRAVEL & MEETINGS	18,467	22,000	33,075
OTHER	43,366	95,840	90,940
* TOTAL ADMINISTRATIVE SUPPORT	<u>2,406,689</u>	<u>2,738,984</u>	<u>2,825,187</u>
TOTAL LIGHT RAIL SERVICES	46,656,508	49,023,728	50,005,866
EXPENSES CAPITALIZED	(61,130)	(60,000)	(100,000)
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	<u>(61,130)</u>	<u>(60,000)</u>	<u>(100,000)</u>
*** NET LIGHT RAIL SERVICES ***	\$ 46,595,378	\$ 48,963,728	\$ 49,905,866

UTAH TRANSIT AUTHORITY OPERATING BUDGET 2019

	Actual 2017	Budget 2018	Budget 2019
*** COMMUTER RAIL SERVICE DETAIL ***			
*** COMMUTER RAIL OPERATIONS ***			
LABOR	\$ 5,248,086	\$ 5,350,740	\$ 5,700,993
FRINGES	2,222,441	2,292,761	2,399,190
SERVICES	48,228	56,000	49,000
FUEL AND LUBRICANTS	26,137	20,957	30,000
SUPPLIES	68,468	71,019	69,000
UTILITIES	40,123	35,600	30,000
TRAVEL & MEETINGS	20,468	26,600	28,675
OTHER	238	400	8,500
* TOTAL RAIL OPERATIONS *	<u>7,674,189</u>	<u>7,854,077</u>	<u>8,315,358</u>
*** COMMUTER RAIL VEHICLE MAINTENANCE ***			
LABOR	1,973,267	3,452,155	3,686,130
FRINGES	858,306	1,538,328	1,653,012
SERVICES	2,760,418	506,548	634,869
FUEL AND LUBRICANTS	4,867,410	5,730,821	6,467,985
PARTS	2,702,911	2,981,009	3,100,000
SUPPLIES	419,970	388,472	326,919
TOOLS	36,836	100,000	39,780
UTILITIES	7,038	9,189	8,510
TRAVEL & MEETINGS	5,129	24,500	31,070
WARRANTY SCRAP RECOVERIES	(65,647)	(80,153)	(87,158)
OTHER	318	500	2,273
* TOTAL RAIL MAINTENANCE *	<u>13,565,955</u>	<u>14,651,369</u>	<u>15,863,390</u>
*** MAINTENANCE OF WAY ***			
LABOR	1,396,353	1,533,185	1,719,319
FRINGES	617,825	689,630	747,633
SERVICES	129,696	170,000	226,750
FUEL AND LUBRICANTS	39,709	48,750	45,713
PARTS	120,947	81,500	74,625
SUPPLIES	67,109	46,625	47,919
TOOLS	27,412	10,000	10,500
UTILITIES	1,644,440	1,939,547	1,789,267
TRAVEL & MEETINGS	10,772	13,063	19,125
WARRANTY SCRAP RECOVERIES	0	0	0
OTHER	271	500	4,175
* TOTAL MAINTENANCE OF WAY *	<u>4,054,534</u>	<u>4,532,799</u>	<u>4,685,026</u>
*** TOTAL COMMUTER RAIL SERVICE***	25,294,678	27,038,245	28,863,774
EXPENSES CAPITALIZED	(42,626)	(259,884)	(367,542)
FEDERAL PLANNING FUNDS			
TOTAL OFFSETTING FUNDS	<u>(42,626)</u>	<u>(259,884)</u>	<u>(367,542)</u>
*** NET COMMUTER RAIL SERVICE ***	25,252,051	26,778,361	28,496,232
*** ADMINISTRATIVE SUPPORT***			
LABOR	189,914	278,760	283,284
FRINGES	127,978	142,920	129,684
SERVICES	291,040	23,000	22,000
FUEL AND LUBRICANTS	42	100	100
SUPPLIES	43,652	52,500	55,000
UTILITIES	477	1,000	500
TRAVEL & MEETINGS	8,654	13,000	41,000
OTHER	10,240	85,568	36,500
* TOTAL ADMINISTRATIVE SUPPORT	<u>671,995</u>	<u>596,848</u>	<u>568,068</u>
TOTAL COMMUTER RAIL SERVICES	25,924,046	27,375,209	29,064,300
EXPENSES CAPITALIZED	0	0	0
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	<u>0</u>	<u>0</u>	<u>0</u>
*** NET COMMUTER RAIL SERVICES ***	\$ 25,924,046	\$ 27,375,209	\$ 29,064,300

**UTAH TRANSIT AUTHORITY
OPERATING BUDGET
2019**

	Actual 2017	Budget 2018	Budget 2019
*** PARATRANSIT SERVICE DETAIL ***			
*** PARATRANSIT OPERATIONS ***			
LABOR	\$ 6,051,638	\$ 6,402,861	\$ 6,409,546
FRINGES	2,908,856	3,134,721	3,141,492
SERVICES	59,930	66,504	53,855
FUEL AND LUBRICANTS	2,031	3,000	3,000
SUPPLIES	40,001	18,000	17,200
UTILITIES	3,590	4,000	4,500
TRAVEL & MEETINGS	12,978	10,000	4,000
OTHER	4,441	1,000	0
* TOTAL PARATRANSIT OPERATIONS *	9,083,467	9,640,086	9,633,593
*** PARATRANSIT MAINTENANCE ***			
LABOR	1,817,673	1,965,173	2,003,820
FRINGES	886,270	943,519	941,214
SERVICES	52,416	79,357	64,357
FUEL AND LUBRICANTS	728,485	1,181,551	1,241,570
TIRES/TUBES	182,975	185,776	194,645
PARTS	274,123	377,247	391,417
SUPPLIES	51,120	60,452	61,572
TOOLS	4,038	6,020	6,020
UTILITIES	4,167	3,286	3,286
TRAVEL & MEETINGS	12,050	7,000	18,200
WARRANTY SCRAP RECOVERIES	(18,353)	0	0
OTHER	8,713	10,900	800
* TOTAL PARA MAINTENANCE *	4,003,677	4,820,281	4,926,901
*** TOTAL PARATRANSIT SERVICE***	13,087,144	14,460,367	14,560,494
EXPENSES CAPITALIZED	(13,094)	0	0
FEDERAL PLANNING FUNDS	(128,977)	0	(235,564)
TOTAL OFFSETTING FUNDS	(142,071)	0	(235,564)
*** NET PARATRANSIT SERVICE ***	12,945,072	14,460,367	14,324,930
PURCHASED SERVICES	4,471,243	5,055,391	5,341,046
*** ADMINISTRATIVE SUPPORT***			
LABOR	1,552,097	1,673,741	1,770,640
FRINGES	852,088	889,187	959,352
SERVICES	235,106	817,995	362,620
SUPPLIES	65,206	75,000	78,780
UTILITIES	12,294	10,480	12,100
TRAVEL & MEETINGS	20,912	25,500	63,550
OTHER	9,729	1,850	5,150
* TOTAL ADMINISTRATIVE SUPPORT *	2,747,432	3,493,753	3,252,192
TOTAL PARATRANSIT	20,163,748	23,009,511	22,918,168
EXPENSES CAPITALIZED	(247,562)	0	0
FEDERAL PLANNING FUNDS	(343,817)	0	0
TOTAL OFFSETTING FUNDS	(591,379)	0	0
*** NET PARATRANSIT ***	\$ 19,572,369	\$ 23,009,511	\$ 22,918,168

UTAH TRANSIT AUTHORITY OPERATING BUDGET 2019

	Actual 2017	Budget 2018	Budget 2019
*** VANPOOL/RIDESHARE SERVICE DETAIL ***			
*** VANPOOL/RIDESHARE OPERATIONS ***			
LABOR	\$ 547,398	\$ 562,512	\$ 576,876
FRINGES	259,619	277,284	260,616
SERVICES	82,331	101,120	46,766
FUEL	751,355	784,120	894,000
MAINT ITEMS	486,638	470,664	470,664
SUPPLIES	14,006	18,084	19,150
UTILITIES	5,452	6,000	7,920
INSURANCE	794,171	915,115	918,592
TRAVEL & MEETINGS	4,029	10,000	10,750
OTHER	39,650	65,600	15,804
* TOTAL VANPOOL/RDSHR OPERATIONS	2,984,649	3,210,499	3,221,138
EXPENSES CAPITALIZED	(2,473)	0	0
FEDERAL PLANNING FUNDS	(598,601)	0	0
TOTAL OFFSETTING FUNDS	(601,074)	0	0
*** NET VANPOOL/RIDESHARE SERVICE ***	\$ 2,383,574	\$ 3,210,499	\$ 3,221,138



UTAH TRANSIT AUTHORITY OPERATING BUDGET 2019

	Actual 2017	Budget 2018	Budget 2019
*** OPERATIONS SUPPORT DETAIL ***			
LABOR	\$ 22,656,742	\$ 24,121,269	\$ 25,605,881
FRINGES	10,272,379	11,080,810	11,909,910
SERVICES	3,644,033	3,524,752	3,478,931
FUEL AND LUBRICANTS	315,253	336,538	384,325
PARTS	1,378,167	1,147,700	1,679,665
SUPPLIES	1,145,670	1,279,037	1,380,068
TOOLS	65,834	121,600	137,420
REPAIRS	354,993	474,575	0
UTILITIES	3,393,899	3,716,129	3,887,586
TRAVEL & MEETINGS	252,833	277,212	341,425
WARRANTY SCRAP RECOVERIES	2,699	0	0
OTHER	(41,014)	19,430	49,028
*** TOTAL OPERATIONS SUPPORT ***	43,441,487	46,099,052	48,854,239
EXPENSES CAPITALIZED	(893,565)	(945,463)	(803,178)
NON-FEDERAL PLANNING FUNDS	0	0	0
EXP TRANSFER-FEDERAL COST	0	0	0
TOTAL OFFSETTING FUNDS	(893,565)	(945,463)	(803,178)
	\$ 42,547,922	\$ 45,153,589	\$ 48,051,061

Operations Support includes:

Customer Service, Radio and Rail Communications, OPO, EFC, Tech Support
TVM Mgt, Facilities, Fleet Engineering, Support Maintenance,
Training, Security, Safety & Environmental Management



UTAH TRANSIT AUTHORITY OPERATING BUDGET 2019

	Actual 2017	Budget 2018	Budget 2019
*** GENERAL & ADMINISTRATION DETAIL ***			
LABOR	\$ 12,218,658	\$ 13,403,256	\$ 13,625,147
FRINGES	5,035,874	5,346,048	5,491,497
SERVICES	6,454,212	7,224,620	8,515,038
FUEL AND LUBRICANTS	5,624	7,225	5,538
SUPPLIES	612,991	632,118	510,676
UTILITIES	783,159	664,518	663,985
INSURANCE	672,596	2,201,430	2,319,820
TRAVEL & MEETINGS	371,348	618,015	541,299
MEDIA COSTS	678,193	552,000	555,000
CONTINGENCY	858,684	1,010,000	1,020,000
OTHER	492,020	902,425	417,443
*** TOTAL ADMINISTRATION ***	28,183,358	32,561,655	33,665,443
EXPENSES CAPITALIZED	(67,110)	(167,000)	(83,500)
FEDERAL PLANNING FUNDS	(70,262)	-	0
TOTAL OFFSETTING FUNDS	(137,372)	(167,000)	(83,500)
*** NET ADMINISTRATION EXPENSE ***	\$ 28,045,986	\$ 32,394,655	\$ 33,581,943

Administration includes:

Internal Audit, Exec Director, Civil Rights, Board Coordination
Information Services, Legal, Risk Mgt, Accounting,
Purchasing, Budget, Chief Financial Officer, Chief People Officer,
Labor Relations, Talent Acquisition, V.P. External Affairs,
and Public Relations/Marketing.



UTAH TRANSIT AUTHORITY OPERATING BUDGET 2019

	Actual 2017	Budget 2018	Budget 2019
*** NON-OPERATING EXPENSE DETAIL ***			
LABOR	\$ 2,923,628	\$ 3,349,296	\$ 2,984,190
FRINGES	1,246,671	1,377,030	1,171,788
SERVICES	1,299,939	2,923,224	2,279,134
FUEL AND LUBRICANTS	9,877	12,275	7,200
SUPPLIES	57,408	70,896	47,050
UTILITIES	19,861	24,200	14,800
TRAVEL & MEETINGS	57,939	41,800	31,900
LEASES	241,107	269,900	160,000
OTHER	60,391	85,760	58,150
*** TOTAL NON-OPEX ***	5,916,820	8,154,381	6,754,212
EXPENSES CAPITALIZED	(1,030,484)	(2,648,891)	(671,640)
FEDERAL PLANNING FUNDS	(144,319)	0	0
TOTAL OFFSETTING FUNDS	(1,174,803)	(2,648,891)	(671,640)
*** NET NON-OPERATING EXPENSE ***	\$ 4,742,017	\$ 5,505,490	\$ 6,082,572
Non-Operating Expense includes:	Capital Development, Real Estate, Transit Oriented Development Planning, Major Investment Studies		



UTA FUND BALANCE REPORT 2019 FORECAST

	General Account	Bond Accounts	Risk Contingency Accounts	Restricted Revenue Account	Capital Projects	Projected All Fund 2019
Beginning Fund Balance, 1/1/19	\$ 112,006,000	\$ 85,948,000	\$ 8,064,000	\$ 4,694,000	\$ 55,494,000	\$ 266,206,000
Revenue:						
Sales Tax	309,796,000			2,000,000		311,796,000
Federal Preventative Maintenance	66,188,000					66,188,000
Passenger	53,420,000					53,420,000
Investment Income	8,582,000					8,582,000
Salt Lake City	3,871,000					3,871,000
Utah County	2,500,000					2,500,000
Advertising	2,467,000					2,467,000
Motor Vehicle Registration	1,893,000					1,893,000
Other Revenues	3,525,000					3,525,000
Capital Grants					39,989,000	39,989,000
Local Partner Contributions					10,709,000	10,709,000
Leasing					10,090,000	10,090,000
State Contribution					4,427,000	4,427,000
Total Resources	564,248,000	85,948,000	8,064,000	6,694,000	120,709,000	785,663,000
Transfers To / From (-)	(143,259,755)	143,098,755	161,000			-
Total Available Resources	420,988,245	229,046,755	8,225,000	6,694,000	120,709,000	785,663,000
Expenditures:						
Operating Expenses	303,898,000					303,898,000
Non-Operating	6,083,000					6,083,000
Debt Service (Principal & Interest)		119,141,755				119,141,755
State of Good Repair Capital Projects					42,478,000	42,478,000
Provo-Orem BRT Capital Project					2,500,000	2,500,000
Airport TRAX Station Relocation					2,650,000	2,650,000
Other Capital Projects				4,694,000	73,081,000	77,775,000
Total Expenditures	309,981,000	119,141,755	-	4,694,000	120,709,000	554,525,755
Ending Fund Balance - 12/31/19	\$ 111,007,245	\$ 109,905,000	\$ 8,225,000	\$ 2,000,000	\$ -	\$ 231,137,245



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. Payment for the cost of all capital projects are paid out of the general fund with the exception of rail construction (including light rail and commuter rail), which is paid for out of the Rail Construction Fund.

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.

Risk Contingency Account: The Risk Contingency Fund is used for UTA’s self-insurance program. The Utah Governmental Immunity Act, which sets limits for governmental liability, applies to the Authority.

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: This fund is used for capital projects, including the procurement of rail vehicles.



