

# 2019 Budget



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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 Budget Document has six major areas: Introduction and Overview, Financial Structure, Policy, and Process; Financial Summaries; Capital and Debt; Department Information, and Statistical and Supplementary Information.

Section 1, **Introduction and Overview** contains the Budget Message, which is a description of priorities and challenges for the budgeted 2019 year. The message describes significant changes in priorities from the previous year and highlights challenges facing UTA in developing the current budget. This section also includes UTA’s Strategic Plan, the Budget Process and the UTA policies that apply to the budget process.

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

Section 3, **Financial Summaries** begins with a summary of overall Authority revenues and expenditures, followed by expenditure summaries for UTA’s functional operating areas with a comparison between 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 4, **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 5, **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

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



# Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the Utah Transit Authority for its annual budget for the fiscal year beginning January 1, 2018. In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a operations guide, as a financial plan, and as a communication device.

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Utah Transit Authority**

**Utah**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

Executive Director

# Introduction and Overview



# Utah Transit Authority 2019 Budget Message

The 2019 budget has been developed in alignment with the Board of Trustees’ strategic plan. The five focus areas within the strategic plan are as follows:

## Customer Experience

UTA is committed to continually improving its customer-focused approach as well as its products and services and will be constantly focused on improving accessibility to the system and breaking down barriers to ensure every customer has the best possible experience. We will deliver safe, reliable, accessible, and easy-to-understand mobility solutions that improve quality of life, enhance the user experience, and increase access to community and employment resources.

## Leadership and Advocacy

UTA is an advocate in improving quality of life and providing exceptional transportation options to those we serve. UTA works side-by-side with all of our community partners to offer a variety of mobility solutions to meet growing transportation demands. UTA is committed to serving as leaders and advocates for our communities by supporting sound public policy and transportation plans that improve quality of life and build strategic partnerships designed to solve mobility challenges.

## Access to Opportunity

UTA is actively planning for future transportation needs. This is done by continually refining short, medium, and long-term plans that will provide access along the Wasatch Front and support Utah’s growing population into 2040. This will be done by utilizing technologically advanced analytics and planning tools to design and implement an optimized, total transit network that connects people to their communities.

## Strategic Funding

UTA is charged with being good stewards of public resources. Sixty-nine percent of UTA’s operation is funded by a portion of local sales taxes that are approved by each county within the transit district. Future growth projections for the state, and the associated increase in transportation demands, call for additional funding to expand service offerings. We are committed to identifying new funding strategies while maximizing existing resources in order to optimize service offerings.

## Workforce of the Future

The capacity to achieve our mission is tied directly to the capability of our workforce. UTA is committed to achieving a high-performing organizational culture where every employee is passionate about serving our customers. We will promote a culture that fosters a dynamic workforce of diverse and engaged employees who are committed to improving their everyday work.





This alignment has taken place in numerous areas within UTA. A quick summary of the more notable ones include:

#### Customer Experience

- 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.
- UTA will complete a comprehensive, unified wayfinding and signage plan for the entire UTA service area.
- The Authority is devoting \$46.8 million to maintain a safe and reliable transit system. Projects include vehicle replacements, locomotive engine rebuilds, light rail vehicle overhauls, the 7200 south bridge replacement, and rail interlocking replacements.
- In conjunction with the Salt Lake City International Airport renovations, UTA will be relocating its light rail track to provide direct access to the new terminals.

#### Leadership and Advocacy

- In a collaborative effort with Wasatch Front Regional Council, Mountainland Association of Governments, Utah Department of Transportation and local governments, UTA will complete the Core Routes Study which will provide a better understanding of transit service planning and what local governments can do to support transit.
- UTA will be replacing its existing and undersized Central bus facility with the Depot District Clean Fuels Technology Center. When completed, the new facility will allow UTA to convert its bus fleet at that facility to clean technologies.

#### Access to Opportunity

- UTA has begun an effort with the metropolitan planning organizations and local communities to plan pedestrian-friendly, mixed-use developments around its transit stations.
- The Authority is participating in five transit-oriented developments (“TOD”) in Sandy, West Jordan, South Jordan, South Salt Lake, and Provo.

#### Strategic Funding

- During 2019, we will be developing our long-term fare strategy that will support future revenue and ridership growth.
- 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 City Master Plan.
- During 2018, Salt Lake County enacted the fourth quarter cent sales tax. Beginning July 1, 2019, UTA will receive 40% of the revenue raised by this sales tax. Estimated revenue collections for the last half of 2019 are \$13.4 million.



### Workforce of the Future

- Attracting a more diverse workforce is key to our success. Accordingly, in addition to its well-established community based approach recruiting efforts, UTA will deploy a redefined social recruiting strategy.
- UTA will be supplementing its strong internal promotion culture by launching an Emerging Leadership Program for developing future leaders.
- UTA will expand its employee health management through enhancements to our onsite health clinic strategy.

More detail about these initiatives can be found in Section 5.

In accordance with 2018 revisions to the Utah Public District Transit Act, the 2019 budget includes structural changes to the Board and Legal departments. For the Board, the budget reflects the change from a 16-member voluntary board to a three-member full-time Board of Trustees. For the Legal department, the budget reflects legal services being provided by the State of Utah Attorney General’s Office rather than Authority staff.

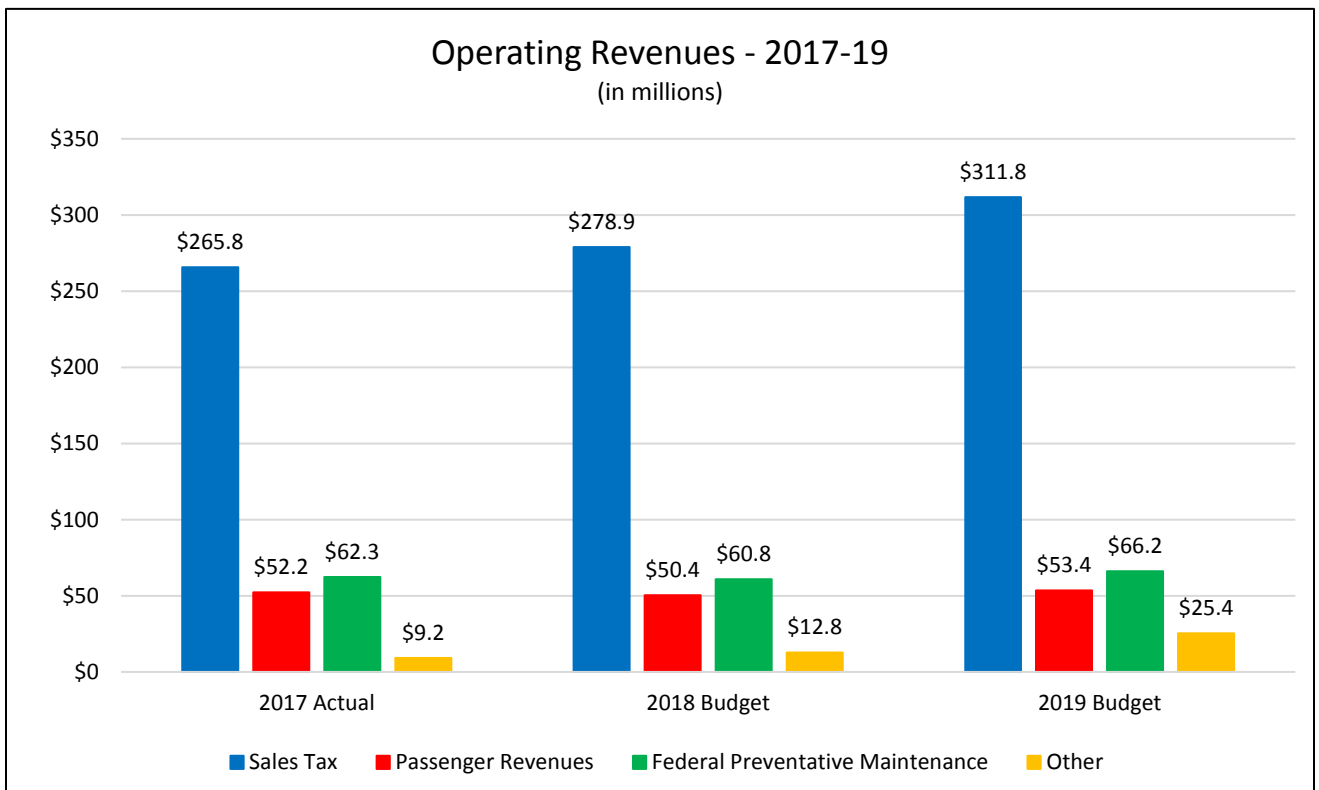
Looking forward, there are several challenges facing the agency.

- Envision Utah projects that population in UTA’s service territory will double within the next 25 years. Leadership at all levels within the state understands the need for smart, dense development as well as a superior transportation system, especially public transit, to move people and products throughout the state. While a strong transit backbone is in place, further transit development will be needed to meet future transportation needs.
- Residents along the Wasatch Front value air quality. At certain times of the year, regional climatic conditions can cause air quality to degrade. To combat this issue, UTA began converting its bus fleet to clean air technologies several years ago. With the completion of the Depot District Clean Fuels Technology Center in 2020, UTA will be able to accelerate its efforts toward a 100% CNG and electric bus fleet in the Salt Lake City area. In addition, UTA will be expected to increase service capacity and trip efficiencies so that more residents will choose transit.
- Along with the desire to increase ridership, UTA will need to expand its service to provide access for those who would like to use transit. As noted above, UTA is currently working with Salt Lake City to expand service hours and increase frequency on certain bus routes. System modifications like these, plus expanded coverage areas, are key to providing access for all.
- Disruptive technologies such as Uber, Lyft, bike and scooter rentals, and autonomous cars are entering into the transportation network and will affect how populations think about getting from one place to another. UTA’s innovative mobility group is actively working with these and other technologies to help develop a seamless transportation network.
- With the majority of UTA’s rail system being less than ten years old, the costs of maintaining the system in a state of good repair has been minimal. As the system ages, costs to maintain a safe and dependable system will increase. UTA’s asset management team, in conjunction with FTA and other agencies, continues to develop and implement state of the art asset management modeling software so that state of good repair costs and timing can be anticipated well in advance.



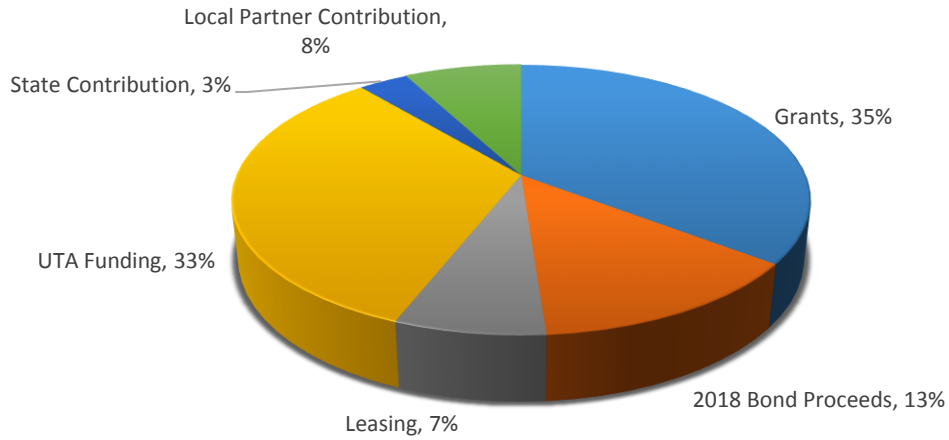
- Personnel (70.9%), fuel (6.5%), and parts (6.4%) comprise 83.8% of the total budget. With Utah’s unemployment in the 3% range, UTA has taken, and will need to continue to take, actions to ensure it can hire and retain a quality workforce. Diesel prices the last few years have risen from a low of \$1.00 per gallon to as much as \$2.70 per gallon. Over the next few years UTA will be replacing diesel buses with CNG and electric buses to create more fuel sourcing diversity while seeking to accurately budget for estimated fuel prices. Regarding parts, UTA is seeking to enter into a ground-breaking parts contract with two other transit agencies to obtain better parts pricing and availability.
- Demand for new transit service is strong. In order to meet those demands, UTA will need to work with the State of Utah, its six member counties, cities and towns, regional planning groups, chambers of commerce, and numerous other groups to develop and implement sustainable funding sources.

As shown below, operating revenue growth is being driven by the 17.3% increase in sales tax from 2017 to 2019. Approximately 12% is attributable to an increase in taxable sales and 5% is attributable to additional sales tax revenues authorized by Salt Lake County.



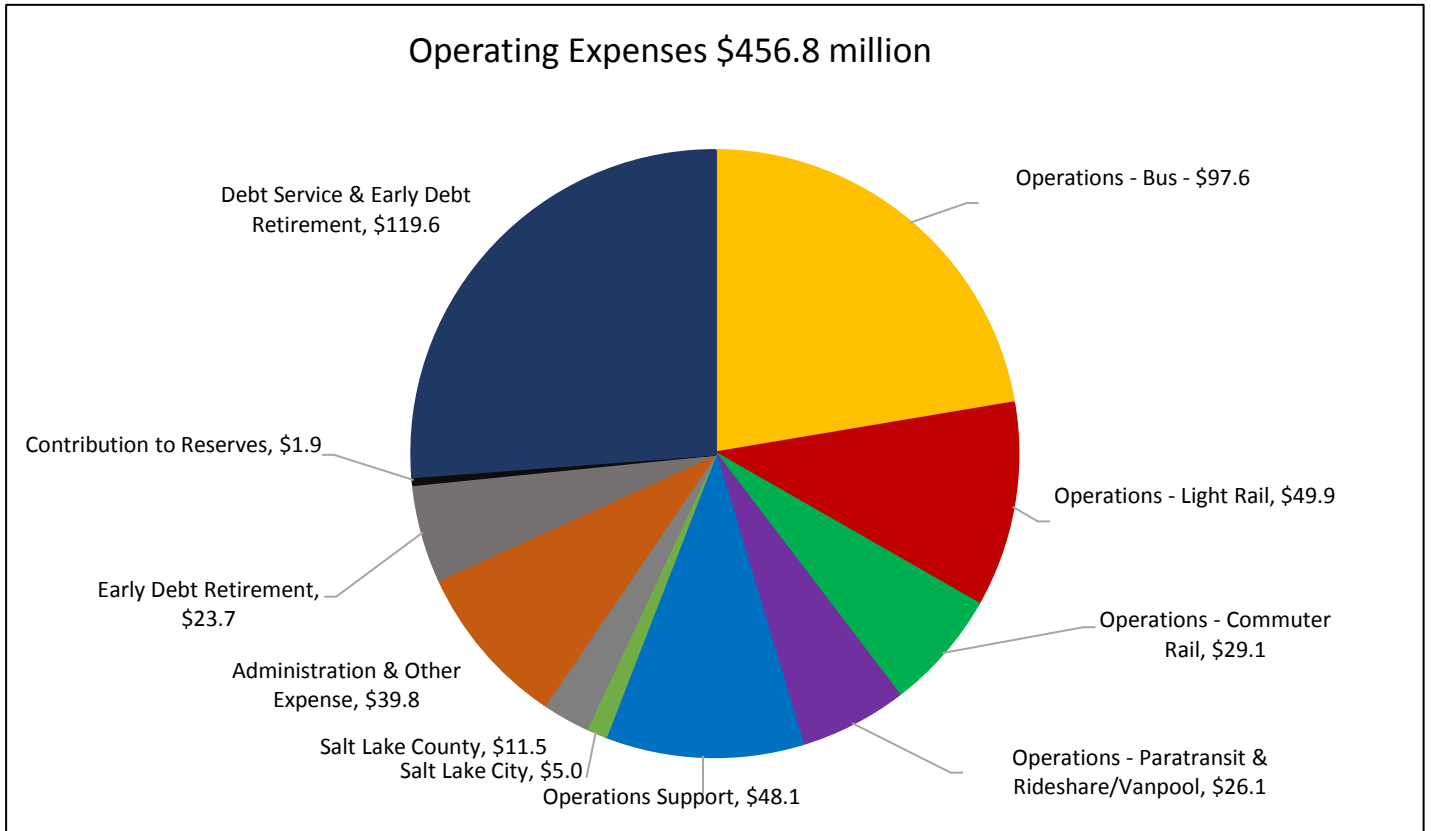
Capital revenue sources continue to be quite diverse and reflect UTA’s ability to be successful in seeking grant funding as well as entering into partnerships with numerous local partners. Approximately \$19 million of the proceeds of the 2018 bond issue will be used for 2019 capital projects. Please see Section 4 for detailed capital revenues by project.

### 2019 Capital Budget Revenues \$141.4 Million



Ogden Hub

Almost 60% of the total \$456.8 million operating budget is allocated to running transit operations with 31% allocated to debt service and early debt retirement. The remaining 9% of the total budget is allocated to administration and other expense. Department initiatives and key budget changes from 2018 are discussed in more detail in Section 5.



UTA Electronic Sign

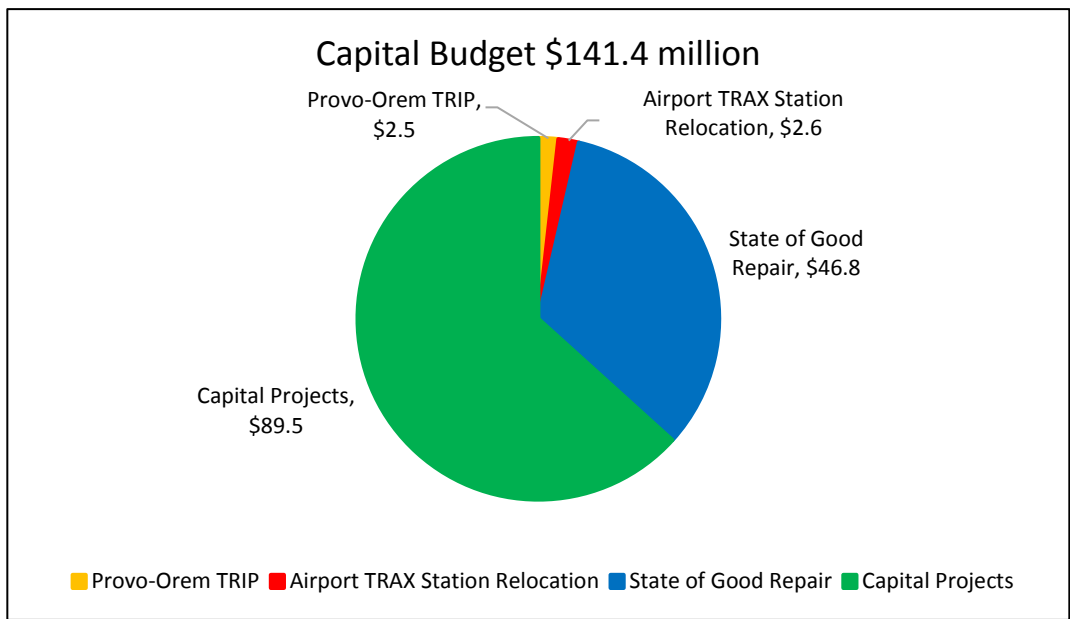


Next year’s \$141.4 million capital budget includes the completion of the Provo-Orem TRIP project. Through a partnership with the Federal Transit Administration (FTA), Utah Department of Transportation (UDOT), Utah County, Provo City, Orem, City, Utah Valley University, and Brigham Young University, UTA began operations of the bus rapid transit system that connects the Orem FrontRunner station, Utah Valley University, Brigham Young University, and the Provo FrontRunner station with six-minute peak service in August 2018.

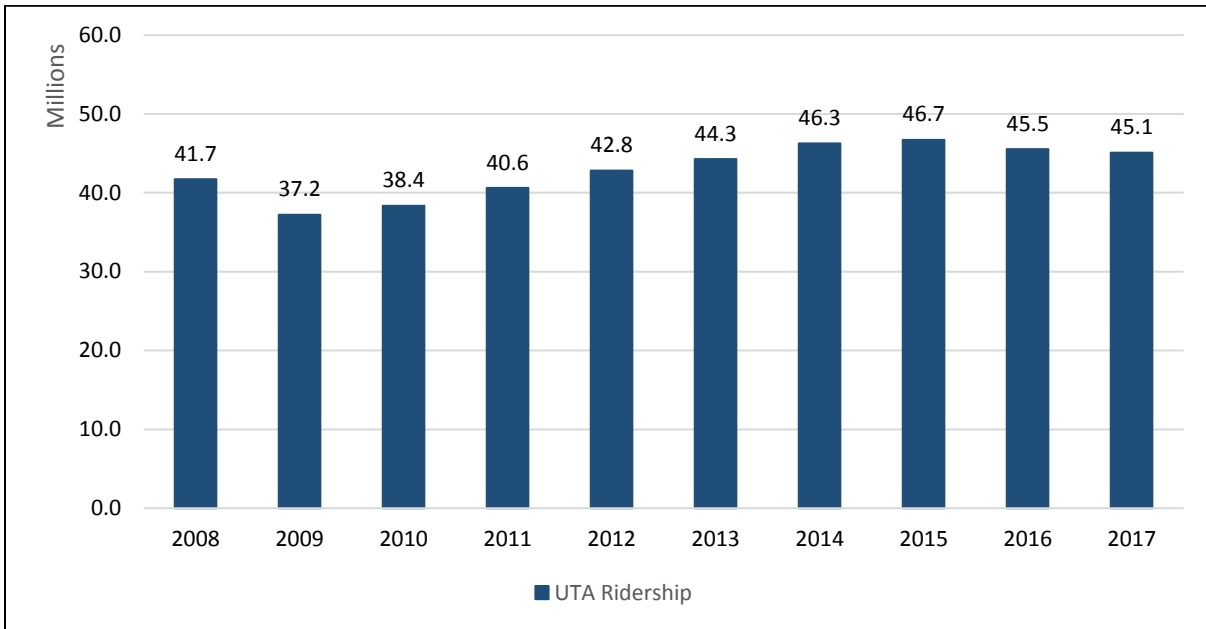
In partnership with Salt Lake City International Airport, UTA will be moving the terminus of the TRAX Green Line to a prime location at the new airport terminal. Laying the new track and construction of the new station will be completed in coordination with construction of the new terminal and should be completed and in operation by 2020.

FTA and UTA share the priority of keeping our infrastructure in a state of good repair. Accordingly, almost \$46.8 million has been set aside in the 2019 budget to replace vehicles, overhaul rail vehicles, and maintain rail systems and facilities.

Other capital projects will improve first and last mile access to our transit system, complete the installation of positive train control, add safety enhancements to the TRAX system, begin Phase 1 improvements for the Depot District maintenance facility, and satisfy a commitment to build a parking garage for the Sandy transit-oriented development project.



As shown below, ridership on the UTA system declined during the great recession of 2008-10 but increased as the FrontLines 2015 rail systems starting coming on line in 2011. After reaching a peak in 2015, ridership has declined. Initial ridership results from opening the Utah Valley Express line (UVX) in August 2018 have been very positive; Utah County bus ridership for September and October 2018 exceeded ridership for the same months of 2017 by 362,000 riders, an increase of almost 80%. While we expect 2018 ridership will be slightly lower than 2017 numbers, with a full year of UVX ridership and new service beginning through partnerships with Salt Lake City, Salt Lake County, and others, we are hopeful that 2019 ridership will begin a new upward trend.



In closing, I want to draw attention to the 2,600+ UTA employees who are working every day to provide a safe, convenient, and cost-effective transit system upon which you, our riders, and Wasatch Front residents can depend. It takes a workforce of dedicated men and women to ensure UTA maintains world-class service reliability while meeting riders’ needs. They are a very special group of people and deserve our thanks and appreciation for all they do.

With sincerest regards,



Robert K. Biles  
Chief Financial Officer



## About the Utah Transit Authority

UTA’s mission is simple – we move people. Since its beginnings in 1970, UTA has expanded from a small company operating 90 buses and traveling 3 million annual service miles, to its current system that offers streetcar, light rail, commuter rail, bus rapid transit (BRT) vanpool, fixed-route bus, express bus, ski bus, paratransit, and route deviation services. The agency currently provides more than 45 million passenger boardings annually with 157,000 average daily weekday boardings. The Special Services Business Unit offers paratransit and route deviation services along the Wasatch Front totaling 2.7 million revenue miles and 427,000 passenger boardings per year. UTA’s bus services (regular fixed route, express, and bus rapid transit) operate 15.5 million revenue miles and boast 20 million passenger boardings annually. The Salt Lake Valley TRAX light rail system operates 2.9 million annual revenue miles with more than 18.7 million passenger boardings, while the commuter rail system, which extends from the Salt Lake Central Station north to Ogden and south to Provo, operates over 1.3 million revenue miles and attracts more than 4.5 million passenger boardings annually. The S-Line streetcar, which connects neighborhoods in South Salt Lake and Sugar House, operates approximately 76,000 revenue miles and has nearly 457,000 passenger boardings per year.

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



Utah Transit Authority Patrons





# UTA’S STRATEGIC PLAN

In early June 2017 the UTA Board of Trustees met in a workshop setting to exchange ideas and discuss and strategize about areas of focus, objectives and goals that would guide resource allocation at UTA for the coming decade. A key goal in this workshop was to revisit the UTA’s Vision and Mission as well as update the *2020 Strategic Plan* which was adopted in 2013. UTA fully embraces its role as a public, governmental entity funded largely by local tax dollars, and the associated duties owed to the taxpayers as such. Therefore, UTA is always looking for opportunities to continually improve and take a fresh look at the future in order to be the best steward of their tax dollars.

The primary focus areas of the workshop were:

- *Identifying issues, gaps and opportunities (i.e. innovative mobility solutions) to meet and exceed the transportation needs of the communities UTA serves;*
- *Bring clarity to the roles, responsibilities and accountability of the Agency to the public and other stakeholders;*
- *Identify opportunities to ensure continuing credibility, trust and transparency;*
- *Reconnect, re-energize and re-focus the board on their critical role in strategically guiding the Agency today and into the future;*

In the months leading up to the Board workshop, Board engagement included several pre-work items including site visits, ride-alongs and interviews with each Board member’s appointing authority. These pre-work activities ultimately produced for each Board member a uniquely intimate perspective on the dynamic service delivery teams who provide the best possible products for public transit users through innovation, critical thinking and great customer experiences. It was clear from this pre-work initiative that UTA Employees are putting the riders first every day and achieving desired outcomes, for more than 45 million boardings per year.

Taking inspiration from the Wasatch Front Regional Council’s 2040 regional transportation plan, the Board of Trustees developed the *Taking Transit Forward – Integrated Mobility 2040* strategic plan. The plan provides guidance and context on how the Board of Trustees, UTA Executive Leadership, and UTA staff will position the agency to deliver the best and most innovative mobility options in the region. Guidance is provided through new Vision and Mission statements as well as the five focus areas in the strategic plan.

**UTA’s Vision**

*We move people.*

**UTA’s Mission**

*To provide integrated mobility solutions to service life’s connections, improve public health, and enhance quality of life.*

**Areas of Focus**

- Customer Experience
- Leadership and Advocacy
- Access to Opportunity
- Strategic Funding
- Workforce of the Future

To further each of these focus areas, specific initiatives have been developed and included in the 2019 budget.

## 2019 Board Strategic Objectives

<i>Strategic Focus Area</i>	<i>2019 Budget Initiative</i>
<b><i>Strategic Funding</i></b>	Replace 85 vehicles –30 paratransit, and 55 vans
	Rail infrastructure and vehicle overhauls
	Salt Lake County 4 <sup>th</sup> quarter sales tax
	Pass programs and mobile ticketing
	Grant to acquire Tooele bus facility
	Grant and State of Utah funding for Depot District bus maintenance facility
	Reserve \$23.7 million for additional principal payment
<b><i>Leadership and Advocacy</i></b>	Participation in Legislature’s interim committee meetings
	Active with the American Public Transportation Association (APTA)
	Regularly meet with congressional delegation and staff
	Participate with Wasatch Front Regional Council (WFRC) and Mountainland Association of Governments (MAG)
	Attend council of governments (COGs) and city council meetings
	Staff are on the boards of the Salt Lake Chamber, edcUtah, Envision Utah, GREENbike, Operation Lifesaver, and others
<b><i>Customer Experience</i></b>	Sugar House double tracking
	Placed an additional FrontRunner train into service
	Sandy parking garage
	Assessing and improving signage and wayfinding
	Addition security cameras on the TRAX system
	Utah Valley University pedestrian bridge
<b><i>Workforce of the Future</i></b>	Candidate Outreach
	Emerging leadership program
	Workforce planning
	Culture of continuous improvement and engagement
<b><i>Access to Opportunity</i></b>	Utah Valley Express bus rapid transit
	First and last mile development via TIGER grants
	Columbus Community Center located on 3900 South Transit-oriented Development site
	Office of Innovative Mobility Solutions
	Salt Lake City enhanced bus service
	Increased bus service in Davis, Weber & Tooele counties
	Relocating TRAX station at Salt Lake City airport

## 2019 Final Budget Key Assumptions

Early in the 2019 budget process, staff began identifying key assumptions that would assist in the development of the 2019 budget. Initial assumptions from June were re-evaluated in August and presented to the Board of Trustee's Finance and Operations Committee in September for their review. Between the October presentation of the 2019 tentative budget and the December presentation of the 2019 final budget, key assumptions were reviewed again. The key assumptions and rationale for the assumptions are provided below.

### **Sales Tax Revenues:**

- 5.0% increase over 2018 projected sales tax collections based upon long-term trends in sales tax growth and State of Utah tax growth projections
- Additional sales tax collections from the Salt Lake County quarter cent sales tax (1/2 year is \$13.4 million)

**Federal Preventative Maintenance Revenues:** Per the FAST Act, Section 5307 revenues were increased by 2.12% while Section 5337 (Rail preventative maintenance) revenues were increased by 1.70%. In addition, rail service added in 2012 will become eligible for preventative maintenance funding

### **Employee Compensation:**

- 3.5% increase for bargaining unit employees
- 3% increase for administrative employees which also incorporates projected market salary lane adjustments

**Benefits:** Medical insurance costs projected to increase 6.5% bargaining unit and 9.0% administrative in May 2019

**Electricity and Propulsion Power:** No change over 2018 budgeted rates (based on Rocky Mountain Power projections)

### **Service Changes:**

- Full year of Utah Valley Express operations
- Addition of another FrontRunner train (10 total)
- Purchased service by Salt Lake City (\$5.0 million)
- Salt Lake County service via additional sales tax

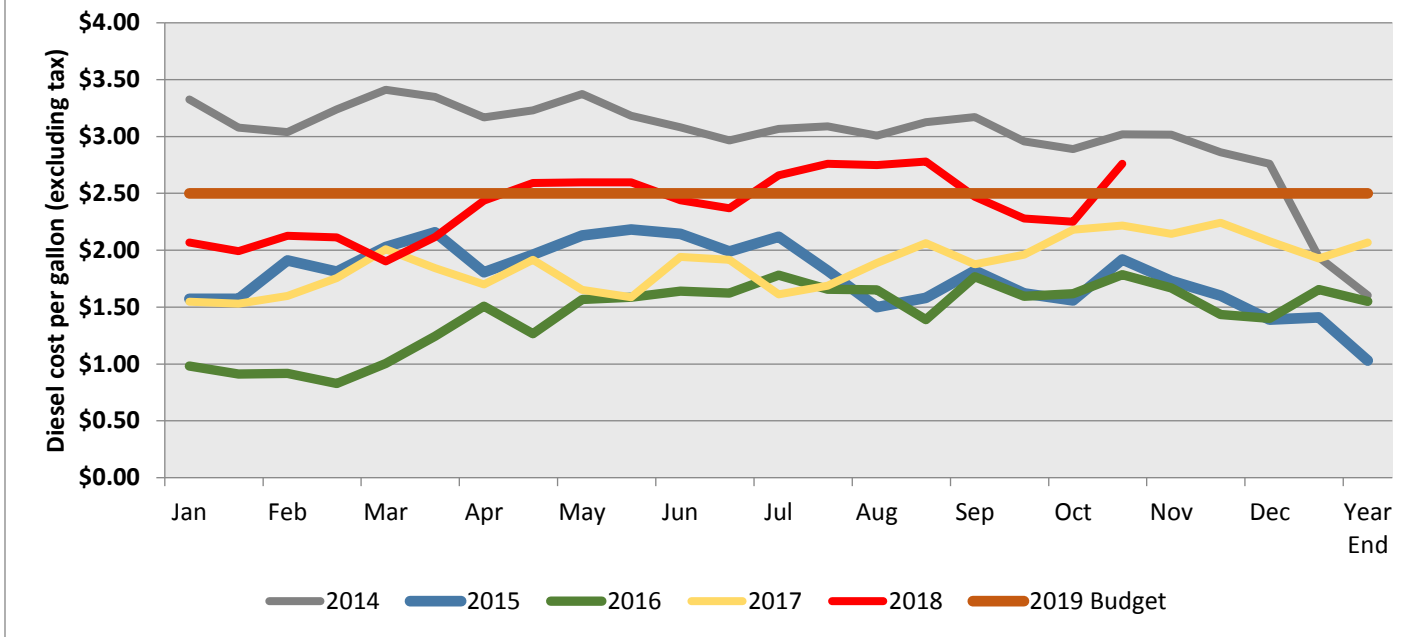
**Principal and Interest Payments:** These amounts reflect the scheduled bond principal and interest payments of \$119.7 million less a federal interest subsidy of \$8.8 million plus estimated lease payments of \$8.7 million for revenue service vehicles.