Revenues

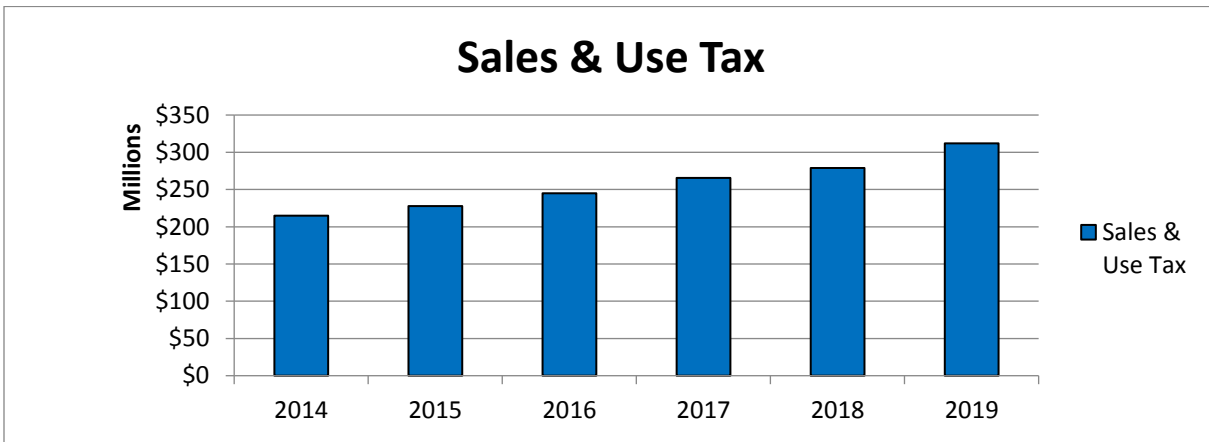
Source: Sales and Use Tax

The largest operating source of revenue for the Authority is a local option sales tax, which is imposed by the service area of the Authority. In July 2019, the Salt Lake County Council approved increasing their rate of tax by one-quarter percent with one-tenth percent dedicated to UTA. The sales tax rate is .55% for Box Elder County and .65% for Weber and Davis counties. The rate is 0.526% for Utah County, and 0.4% Tooele County. The rate in Salt Lake County through June 30, 2019 will be 0.6825% with the rate increasing to 0.7825% on July 1, 2019. With an additional \$13.4 million projected from the Salt Lake County sales tax, total projected 2019 sales tax revenues are \$311,796,000.

UTA’s sales tax is applied to gross taxable sales within the service district. From 1993 through 2017, gross taxable sales have grown by an average of 5.34%. Although year over year sales tax growth is 7.8% through August 2018 collections, UTA is assuming average tax growth for 2018 will be 6.9%. Projected 2018 sales tax collections are \$284.2 million. The Authority estimated 2019 sales tax revenue is based on a 5.00% increase over projected 2018 sales tax.

Year	2014	2015	2016	2017	2018*	2019*
Sales Tax	\$214,683,276	\$227,703,023	\$245,008,417	\$265,770,775	\$278,909,000	\$311,796,000

*Budget

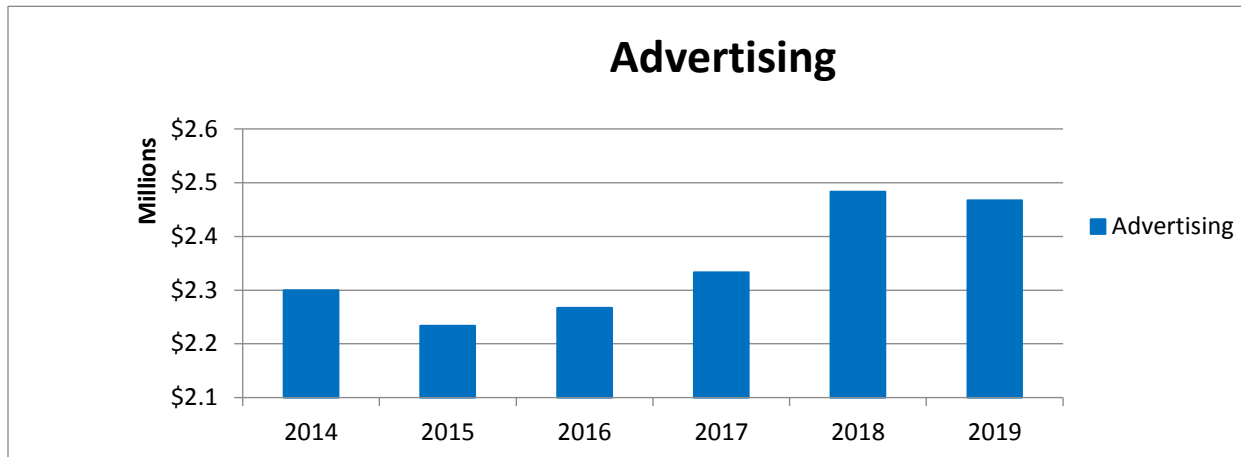


Source: Advertising

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 2019 advertising is projected to produce \$2.467 million, a slight increase due to opening of new routes and based and on new contract guarantees.

Year	2014	2015	2016	2017	2018*	2019*
Advertising	\$2,300,000	\$2,233,333	\$2,266,667	\$2,366,667	\$2,483,000	\$2,467,000

* Budget

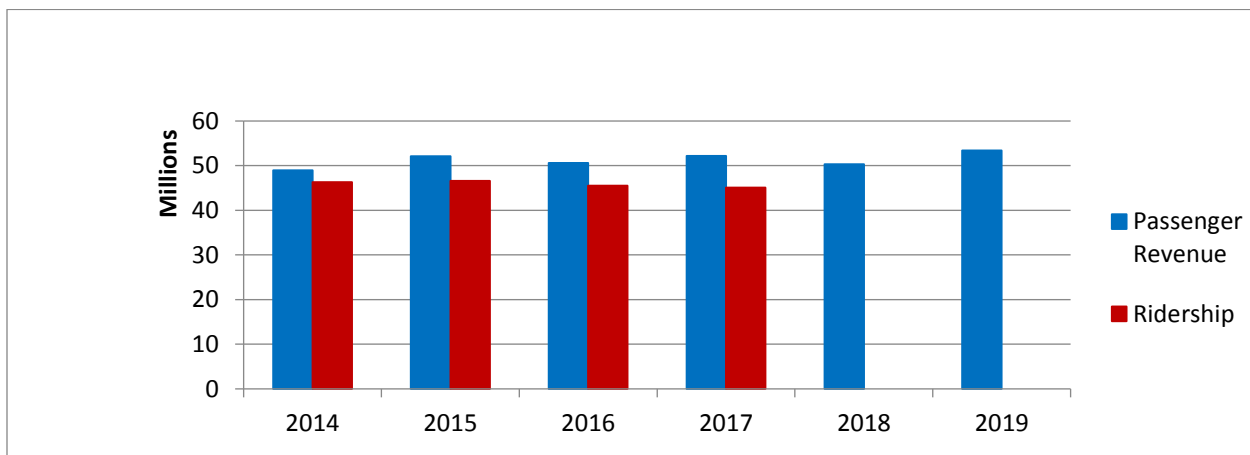


Source: Passenger Revenue

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 \$1.16. The opening of the Utah Valley Express BRT line in August 2018, anticipated additional of service in Salt Lake County, and continued population and employment growth, will all contribute to an increase in passenger revenues. UTA’s projected 2018 passenger revenues are \$52.7 million with 2019 being projected at \$53.4 million.

Year	2014	2015	2016	2017	2018*	2019*
Passenger Revenue	\$48,976,890	\$52,112,909	\$50,624,354	\$52,159,203	\$50,337,000	\$53,420,000
Ridership	46,279,409	46,577,166	45,521,914	45,078,919	N/A	N/A

* Budget

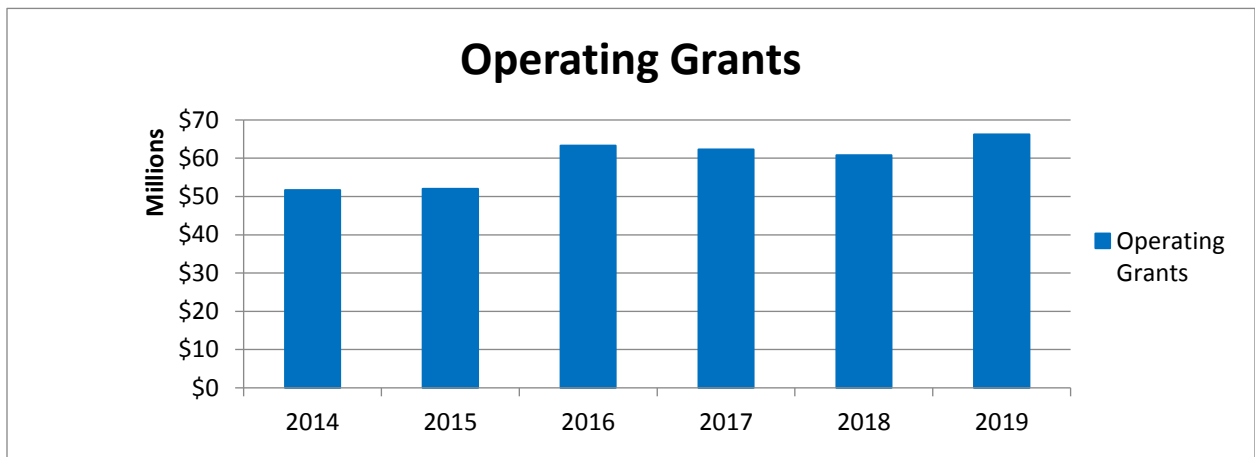


Source: Federal Operating and Preventative Maintenance Revenue Grants

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 2018 projection is preventative maintenance revenue will be \$63 million. The amount for 2019 is based on a slight increase of funding due to additional qualifying rail lines and new apportionments from the FAST act.

Year	2014	2015	2016	2017	2018*	2019*
Operating Grants	\$51,648,000	\$52,000,012	\$63,334,769	\$62,313,994	\$60,827,000	\$66,188,000

* Budget



Source: Investment Income

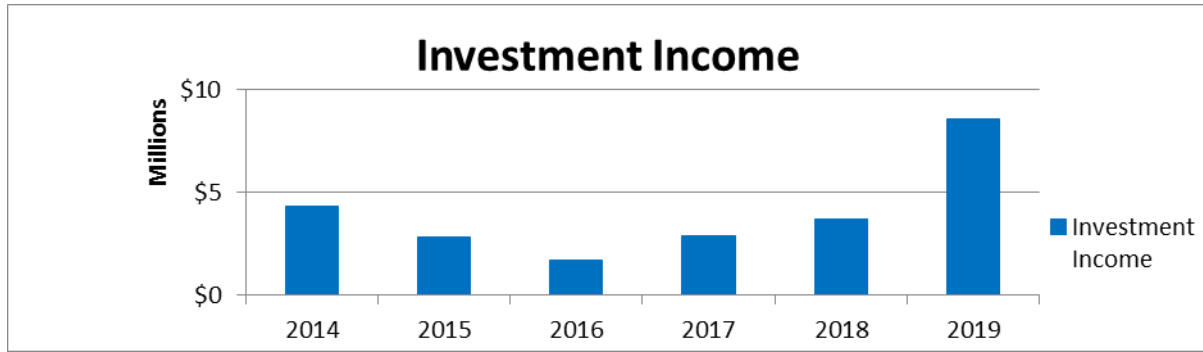
Interest income consists of interest earned on invested operating funds not yet expended and funds held for future capital expenditures. Some of the Authority’s funds are invested with the Public Treasurers Investment Fund managed by the State Treasurer’s office; others are placed in investments that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

Interest rates have risen above the 2018 projection of 2.20%. Accordingly, the 2018 investment income projected amount is \$5.3 million. An approximate rate of 3.55% is applied to projected reserve accounts in the 2019 Transit Development Plan model to arrive at the 2019 projection of \$8.6 million.

Year	2014	2015	2016	2017	2018*	2019*
Investment Income	\$4,313,024	\$2,831,406	\$1,732,939	\$2,873,787	\$3,732,000	\$8,582,000

* Budget



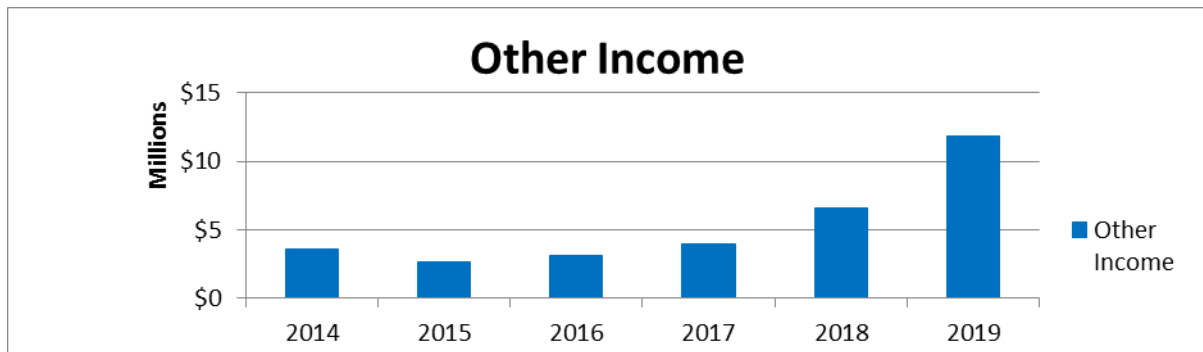


Source: Other Income

Other income consists of \$3.9 million from Salt Lake City for enhanced bus service, \$2.5 million from Utah County to support service being provided through the UVX bus-rapid transit system. Other revenues in 2019 include \$1.9 million from motor vehicle registration fees, \$1.4 million from a grant to purchase the Tooele bus facility, \$1.1 million from property fees, \$0.7 million from CMAQ operating grants, and \$0.3 million from transit-oriented development revenues.

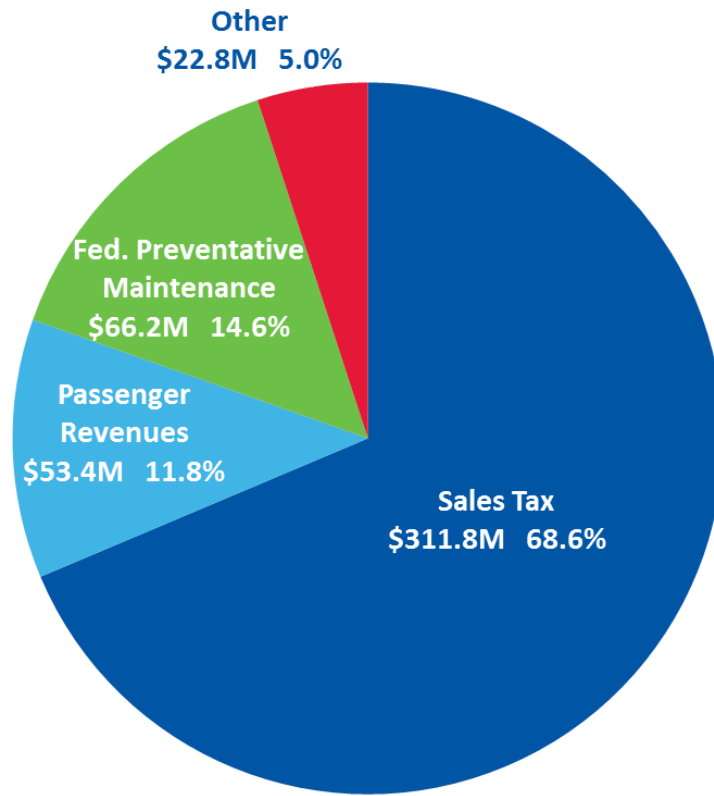
Year	2014	2015	2016	2017	2018*	2019*
Other Income	\$3,601,268	\$2,671,936	\$3,108,191	\$3,954,893	\$6,772,000	\$11,789,000

* Budget



2019 Estimated UTA Operations Revenues:

\$454.2M



Utah Transit Authority
Long-range Financial Forecast
(In thousands)

	Budget 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023
Revenue:					
Sales Tax	\$ 311,796	\$ 341,446	\$ 358,518	\$ 376,444	\$ 395,267
Federal Prevent. Maint.	66,188	67,210	69,403	70,097	72,952
Passenger	53,420	57,608	57,303	57,835	58,649
Advertising	2,467	2,517	2,567	2,617	2,667
Investment	8,582	8,438	8,956	6,282	4,130
Salt Lake City	3,871	7,553	11,605	14,155	14,448
Utah County	2,500	2,560	2,621	2,684	2,749
Other	5,418	5,557	5,482	6,071	5,255
Total Revenues	454,242	492,889	516,455	536,185	556,117
Expenses:					
Bus	104,577	109,841	115,747	119,590	122,838
Commuter Rail	29,064	29,864	30,685	31,529	32,396
Light Rail	49,906	51,278	52,688	54,137	55,626
Paratransit	23,353	24,384	25,517	26,407	27,126
Rideshare/Vanpool	3,221	3,310	3,401	3,494	3,590
Operations Support	48,716	50,651	52,749	54,489	55,976
General/Administrative	33,582	34,506	35,454	36,429	37,431
Salt Lake County	11,479	26,028	29,335	30,802	32,342
Non-operating	6,083	5,736	5,637	5,792	5,951
Total Operating & Non-operating Expense	309,981	335,598	351,213	362,668	373,276
Net Available	144,261	157,291	165,242	173,517	182,841
Capital Revenues:					
Grants	39,989	47,356	33,579	15,650	6,156
Bonds/Leasing	10,090	67,179	40,983	12,353	39,306
Local Partner Funding	10,709	1,750	1,700		
State Funding	4,427	2,500	2,500	2,500	2,500
Total Capital Revenues	65,215	118,785	78,762	30,503	47,962
Capital Expense:					
Capital Outlay	125,403	135,850	131,064	58,559	73,195
Debt Retirement				98,000	
Debt Service	119,142	129,007	141,084	148,879	156,768
Total Capital & Debt Service Expense	244,545	264,857	272,148	305,438	229,963
Net Change	(35,069)	11,219	(28,144)	(101,418)	840
Beginning Balance, January	266,206	231,137	242,356	214,212	112,794
Ending Balance, December 31	\$ 231,137	\$ 242,356	\$ 214,212	\$ 112,794	\$ 113,634

Utah Transit Authority Long-range Financial Forecast
Ending Balances
(In thousands)

	Budget 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023
Restricted Reserves:					
Debt Service	\$ 38,564	\$ 38,564	\$ 38,564	\$ 38,564	\$ 38,564
Debt Rate Stabilization	71,341	89,418	97,431	459	616
Service Sustainability	15,319	16,435	17,016	17,496	18,012
Working Capital	28,596	30,678	31,762	32,658	33,621
Risk	8,225	8,390	8,558	8,729	8,903
Fuel and Parts	4,915	4,915	4,915	4,915	4,915
Total Restricted Reserves	166,960	188,400	198,246	102,821	104,631
Unrestricted Reserves	64,177	53,957	15,967	9,974	9,003
Ending Balance, December 31	\$ 231,137	\$ 242,357	\$ 214,213	\$ 112,795	\$ 113,634

Description of Restricted Reserves

Debt Service – This reserve is required by bond covenants for the payment of debt service in the event that UTA fails to make payments (which has never happened).

Debt Rate Stabilization – UTA Board policy requires savings from a bond refunding be 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. The current intent is to use the accumulated savings from the 2013, 2014, and 2015 refunding’s to retire portions of the 2012 bond issue in 2022.

Service Sustainability – UTA Board policy requires an amount equal to 5% of budgeted operating cost be held in this reserve. This reserve may be used to avoid service reductions at such times as the Authority faces a revenue shortfall or cost overrun due to extraordinary circumstances.

Working Capital – UTA Board policy requires an amount equal to 9 1/3% of budgeted operating cost be held in this reserve so the Authority can meet cash flow needs should revenue or grant payments be delayed.

Risk – This reserve supports UTA's self-insurance program. Utah Governmental Immunity Act (UGIA) suggests that entities establish these funds as a separate trust account but that is not required.

Fuel and Parts – The fuel reserve is set at \$.30 per gallon and currently represents \$1.915 million of the reserve amount. The fuel reserve may be used if the average fuel price for the year exceeds the budgeted fuel price. The parts reserve was initially funded at \$3 million and has a maximum level set at \$6 million. The reserve will be increased by annual parts expense savings (actual expense less than budgeted expense). The reserve may be used for a large, unforeseen parts expense (e.g., train engine replacement or fleet-wide replacement of expensive parts).

Capital and Debt



TENTATIVE 2019 CAPITAL BUDGET - SUMMARY

October 10, 2018

	Tentative 2019 Capital
Funding Sources:	
Leasing	\$ 10,090,000
UTA Funding	43,928,000
Grants	39,989,000
State Contribution	4,427,000
2018 Bond Proceeds	16,260,000
Local Partner Contributions	10,709,000
Total Funding Sources	125,403,000
Expenditure:	
Provo-Orem TRIP	2,500,000
Airport Station Relocation	2,650,000
State of Good Repair Projects - light rail overhaul, 4th and Main Interlocking system, 30 paratransit vans, 30 Rideshare vans, rail locomotive engine rebuilds, rail replacement, facility maintenance, bus engine/transmission replacements, bus validator replacments, passenger information signs, and safety enhancements.	42,478,000
Other Capital Projects - Depot District bus maintenance facility, first/last mile improvements, positive train control, 10 new buses for Salt Lake City service, Sandy TOD parking structure, Tooele bus facility, Box Elder right-of-way, Sugar House S-line double track, UVU pedestrian bridge, and 7200 South bridge replacement.	77,775,000
Total Expense	\$ 125,403,000



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:

- Mission-critical to keep the system running, maintain or improve delivery of service, or to keep UTA Administration running effectively;
- Required by regulation, mandate, agreement, etc.;
- Funded by grant or other project partners; or
- Results in reduced operating or maintenance costs.

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 50% to 93% 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 2018 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 2019 will be the first step in the planning process for the 2020 budget.

State of Good Repair Projects

Main St/400 South - Half Grand Union Interlocking Replacement

This state of good repair project will replace the 20-year old, aging half grand union in the intersection of 400 South and Main Street. All three light rail lines travel through this intersection. The project will include upgrading switches, signaling and communications to insure against a potential failure and derailment on the system. The new track work will be encapsulated to prevent stray current.

Impact on Operating Budget: None



Delta and 150 Interlocking Replacement

The Delta station and 150 South Main Street Interlocking switch-tub systems on the light rail line have settled, causing the drainage system to fail and the tubs to fill with water. The freezing of the water has caused the concrete along the rail to crack and the turnouts to become loose causing the trains to occasionally snag the OCS cables and shut down service. This project will replace the interlockings.

Impact on Operating Budget: Less maintenance costs due to eliminating the need for constant pressure grouting to lift the tubs up, frequent tightening of bolts on the switches and replacing OCS wire when it is snagged

UDOT I-15 Widening/7200 South Bridge Replacement

This project is required as part of the UDOT program to widen 7200 South to three lanes in each direction. It replaces the west bridge that UDOT owns to allow for the roadway expansion. UDOT is reimbursing UTA for all costs.

Impact on Operating Budget: None

Revenue Service Vehicles

In 2019 the revenue vehicle purchases consist of 10 expansion fixed route buses, 30 paratransit/flex vehicles and 30 Rideshare vans. Funding for revenue vehicles is met through a leasing plan. In addition, \$1 million is budgeted for bus engine and transmission replacement.

Impact on Operating Budget: There will be a slight increase in operating costs due to service expansion from the extra 10 fixed route buses, but this increase is not very pronounced initially because bus repairs/parts are covered under the vehicle’s manufacturer’s warranty period.

Other State of Good Repair Projects

An additional \$15.3 million will go toward the updating, repairing, and replacing of UTA infrastructure, including: \$5.3 million for the light rail vehicle overhaul program, \$3.9 million for locomotive engine rebuilds, \$1.7 million to replace traction power substation (TPSS) components for light rail. Twelve other state of good repair projects are estimated to cost \$4.4 million.

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

Capital Projects

Provo-Orem Bus Rapid Transit (BRT)

The purpose of this new service is to meet the transit demand in Utah County between Provo and Orem and for students commuting to Brigham Young University and Utah Valley University. The \$160 million project had a soft opening in August 2018 and construction will be completed by the end of 2018. The \$2.5M budgeted for 2019 will be used for outstanding right-of-way acquisitions due to required condemnations, and final punch list construction items.

Impact on Operating Budget: Service began in August 2018. Operating cost increase of approximately \$3.5 million will be offset by fares and Utah County’s operations and maintenance subsidy.

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. Proceeds from the 2018 bond issue will be used to pay for this improvement. Materials procurement will occur in 2019 and construction in 2020 through 2021.

Impact on Operating Budget: There is no expected impact to the 2019 or future operating budgets.

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. Projects in 2019 are estimated at approximately \$15 million. However, this yearly budget consists of the 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 2019 or future operating budgets. Cities have agreed to maintain the facilities that will be built for them with the TIGER grant funds.

Positive Train Control

Federal regulation requires UTA to implement positive train control on its FrontRunner system. Positive train controls are used to slow down and stop a train if the train's speed exceeds set limits. 2019 will be used to finish up the work on the PTC project that is needed to address some issues identified during 2018 on FrontRunner South. This includes money for project management, design revisions, software installation and testing and Contractor and Technical support.

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. The initial phase of the project constructed the CNG Fuel & Fare Collection building on the site. 2019 activities will include building demolition, structural stabilization of the roof of the old locomotive building that will be repurposed for the bus maintenance shop, construction of the wash building, addition of the diesel fueling system, and site canopies and full site work. Construction activities in 2020 through 2021 will include the final construction of the maintenance building and operations building, as well as solarization and micro grid power system.

Impact on Operating Budget: The project is projected to decrease the operating budget by about \$400,000 annually.

Sugar House S-Line Double Track

Funded by a grant from Salt Lake County, two blocks of the S-Line in South Salt Lake will be double tracked. When completely double tracked, the S-Line will be able to handle more frequent service between the Sugar House area in Salt Lake City and the City of South Salt Lake. Construction of the project, which began in 2018, is expected to be complete in early 2019.

Impact on Operating Budget: A grant is funding \$500,000 to cover operating cost impacts due to increased frequency.

Sandy Parking Structure

Rapid growth within the Sandy transit-oriented development is accelerating the need to construct 300 structured park and ride stalls. Funded by a \$2 million STP grant from FHWA and \$3.4 million of proceeds from the sale of adjacent property, the parking structure is anticipated to be completed in 2019.

Impact on Operating Budget: After completion, operational costs of the garage will be split pro-rata with the development entity. UTA will be responsible for 58% of the maintenance costs, which could be up to \$20,000 annually. It is anticipated that there will be some budget savings by eliminating the 1,200-stall surface lot, and UTA's ownership interest in the development will generate additional revenue to offset the maintenance costs.



UVU Ped Bridge

Construction of this 1000' long pedestrian bridge should begin in late 2018 or early 2019 and be completed by late 2019 or early 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. This will be paid in 2 installments – one in 2019 and one in 2020.

Proposition 1 Improvements

Funding from UTA's share of the quarter-cent sales tax will be used to provide passenger amenities (\$2 million), like bus shelters, in Davis/Weber Counties, and advance the Ogden-Weber State University bus rapid transit project.

Impact on Operating Budget: There will be a gradual increase in maintenance costs for these infrastructure improvements. Operating costs for the Proposition 1 improvements will be funded through the on-going Proposition 1 sales tax.

Box Elder Right of Way

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 to obtain property in Weber County. This funding is needed to purchase any 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.

Ogden/Weber State University BRT Design

UTA recently entered into Project Development for the Ogden/Weber State University BRT. This is the first step to obtain funding from the FTA's Small Starts Grant program. In 2019, UTA will obtain a consultant to complete final design for the project. Construction would begin in late 2020 or 2021.

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

South Davis BRT

UTA completed the Davis-SLC Community Connector Study in August 2014. The outcome of the study was a Locally Preferred Alternative consisting of a BRT line from Salt Lake City to the Woods Cross Frontrunner Station. In the 2017, project partners and UTA received a legislative earmark of \$1.2M to advance the South Davis BRT. This funding will be used to complete environmental and preliminary design work in 2019.

Impacts on Operating Budget: This is a onetime capital expenditure. No impacts on the operating budget will be incurred until the project is constructed and in operations. However, some funds from Prop 1 have been budgeted for the future project.



Tooele Bus Facility

Since 2009 UTA has been leasing a warehouse in the Tooele Army Depot to store commuter buses which run between Salt Lake City and Tooele County. Buses used on the Toole County Flex routes are also stored here. To reduce ongoing operating costs UTA is purchasing the facility. UTA was awarded a grant from the Federal Transit Administration’s 5339(b) Bus and Bus Facilities Discretionary Program, administered through UDOT, at just over \$1.4 million. This grant along with UTA’s local match will also cover upgrades to the building.

Impacts on Budget: Minor state of good repair expenditures to maintain the building, in addition to the existing utility bills. Purchasing the building will eliminate lease payments UTA has been making..

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. Validator’s 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 this system in the future years starting in 2020 will be approximately \$50,000 per year.

WFRC Grant - Passenger Info Improvements

During 2019, UTA will use a WFRC grant to improve electronic signage for bus stops in Weber, Davis and Salt Lake counties. This is to improve the ridership experience by giving helpful information when and where it is needed.

Impact on the Operating Budget: Operating costs are expected for the support of personnel and licensing and maintenance agreements associated with the vendor-supplied technology. The operating costs in 2020 is minimal due to the system being on an initial 1-year warranty period. The operating costs of this system in the future years starting in 2020 will be approximately \$20,000 per year.

Facilities, Safety, and Office Equipment

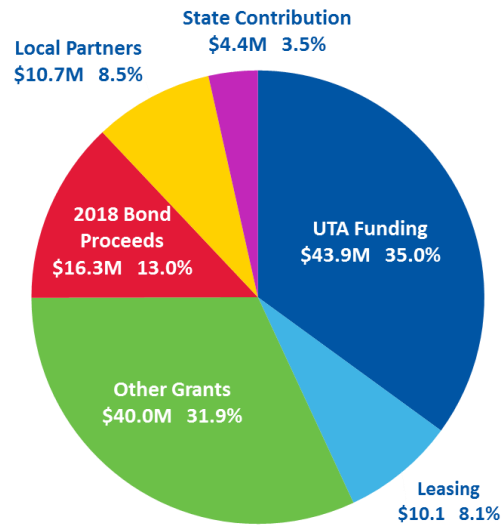
Three categories are included in this capital project area:

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 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.

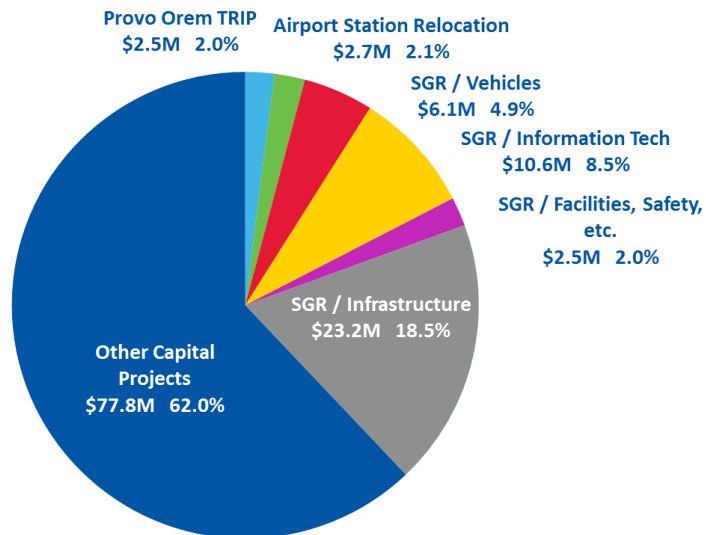
Impact on Operating Budget: This area has little new measurable impact on the operating budget. It does serve to keep our equipment maintained and updated, which adds to UTA employee’s ability to achieve our mission.