**Early Debt Retirement:** Savings from the 2015 Sales Tax Refunding Bonds of \$23.9 million are scheduled to be added to the Debt Rate Stabilization Reserve, which will bring the reserve amount to approximately \$71.3 million at the end of 2019.

**State of Good Repair:** In accordance with national efforts to bring all transit systems into a state of good repair, UTA has allocated \$46.8 million of its capital budget toward vehicle replacements, technology replacements and upgrades, facility maintenance, rail vehicle overhauls, and rail system replacements.

**Diesel Fuel:** Average of \$2.50 per gallon (increased from \$2.20). Reflects UTA long term pricing expectations, with conservative assumptions due to impacts on operating budget if amount underestimated. See Diesel Price History Graph (next page).

## UTA Diesel Price History: 2014 to 2018



The Fuel Price History: The Diesel Price History chart shown above illustrates the monthly changes in UTA diesel prices from January 2014 to October 2018. The red line represents the actual 2018 UTA diesel price. For most of 2018 the price per gallon of diesel moved within the \$2.00 to \$2.75 per gallon range. UTA has increased our budgeted fuel price from \$2.20 in 2018 to \$2.50 in 2019, but prices may spike to higher levels and are being closely monitored.

UTA manages the risk associated with the fluctuation of diesel prices with the following strategies:

1. **Increased diversification of fuel sources.** UTA is investing in buses fueled by both compressed natural gas (CNG) and electricity (battery powered) in addition to conventional diesel buses. The use of these alternative energy sources, with their accompanying lower price volatility, has reduced the overall energy price risk for UTA from its prior sole dependence on diesel fuel for its buses.
2. **Diesel financial reserve.** UTA has a dedicated reserve set aside to help absorb unexpected increases in the price of diesel.
3. **Fare adjustment for changes in fuel prices.** UTA also mitigates the risk associated with unexpected changes in diesel fuel prices by having a fare policy that allows for automatic changes in fares if diesel prices move beyond certain thresholds.



## Final Budget Overview

### Economic Outlook

- Continued vibrant growth in employment and retail sales for Utah and the U.S.
- Personal income expected to grow by 5.3%
- Electricity and propulsion power costs are predicted to remain steady in 2019

### Revenue Projections

- Sales tax growth remains strong
- Passenger revenue is projected to increase by 1.3% over anticipated 2018 collections due to new contracts

### Operating Expense Projections

- Full year of operations for the Utah Valley Express
- Addition of an additional FrontRunner train (ten now in service)
- Increased service for Salt Lake City
- Operating expenses include increased benefit costs such as medical insurance
- Transition from part-time to full-time Board of Trustees
- Diesel per gallon budget increased from \$2.20 to \$2.50

### Capital Expenditures

- Includes \$2.5 million for close out costs on the Utah Valley Express and \$2.7 million for Airport TRAX station relocation design
- Applies \$46.8 million toward maintaining infrastructure investment in a state of good repair
- Other capital is directed toward first/last mile projects throughout the service area, completing positive train control, starting Depot District maintenance facility construction, the Sandy TOD parking structure, adding ten buses for Salt Lake City service, acquiring and improving the Tooele bus facility, double tracking a portion of the Sugar House S-Line, and reservation of Box Elder right-of-way.



## 2019 Final Operations Budget: Expense Projections

	2018 Budget	2019 Budget
Bus Service	\$97,522,000	\$102,107,000
Commuter Rail	27,375,000	29,064,000
Light Rail	48,964,000	49,906,000
Paratransit	23,010,000	22,918,000
Rideshare/Vanpool	3,210,000	3,221,000
Operations Support	45,154,000	48,097,000
General & Administrative	32,394,000	33,689,000
Salt Lake City Service	0	4,950,000
Salt Lake County Service	<u>0</u>	<u>11,479,000</u>
<b>Total Net Operating Expense</b>	<b><u>\$277,629,000</u></b>	<b><u>\$305,431,000</u></b>

### Key Elements:

#### **Service Increase: Includes total net service increase of \$23.6 million**

- Salt Lake City and Salt Lake County increased service of \$16.4 million
- Utah Valley Express (UVX): Increased expense for first full year of operation of \$2.1 million
- Other smaller increases across various modes of transit

#### **Operations Support & Administration**

- Police and Security Services: Net increase of \$1.3 million
- Salt Lake City increased service: Increased training and support expense
- UTA reorganization: Impact of new organizational structure

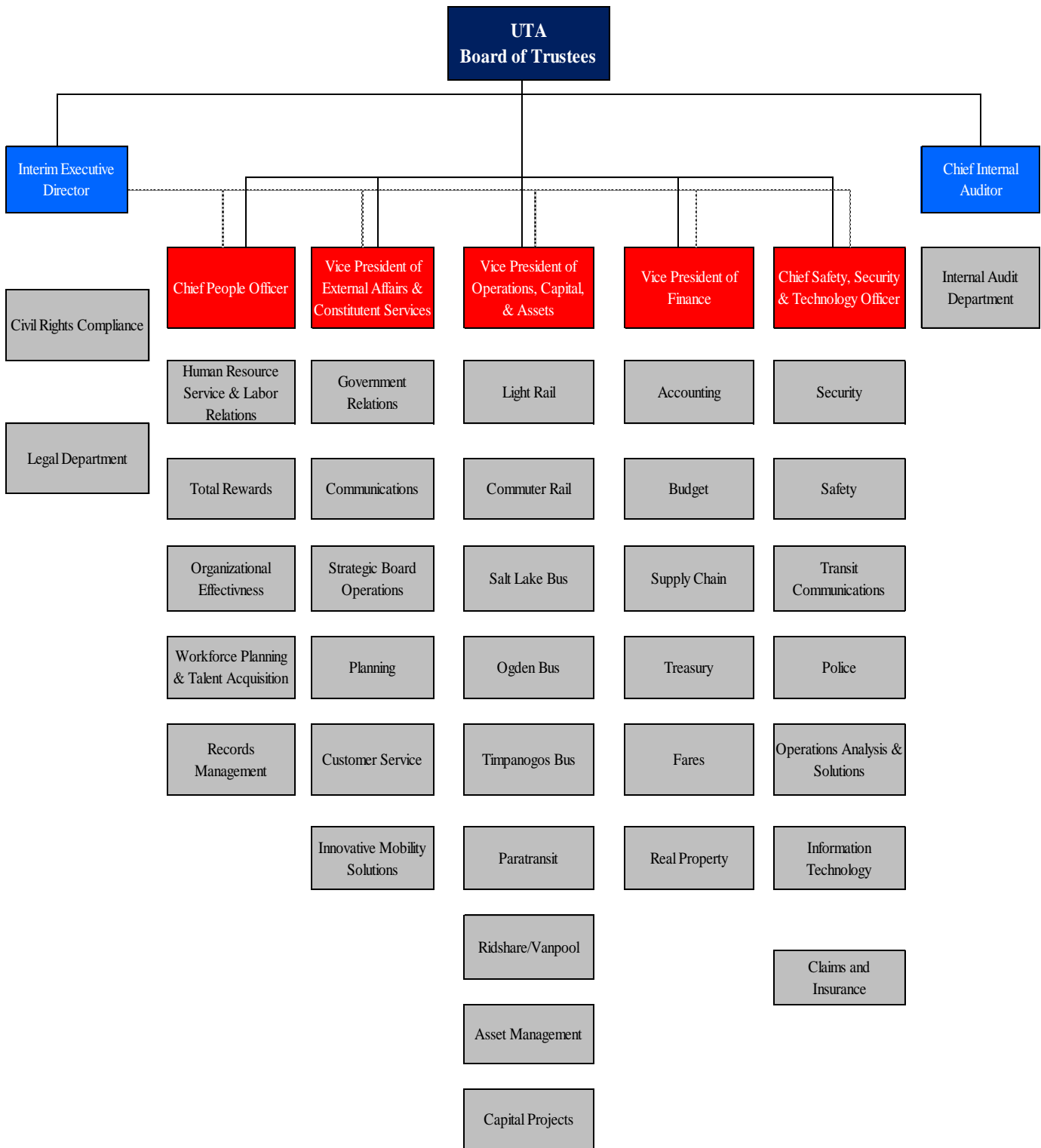
#### **FTE Changes: 1.8 FTE decrease**

- Operations: Decrease of 7.8 FTE
- Administrative: Increase of 6.0 FTE reflecting impact of reorganization of UTA
- Note: FTE changes do not reflect impact of additional Salt Lake City and Salt Lake County services, as exact headcount impact of those service increases has not yet been estimated.



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

Approved Local Option Sales Tax:

Salt Lake County	0.6875% (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.
- *Unrestricted:* This component of net position consists of that portion of net position that does not meet the definition of restricted or net investment in capital assets.

Under the Governmental Immunity Act, the maximum statutory liability in any one accident is \$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.



### **Budgetary and Accounting Controls**

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

The Authority adopts its annual budget in December of the preceding year 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 – CONDUCTING BUSINESS

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

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

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

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

### Section 3      **Fiscal Year**

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

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

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

### Section 5      **Budget**

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

### Section 6      **Audit Reports**

- A. Annual Audit - The Board shall cause an annual audit of the Authority’s financial statements to be conducted in accordance with general accepted auditing standards following the end of each fiscal year and in compliance with the Act. The audit shall be performed by an independent certified public accounting firm selected by the Board. The auditor shall provide a signed auditor’s opinion as to the fair presentation of the financial position of the Authority and the results of Authority operations and changes in its financial position for the fiscal year ended. The audit shall be made available in compliance with the Act.
- B. Other Audits – In consultation with the Advisory Board, the Board may cause audits other than the annual audit to be made, which shall be made available in compliance with the Act.

## **Utah’s Provisions Applicable to All Local Districts 17B-1-702 Local Districts to Submit Budgets**

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

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

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

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

If any constituent entity or customer agency that received the tentative budget has not returned the signature sheet to the local district within 15 calendar days after the tentative budget was mailed, the local district shall send a written notice of the budget hearing to each constituent entity or customer agency that did not return a signature sheet and invite them to attend that hearing. If requested to do so by any constituent entity or customer agency, the local district shall schedule a meeting to discuss the budget with the constituent entities and customer agencies. At the budget hearing, the local district board shall 1) explain its budget and answer any questions about it; 2) specifically address any questions or objections raised by the constituent entity, customer agency, or those attending the meeting; and 3) seek to resolve the objections.

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

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

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



**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.	Dec. 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 Budget

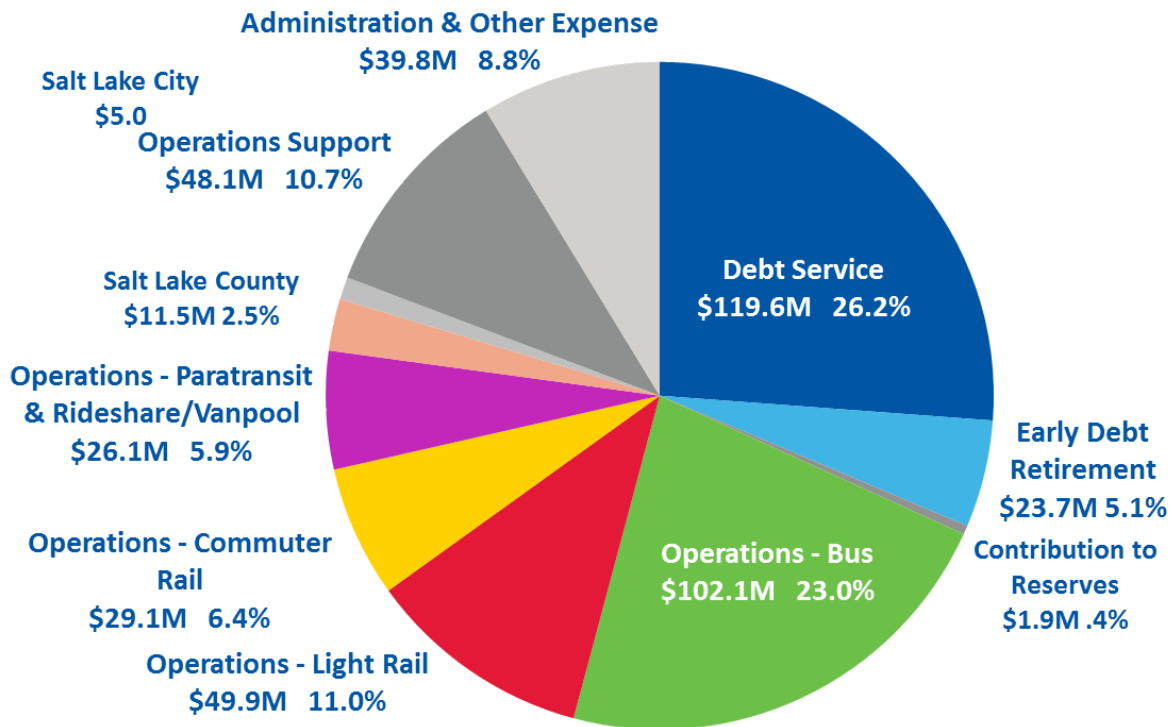
	Operating	Capital	Total
<b>Revenue</b>			
Sales Tax	\$ 311,796,000	\$ -	\$ 311,796,000
Federal Preventative Maintenance	66,188,000	-	\$ 66,188,000
Passenger Revenue	53,420,000	-	\$ 53,420,000
Advertising	2,467,000	-	\$ 2,467,000
Investment Income	8,582,000	-	\$ 8,582,000
Other Revenues	3,545,000	-	\$ 3,545,000
Salt Lake City	5,356,000	-	\$ 5,356,000
Salt Lake County	500,000	-	\$ 500,000
Utah County	2,500,000	-	\$ 2,500,000
Motor Vehicle Registration	2,400,000	-	\$ 2,400,000
Capital Grants	-	50,031,000	\$ 50,031,000
Local Contributions	-	11,009,000	\$ 11,009,000
State Contribution	-	4,677,000	\$ 4,677,000
Bond and Lease Financing	-	10,090,000	\$ 10,090,000
<b>Total Revenue</b>	<b>456,754,000</b>	<b>75,807,000</b>	<b>532,561,000</b>
<b>Expense by Function</b>			
Bus	102,107,000	-	\$ 102,107,000
Commuter Rail	29,064,000	-	\$ 29,064,000
Light Rail	49,906,000	-	\$ 49,906,000
Paratransit Service	22,918,000	-	\$ 22,918,000
Rideshare/Vanpool	3,221,000	-	\$ 3,221,000
Operations Support	48,097,000	-	\$ 48,097,000
General & Administrative	33,689,000	-	\$ 33,689,000
Salt Lake City	4,950,000	-	\$ 4,950,000
Salt Lake County	11,479,000	-	\$ 11,479,000
Non-operating	6,083,000	-	\$ 6,083,000
Debt Service	145,240,000	-	\$ 145,240,000
Capital	-	141,379,000	\$ 141,379,000
<b>Total Expense by Function</b>	<b>456,754,000</b>	<b>141,379,000</b>	<b>598,133,000</b>
<b>Estimated Beginning Fund Balance, January 1</b>	<b>171,801,000</b>	<b>65,572,000</b>	<b>\$ 237,373,000</b>
<b>Contributions to Reserves Included in Budget</b>	<b>25,656,000</b>	<b>-</b>	<b>\$ 25,656,000</b>
<b>Estimated Ending Fund Balance, December 31</b>	<b>\$ 197,457,000</b>	<b>\$ -</b>	<b>\$ 197,457,000</b>