2019 Estimated Capital Revenues: \$125.4M



2019 Estimated Capital Expenses: \$125.4M



2019 Capital Budget List of Projects and Funding Source

Project Name	2019				State Funding	Local Partners	UTA Funded
	Budget	Bonds	Grants	Lease			
Provo-Orem TRIP	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Airport Station Relocation	\$ 2,650,000	\$ 2,650,000	\$ -	\$ -	\$ -	\$ -	\$ -
State of Good Repair							
Revenue / Service Vehicles							
Replacement Buses	\$ 1,050,000	\$ -	\$ 958,000	\$ -	\$ -	\$ -	\$ 92,000
Replacement Paratransit	2,880,000	-	-	2,880,000	-	-	-
Van pool Van replacement	1,960,000	-	-	1,960,000	-	-	-
Non-Rev Service Vehicle Replacement	200,000	-	-	-	-	-	200,000
Total Revenue/Service Vehicles	\$ 6,090,000	\$ -	\$ 958,000	\$ 4,840,000	\$ -	\$ -	\$ 292,000
Information Technology							
Central Division Fluid Management System (Graco Matrix System	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,000
IT Allocation for Projects	1,300,000	-	-	-	-	-	1,300,000
JDE Time / Labor Improvements	80,000	-	-	-	-	-	80,000
New MS SQL Server Licenses	66,000	-	-	-	-	-	66,000
Radio Communication Infrastructure	185,414	-	-	-	-	-	185,414
Server, Storage Infrastructure Equipment and Software	75,000	-	-	-	-	-	75,000
Rail Communication On-Board Technology	308,494	-	-	-	-	-	308,494
Info Security Equip & SW (PCI Compliance and Cyber Security)	400,000	-	-	-	-	-	400,000
Bus Communication On-Board Technology	437,000	-	-	-	-	-	437,000
Information Builders Licenses	31,750	-	-	-	-	-	31,750
WiFi Towers	150,000	-	-	-	-	-	150,000
IT Pool	467,968	-	-	-	-	-	467,968
Vanpool-02 Driver Tracking and Database System	55,000	-	-	-	-	-	55,000
WFRC Grant Passenger Info Improvements	1,459,831	-	1,361,000	-	-	-	98,831
AppDev JDE 9.2 System Upgrade	258,638	-	-	-	-	-	258,638
Legal SW	288,685	-	-	-	-	-	288,685
Fares System Improvements	199,336	-	-	-	-	-	199,336
CoordM-04 ITS Development	164,975	-	121,654	-	-	-	43,321
Network & Infrastructure Equipment	251,223	-	-	-	-	-	251,223
IVR Passenger Callout	200,995	-	-	-	-	-	200,995
Front Runner PA System	27,600	-	-	-	-	-	27,600
Sire to Onbase Migration and Upgrade	15,600	-	-	-	-	-	15,600
Meadowbrook Data Center Replacement	11,871	-	-	-	-	-	11,871
Mobile Ticketing App	121,048	-	-	-	-	-	121,048
FrontRunner WiFi Enhancements	150,910	-	-	-	-	-	150,910
Trapeze Enhancements	100,000	-	-	-	-	-	100,000
TOPS Software Web Based	18,676	-	-	-	-	-	18,676
System Infrastructure and Enhancements	12,171	-	-	-	-	-	12,171
Electronic Fare Collection	3,293,112	-	-	-	-	-	3,293,112
Rail Passenger Info	476,235	-	-	-	-	-	476,235
Total Information Technology	\$ 10,640,532	\$ -	\$ 1,482,654	\$ -	\$ -	\$ -	\$ 9,157,878
Facilities, Safety, & Admin Equip.							
Office Equipment Reserve	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Equipment Managed Reserve	425,000	-	-	-	-	-	425,000
Facilities Managed Reserve	1,100,000	-	-	-	-	-	1,100,000
Corridor Fencing - Replacement	50,000	-	-	-	-	-	50,000
Camera Sustainability	50,000	-	-	-	-	-	50,000
Safety projects	822,169	-	-	-	-	-	822,169
Total Facilities, Safety, & Admin Equip.	\$ 2,547,169	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,547,169
Infrastructure State of Good Repair Projects							
Main St/4th S HGU Interlocking Rehab switches/ frogs	\$ 4,743,940	\$ 2,283,582	\$ -	\$ -	\$ -	\$ -	\$ 2,460,358
Bridge Rehabilitation & Maintenance	278,000	-	-	-	-	-	278,000
Bus Engine/Transmission Replacements	1,000,000	-	-	-	-	-	1,000,000
Commuter Rail Cab and Coach Car Overhaul Program	500,000	-	-	-	-	-	500,000
FrontRunner Platform Snowmelt System Repairs	30,000	-	-	-	-	-	30,000
Light Rail Grade Crossing Program	856,273	-	-	-	-	-	856,273
SD Light Rail Vehicle Overhaul	3,273,388	-	-	-	-	-	3,273,388
SGR Repair LRV	698,000	-	-	-	-	-	698,000
S70 Light Rail Vehicle Overhaul	2,000,000	-	-	-	-	-	2,000,000

Project Name	2019 Budget	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
Signal and Grade Crossing Bungalow Batteries	70,000	-	-	-	-	-	70,000
Stray Current Mitigation	600,000	-	-	-	-	-	600,000
TPSS Component Replacement	100,000	-	-	-	-	-	100,000
Delta and 150 Interlocking Replacement	1,889,542	1,589,542	-	-	-	-	300,000
Rail Replacement Work	1,847,472	1,847,472	-	-	-	-	-
Paint Room Bldg. 8	242,928	-	-	-	-	-	242,928
Prime Mover Turbocharger Replacement	192,545	-	-	-	-	-	192,545
Prime Mover Engine Rebuild	3,889,562	-	563,571	-	-	-	3,325,991
Asset Management SW	10,000	-	-	-	-	-	10,000
Other	477,869	-	-	-	-	-	477,869
C - Car Tires	500,209	-	-	-	-	-	500,209
Total State of Good Repair	23,199,728	5,720,596	563,571	-	-	-	16,915,561
Total State of Good Repair	\$ 42,477,429	\$ 5,720,596	\$ 3,004,225	\$ 4,840,000	\$ -	\$ -	\$ 28,912,608
Capital Projects							
Capital Projects							
Ogden/Weber State University BRT Design	\$ 1,700,000	\$ -	\$ 1,054,062	\$ -	\$ -	\$ 150,000	\$ 495,938
Prop #1 Davis County Improvements	2,070,753	-	-	-	-	-	2,070,753
Prop #1 Weber County Improvements	199,271	-	-	-	-	-	199,271
Prop#1 Tooele County Improvements	71,576	-	-	-	-	-	71,576
Positive Train Control	5,598,884	1,642,089	3,956,795	-	-	-	-
TIGER Program of Projects	15,012,832	-	10,265,219	-	-	3,666,790	1,080,823
UVU Ped Bridge	2,000,000	-	-	-	-	-	2,000,000
3300/3500 South MAX Expansion & Optimization	268,154	-	250,000	-	-	-	18,154
Box Elder Right of Way Preservation	4,693,670	-	-	-	-	-	4,693,670
Clearfield FR Station Trail	268,154	-	250,000	-	-	-	18,154
Depot District- Phased Project, 2018 Phase 1 and Future Phases	16,342,434	1,456,144	10,459,686	-	4,426,604	-	-
SLCounty ROW Preservation/SWSLCo Transit Corridor	600,000	-	-	-	-	600,000	-
Sugar House Double Tracking	2,898,725	-	2,221,623	-	-	677,102	-
UDOT 1-15 Widening/7200 South bridge replacement	1,511,613	-	-	-	-	455,590	1,056,023
Update Bike Cars on FrontRunner	296,699	-	276,612	-	-	-	20,087
Stairs to and Heated Apron on Track 15 at JRSC	150,000	-	-	-	-	-	150,000
System-Wide ADA Bus Stop Imp	100,000	-	-	-	-	-	100,000
Paint Booth at Warm Springs	450,000	-	-	-	-	-	450,000
Warm Springs Fabrication Shop	78,395	-	-	-	-	-	78,395
South Davis BRT	1,200,000	-	-	-	-	1,200,000	-
DSI Inventory software & scanners	104,200	-	-	-	-	-	104,200
Wayfinding Signage Plan	747,951	-	-	-	-	-	747,951
Weber Cnty CR ROW Preservation	450,000	-	-	-	-	450,000	-
SW SLCounty ROW preservation	600,000	-	-	-	-	600,000	-
MOW Building - Clearfield	350,000	-	-	-	-	350,000	-
Signal Pre-emption Projects w/UDOT	622,831	-	-	-	-	622,831	-
Sandy Parking Structure	4,436,023	-	1,389,756	-	-	1,923,230	1,123,037
Prop #1 for Tiger - Tooele County	61,147	-	-	-	-	-	61,147
20-1717 - 5310 Prgm-SLC/WVC	2,303,894	-	2,303,894	-	-	-	-
20-1716 - 5310 Prgm-PRO/OREM	528,125	-	528,125	-	-	-	-
20-1715 - 5310 Prgm-OGD/LAY	928,700	-	928,700	-	-	-	-
5310 Grant UT-2016-013 Utah County UZA	410,922	-	410,922	-	-	-	-
5310 Grant UT-2016-013 Davis/Weber UZA	756,593	-	756,593	-	-	-	-
5310 Grant UT-2016-013 Salt Lake UZA	1,201,785	-	1,201,785	-	-	-	-
Electric Bus Purchase Lo/No Grant	237,165	-	203,706	-	-	13,513	19,946
Salt Lake City Buses	5,250,000	-	-	5,250,000	-	-	-
FTA 5310 Funds as designated recipient	527,317	-	527,317	-	-	-	-
FL 2015 ROW	456,323	-	-	-	-	-	456,323
Tooele Bus Facility	2,291,147	2,291,147	-	-	-	-	-
Total Capital Projects	77,775,283	5,389,380	36,984,795	5,250,000	4,426,604	10,709,056	15,015,448
Total Capital Budget	\$ 125,402,712	\$ 16,259,976	\$ 39,989,020	\$ 10,090,000	\$ 4,426,604	\$ 10,709,056	\$ 43,928,056

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, UTA had an historic opportunity in 2002 to purchase 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. The newly acquired UP corridor provided an unrivaled chance to create a cohesive rail network linking much of the Wasatch Front.

Voters throughout UTA’s service area enthusiastically embraced our initial TRAX and FrontRunner lines and 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 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. It’s interesting to note the Great Recession hit shortly after construction began and the FrontLines program provided a fortuitous and much-needed boost to the region’s economy during the downturn. 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. Today, UTA’s rail network is considered ahead of its time for a metro area our size, is the envy of other cities, and has provided untold economic value and mobility options to northern Utah communities.

In the years since incurring this significant debt, UTA has worked diligently to refinance debt and make early payments to reduce loan balances. We’ve contributed more than \$47 million to our debt-reduction fund over the past few years. Scheduled contributions the next three years will bring our debt-reduction fund to approximately \$98 million by the end of 2021.

Outstanding debt as of December 31, 2018 by bond issue is provided in the chart below.

Bond Series	Final Maturity	Outstanding Principal
Senior Debt:		
2005A	2022	\$7,085,000
2006C	2032	107,760,000
2008A	2023	54,295,000
2009B - BABs	2039	261,450,000
2015A	2038	668,655,000
2018	2036	83,765,000
Total Senior Debt		<u>\$1,183,010,000</u>
Subordinate Debt:		
2007A	2035	\$121,455,000
2010 - BABs	2040	200,000,000
2012	2042	171,600,000
2015A	2037	192,005,000
2016	2032	145,691,498
2018	2041	113,895,000
Total Subordinate Debt		<u>944,646,498</u>
Total Outstanding Debt		<u>\$2,127,656,498</u>

Annual principal and interest payments are provided in the following chart.

Fiscal Year Ending December 31	Total Principal	Total Interest	Total Debt Service
2019	\$ 17,500,000	\$ 102,185,005	\$ 119,685,005
2020	25,920,000	101,624,324	127,544,324
2021	35,075,000	100,756,724	135,831,724
2022	44,020,000	98,753,155	142,773,155
2023	55,090,000	96,225,412	151,315,412
2024	57,915,000	93,399,187	151,314,187
2025	60,865,000	90,453,099	151,318,099
2026	63,990,000	87,334,274	151,324,274
2027	85,460,000	84,036,193	169,496,193
2028	89,470,000	80,024,167	169,494,167
2029	99,940,000	75,816,929	175,756,929
2030	104,795,000	71,043,899	175,838,899
2031	109,930,000	65,909,247	175,839,247
2032	101,451,498	74,373,067	175,824,565
2033	118,005,000	56,415,003	174,420,003
2034	123,725,000	50,703,873	174,428,873
2035	129,610,000	44,813,991	174,423,991
2036	135,825,000	38,595,248	174,420,248
2037	119,565,000	31,905,647	151,470,647
2038	127,865,000	25,536,522	153,401,522
2039	136,420,000	18,436,870	154,856,870
2040	143,130,000	11,198,818	154,328,818
2041	69,980,000	5,994,188	75,974,188
2042	72,110,000	1,802,750	73,912,750
Totals	\$ 2,127,656,498	\$ 1,507,337,592	\$ 3,634,994,090



Departmental Information



Position Summary Schedule

	Budget* 2017	Budget* 2018	Budget * 2019
OPERATIONS:			
Bus			
Salt Lake			
Administration	6.5	7.0	7.0
Operations	544.5	533.0	533.0
Maintenance	141.0	141.0	140.5
Salt Lake	692.0	681.0	680.5
Ogden			
Administration	2.0	4.0	3.0
Operations	189.0	200.0	186.0
Maintenance	47.0	49.0	48.0
Ogden	238.0	253.0	237.0
Timpanogos			
Administration	5.0	5.0	3.0
Operations	106.0	132.0	136.0
Maintenance	32.0	37.0	40.0
Timpanogos	143.0	174.0	179.0
Rail			
Light Rail Administration	19.0	20.0	21.0
Light Rail Operations	192.0	193.0	193.0
Light Rail Maintenance	141.0	149.0	152.0
Commuter Rail Administration	2.0	3.0	3.0
Commuter Rail Operations	112.5	113.5	113.3
Commuter Rail Maintenance	35.0	62.0	62.0
Maintenance of Way	104.0	103.0	104.0
Rail	605.5	643.5	648.3
Special Services			
Special Services Administration	28.0	28.0	28.0
Paratransit Operations	138.0	138.0	138.0
Paratransit Maintenance	34.0	35.0	35.0
Vanpool Administration	9.0	9.0	9.0
Mobility Management	6.0	7.0	7.0
Rideshare Administration	2.0	1.0	1.0
Special Services	217.0	218.0	218.0
Operations Subtotal	1,895.5	1,969.5	1,962.8

	Budget* 2017	Budget * 2018	Budget * 2019
OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION:			
Executive Director			
Executive Director	1.0	1.0	1.0
Civil Rights	3.0	3.0	3.0
General Counsel	9.0	10.0	4.0
Corp & Board Support	3.0	2.0	1.0
Executive Director	16.0	16.0	9.0
V.P. of Operations, Capital, and Assets			
Chief Operation Officer	2.0	2.0	2.0
Support Maintenance	28.0	28.0	28.0
Fleet Engineering	4.0	4.0	5.0
Facilities	88.0	90.0	89.0
Asset Mgt	8.0	8.0	9.0
TVM Maintenance	4.0	4.0	4.0
Major Program Development	23.0	22.0	20.0
V.P. of Operations, Capital, and Assets	157.0	158.0	157.0
Vice President of Finance			
Vice President of Finance	2.0	2.0	3.0
Accounting	14.0	16.0	16.5
Supply Chain Mgt & Contract Admin	49.0	50.0	50.0
Farebox Services	12.7	13.0	12.0
Transit Oriented Development	2.0	2.0	-
Real Estate	6.0	6.0	7.0
Fare Strategy & Ops	6.0	3.0	3.0
Fares Director	-	-	1.0
Product Development & Sales	5.0	5.0	6.0
Budget and Financial Analysis	2.0	2.0	2.0
Vice President of Finance	98.7	99.0	100.5
Chief People Officer			
HR Services & Labor Relations	10.0	7.0	6.0
Talent Acquisition	23.5	8.5	8.7
Culture and Talent Development	34.7	34.8	36.5
Total Rewards	-	13.0	6.2
Chief People Officer	-	-	10.0
Chief People Officer	68.2	63.3	67.5
Chief Safety, Security, and Technology Officer			
Safety	25.5	25.5	26.5
Transit Comms Center	19.0	19.0	20.0
Security	78.2	87.0	87.7
Risk Management	5.0	5.0	5.0
Application Development	10.5	10.0	11.0
Network Support	15.0	16.0	16.0
IT Director	3.0	4.0	7.0
Technology Deployment	5.0	-	-
Applications Support	10.0	13.0	13.0
Quality Assurance	4.0	2.0	1.0
Communications & Deployment	5.0	5.0	6.0
Radio & Rail Communications	8.0	8.0	8.0
Bus Communications	12.0	11.0	11.0
Ops Analysis	14.0	14.0	14.0
Data Quality and Ridership	10.0	8.0	7.5
Chief Safety, Security, and Technology Officer	224.2	227.5	233.7

	Budget* 2017	Budget * 2018	Budget * 2019
V.P. of External Affairs			
Planning	15.0	18.5	18.5
Public Relations and Marketing	12.0	13.0	12.0
Board of Trustees	1.0	2.0	8.0
Customer Service	45.0	46.0	45.0
Innovative Mobility Services	-	4.0	2.0
Government Relations	6.0	3.0	3.0
V.P. of External Affairs	4.0	4.0	3.0
V.P. of External Affairs	83.0	90.5	91.5
Internal Audit			
Internal Audit	3.0	3.0	3.0
Internal Audit	3.0	3.0	3.0
Operations Support and General and Administration Subtotal	650.0	657.3	662.2
UTAH TRANSIT AUTHORITY	2,545.5	2,626.7	2,624.9

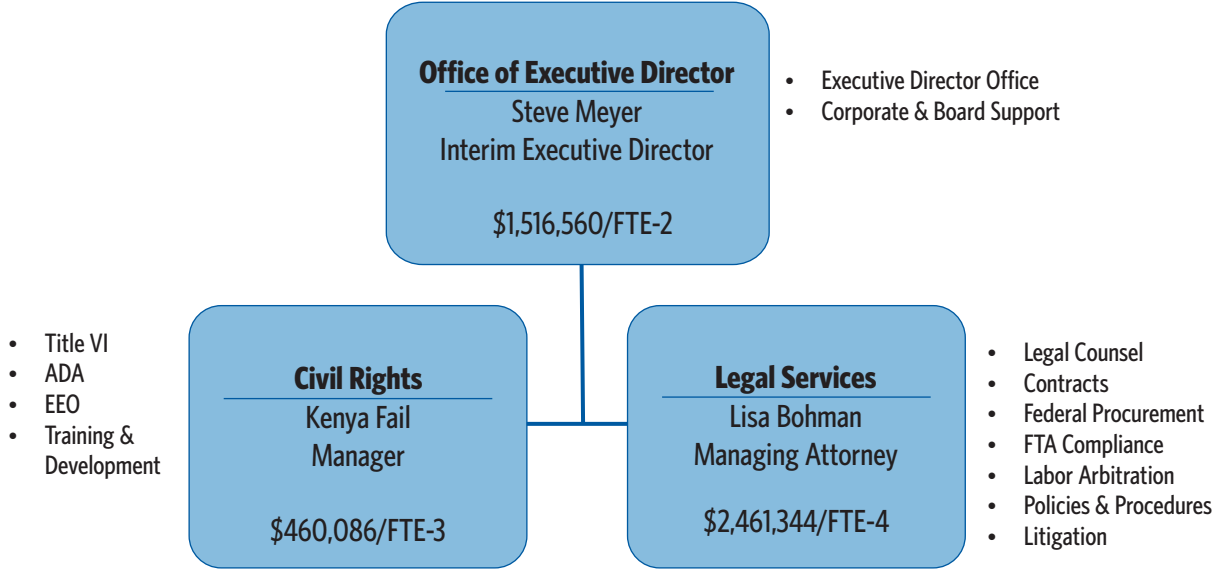
* Reflects moves of departments in 2018



Office of Executive Director

Total Funding \$4,437,990

FTE Total-9



Office of Executive Director

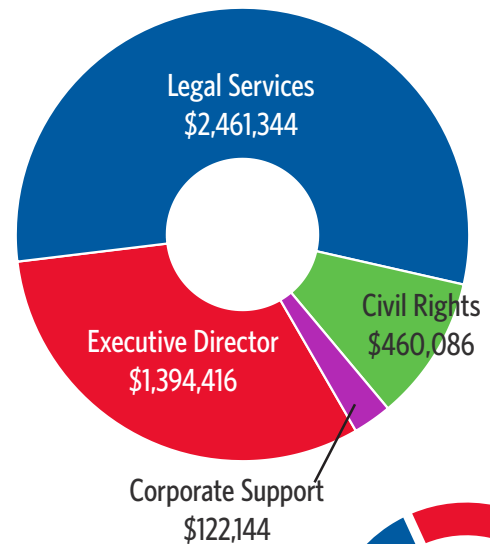
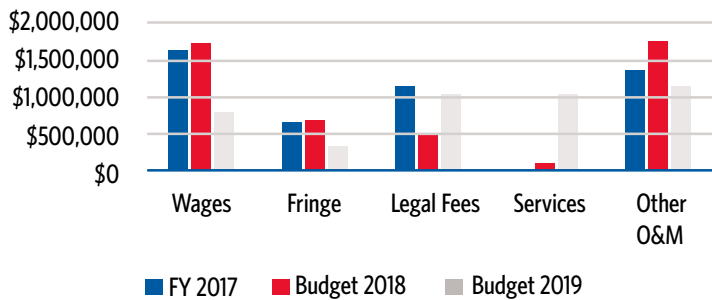
Executive Director

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
GROUP BUDGET				
Wages	\$1,645,568	\$1,739,160	\$814,452	-53.2%
Fringe	656,963	697,020	360,114	-48.3%
Legal Fees	1,148,784	525,000	1,040,000	98.1%
Services	57,658	121,300	1,077,184	788.0%
Other O&M	1,353,703	1,757,365	1,146,240	-34.8%
Total Group	\$4,862,676	\$4,839,845	\$4,437,990	-8.3%
FTE	15.5	16	9	-43.8%

Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
DIVISION BUDGET				
Executive Director	\$1,528,603	\$1,441,880	\$1,394,416	-3.3%
Legal Services	2,690,478	2,718,912	2,461,344	-9.5%
Civil Rights	394,410	457,621	460,086	0.5%
Corporate Support	249,185	221,432	122,144	-44.8%
Total Division	\$4,862,676	\$4,839,845	\$4,437,990	-8.3%

Executive Director



Office of Executive Director Key Initiatives

Executive Director Position

UTA's new three-member Board of Trustees will fill the position of Executive Director during the 2019 budget year. The Board and the executive director roles takes the place of UTA's former chief executive officer position, which was eliminated under SB 136. The Board, along with the Interim Executive Director, will define the scope of duties for the executive director position, including how the role of Executive Director will interact with the Board of Trustees, the new volunteer Local Board and the UTA workforce under the new UTA structure.

Legal Department Structure

During fiscal 2019, UTA will establish a permanent organizational structure of its legal department. This structure is expected to be in place by July 1, 2019. UTA's goal is to maintain the high level of legal services and guidance it has had in the past that has supported the agency's ability to satisfy its significant federal compliance obligations.

Board and Agency Policies & Procedures

Due to the changes in the overall governance structure of UTA, the incoming Board of Trustees and new Executive Director must develop policies and procedures that incorporate the changes outlined in SB 136. UTA's goal is to ensure a smooth transition of Board and Agency policies and procedures.



Office of Executive Director Key Budget Changes

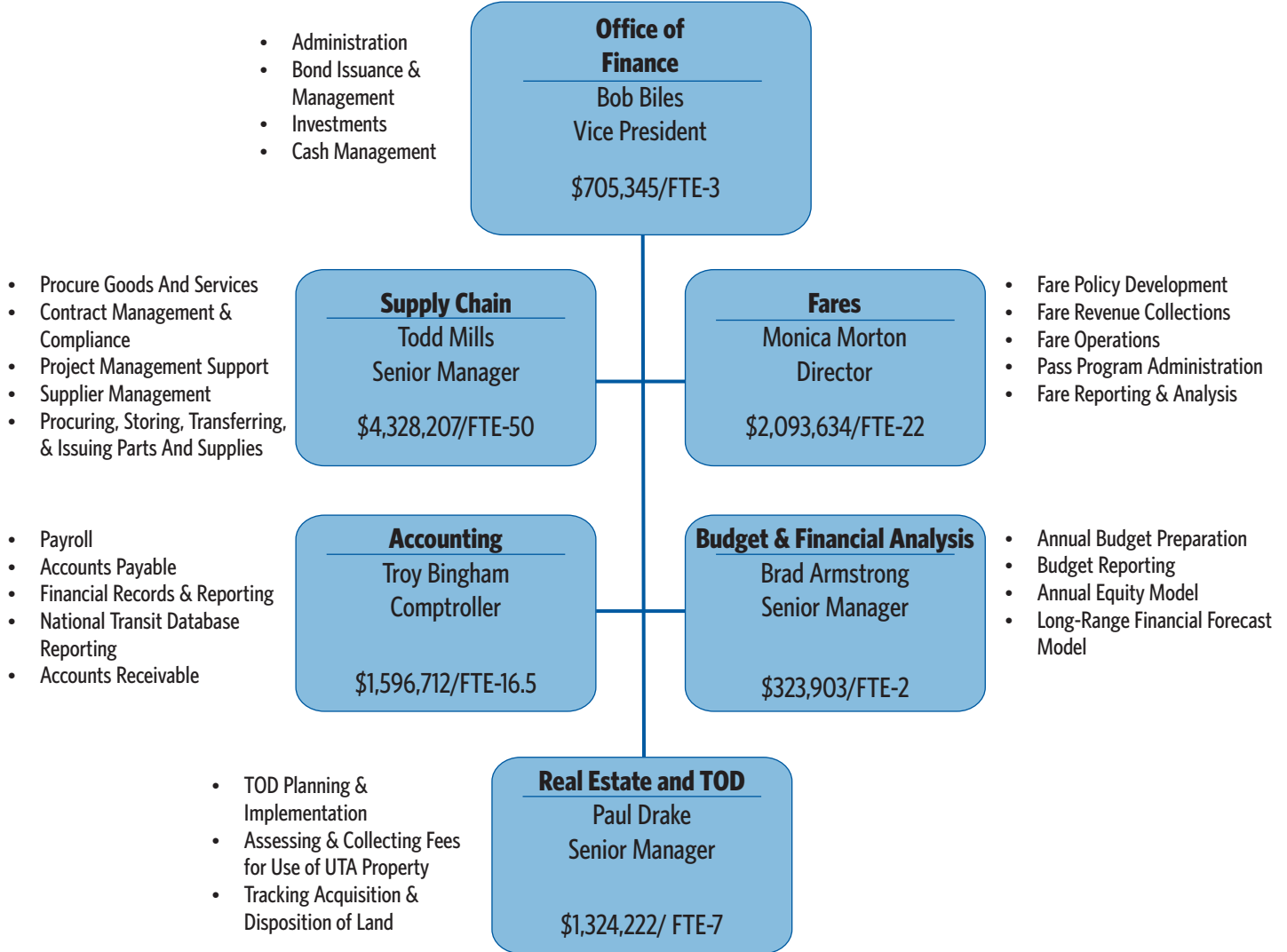
The total budget for the Office of Executive Director decreased 8.3% for 2019. Wages and fringe decreased \$1.26 million due to a seven-person reduction in headcount, where four people were permanently removed from the legal department and three administrative people were transferred to other UTA departments. These reductions were offset by additional external legal expenses and costs related to the Attorney General's Office and the Federal Monitor.



Office of Finance

Total Funding \$10,372,023

FTE Total-100.50



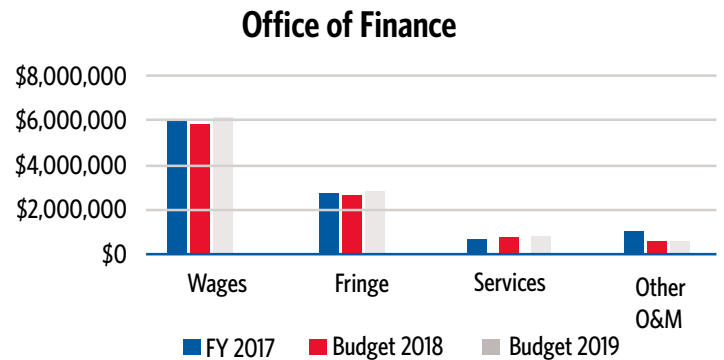
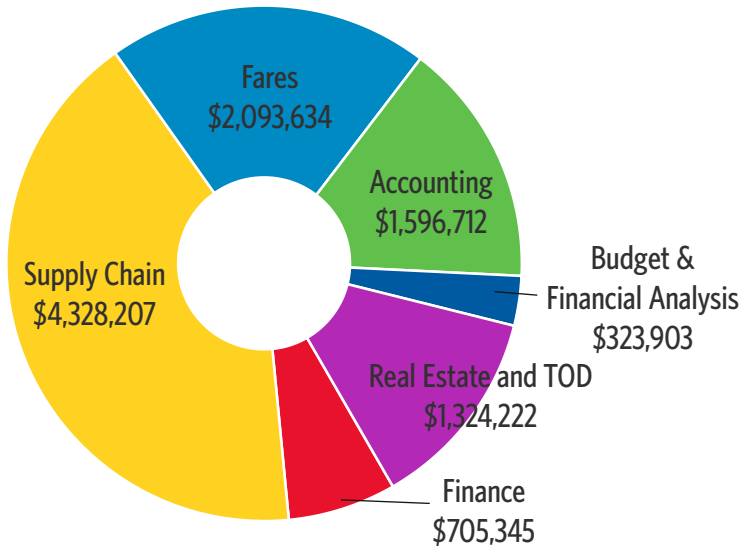
Office of Finance

Office of Finance

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
GROUP BUDGET				
Wages	\$ 5,936,605	\$5,857,310	\$ 6,107,162	4.3%
Fringe	2,728,198	2,662,500	2,825,400	6.1%
Services	648,090	769,138	855,520	11.2%
Other O&M	892,365	592,590	583,942	-1.5%
<i>Total Group</i>	<u>\$10,205,257</u>	<u>\$9,881,538</u>	<u>\$10,372,024</u>	<u>5.0%</u>
FTE	96.2	99.0	100.5	1.5%

Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
DIVISION BUDGETS				
Finance	\$ 666,523	\$ 657,352	\$ 705,345	7.3%
Supply Chain	4,488,928	4,119,941	4,328,207	5.1%
Fares	2,106,093	1,844,618	2,093,634	13.5%
Accounting	1,419,810	1,552,953	1,596,712	2.8%
Budget & Financial Analysis	289,631	316,078	323,903	2.5%
Real Estate and TOD	1,234,273	1,390,596	1,324,222	-4.8%
<i>Total Division</i>	<u>\$ 10,205,257</u>	<u>\$ 9,881,538</u>	<u>\$ 10,372,024</u>	<u>5.0%</u>



Office of Finance

Key Initiatives

Station Area Planning

UTA has begun a successful effort with the metropolitan planning organizations (“MPO”) and local communities to plan pedestrian-friendly, mixed-use developments around its transit stations. Some of the funding has come from MPO grants, while others have been funded as a partnership directly with the local communities. In 2019, UTA anticipates participating in up to five Station Area Plans throughout its service area. UTA’s contributions for each plan have ranged from \$15,000 to \$40,000.

Transit-Oriented Development

The Agency is participating in five transit-oriented developments (“TOD”) in Sandy, West Jordan, South Jordan, South Salt Lake, and Provo. To date, these TODs have produced over 600 residential units, nearly 400,000 square feet of office and retail, and a 192-key, full-service hotel. In 2019, construction will continue on an additional 750 residential units and 200,000 square feet of office and retail. UTA staff will continue working with local communities to make sure these new developments are well-integrated with existing neighborhoods and are consistent with the cities’ community development efforts and objectives.

Sandy Civic Center Parking Garage

In conjunction with TOD efforts at the Sandy Civic Center TRAX Station, UTA is constructing a 518-stall parking garage that will serve transit patrons and the surrounding development. The costs are to be split pro-rata with the development based on the ratio of parking stalls. UTA will be responsible for 58% of the overall costs of construction and maintenance of the garage. Funding has been identified through a \$2 million surface transportation grant and from \$3.4 million of proceeds from a land sale. As the site has been under construction for some time, the garage, along with the additional retail and restaurants, will be welcome amenities for transit patrons.

Vendor Managed Inventory

Supply Chain staff is joining with the San Diego and Portland transit agencies to develop a vendor managed inventory program which will decrease part lead times and reduce inventory requirements.

Fare Policy

The agency is continually faced with fare-related decisions. To assist with these decisions we will be working on reviewing and updating current fare policy, creating new fare policy and analyzing the impact the policy will have on fare structure. With a robust policy in place we will be establishing a long term fare strategy that will support future revenue and ridership growth.

Partnership Growth

A large portion of passenger fare revenue comes from strong UTA partnerships in the community. The partnerships provide opportunities for riders to benefit from fully or partially subsidized fares. UTA will strategize, develop and implement additional products and programs that will strengthen our partnerships.



Office of Finance

Key Budget Changes

During 2018, UTA implemented a reorganization that created a Fares Department within the Finance Office. The Product Development & Sales department and a position from Customer Service were transferred from the Office of External Affairs to the Fares Department. In addition, the Office of External Affairs supplied a management position to provide funding for the new position of Fares Director. Total adjustment for these changes was \$825,700.