# 2019 Final Operating Budget Summary

	Actual 2017	2018 Budget	Final Budget 2019
<b>Revenue</b>			
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	3,545,000
Salt Lake City	-	-	5,356,000
Salt Lake County			500,000
Utah County	-	-	2,500,000
Motor Vehicle Registration	-	1,907,000	2,400,000
<b>Total Revenue</b>	<b>389,439,319</b>	<b>403,060,000</b>	<b>456,754,000</b>
<b>Operating Expense</b>			
Bus	88,928,063	97,522,000	102,107,000
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	22,918,000
Rideshare/Vanpool	2,313,313	3,210,000	3,221,000
Operations Support	41,932,571	45,154,000	48,097,000
General & Administrative	26,537,509	32,394,000	33,689,000
Salt Lake City			4,950,000
Salt Lake County	-	-	11,479,000
<b>Total Operating Expense</b>	<b>252,179,427</b>	<b>277,629,000</b>	<b>305,431,000</b>
<b>Non-Operating Expense</b>			
Planning/Real Estate/Major Program Development	5,555,198	5,505,000	6,083,000
<b>Total Non-operating Expense</b>	<b>5,555,198</b>	<b>5,505,000</b>	<b>6,083,000</b>
<b>Debt Services</b>			
Principal and interest	100,443,688	113,977,000	119,584,000
Contributions to Operating Reserves	-	-	1,921,000
Contribution to Early Debt Retirement Reserve	-	5,949,000	23,735,000
<b>Total Debt Service</b>	<b>100,443,688</b>	<b>119,926,000</b>	<b>145,240,000</b>
<b>Total Expense</b>	<b>\$ 358,178,313</b>	<b>\$ 403,060,000</b>	<b>\$ 456,754,000</b>



## 2019 Projected Operating Expenses: \$456.8M



## 2019 Final Operating Budget by Cost Center

Operations	Operations	Maintenance	Admin.	Total
<b><u>Bus Service</u></b>				
Salt Lake	\$ 37,949,264	\$ 21,329,643	\$ 1,049,474	\$ 60,328,381
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
<b>Total Bus Service</b>	<b>\$ 61,319,898</b>	<b>\$ 36,344,638</b>	<b>\$ 1,998,960</b>	<b>\$ 102,106,786</b>
<b><u>Light Rail</u></b>				
Light Rail	\$ 16,441,614	\$ 16,995,238	\$ 2,725,187	\$ 36,162,039
Maintenance of Way				13,743,827
<b>Total Light Rail</b>	<b>\$ 16,441,614</b>	<b>\$ 16,995,238</b>	<b>\$ 2,725,187</b>	<b>\$ 49,905,866</b>
<b><u>Commuter Rail</u></b>				
Commuter Rail	\$ 8,281,566	\$ 15,633,390	\$ 568,068	\$ 24,483,024
Maintenance of Way				4,581,276
<b>Total Commuter Rail</b>	<b>\$ 8,281,566</b>	<b>\$ 15,633,390</b>	<b>\$ 568,068</b>	<b>\$ 29,064,300</b>
<b><u>Paratransit</u></b>				
Paratransit	\$ 14,739,075	\$ 4,926,901	\$ 2,183,598	\$ 21,849,574
Mobility Management				1,068,594
<b>Total Paratransit</b>	<b>\$ 14,739,075</b>	<b>\$ 4,926,901</b>	<b>\$ 2,183,598</b>	<b>\$ 22,918,168</b>
<b><u>Rideshare/Van Pool</u></b>				
Van Pools				\$ 3,058,508
Rideshare Admin.				162,630
<b>Total Rideshare/Van Pool</b>				<b>\$ 3,221,138</b>
<b><u>Funded Services (to be allocated)</u></b>				
Salt Lake County				\$ 11,479,000
Salt Lake City				4,950,000
<b>Total Funded Services (to be allocated)</b>				<b>\$ 16,429,000</b>
<b>Total Operations</b>				<b>\$ 223,645,258</b>



# 2019 Operating Budget

## 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
<b>Total Vice President Operations, Capital &amp; Assets</b>	<b>\$</b>	<b>20,531,902</b>

### 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		1,016,544
Data Quality & Ridership		497,944
<b>Total Chief of Safety, Security and Technology</b>	<b>\$</b>	<b>16,179,826</b>

### Vice President Finance

Supply Chain - Warehousing	\$	2,330,309
Supply Chain - Purchasing		1,997,898
Farebox Service		775,078
Fare Strategy & Operations		546,832
<b>Total Vice President Finance</b>	<b>\$</b>	<b>5,650,117</b>

### Chief People Office

Culture & Talent Development	\$	2,893,325
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### Vice President External Affairs

Customer Service	\$	2,841,863
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<b>Total Operations Support</b>	<b>\$</b>	<b>48,097,033</b>
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## 2019 Operating Budget

### **Administration**

#### **Chief of Safety, Security and Technology**

IT Director	\$	4,858,443
Risk Management		2,939,698
Network Support		2,739,043
Applications Support		2,125,375
Application Development		1,383,648
Communications & Deployment		778,315
Quality Assurance		169,223
<b>Total Chief of Safety, Security and Technology</b>	<b>\$</b>	<b>14,993,745</b>

#### **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
<b>Total Vice President External Affairs</b>	<b>\$</b>	<b>6,217,868</b>

#### **Executive Director**

Legal	\$	2,461,344
Executive Director		1,394,416
Civil Rights		423,396
Corporate Support		122,144
<b>Total Executive Director</b>	<b>\$</b>	<b>4,401,300</b>

#### **Chief People Officer**

Chief People Officer	\$	1,292,342
Talent Acquisition		939,094
Human Resources and Labor Relations		792,178
Total Rewards		787,824
<b>Total Chief People Officer</b>	<b>\$</b>	<b>3,811,438</b>

#### **Vice President Finance**

Accounting	\$	1,596,713
Product Development & Sales		645,924
Vice President Finance		504,837
Budget & Financial Analysis		323,903
Fares Director		179,800
Intermodal Center - SLC		86,000
Intermodal Center - Ogden		35,500
<b>Total Vice President Finance</b>	<b>\$</b>	<b>3,372,677</b>

Internal Audit		454,902
Vice President Operations, Capital & Assets		436,874

<b>Total Administration</b>	<b>\$</b>	<b>33,688,804</b>
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<b>Total Operating Expense in 2019 Final Budget</b>	<b>\$</b>	<b>305,431,095</b>
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### **Non-Operating**

Planning	\$	2,725,968
Capital Projects & Development		2,032,382
Real Estate		1,324,222
<b>Total Non-Operating</b>	<b>\$</b>	<b>6,082,572</b>

## Utah Transit Authority 2019 Final Operating Budget By Line Item

Line Item	Commuter					Total Operations
	Bus	Light Rail	Rail	Paratransit	Vanpool	
Labor	\$ 56,240,609	\$ 27,824,805	\$ 11,389,726	\$ 10,184,006	\$ 576,876	\$ 106,216,022
Fringes	27,920,628	12,529,852	4,929,519	5,042,058	260,616	50,682,673
<b>Total Labor &amp; Fringes</b>	<b>84,161,237</b>	<b>40,354,657</b>	<b>16,319,245</b>	<b>15,226,064</b>	<b>837,492</b>	<b>156,898,695</b>
Services	638,739	2,084,412	932,619	480,832	46,766	4,183,368
Fuel & Lubricants	10,585,501	234,882	6,543,798	1,244,570	894,000	19,502,750
Maintenance Items	-	-	-	-	470,664	470,664
Tires and Tubes	1,726,927	-	-	194,645	-	1,921,572
Parts	3,635,315	10,713,750	3,172,500	391,417	-	17,912,982
Supplies	799,365	1,057,506	498,838	157,552	19,150	2,532,411
Tools	114,591	235,345	50,280	6,020	-	406,236
Utilities	69,827	5,430,401	1,828,278	19,886	7,920	7,356,312
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	274,481	171,140	53,573	5,950	15,804	520,948
<b>Total Other Operating costs</b>	<b>17,945,549</b>	<b>19,399,768</b>	<b>13,112,597</b>	<b>7,927,668</b>	<b>2,383,646</b>	<b>60,769,228</b>
<b>Total Operations and Maintenance</b>	<b>102,106,786</b>	<b>59,754,425</b>	<b>29,431,842</b>	<b>23,153,732</b>	<b>3,221,138</b>	<b>217,667,923</b>
Less:						
Expenses Capitalized	-	(9,848,559)	(367,542)	-	-	(10,216,101)
Federal Funds	-	-	-	(235,564)	-	(235,564)
<b>Net Operations and Maintenance</b>	<b>102,106,786</b>	<b>49,905,866</b>	<b>29,064,300</b>	<b>22,918,168</b>	<b>3,221,138</b>	<b>207,216,258</b>
Add Salt Lake City service	-	-	-	-	-	4,950,000
Add Salt Lake County	-	-	-	-	-	11,479,000
<b>Final 2019 Operating Budget</b>	<b>\$ 102,106,786</b>	<b>\$ 49,905,866</b>	<b>\$ 29,064,300</b>	<b>\$ 22,918,168</b>	<b>\$ 3,221,138</b>	<b>\$ 223,645,258</b>



## Utah Transit Authority 2019 Final Operating Budget By Line Item

Line Item	Total Operations	Operations Support	General & Administration	Non-Operating	Total
Labor	\$ 106,216,022	\$ 25,574,765	\$ 13,566,083	\$ 2,984,190	\$ 148,341,060
Fringes	<u>50,682,673</u>	<u>11,902,386</u>	<u>5,470,605</u>	<u>1,171,788</u>	<u>69,227,452</u>
<b>Total Labor &amp; Fringes</b>	<b><u>156,898,695</u></b>	<b><u>37,477,151</u></b>	<b><u>19,036,688</u></b>	<b><u>4,155,978</u></b>	<b><u>217,568,512</u></b>
Services	4,183,368	3,532,931	8,687,745	2,279,134	18,683,178
Fuel & Lubricants	19,502,750	384,325	5,538	7,200	19,899,813
Maintenance Items	470,664	-	-	-	470,664
Tires and Tubes	1,921,572	-	-	-	1,921,572
Parts	17,912,982	1,699,665	-	-	19,612,647
Supplies	2,532,411	1,380,068	510,676	47,050	4,470,205
Tools	406,236	137,420	-	-	543,656
Utilities	7,356,312	3,887,586	700,945	14,800	11,959,643
Insurance	918,592	-	2,319,820	-	3,238,412
Travel & Meetings	733,350	341,425	528,449	31,900	1,635,124
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	520,948	59,640	407,443	58,150	1,046,181
<b>Total Other Operating costs</b>	<b><u>60,769,228</u></b>	<b><u>11,423,060</u></b>	<b><u>14,735,616</u></b>	<b><u>2,598,234</u></b>	<b><u>89,526,138</u></b>
<b>Total Operations and Maintenance</b>	<b>217,667,923</b>	<b>48,900,211</b>	<b>33,772,304</b>	<b>6,754,212</b>	<b>307,094,650</b>
Less:					
Expenses Capitalized	(10,216,101)	(803,178)	(83,500)	(671,640)	(11,774,419)
Federal Funds	(235,564)	-	-	-	(235,564)
<b>Net Operations and Maintenance</b>	<b>207,216,258</b>	<b>48,097,033</b>	<b>33,688,804</b>	<b>6,082,572</b>	<b>295,084,667</b>
Add Salt Lake City service	4,950,000	-	-	-	4,950,000
Add Salt Lake County	11,479,000	-	-	-	11,479,000
<b>Final 2019 Operating Budget</b>	<b><u>\$ 223,645,258</u></b>	<b><u>\$ 48,097,033</u></b>	<b><u>\$ 33,688,804</u></b>	<b><u>\$ 6,082,572</u></b>	<b><u>\$ 311,513,667</u></b>



**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2019**

	<u>Actual 2017</u>	<u>Budget 2018</u>	<u>Budget 2019</u>
<b>*** UTA BUS DETAIL ***</b>			
<b>*** BUS OPERATIONS ***</b>			
LABOR	\$ 36,048,306	\$ 38,817,045	\$ 40,264,315
FRINGES	17,634,435	18,680,280	20,488,598
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	52,596
* TOTAL BUS OPERATIONS *	<u>54,129,825</u>	<u>58,264,415</u>	<u>61,319,898</u>
<b>*** BUS MAINTENANCE ***</b>			
LABOR	11,752,854	12,496,938	13,266,378
FRINGES	5,574,270	5,823,933	6,219,648
SERVICES	392,827	268,732	296,509
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	544,616
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 *	<u>30,456,620</u>	<u>34,409,315</u>	<u>36,364,638</u>
<b>*** TOTAL BUS SERVICE***</b>	<b>84,586,445</b>	<b>92,673,730</b>	<b>97,684,536</b>
EXPENSES CAPITALIZED	(48,097)	0	0
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	<u>(48,097)</u>	<u>0</u>	<u>0</u>
<b>*** NET BUS SERVICE ***</b>	<b>84,538,348</b>	<b>92,673,730</b>	<b>97,684,536</b>
<b>*** ADMINISTRATIVE SUPPORT***</b>			
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 *	<u>3,922,343</u>	<u>4,848,533</u>	<u>4,422,250</u>
<b>***TOTAL UTA BUS***</b>	<b>88,460,691</b>	<b>97,522,263</b>	<b>102,106,786</b>
EXPENSES CAPITALIZED	(1,273)	0	0
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	<u>(1,273)</u>	<u>0</u>	<u>0</u>
<b>*** NET UTA BUS ***</b>	<b>\$ 88,459,418</b>	<b>\$ 97,522,263</b>	<b>\$ 102,106,786</b>

**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2019**

	Actual 2017	Budget 2018	Budget 2019
<b>*** LIGHT RAIL SERVICE DETAIL ***</b>			
<b>*** LIGHT RAIL OPERATIONS ***</b>			
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 *	15,288,484	15,932,204	16,804,934
<b>*** LIGHT RAIL VEHICLE MAINTENANCE ***</b>			
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 *	23,761,871	24,363,075	26,069,227
<b>*** MAINTENANCE OF WAY ***</b>			
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 *	12,163,600	13,598,398	14,055,077
<b>*** TOTAL LIGHT RAIL SERVICE***</b>	<b>51,213,956</b>	<b>53,893,677</b>	<b>56,929,238</b>
EXPENSES CAPITALIZED	(6,964,137)	(7,608,933)	(9,748,559)
FEDERAL PLANNING FUNDS			
TOTAL OFFSETTING FUNDS	(6,964,137)	(7,608,933)	(9,748,559)
<b>*** NET LIGHT RAIL SERVICE ***</b>	<b>44,249,819</b>	<b>46,284,744</b>	<b>47,180,679</b>
<b>*** ADMINISTRATIVE SUPPORT***</b>			
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	2,406,689	2,738,984	2,825,187
<b>***TOTAL LIGHT RAIL SERVICES***</b>	<b>46,656,508</b>	<b>49,023,728</b>	<b>50,005,866</b>
EXPENSES CAPITALIZED	(61,130)	(60,000)	(100,000)
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	(61,130)	(60,000)	(100,000)
<b>*** NET LIGHT RAIL SERVICES ***</b>	<b>\$ 46,595,378</b>	<b>\$ 48,963,728</b>	<b>\$ 49,905,866</b>

# UTAH TRANSIT AUTHORITY OPERATING BUDGET 2019

	Actual 2017	Budget 2018	Budget 2019
<b>*** COMMUTER RAIL SERVICE DETAIL ***</b>			
<b>*** COMMUTER RAIL OPERATIONS ***</b>			
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>
<b>*** COMMUTER RAIL VEHICLE MAINTENANCE ***</b>			
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>
<b>*** MAINTENANCE OF WAY ***</b>			
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>
<b>*** TOTAL COMMUTER RAIL SERVICE***</b>			
	<b>25,294,678</b>	<b>27,038,245</b>	<b>28,863,774</b>
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>
<b>*** NET COMMUTER RAIL SERVICE ***</b>			
	<b>25,252,051</b>	<b>26,778,361</b>	<b>28,496,232</b>
<b>*** ADMINISTRATIVE SUPPORT***</b>			
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>
<b>***TOTAL COMMUTER RAIL SERVICES***</b>			
	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>
<b>*** NET COMMUTER RAIL SERVICES ***</b>			
	<u>\$ 25,924,046</u>	<u>\$ 27,375,209</u>	<u>\$ 29,064,300</u>

**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2019**

	Actual 2017	Budget 2018	Budget 2019
<b>*** PARATRANSIT SERVICE DETAIL ***</b>			
<b>*** PARATRANSIT OPERATIONS ***</b>			
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
<b>*** PARATRANSIT MAINTENANCE ***</b>			
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
<b>*** TOTAL PARATRANSIT SERVICE***</b>	<b>13,087,144</b>	<b>14,460,367</b>	<b>14,560,494</b>
EXPENSES CAPITALIZED	(13,094)	0	0
FEDERAL PLANNING FUNDS	(128,977)	0	(235,564)
TOTAL OFFSETTING FUNDS	(142,071)	0	(235,564)
<b>*** NET PARATRANSIT SERVICE ***</b>	<b>12,945,072</b>	<b>14,460,367</b>	<b>14,324,930</b>
<b>PURCHASED SERVICES</b>	<b>4,471,243</b>	<b>5,055,391</b>	<b>5,341,046</b>
<b>*** ADMINISTRATIVE SUPPORT***</b>			
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
<b>***TOTAL PARATRANSIT***</b>	<b>20,163,748</b>	<b>23,009,511</b>	<b>22,918,168</b>
EXPENSES CAPITALIZED	(247,562)	0	0
FEDERAL PLANNING FUNDS	(343,817)	0	0
TOTAL OFFSETTING FUNDS	(591,379)	0	0
<b>*** NET PARATRANSIT ***</b>	<b>\$ 19,572,369</b>	<b>\$ 23,009,511</b>	<b>\$ 22,918,168</b>

## UTAH TRANSIT AUTHORITY OPERATING BUDGET 2019

	Actual 2017	Budget 2018	Budget 2019
<b>*** VANPOOL/RIDESHARE SERVICE DETAIL ***</b>			
<b>*** VANPOOL/RIDESHARE OPERATIONS ***</b>			
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
<b>* TOTAL VANPOOL/RDSHR OPERATIONS *</b>	<b>2,984,649</b>	<b>3,210,499</b>	<b>3,221,138</b>
EXPENSES CAPITALIZED	(2,473)	0	0
FEDERAL PLANNING FUNDS	(598,601)	0	0
<b>TOTAL OFFSETTING FUNDS</b>	<b>(601,074)</b>	<b>0</b>	<b>0</b>
<b>*** NET VANPOOL/RIDESHARE SERVICE ***</b>	<b>\$ 2,383,574</b>	<b>\$ 3,210,499</b>	<b>\$ 3,221,138</b>





## UTAH TRANSIT AUTHORITY OPERATING BUDGET 2019

	Actual 2017	Budget 2018	Budget 2019
<b>*** OPERATIONS SUPPORT DETAIL ***</b>			
LABOR	\$ 22,656,742	\$ 24,121,269	\$ 25,574,765
FRINGES	10,272,379	11,080,810	11,902,386
SERVICES	3,644,033	3,524,752	3,532,931
FUEL AND LUBRICANTS	315,253	336,538	384,325
PARTS	1,378,167	1,147,700	1,699,665
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	59,640
<b>*** TOTAL OPERATIONS SUPPORT ***</b>	<b>43,441,487</b>	<b>46,099,052</b>	<b>48,900,211</b>
EXPENSES CAPITALIZED	(893,565)	(945,463)	(803,178)
NON-FEDERAL PLANNING FUNDS	0	0	0
EXP TRANSFER-FEDERAL COST	0	0	0
<b>TOTAL OFFSETTING FUNDS</b>	<b>(893,565)</b>	<b>(945,463)</b>	<b>(803,178)</b>
	<b>\$ 42,547,922</b>	<b>\$ 45,153,589</b>	<b>\$ 48,097,033</b>

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
<b>*** GENERAL &amp; ADMINISTRATION DETAIL ***</b>			
LABOR	\$ 12,218,658	\$ 13,403,256	\$ 13,566,083
FRINGES	5,035,874	5,346,048	5,470,605
SERVICES	6,454,212	7,224,620	8,687,745
FUEL AND LUBRICANTS	5,624	7,225	5,538
SUPPLIES	612,991	632,118	510,676
UTILITIES	783,159	664,518	700,945
INSURANCE	672,596	2,201,430	2,319,820
TRAVEL & MEETINGS	371,348	618,015	528,449
MEDIA COSTS	678,193	552,000	555,000
CONTINGENCY	858,684	1,010,000	1,020,000
OTHER	492,020	902,425	407,443
<b>*** TOTAL ADMINISTRATION ***</b>	<b>28,183,358</b>	<b>32,561,655</b>	<b>33,772,304</b>
EXPENSES CAPITALIZED	(67,110)	(167,000)	(83,500)
FEDERAL PLANNING FUNDS	(70,262)	-	0
<b>TOTAL OFFSETTING FUNDS</b>	<b>(137,372)</b>	<b>(167,000)</b>	<b>(83,500)</b>
<b>*** NET ADMINISTRATION EXPENSE ***</b>	<b>\$ 28,045,986</b>	<b>\$ 32,394,655</b>	<b>\$ 33,688,804</b>

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
<b>*** NON-OPERATING EXPENSE DETAIL ***</b>			
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
<b>*** TOTAL NON-OPEX ***</b>	<b>5,916,820</b>	<b>8,154,381</b>	<b>6,754,212</b>
EXPENSES CAPITALIZED	(1,030,484)	(2,648,891)	(671,640)
FEDERAL PLANNING FUNDS	(144,319)	0	0
<b>TOTAL OFFSETTING FUNDS</b>	<b>(1,174,803)</b>	<b>(2,648,891)</b>	<b>(671,640)</b>
<b>*** NET NON-OPERATING EXPENSE ***</b>	<b>\$ 4,742,017</b>	<b>\$ 5,505,490</b>	<b>\$ 6,082,572</b>

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
<b>Beginning Fund Balance, 1/1/19</b>	<b>\$ 77,789,000</b>	<b>\$ 85,948,000</b>	<b>\$ 8,064,000</b>	<b>\$ 4,694,000</b>	<b>\$ 60,878,000</b>	<b>\$ 237,373,000</b>
<b>Revenue:</b>						
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	5,356,000					5,356,000
Salt Lake County	500,000					500,000
Utah County	2,500,000					2,500,000
Advertising	2,467,000					2,467,000
Motor Vehicle Registration	2,400,000					2,400,000
Other Revenues	3,545,000					3,545,000
Capital Grants					50,031,000	50,031,000
Local Partner Contributions					11,009,000	11,009,000
Leasing					10,090,000	10,090,000
State Contribution					4,677,000	4,677,000
<b>Total Resources</b>	<b>532,543,000</b>	<b>85,948,000</b>	<b>8,064,000</b>	<b>6,694,000</b>	<b>136,685,000</b>	<b>769,934,000</b>
Transfers To / From (-)	(143,702,000)	143,541,000	161,000		-	-
<b>Total Available Resources</b>	<b>388,841,000</b>	<b>229,489,000</b>	<b>8,225,000</b>	<b>6,694,000</b>	<b>136,685,000</b>	<b>769,934,000</b>
<b>Expenditures:</b>						
Operating Expenses	305,431,000					305,431,000
Non-Operating	6,083,000					6,083,000
Debt Service (Principal & Interest)		119,584,000				119,584,000
State of Good Repair Capital Projects					46,754,000	46,754,000
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	84,781,000	89,475,000
<b>Total Expenditures</b>	<b>311,514,000</b>	<b>119,584,000</b>	<b>-</b>	<b>4,694,000</b>	<b>136,685,000</b>	<b>572,477,000</b>
<b>Ending Fund Balance - 12/31/19</b>	<b>\$ 77,327,000</b>	<b>\$ 109,905,000</b>	<b>\$ 8,225,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ 197,457,000</b>



## 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

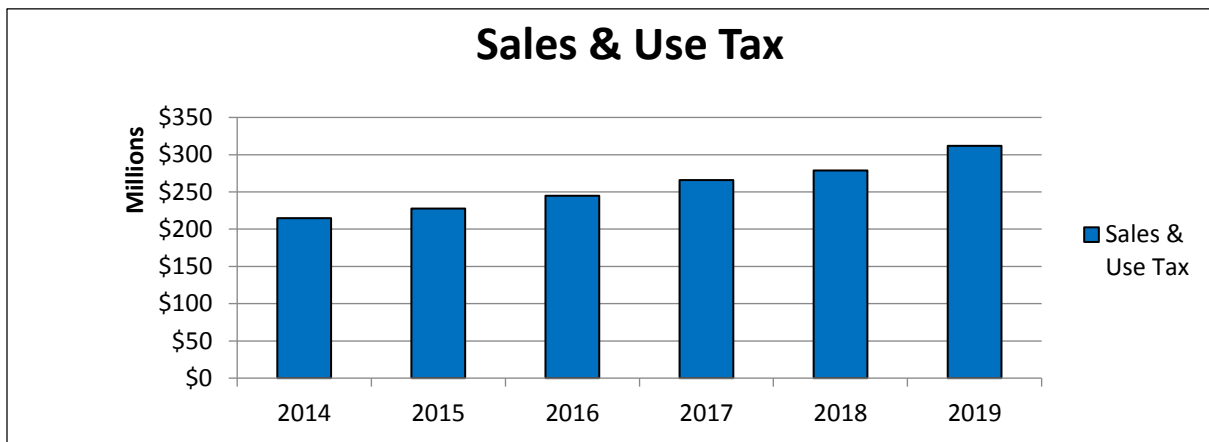
**Source: Sales and Use Tax**

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 8.1% through November 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

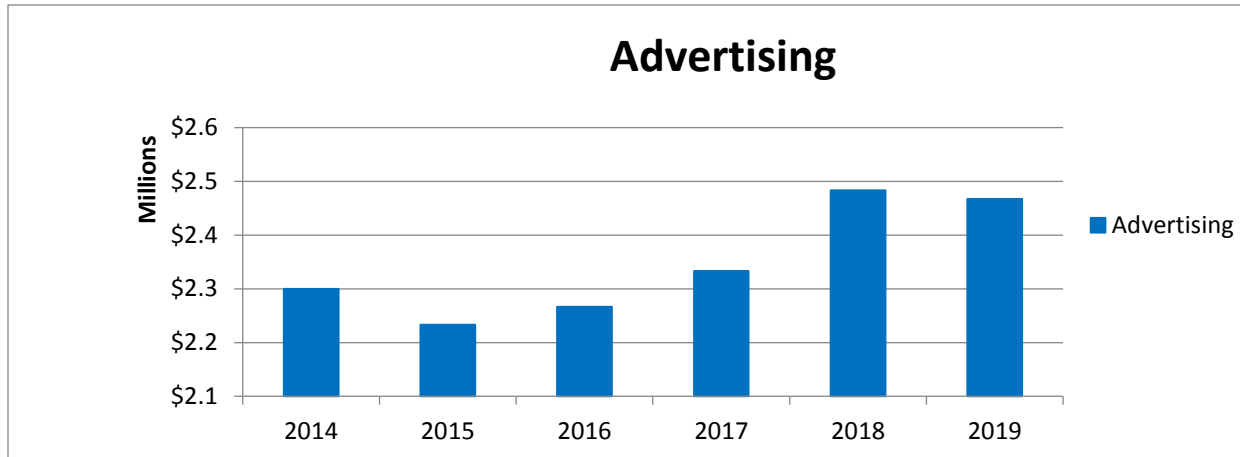


**Source: Advertising**

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

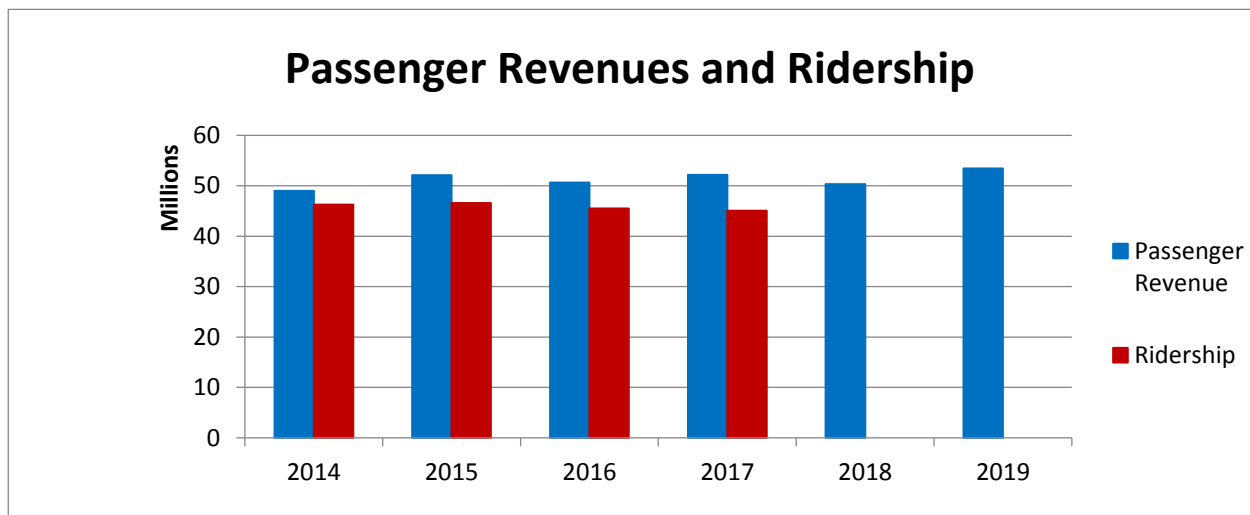


**Source: Passenger Revenue**

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

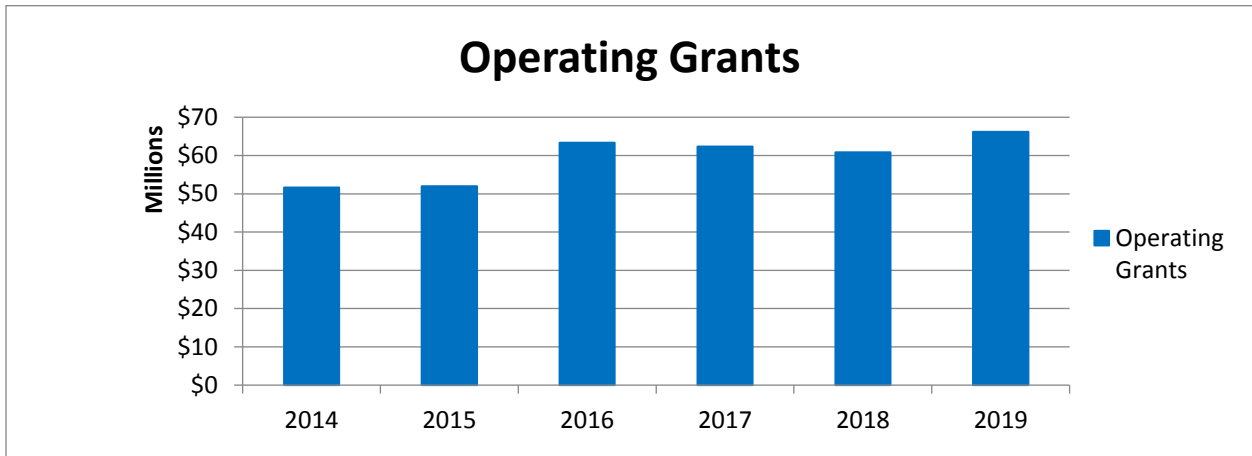


**Source: Federal Operating and Preventative Maintenance Revenue Grants**

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.

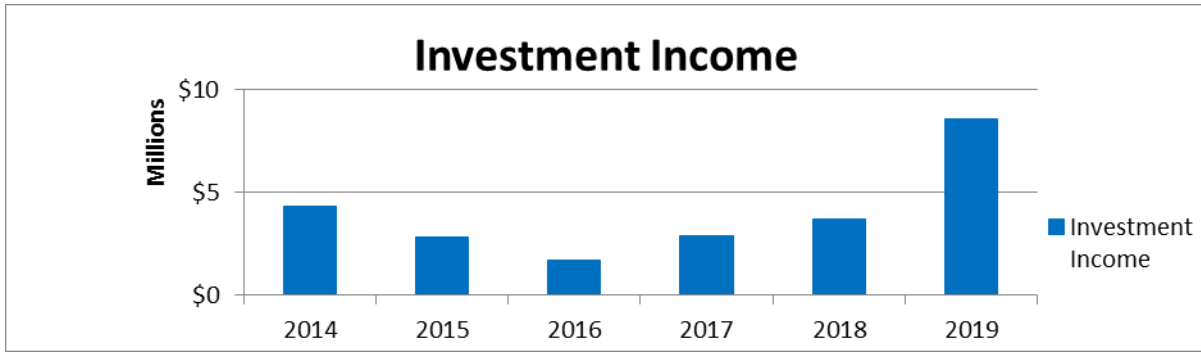
Interest rates have risen above the 2018 projection of 2.20%. Accordingly, the 2018 investment income projected amount is \$5.3 million. An approximate rate of 3.55% is applied to projected reserve accounts in the 2019 Transit Development Plan model to arrive at the 2019 projection of \$8.6 million.