Budget amounts for Farebox security (\$84,000), South Jordan TOD maintenance (\$36,000), and mobile ticketing vendor charges (\$96,000) were reclassified from other departments to Vice President Finance departments. Budgeted amounts for organizational development (\$75,000) that had been in the 2018 Vice President Finance budget were transferred to the Chief People Officer budget.

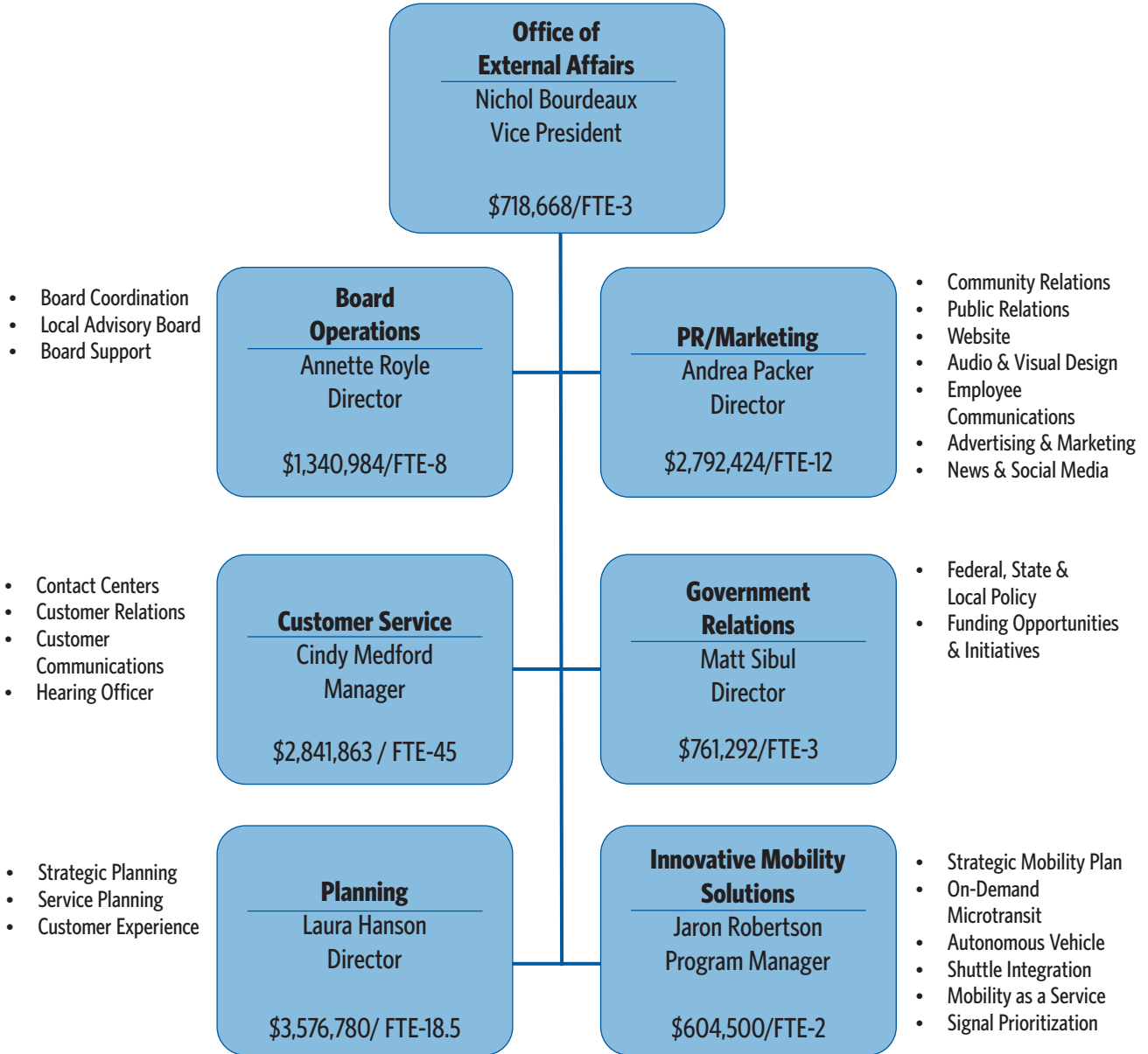
Purchase of the Tooele Bus Facility eliminates lease payments and reduced the Real Estate and TOD budget by \$116,000.



Office of External Affairs

Total Funding \$12,636,511

FTE Total-91.5



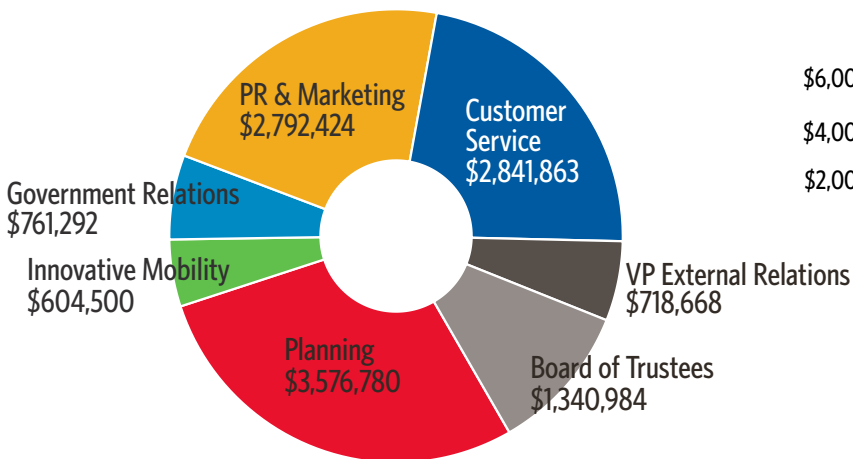
Office of External Affairs

Office of External Affairs

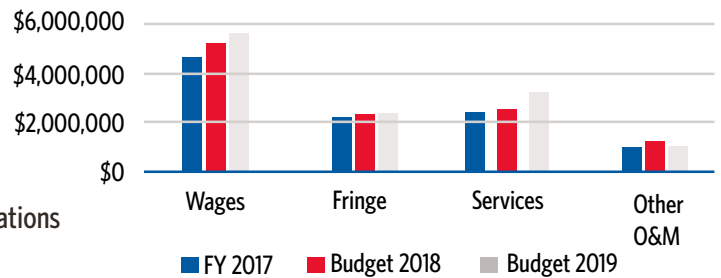
	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
GROUP BUDGET				
Wages	\$4,731,384	\$5,283,205	\$5,692,784	7.8%
Fringe	2,280,351	2,405,873	2,481,684	3.2%
Services	1,510,124	2,670,536	3,297,279	23.5%
Other O&M	1,073,737	1,306,763	1,164,764	-10.9%
<i>Total Group</i>	<i>\$9,595,595</i>	<i>\$11,666,377</i>	<i>\$12,636,511</i>	<i>8.3%</i>
<i>FTE</i>	<i>83.0</i>	<i>90.5</i>	<i>91.5</i>	<i>1.1%</i>

Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	
DIVISION BUDGETS				
Planning	\$ 2,317,684	\$ 3,089,451	\$3,576,780	15.8%
Innovative Mobility	0	736,112	604,500	-17.9%
Government Relations	769,091	718,692	761,292	5.9%
PR & Marketing	2,761,575	2,929,910	2,792,424	-4.7%
Customer Service	2,688,207	2,762,246	2,841,863	2.9%
VP External Relations	763,186	942,376	718,668	-23.7%
Board of Trustees	295,853	487,590	1,340,984	175.0%
<i>Total Division</i>	<i>\$9,595,596</i>	<i>\$11,666,377</i>	<i>\$12,636,511</i>	<i>8.3%</i>



Office of External Affairs



Office of External Affairs

Key Initiatives

Way Finding Study

The Wayfinding study and capital improvements are carryovers from the 2018 budget. The purpose of this study is to evaluate the various existing elements of UTA's current wayfinding system, including all geographies, signage, amenities and modes of service. Using best practices derived from literature reviews, research and successful working examples, we will produce a comprehensive, unified wayfinding and signage plan for the entire UTA service area. This strategy is to include a library of wayfinding typologies which should be reflective of several factors including but not limited to mode, location (or siting), levels of activity and safety. The typologies shall also include recommended graphic and hardware amenities with order-of-magnitude costs associated with each typology. The typologies and amenities will be evaluated and presented in a prioritized order for installation

The goals this study should achieve are:

- Safety
- Reliability
- Accessibility
- Ease of Understanding

Core Routes

Also a carryover project from the previous year, the Core Routes Study is a collaborative effort among UTA, Wasatch Front Regional Council, Mountainland Association of Governments, Utah Department of Transportation and local governments to build public support and understanding of transit service planning and what local governments can do to support transit. UTA hopes to use this study to inform development of its Five-Year Mobility Service Plan. We will update and present a bus network to attract customers and help local jurisdictions shape their land use to be more transit supportive and sustainable. By defining a Core Route network, UTA can direct operations and capital investments to routes producing higher ridership, while signaling to local jurisdictions that they can rely on quality transit service in these corridors if they invest in the land use planning and street design to support it. Core routes also counter the public impression that the buses are all alike, and that their complexity is an inevitable feature of buses in general.

The three goals this study should achieve are:

- Identify the foundational corridors for an efficient, reliable and easily understandable bus system
- Build broad consensus around the concept of moving from a radial to a grid network pattern, and a system of high productivity Core Routes along with continuing basic local service to ensure broad cover
- Create a clear plan of action to implement a network of Core Routes as funds become available

Future of TRAX Study - requesting \$200,000 in both 2019 and 2020

The Future of TRAX Study will investigate how and when improved operational strategies to light rail service and infrastructure, as well as related projects identified in long-range plans, should be implemented. Our goal is to ensure the system maintains its functionality and continues to sync with regional long-range plans. This study will recommend a phased approach to implementing realistic, incremental improvements that will initially meet immediate needs and improve operational efficiencies. A mid-term phase will explore increased capacity to accommodate future growth in ridership and partial implementation of the regional plan that includes headway and routing considerations. This study will consider existing conditions, stakeholder input, future changes in land use and the benefits and costs of various scenarios. Ridership modeling results and capital costs will be provided for defined scenarios.



Office of External Affairs

Key Initiatives cont.

Salt Lake City Buy-Up Service

Under a proposed 20-year master agreement with Salt Lake City Corporation, UTA will work to implement the Salt Lake City Master Plan. The initial phase of the purchased service to be implemented in 2019 is focused on increasing service on three Core Routes that coincide with the Frequent Transit Network in the Salt Lake Master Plan. These routes are 200 South, 900 South and 2100 South. The overall intent of the service agreement is the shared desire to grow and improve the transit system, enable people and businesses to rely on transit, encourage permanence and stability, data drive analysis and public engagement.



Office of External Affairs Key Budget Changes

Due to the changes in the overall Governance Structure of UTA, the current Board of Trustees Cost Center has increased from 2018, reflecting the addition of three new, full-time Board of Trustees members. This increase is partially offset by attrition and vacancies, leading to an overall headcount increase of 1.5 FTE for the 2019 budget year.

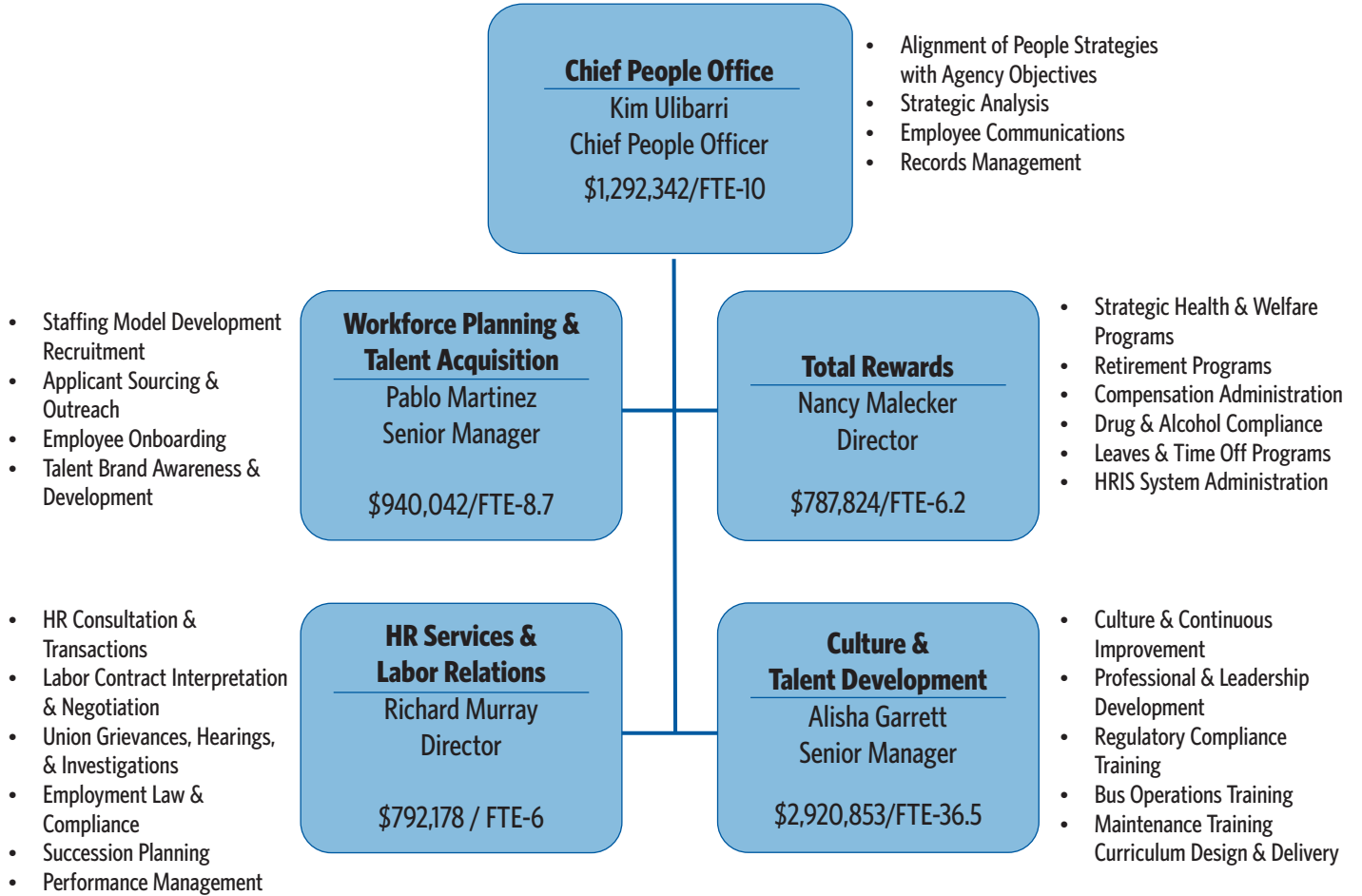
Planning Department carryover of approximately \$500,000 reflects the cost of ongoing studies from 2018, which are outlined in VPEA Key Initiatives. Additionally, the 2019 budget reflects the costs of the federally-required On Board Survey that UTA must conduct every five years. The cost of this survey has been budgeted for \$500,000 in 2019.