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





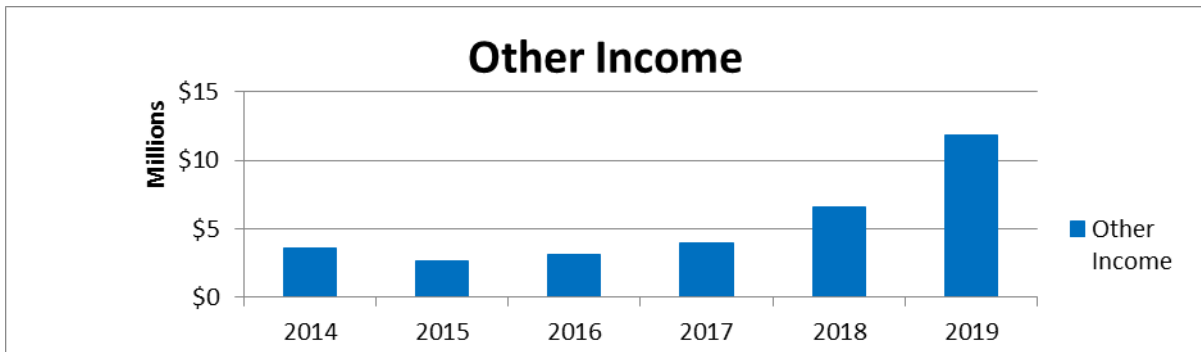


**Source: Other Income**

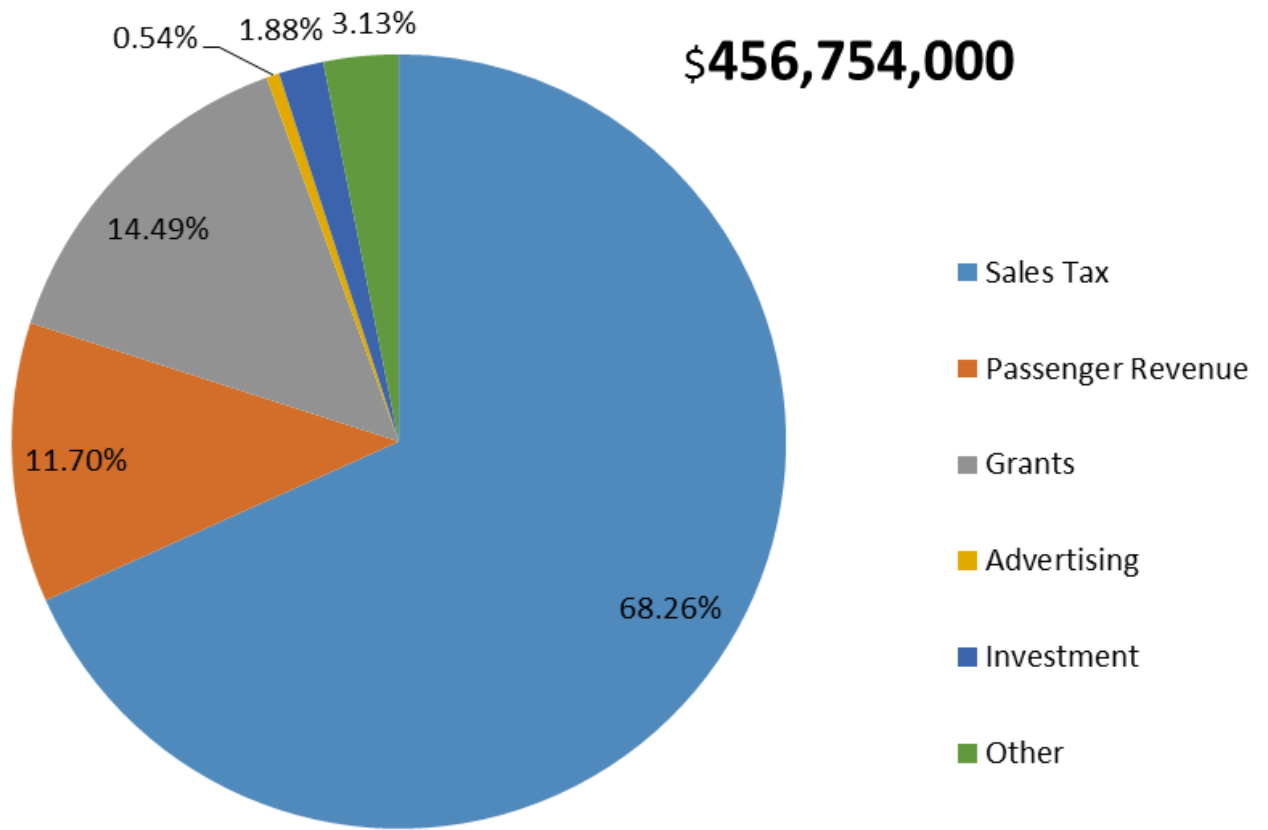
Other income consists of \$5.4 million from Salt Lake City for enhanced bus service, \$0.5 million from Salt Lake County for enhanced transit services, \$2.5 million from Utah County to support service being provided through the UVX bus-rapid transit system. Other revenues in 2019 include \$2.4 million from motor vehicle registration fees, \$1.4 million from a grant to purchase the Tooele bus facility, \$1.1 million from property fees, \$.7 million from CMAQ operating grants, and \$.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	\$14,301,000

\* Budget



## 2019 Budgeted Operating Revenues



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

	Budget 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023
<b>Revenue:</b>					
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	8,339	8,501	6,099	4,180
Salt Lake City	5,356	7,553	11,605	14,155	14,448
Utah County	2,500	2,560	2,621	2,684	2,749
Other	6,445	6,575	6,513	6,613	5,811
<b>Total Revenues</b>	<b>456,754</b>	<b>493,807</b>	<b>517,032</b>	<b>536,544</b>	<b>556,723</b>
<b>Expenses:</b>					
Bus	102,107	105,075	108,208	110,764	113,811
Commuter Rail	29,064	29,863	30,684	31,528	32,396
Light Rail	49,906	51,278	52,689	54,138	55,626
Paratransit	22,918	23,548	24,196	24,861	25,545
Rideshare/Vanpool	3,221	3,310	3,401	3,494	3,590
Operations Support	48,097	49,420	50,779	52,176	53,610
General/Administrative	33,689	34,615	35,567	36,545	37,550
Salt Lake County	11,479	26,028	29,335	30,802	32,342
Salt Lake City	4,950	6,900	10,900	12,755	13,048
Non-operating	6,083	5,737	5,637	5,792	5,952
Operational Efficiencies	(4,673)	(5,037)	(5,271)	(5,443)	(5,602)
<b>Total Operating &amp; Non-operating Expense</b>	<b>306,841</b>	<b>330,738</b>	<b>346,125</b>	<b>357,412</b>	<b>367,868</b>
<b>Net Available</b>	<b>149,912</b>	<b>163,069</b>	<b>170,907</b>	<b>179,132</b>	<b>188,855</b>
<b>Capital Revenues:</b>					
Grants	50,031	35,905	33,579	15,650	6,156
Bonds/Leasing	10,090	66,929	40,983	12,353	39,306
Local Partner Funding	11,009	1,750	1,700		
State Funding	4,677	13,950	2,500	2,500	2,500
<b>Total Capital Revenues</b>	<b>75,807</b>	<b>118,534</b>	<b>78,762</b>	<b>30,503</b>	<b>47,962</b>
<b>Capital Expense:</b>					
Capital Outlay	141,379	133,032	131,064	58,559	73,195
Debt Retirement				98,000	
Debt Service	119,584	129,318	141,388	149,142	156,977
<b>Total Capital &amp; Debt Service Expense</b>	<b>260,963</b>	<b>262,350</b>	<b>272,452</b>	<b>305,701</b>	<b>230,172</b>
<b>Net Change</b>	<b>(35,243)</b>	<b>19,254</b>	<b>(22,784)</b>	<b>(96,066)</b>	<b>6,645</b>
<b>Beginning Balance, January 1</b>	<b>237,373</b>	<b>202,130</b>	<b>221,384</b>	<b>198,600</b>	<b>102,534</b>
<b>Ending Balance, December 31</b>	<b>\$202,130</b>	<b>\$221,384</b>	<b>\$198,600</b>	<b>\$102,534</b>	<b>\$109,179</b>

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

	Budget 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023
<b>Restricted Reserves:</b>					
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	15,342	16,192	16,761	17,233	17,741
Working Capital	28,639	30,225	31,288	32,168	33,116
Risk	8,225	8,390	8,558	8,729	8,903
Fuel and Parts	4,915	4,915	4,915	4,915	4,915
<b>Total Restricted Reserves</b>	<b>167,026</b>	<b>187,704</b>	<b>197,517</b>	<b>102,068</b>	<b>103,855</b>
<b>Unrestricted Reserves</b>	<b>35,104</b>	<b>33,680</b>	<b>1,083</b>	<b>466</b>	<b>5,324</b>
<b>Ending Balance, December 31</b>	<b>\$ 202,130</b>	<b>\$ 221,384</b>	<b>\$ 198,600</b>	<b>\$ 102,534</b>	<b>\$ 109,179</b>

**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 2015 and 2017 refundings 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



**UTAH TRANSIT AUTHORITY  
FINAL 2019 CAPITAL BUDGET - SUMMARY  
December 12, 2018**

	Final 2019 Capital
<b>Funding Sources:</b>	
Leasing	\$ 10,090,000
UTA Funding	46,552,000
Grants	50,031,000
State Contribution	4,677,000
2018 Bond Proceeds	19,020,000
Local Partner Contributions	11,009,000
<b>Total Funding Sources</b>	<b>141,379,000</b>
<b>Expenditure:</b>	
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, 45-55 Rideshare vans, rail locomotive engine rebuilds, rail replacement, facility maintenance, bus engine/transmission replacements, bus validator replacments, passenger information signs, and safety enhancements.	46,754,000
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.	89,475,000
<b>Total Expense</b>	<b>\$ 141,379,000</b>



# 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 45-55 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.

*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: \$10.3 million for the light rail vehicle overhaul program (both SD and S70 vehicles), \$3.9 million for locomotive engine rebuilds, \$600K to replace traction power substation (TPSS) components for light rail. Twelve other state of good repair projects are estimated to cost \$5.6 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 will increase approximately \$3.5 million per year but will be offset by fares and Utah County's operations and maintenance subsidy through 2028.





### 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. 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.

*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 a 300-stall parking garage. 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 of \$2M each – 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 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 operation. 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 recapitalize lease payments UTA has been making which should help reduce overall operating cost.

## **Technology Office – Information/Communications and ITS**

### Electronic Fare collection

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

*Impact on Operating Budget:* Maintenance costs will be lower during the initial warranty period which will be realized in the first few years of the three year project. The operating costs of 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 will improve 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**

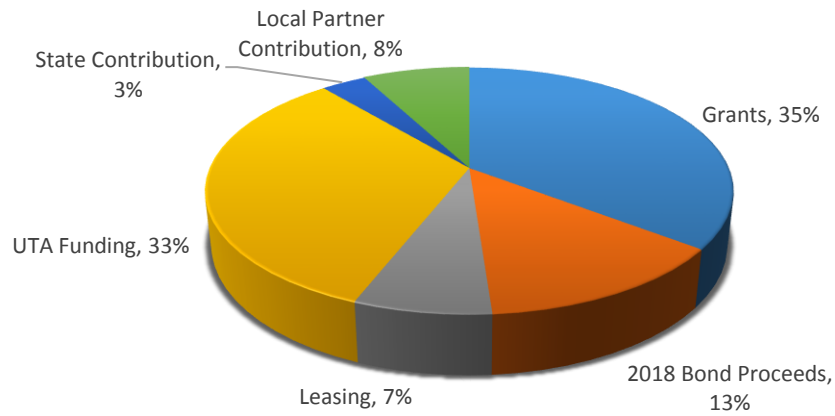
Three categories are included in this capital project area:

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 or other equipment that may wear out throughout the year.
3. Facilities Maintenance. These projects include facilities maintenance items, such as roof replacement, concrete and asphalt repair, bus hoist replacement, and other required replacement or repairs.

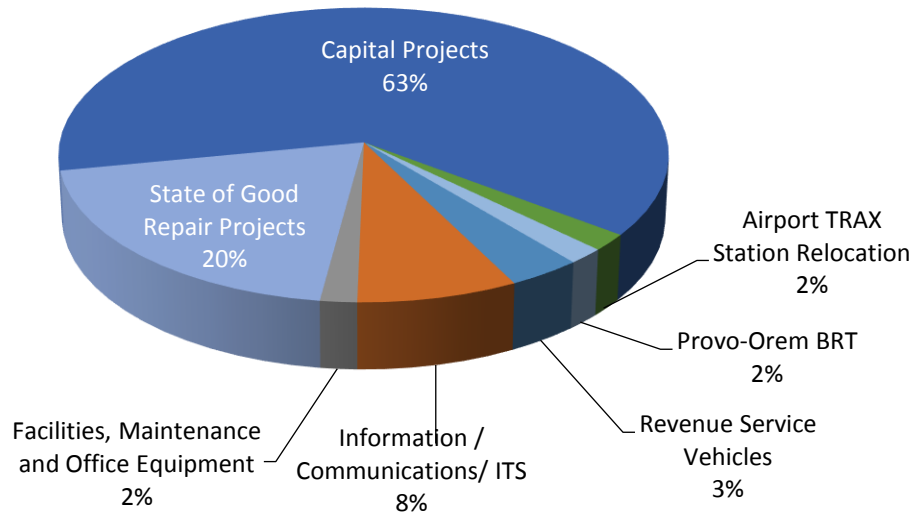
*Impact on Operating Budget:* This area has little new measurable impact on the operating budget. It does serve to keep our equipment maintained and updated, which adds to UTA employee’s ability to achieve our mission.



## 2019 Capital Budget Revenues \$141,379,000



## 2019 Capital Expense Budget \$141,379,000



## 2019 Capital Budget List of Projects and Funding Source

Project Name	2019 Budget	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
<b>Provo-Orem TRIP</b>	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Airport Station Relocation</b>	\$ 2,650,000	\$ 2,650,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>State of Good Repair</b>							
<b>Revenue / Service Vehicles</b>							
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
<b>Total Revenue/Service Vehicles</b>	<b>\$ 5,040,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,840,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
<b>Information Technology</b>							
Central Division Fluid Management System (Graco Matrix System)	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,000
IT Allocation for Capital 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 Capital Pool	467,968	-	-	-	-	-	467,968
Vanpool-02 Driver Tracking and Database System	55,000	-	-	-	-	-	55,000
WERC 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
TC-1 Timekeeping Upgrade	480,000	-	-	-	-	-	480,000
<b>Total Information Technology</b>	<b>\$ 11,120,532</b>	<b>\$ -</b>	<b>\$ 1,482,654</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,637,878</b>
<b>Facilities, Safety, &amp; Admin Equip.</b>							
Office Equipment Reserve	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Equipment Managed Reserve	425,000	-	-	-	-	-	425,000
Facilities Managed Reserve	1,000,000	-	-	-	-	-	1,000,000
Oil/Water Separator at Riverside	100,000	-	-	-	-	-	100,000
Corridor Fencing - Replacement	50,000	-	-	-	-	-	50,000
Camera Sustainability	50,000	-	-	-	-	-	50,000
Safety projects	822,169	-	-	-	-	-	822,169
<b>Total Facilities, Safety, &amp; Admin Equip.</b>	<b>\$ 2,547,169</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,547,169</b>
<b>Infrastructure State of Good Repair Projects</b>							
Main St/4th S HGU Interlocking Rehab switches/ frogs	\$ 4,743,940	\$ 4,743,940	\$ -	\$ -	\$ -	\$ -	\$ -
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	5,273,388	-	-	-	-	-	5,273,388
SGR Repair LRV	948,000	-	-	-	-	-	948,000
S70 Light Rail Vehicle Overhaul	4,096,000	-	-	-	-	-	4,096,000

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	600,000	-	-	-	-	-	600,000
Delta and 150 Interlocking Replacement	1,889,542	1,889,542	-	-	-	-	-
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	28,045,728	8,480,954	563,571	-	-	-	19,001,203
Total State of Good Repair	\$ 46,753,429	\$ 8,480,954	\$ 2,046,225	\$ 4,840,000	\$ -	\$ -	\$ 31,386,250
<b>Capital Projects</b>							
<b>Capital Projects</b>							
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	27,342,434	1,456,144	21,459,686	-	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	-
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 Prgrm-SLC/WVC	2,303,894	-	2,303,894	-	-	-	-
20-1716 - 5310 Prgrm-PRO/OREM	528,125	-	528,125	-	-	-	-
20-1715 - 5310 Prgrm-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	-	-	-	-	-
U of U Hospital Hub	399,400	-	-	-	-	399,400	-
Sharp/Tintic Rail Consolidation	100,444	-	-	-	-	-	100,444
Point of Mountain AA	800,000	-	-	-	250,000	500,000	50,000
Total Capital Projects	89,475,127	5,389,380	47,984,795	5,250,000	4,676,604	11,008,456	15,165,892
Total Capital Budget	\$ 141,378,556	\$ 19,020,334	\$ 50,031,020	\$ 10,090,000	\$ 4,676,604	\$ 11,008,456	\$ 46,552,142



# 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 principal payments. 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
<b>Senior Debt:</b>		
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
<b>Total Senior Debt</b>		<u>\$1,183,010,000</u>
<b>Subordinate Debt:</b>		
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	<u>113,895,000</u>
<b>Total Subordinate Debt</b>		<u>944,646,498</u>
<b>Total Outstanding Debt</b>		<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
<b>Totals</b>	<b>\$ 2,127,656,498</b>	<b>\$ 1,507,337,592</b>	<b>\$ 3,634,994,090</b>



The 2019 debt service budget includes the principal and interest payments on bonds, Build America Bonds interest subsidy, anticipated lease payments, and other bond expenses. The chart below provides the calculation of 2019 debt service.