Chief People Office

Total Division Funding \$6,733,239

FTE Total-67.5



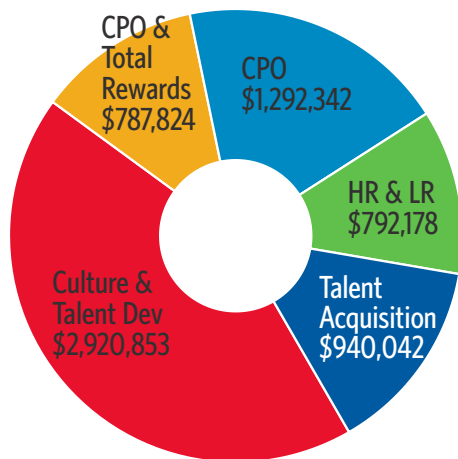
Chief People Office

Chief People Office

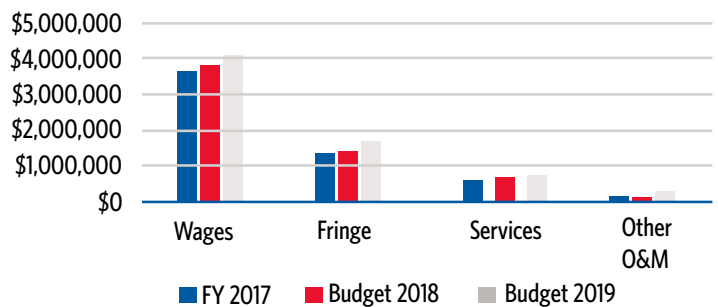
	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
GROUP BUDGET				
Wages	\$ 3,625,661	\$ 3,815,136	\$ 4,119,244	8.0%
Fringe	1,316,514	1,369,831	1,660,813	21.2%
Services	569,904	662,913	718,006	8.3%
Other O&M	118,415	57,420	235,176	309.6%
Total Group	\$5,630,494	\$5,905,300	\$6,733,239	14.0%
FTE	84.5	63.3	67.5	6.7%

Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
DIVISION BUDGETS				
Culture & Talent Dev.	\$ 2,163,846	\$ 2,624,467	\$2,920,853	11.3%
CPO & Total Rewards	309,128	1,548,776	787,824	-49.1%
CPO	0	0	1,292,342	0.0%
HR & LR	675,668	942,356	792,178	-15.9%
Talent Acquisition	2,481,852	789,701	940,042	19.0%
Total Division	\$5,630,494	\$5,905,300	\$6,733,239	14.0%



Chief People Office



Chief People Office Key Initiatives

Labor Contract Negotiations

UTA's union contract with Local 382 of the Amalgamated Transit Union (ATU) expires at the end of 2019. Since this is a contract renewal, the HR Services & Labor Relations plans to build on the successes of the 2016 contract, which received strong support by both Labor and Management. Staff will spend the first part of the year preparing bargaining points, identifying agency needs and opportunities with UTA leaders. Actual at the table in negotiations with the ATU will last anywhere from two to six months. The major items we take to the table will reflect our goals of responsible financial stewardship and exceptional customer service.

Candidate Outreach Enhancement

Over the last few years the Utah unemployment rate has dropped to 3%. With such labor shortage it is difficult to find quality talent. In 2019 we will build on our already established community based approach to attract and increase diverse talent. Our team collaborates with over 200 community based organizations, including Utah's Department of Workforce Services, Refugee Center, Catholic Community Services, and various veteran support centers. Another focus during 2019 will include the implementation of a social recruiting strategy, which will entail automating our social media job distribution, showcase our employer brand to a wider audience, target specific demographics, and empower UTA employees to send out automatic job invitations to their social networks.

Emerging Leadership Program Launch

UTA is excited to launch their first emerging leadership program (ELP) to develop future leaders at UTA. We currently have over 300 leaders with an anticipated turnover of 25% in the next 5 years due to retirements, along with anticipating future growth. It is critical UTA have employees prepared to step into leadership roles to help lead UTA in our next era of service expansion. The ELP will provide employees with both professional and leadership development skills which focus both on business acumen as well as the human side of leadership.

People Data Analytics Refinement

One critical transition which will take place in 2019 is establishing a comprehensive dashboard of people centric metrics to help inform and drive business objectives through people strategies. Staff will transform HR technology systems and reporting by identifying critical data sources and creating meaningful reports that help drive decisions about investment in people strategies that support the accomplishment of UTA's vision and organizational priorities.

Health Care Initiative Expansion

UTA's focus on implementing a health management strategy over the past four years will expand in 2019 with enhancements to our current Onsite Health Clinic strategy. Health care renewals have been well below trend over the past few years. The new phase of the health care initiative will focus on strategic innovations working with our new partner to help UTA to create long term plans for health care cost reductions. The new Human Capital technology platform allows employers complete transparency into health costs using claims data and the ability to compete in the market through direct contracting. This new phase of the health initiative will result in long term health risk reductions for the UTA population.

Records Management

This department will continue to rollout phases of the agency's new enterprise records management system that went live October 1st, 2018. Continued processing of hundreds of GRAMA requests will also be included as a priority for this group.



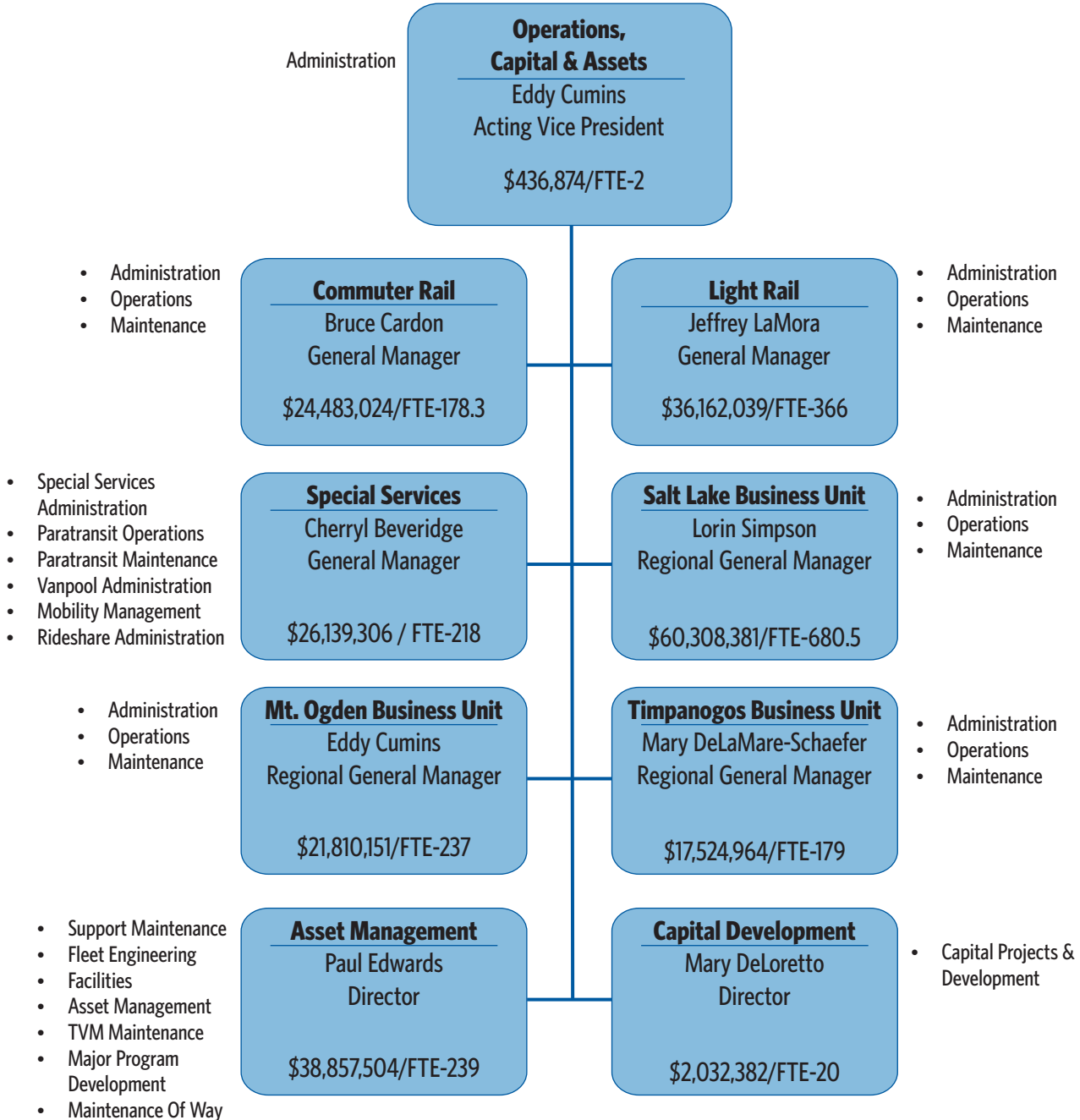
Chief People Office Key Budget Changes

Movement of Records Management staff from Legal Division to People Office resulted in an increase in salary, wages, and small increases to other line items.



Office of Operations, Capital & Assets

Total Funding \$227,754,625
FTE Total-2119.8



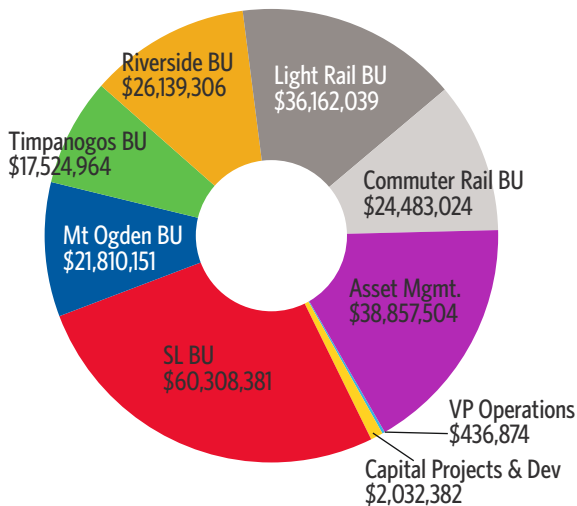
Office of Operations, Capital & Assets

OCA Office

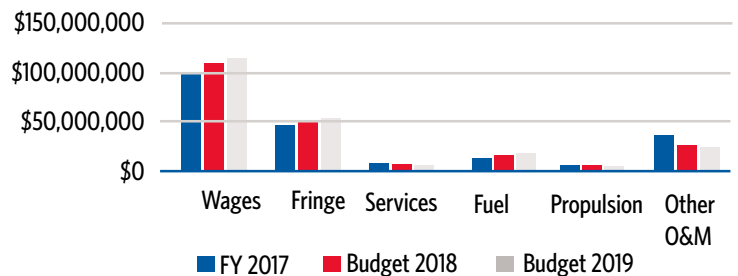
	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
GROUP BUDGET				
Wages	\$ 101,375,131	\$ 109,858,775	\$ 115,061,438	4.7%
Fringe	47,136,178	51,552,434	54,522,327	5.8%
Services	8,348,193	8,562,877	6,685,420	-21.9%
Fuel	13,999,057	17,567,782	19,654,650	11.9%
Propulsion Power	5,362,813	6,318,189	5,973,068	-5.5%
Other O&M	36,179,493	26,166,677	25,857,723	-1.2%
Total Group	\$201,391,428	\$220,026,734	\$227,754,626	3.5%
FTE	1,931	2,127.5	2,119.8	-0.4%

Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18-FY19
DIVISION BUDGETS				
VP Operations	\$ 108,737	\$ 451,160	\$ 436,874	-3.2%
Capital Projects & Dev.	1,932,097	1,967,475	2,032,382	3.3%
SL BU	55,289,340	58,682,974	60,308,381	2.8%
Mt Ogden BU	18,688,444	21,005,326	21,810,151	3.8%
Timpanogos BU	12,700,797	15,392,414	17,524,964	13.9%
Riverside BU	21,955,943	26,220,010	26,139,306	-0.3%
Light Rail BU	34,506,247	35,365,330	36,162,039	2.3%
Commuter Rail BU	21,894,450	22,842,410	24,483,024	7.2%
Asset Mgmt.	34,315,373	38,099,635	38,857,504	2.0%
Total Division	\$201,391,428	\$220,026,734	\$227,754,626	3.5%



Vice President of OCA



Office of Operations, Capital & Assets

Key Initiatives

Service

The Utah Transit Authority (UTA) is a multimodal system consisting of commuter rail, light rail, streetcar, fixed route bus, flex route bus, paratransit, vanpool/rideshare services, and mobility management. UTA's family of services covers Weber, Davis, Salt Lake and Utah counties and portions of Box Elder and Tooele counties. Operations has a fleet of 537 fixed-route buses (508 active fleet / 29 contingency fleet), which include flex route, hybrid-electric, Compressed Natural Gas (CNG), ski, and over-the-road coaches, plus 133 paratransit buses and 37 flex-route buses. In addition, operations has a fleet of 448 vanpool vehicles, 117 light rail vehicles, 52 commuter rail cars and 18 locomotives. Operations serve 6,234 bus stops, 50 light rail stations, 7 streetcar stops, and 15 commuter rail stations with an annual ridership exceeding 45.1 million. Operations has a total of 1,856 employees of which 60% are operators, 21% work in maintenance, and the remaining 19% are administrative employees.

The 2019 base line budget sustains the 2018 service level with increased service in Davis, Weber, Tooele, and Utah Counties, but excludes service enhancements made possible by the Salt Lake County 4th quarter funds and the Salt Lake City Agreement. This additional revenue is listed in the tentative budget, but distribution of funds into the operating budget has not been finalized, as discussions continue with Salt Lake County and Salt Lake City.

State of Good Repair

Main St/400 South - Half Grand Union Interlocking Replacement

This state of good repair project will replace the 20-year old, aging half grand union in the intersection of 400 South and Main Street. All three light rail lines travel through this intersection. The project will include upgrading switches, signaling and communications to ensure against a potential failure and derailment on the system. The new track work will be encapsulated to prevent stray current.

UDOT I-15 Widening/7200 South Bridge Replacement

This project is required as part of the UDOT program to widen 7200 South to three lanes in each direction. It replaces the west bridge that UDOT owns to allow for the roadway expansion. UDOT is reimbursing UTA for all costs.

Revenue Service Vehicles

In 2019 ,the revenue vehicle purchases consist of 10 expansion fixed route buses, 30 paratransit/flex vehicles and 30 Rideshare vans depending on van size/configurations required at the time of ordering. Funding for revenue vehicles is met through a leasing plan, with the exception of the expansion buses being funded in an agreement with Salt Lake City. In addition, \$1 million is budgeted for bus engine and transmission replacement.

Other State of Good Repair Projects

\$15.3 million will go toward the updating, repairing, and replacing of UTA infrastructure, including: \$5.3 million for the light rail vehicle overhaul program, \$3.9 million for locomotive engine rebuilds, \$1.7 million to replace traction power substation (TPSS) components for light rail. Twelve other state of good repair projects are estimated to cost \$4.4 million.



Office of Operations, Capital & Assets

Key Initiatives cont.

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. Proceeds from the 2018 bond issue will be used to pay for this improvement. Materials procurement will occur in 2019 and construction in 2020 through 2021.

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. 2019 activities will include building demolition, structural stabilization of the roof of the old locomotive building that will be repurposed for the bus maintenance shop, construction of the wash building, addition of the diesel fueling system, and site canopies and full site work. Construction activities in 2010 through 2021 will include the final construction of the maintenance building and operations building, as well as solarization and micro grid power system.

UVU Pedestrian Bridge

Construction of this 1000' long pedestrian bridge should begin in late 2018 or early 2019 and be completed by late 2019 or early 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. This will be paid in 2 installments – one in 2019 and one in 2020.

Ogden/Weber State University BRT Design

UTA recently entered into Project Development for the Ogden/Weber State University BRT. This is the first step to obtain funding from the FTA's Small Starts Grant program. In 2019, UTA will obtain a consultant to complete final design for the project. Construction would begin in late 2020 or 2021.

South Davis BRT

UTA completed the Davis-SLC Community Connector Study in August 2014. The outcome of the study was a Locally Preferred Alternative consisting of a BRT line from Salt Lake City to the Woods Cross Frontrunner Station. In the 2017, project partners and UTA received a legislative earmark of \$1.2M to advance the South Davis BRT. This funding will be used to complete environmental and preliminary design work in 2019.

Tooele Bus Facility

Since 2009 UTA has been leasing a warehouse in the Tooele Army Depot to store commuter buses which run between Salt Lake City and Tooele County as well as Tooele County flex-route buses. To reduce ongoing operating costs, UTA is purchasing the facility. UTA was awarded a grant from the Federal Transit Administration's 5339(b) Bus and Bus Facilities Discretionary Program, administered through UDOT, at just over \$1.4 million. This grant along with UTA's local match will also cover upgrades to the building.



Office of Operations, Capital & Assets

Key Budget Changes

Services primarily consist of contracted support services used by OCA business units. For budget year 2019, contracted services were reduced by 21.9% primarily due to the completion of the Provo-Orem BRT.

Fuel costs are budgeted 11.9% higher in 2019 compared with 2018 to reflect the increase in diesel fuel from \$2.20 per gallon to \$2.50 per gallon.

The Timpanogas business unit budget in 2019 increased 13.9% over 2018 to reflect the first full service year of the Provo-Orem BRT line. The BRT line, called UVX, opened in August 2018.