Debt Service Expense/(Revenue)	Amount
Interest on bonds	\$102,185,005
Interest subsidy (Build America Bonds)	<u>(8,841,867)</u>
Net interest	93,343,138
Principal on bonds	<u>17,500,000</u>
Net bond principal and interest	110,843,138
Lease payments on revenue service vehicles	8,268,428
Salt Lake City bus leases	406,000
Bond expenses	<u>66,150</u>
<b>Total 2019 Debt Service</b>	<b><u>\$119,583,716</u></b>



# Departmental Information



## Position Summary Schedule

	Budget*	Budget*	Budget *
	2017	2018	2019
<b>OPERATIONS:</b>			
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

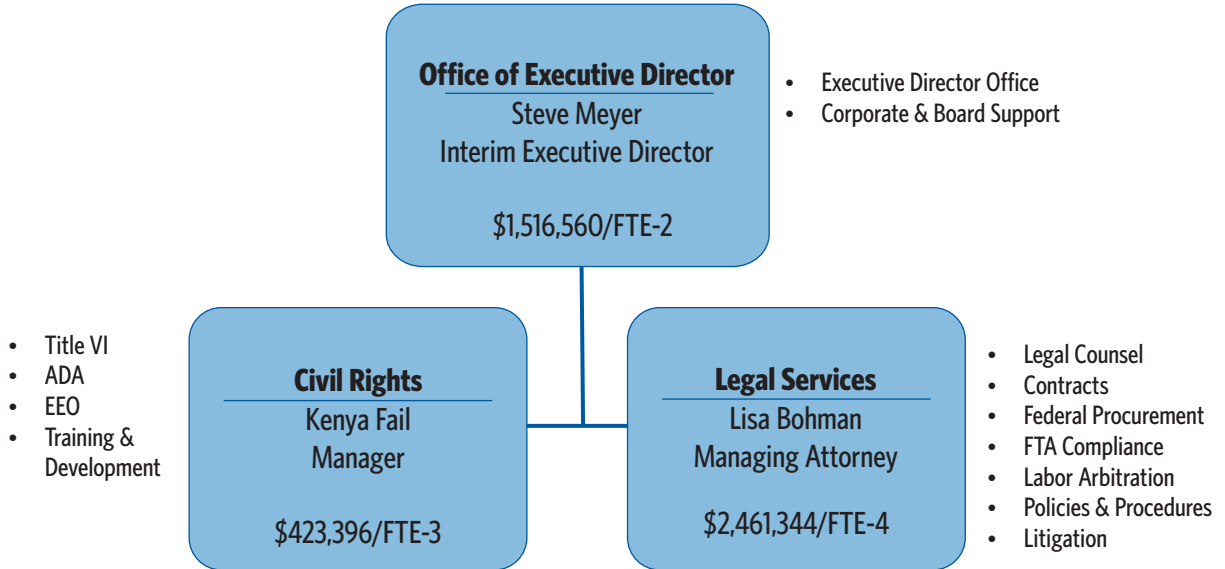
	Budget* 2017	Budget * 2018	Budget * 2019
<b>OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION:</b>			
Executive Director			
Executive Director	1.0	1.0	1.0
Civil Rights	3.0	3.0	3.0
General Counsel	9.0	10.0	4.0
Corp & Board Support	3.0	2.0	1.0
Executive Director	16.0	16.0	9.0
V.P. of Operations, Capital, 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



## Office of Executive Director

Total Funding \$4,401,300

FTE Total-9



## Office of Executive Director

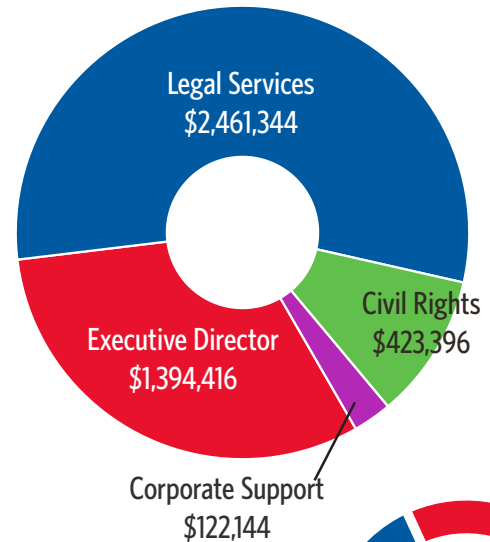
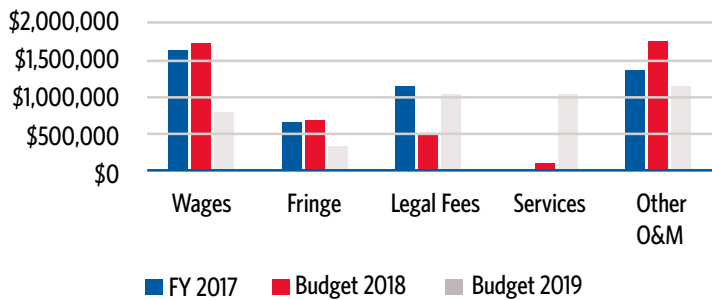
### Executive Director

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% $\Delta$ FY18 - FY19
<b>GROUP BUDGET</b>				
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	1,063,384	788.0%
Other O&M	1,353,703	1,757,365	1,123,350	-34.8%
<b>Total Group</b>	<b>\$4,862,676</b>	<b>\$4,839,845</b>	<b>\$4,401,300</b>	<b>-8.3%</b>
<b>FTE</b>	<b>15.5</b>	<b>16</b>	<b>9</b>	<b>-43.8%</b>

### Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% $\Delta$ FY18 - FY19
<b>DIVISION BUDGET</b>				
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	423,396	-7.5%
Corporate Support	249,185	221,432	122,144	-44.8%
<b>Total Division</b>	<b>\$4,862,676</b>	<b>\$4,839,845</b>	<b>\$4,401,300</b>	<b>-9.1%</b>

### Executive Director





## Office of Executive Director Key Initiatives

### Executive Director Position

In accordance to the provisions in SB 136, 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 Advisory 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

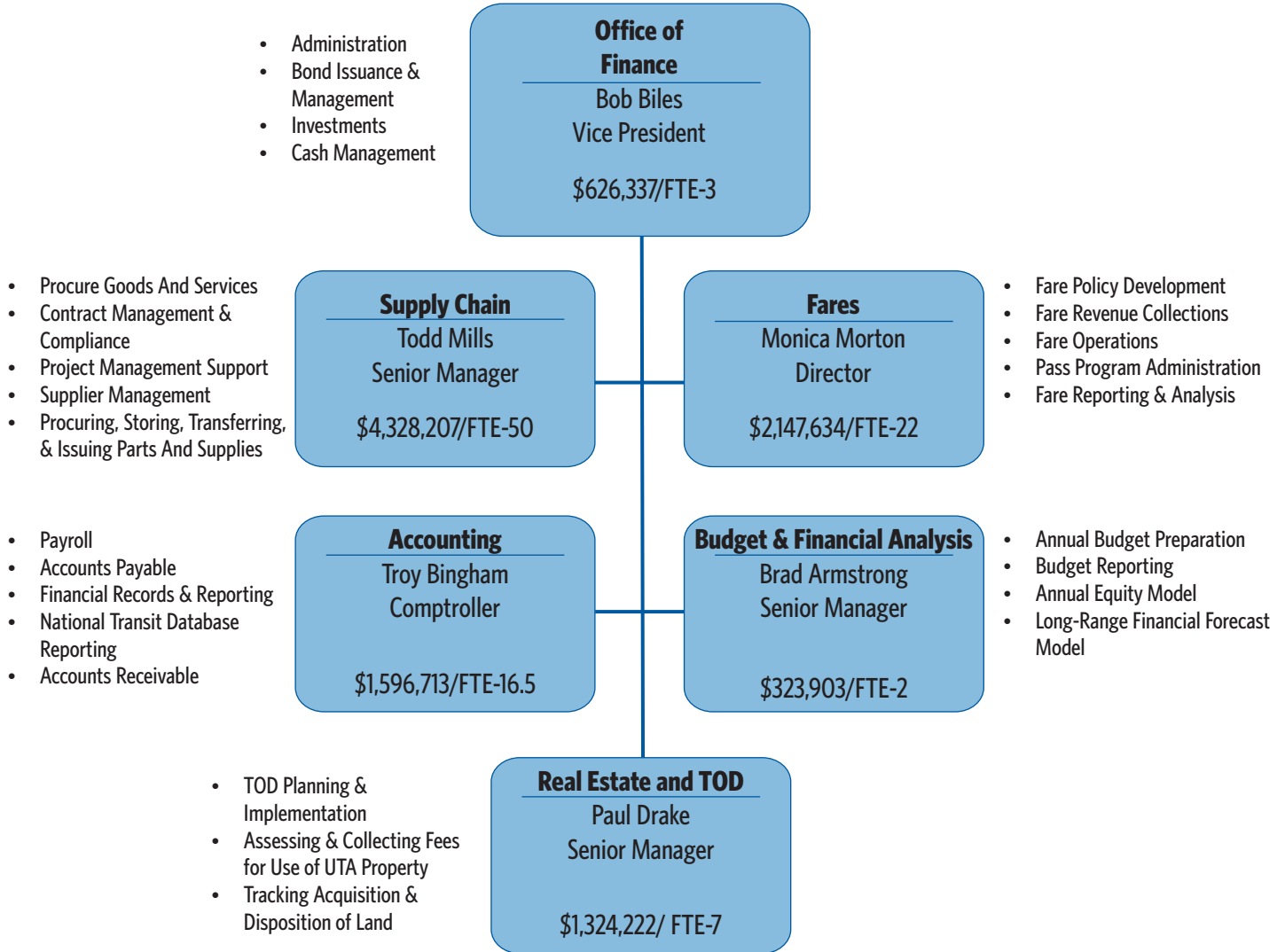
The total budget for the Office of Executive Director decreased 8.3% for 2019. Wages and fringe decreased \$1.26 million due to a seven-person reduction in headcount, where four people were permanently removed from the legal department and three administrative people were transferred to other UTA departments. 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 \$10,347,016

FTE Total-100.50



## Office of Finance

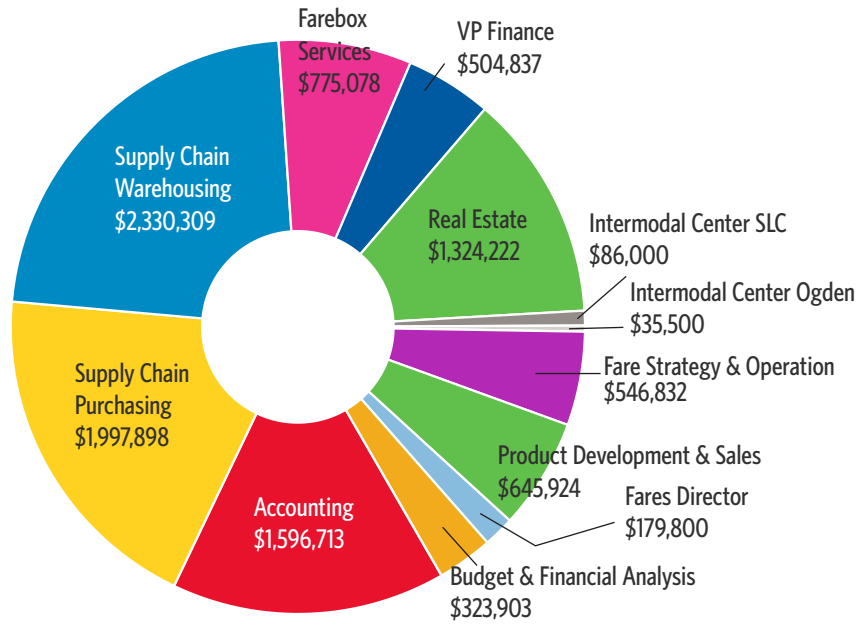
### Office of Finance

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
<b>GROUP BUDGET</b>				
Wages	\$ 5,936,605	\$5,857,310	\$ 6,048,734	4.3%
Fringe	2,728,198	2,662,500	2,804,820	6.1%
Services	648,090	769,138	909,520	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>\$10,347,016</u>	<u>5.0%</u>
FTE	96.2	99.0	100.5	1.5%

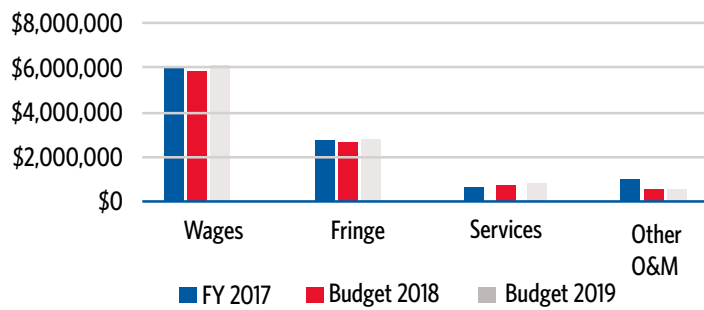
### Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
<b>DIVISION BUDGETS</b>				
Accounting	\$1,419,810	\$1,552,953	\$1,596,713	2.8%
Supply Chain Purchasing	1,123,119	1,141,152	1,997,898	75.1%
Supply Chain Warehousing	2,660,967	2,269,723	2,330,309	2.7%
Supply Chain Materials	392,942	399,622	0	100.0%
Supply Chain Admin.	311,900	309,444	0	-100.0%
Farebox Services	801,993	859,166	775,078	-9.8%
VP Finance	539,180	484,552	504,837	4.2%
Real Estate	922,967	1,006,610	1,324,222	31.6%
Intermodal Center SLC	98,086	120,000	86,000	-28.3%
Intermodal Center Ogden	29,256	52,800	35,500	-32.8%
Transit Oriented Development	311,306	383,986	0	-100.0%
Fare Strategy & Operation	804,959	398,284	546,832	37.3%
Product Development & Sales	499,140	587,168	645,924	10.0%
Fares Director	0	0	179,800	0.0%
Budget & Financial Analysis	289,631	316,078	323,903	2.5%
<i>Total Division</i>	<u>\$10,205,257</u>	<u>\$9,881,538</u>	<u>\$10,347,016</u>	<u>4.7%</u>