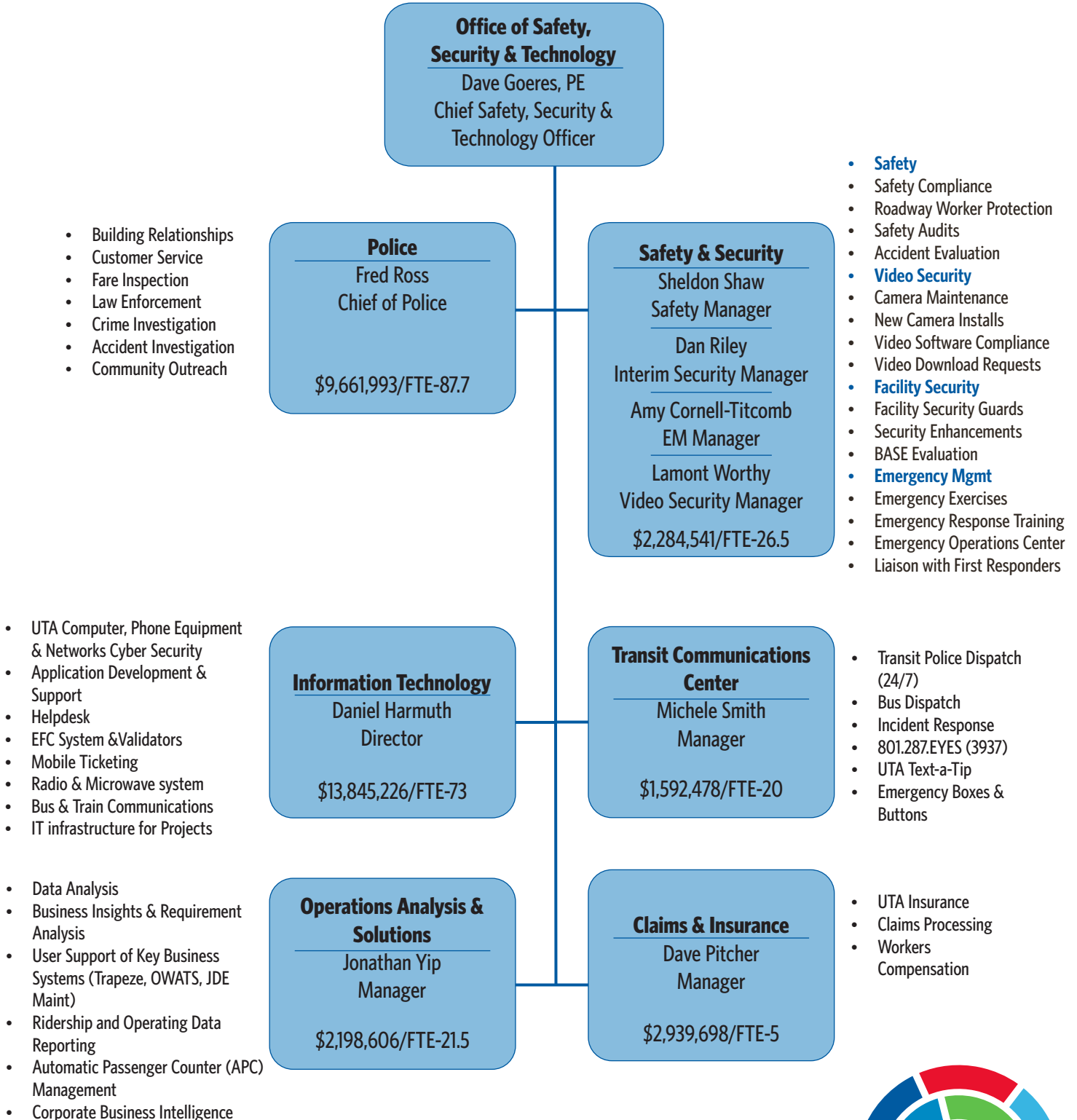
Commuter Rail business unit costs increased 7.2% in 2019 due to plans to add a tenth FrontRunner train to the schedule to support UTA's compliance with Positive Train Control. (PTC).



Office of Safety, Security & Technology

Total Funding \$32,522,542

FTE Total-233.7



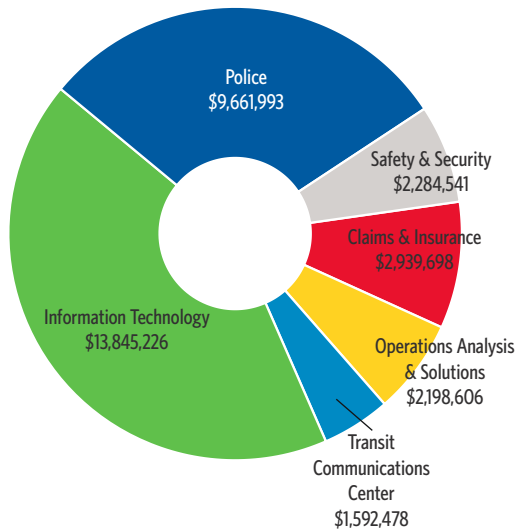
Office of Safety, Security & Technology

Office of Safety, Security & Technology

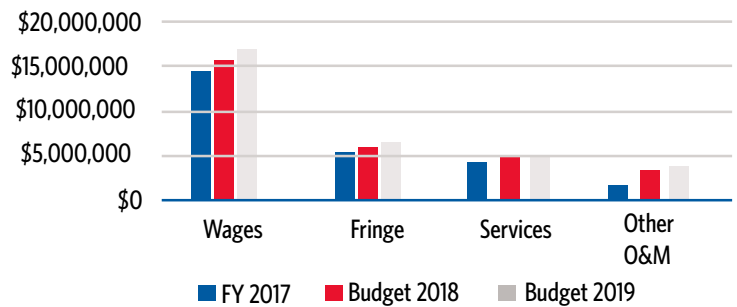
	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
GROUP BUDGET				
Wages	\$14,528,654	\$15,863,972	\$ 17,122,998	7.9%
Fringe	5,469,114	5,992,200	6,551,092	9.3%
Services	4,478,763	5,011,501	4,895,488	-2.3%
Other O&M	1,711,489	3,487,737	3,952,964	13.3%
Total Group	\$26,188,020	\$30,355,410	\$32,522,542	7.1%
FTE	210.6	227.5	233.7	2.7%

Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
DIVISION BUDGETS				
Safety & Security	\$ 2,103,770	\$ 2,180,119	\$ 2,284,541	4.8%
Police	7,023,321	8,417,404	9,661,993	14.8%
Information Technology	12,016,314	13,408,766	13,845,226	3.3%
Transit Communications Center	1,463,666	1,499,517	1,592,478	6.2%
Operations Analysis & Solutions	2,318,244	2,113,446	2,198,606	4.0%
Claims & Insurance	1,262,705	2,736,158	2,939,698	2.3%
Total Division	\$ 26,188,020	\$ 30,355,410	\$ 32,522,542	7.1%



CSST Group



Office of Safety, Security & Technology

Key Initiatives

Department Functions

The Safety, Security and Technology (SST) Office consists of the following departments: Safety, Security-Facility and Video, Emergency Management, Police, Transit Communications Center (TCC), Operational Analysis & Solutions (OAS), Information Technology (IT) and Claims & Insurance. The office works to provide operational support to our employees and the business units to ensure safety and security of the UTA system, while enhancing the customers' experience. We continually strive to improve all the technology aspects of our system for our customers and employees. The following focused initiatives highlight some of the interesting improvements and enhancements ahead.

Positive Safety Culture

UTA utilizes a Safety Management System (SMS) to prevent accidents, to reduce risk of injury and minimize damage to property and equipment. We will work proactively towards identifying and reducing the existence of hazards and risks in the workplace and in our system. As SMS is a leadership driven effort, we require that UTA Trustees and the Executive Director ensure resources are available and that we emphasize safety first. After having received the 3rd State Safety Oversight certification by the Federal Transit Authority (FTA), we will continue to be a "best-practice" agency, and fully implement the new Part 674 FTA Safety requirements. UTA addresses hazards with the 4+E's (Eliminate, Engineer, Educate, Enforce+Encourage) focus.

Move Electronic (IT / OAS)

With the full upcoming implementation of Laserfische records management system and the associated digital signature, DocuSign software, we will focus on transitioning many of our manual, paper-driven processes to electronic measures with better workflows and tracking. In addition to automating administrative functions, we will collaborate with vehicle maintenance staff to standardize and automate processes using the J D Edwards and DSI software platforms.

Improve Information Security Program (IT)

From the analysis and research conducted in 2018, we will improve the UTA information security policies, program documentation and incident response plans. We will evaluate the improved systems with tabletop incident exercises and penetration testing. Several actions to be completed include laptop hard-drive encryption, smartphone Mobile Device Management roll-out, and complete the 2-factor authentication implementation.

Increase Access to Business Information Insights (Operations Analysis and Solutions)

We will improve access to information for decision-making by leveraging our existing data warehouse application Information Builder to improve portals, minimize clicks, and automate reports which will further enable UTA's data-driven culture. We will also continue to uncover interesting business insights that will positively impact UTA through untapped data sources.

Develop Future Technology Strategy (IT)

Current hardware and software, that has served UTA well for the past decade, is rapidly approaching end-of-life usefulness. We will research, assess and recommend potential ways-forward by evaluating in-house development, wholesale system replacement with commercial off the shelf (COTS) solutions, and software-as-a-service (SaaS) third party systems. Critical programs we will evaluate include the Mobile Data Computer (MDC), Computer Aided Dispatching (CAD) and Automated Vehicle Locator (CAD/AVL) systems on all vehicles. Additionally, the current iDEN radio system on vehicles is nearing end-of-life. Options to evaluate include Radio over IP (RoIP) and to join the Utah Communications Authority (UCA), which is planning a radio system replacement in the near future.

Enhance Training (Safety / Emergency Mgmt / Police)



Office of Safety, Security & Technology

Key Initiatives cont.

Safety department will develop, emphasize and conduct safety training to include : in-house OSHA course to address health safety requirements for employees; updated Roadway Worker Protection (RWP) class to include the required hands-on portion; and continue our pro-active outreach to employees, customers and stakeholders. We will enhance training for suspicious package, integrated command structure (ICS), CPR/AED, security incident response while continuing regular emergency operations center exercises. This training will empower our workforce to use current and improved tools and resources to respond to varying hazards and threats that we identified in completing the Threat Hazard Identification and Risk Assessment (THIRA). Our police will develop the UTA Employee Police Introduction Academy to educate employees and stakeholders on the role and services of our police.

Establish Claims and Insurance Coordination

Claims and Insurance will be working with the Attorney's General office to establish and strengthen relationships with their litigation team. We will be working towards incorporating and enhancing a litigation approach that will discourage meritless, nuisance value claims and allow the claims staff to focus on prompt handling of legitimate losses. We will also be replacing our long-serving Workers Compensation Administrator, and utilize this opportunity to restructure our department to increase efficiency and better utilize the strengths of our staff.

Advance Security and BASE

The UTA security department will continue to enhance the Authority's overall security posture and environment through coverage, training and projects. With a fully staffed security department, our goal for 2019 is to provide full coverage of critical sites as determined by assets location and crime statistics collected by the FBI and the UTA Police department. We will update our security SOPs, access control procedures and continue to teach vigilance to our employees. Our security projects include installing new fencing, gates, new access-control readers, improved duress alarm system and adding cameras at prioritized locations. We will address our security program's minor deficiencies identified during the 2018 Department of Homeland Security (DHS) Baseline Assessment and Security Enhancement review to improve our 90% compliance rating by mid-2019.

Community collaboration (Police / Emergency Mgmt / TCC)

UTA police will enhance collaboration with Orem, Provo and other Utah County law enforcement and first responder agencies during the first full year of Utah Valley Express (UVX) operations. Emergency Management staff will work with Davis County emergency management, hospitals, health departments, and first responders to plan, develop, and execute a FrontRunner exercise. Transit Control Center will equip a mobile trailer to serve as an on-scene communications support at special events and major incidents. TCC will also establish and fill Lead Dispatcher positions to improve supervisory support throughout the 24/7/365 schedule.



Office of Safety, Security & Technology

Key Budget Changes

Software and hardware costs are traditionally drivers of budget increases. This year through some software cancelations and consolidations, IT reduced the cost of software, even with annual maintenance cost increases. This effort, along with increased scrutiny of new software purchases, will continue to pay dividends to the budget. The savings in software costs allowed us to add two additional developers to improve support for existing applications and software.

Police budget saw the highest increase in budget because of increased staff, fringe deficits, fuel increases and removal of grant offsets. New UTA police officers for Utah County were in the headcount in 2018, but not fully funded. The 2019 budget includes the first full year of police coverage for the Utah Valley Express operations. The increase in gasoline costs and increased number of police vehicles impacted the fuel budget. In previous years, police training costs were offset to a federal grant. UTA decided to use that grant on preventive maintenance efforts. This showed some savings in the maintenance budget, but the corresponding increase is reflected in the police budget.

The 2019 budget also include one additional dispatcher to support UTA Police as they expand into Utah County. UTA Police now operate out of three police hubs - Ogden Intermodal Center, UTA Police Headquarters and the Provo Intermodal Center. TCC manages and dispatches for these hubs in Weber, Salt Lake and Utah Counties.



Office of Internal Audit

Total Funding
FTE Total-3

- Internal Audit
- Ethics
- Financial Disclosures
- Investigations

Chief Internal Auditor

Riana de Villiers
Chief Auditor

\$454,902/FTE-3

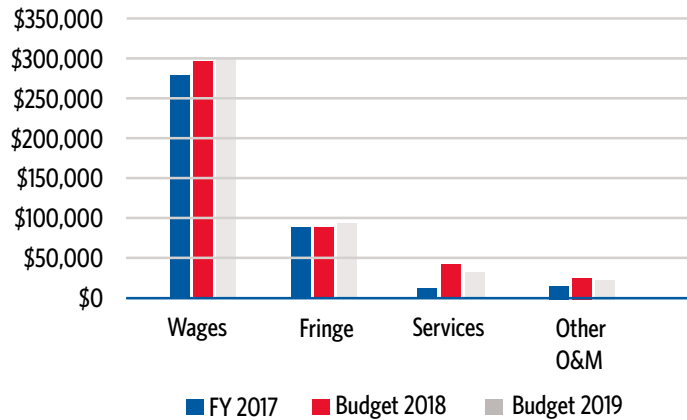


Office of Internal Audit

Office of Internal Audit

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
GROUP BUDGET				
Wages	\$280,128	\$ 297,180	\$302,244	1.7%
Fringe	90,246	90,960	94,368	3.7%
Services	11,883	45,000	34,500	-23.3%
Other O&M	14,755	26,600	23,790	-10.6%
<i>Total Department</i>	\$397,012	\$459,740	\$454,902	1.1%
<i>FTE</i>	3	3	3	0.0%

Office of Internal Audit



Office of Internal Audit Key Initiatives

The Internal Audit Department will execute the 2019 internal audit plan, once it has been defined and approved by the Board of Trustees. The audit plan will be based on the most significant risks identified by executive management for an organization of over 2,000 employees.

The Chief Internal Auditor is also the Ethics Officer for UTA. Due to this role, the Department is responsible for performing ethics investigations whenever a potential ethics issue is reported. An ethics campaign will be rolled out in November 2018 to create more awareness regarding the importance of this topic.

Internal audit is creating the combined assurance framework, which identifies the key internal and external assurance providers to assess assurance coverage and identify potential cost savings where assurance activities may be duplicated.

The Department supports the risk management project that was initiated with the ultimate objective of introducing a more robust risk management process in UTA.

Internal Audit receives a periodic peer review every three to five years as required by the IIA standards, and the standards of audit practice identified in the UTA Internal Audit Charter. The last peer review for Internal Audit was in 2014 as part of the overall UTA performance audit, which was performed by the office of the Legislative Auditor General.

The Department, in conjunction with Legal, reviews annual financial disclosures completed by Board members and designated employees for potential conflicts of interest.

Office of Internal Audit Key Budget Changes

For 2019, outsourced services will be reduced due to the cancellation of a data analytics contract. The work under this contract has been transferred in-house, where UTA will use existing internal resources for its analytics work. The remaining part of the contract services budget is for a peer review that will be conducted in 2019 and limited consultant work