### Office of Finance



## 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.

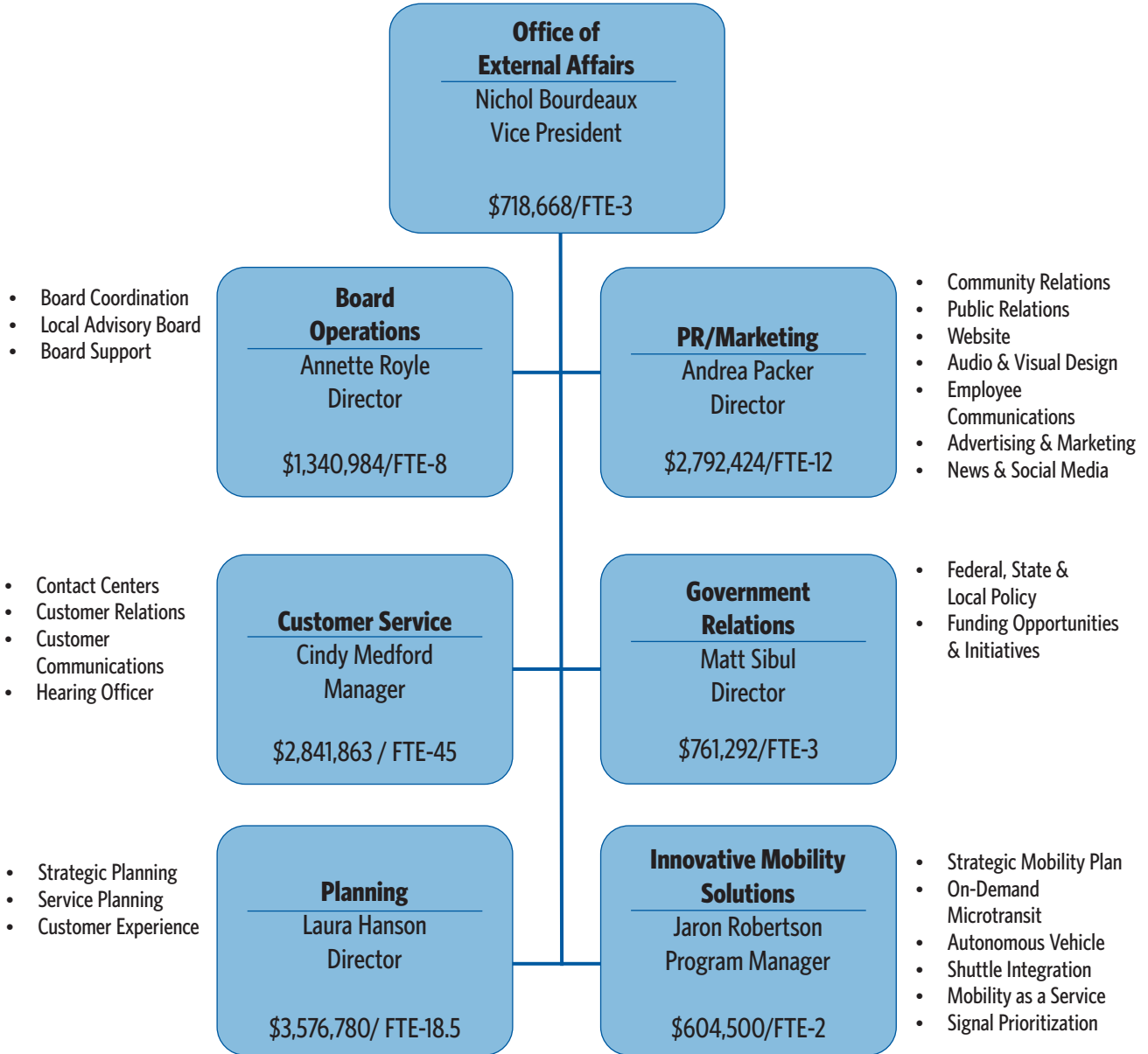
Budget amounts for Farebox security (\$84,000), South Jordan TOD maintenance (\$36,000), and mobile ticketing vendor charges (\$96,000) were reclassified from other departments to Vice President Finance departments. Budgeted amounts for organizational development (\$75,000) that had been in the 2018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





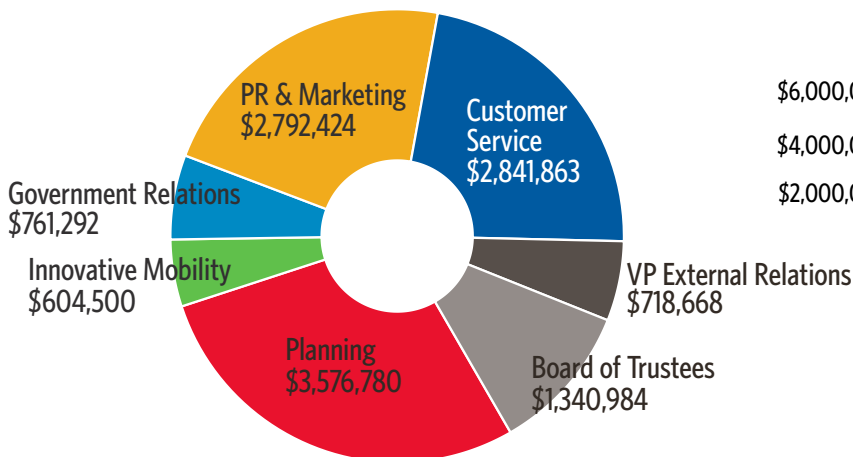
## Office of External Affairs

### Office of External Affairs

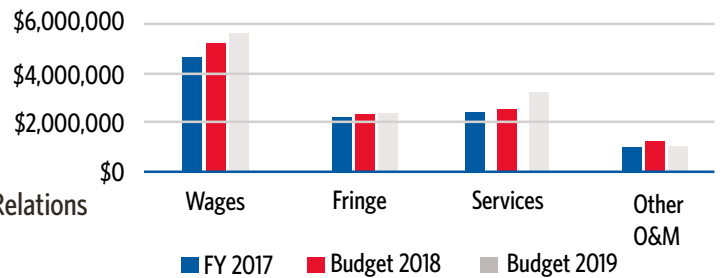
	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
<b>GROUP BUDGET</b>				
Wages	\$4,731,384	\$5,283,205	\$5,692,784	7.8%
Fringe	2,280,351	2,405,873	2,481,684	3.2%
Services	1,510,124	2,670,536	3,297,279	23.5%
Other O&M	1,073,737	1,306,763	1,164,764	-10.9%
<i>Total Group</i>	<i>\$9,595,595</i>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

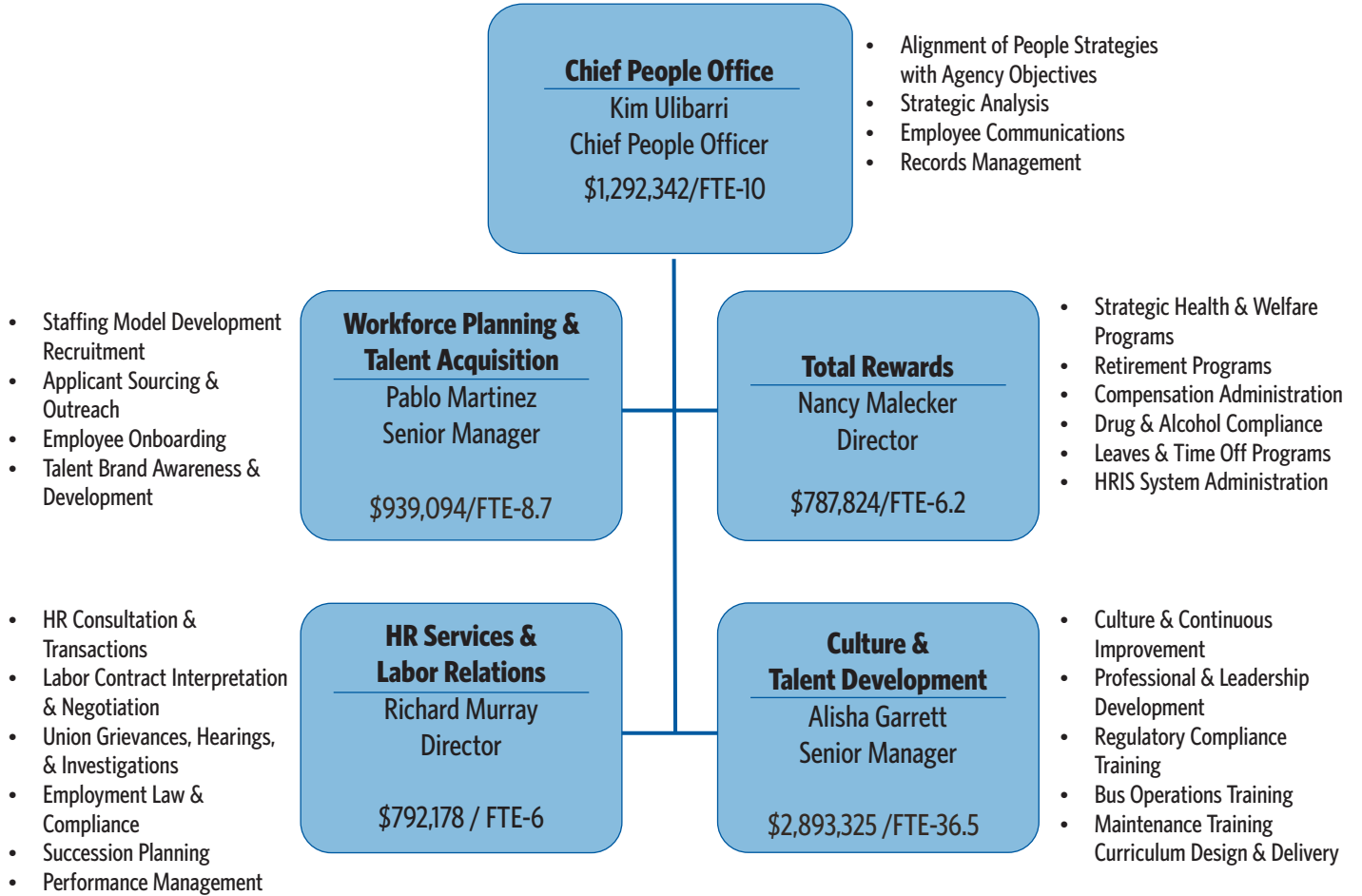
Planning Department carryover of approximately \$500,000 reflects the cost of ongoing studies from 2018, which are outlined in VPEA Key Initiatives. Additionally, the 2019 budget reflects the costs of the federally-required On Board Survey that UTA must conduct every five years. The cost of this survey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



# Chief People Office

Total Division Funding \$6,704,763

FTE Total-67.5



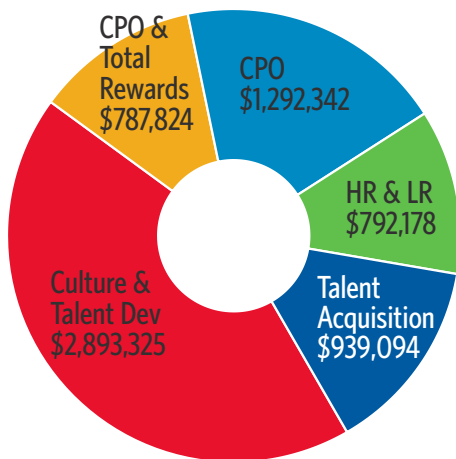
## Chief People Office

### Chief People Office

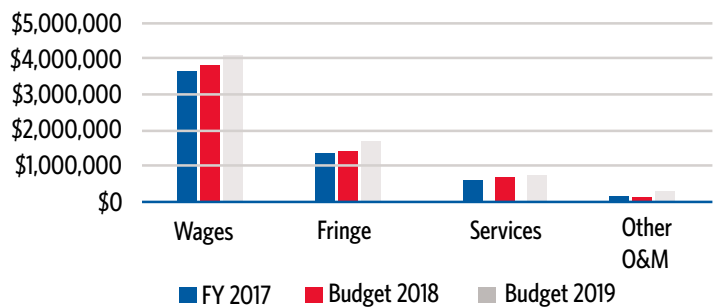
	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
<b>GROUP BUDGET</b>				
Wages	\$ 3,625,661	\$ 3,815,136	\$4,087,496	7.1%
Fringe	1,316,514	1,369,831	1,652,973	20.7%
Services	569,904	662,913	718,006	8.3%
Other O&M	118,415	57,420	246,288	328.9%
<b>Total Group</b>	<b>\$5,630,494</b>	<b>\$5,905,300</b>	<b>\$6,704,763</b>	<b>13.5%</b>
<b>FTE</b>	<b>84.5</b>	<b>63.3</b>	<b>67.5</b>	<b>6.7%</b>

### Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
<b>DIVISION BUDGETS</b>				
Culture & Talent Dev.	\$ 2,163,846	\$ 2,624,467	\$2,893,325	10.2%
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	939,094	18.9%
<b>Total Division</b>	<b>\$5,630,494</b>	<b>\$5,905,300</b>	<b>\$6,704,763</b>	<b>13.5%</b>



### 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

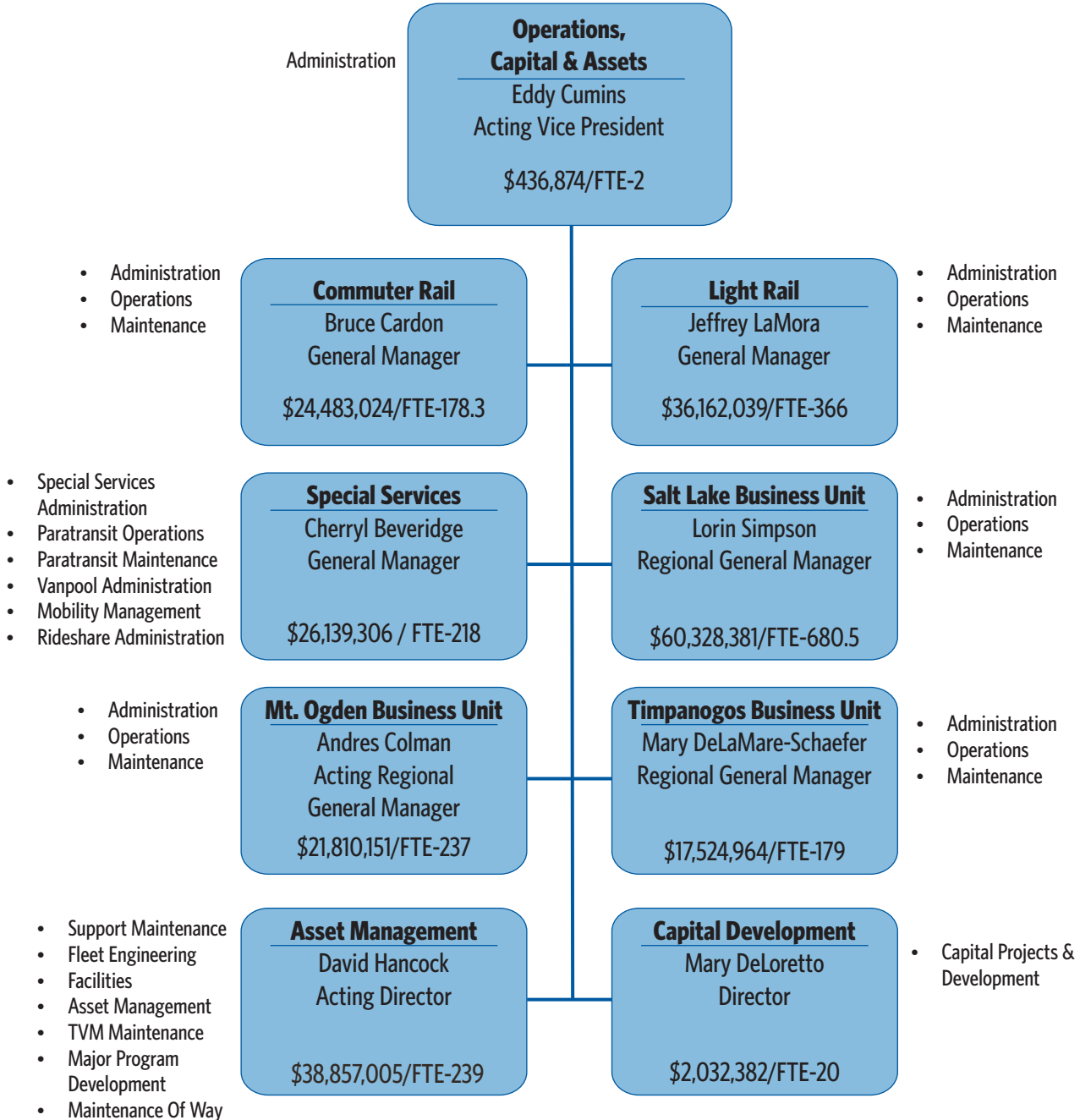
Movement of Records Management staff from Legal Division to People Office resulted in an increase in salary, wages, and small increases to other line items.





# Office of Operations, Capital & Assets

Total Funding \$227,774,126  
FTE Total-2119.8



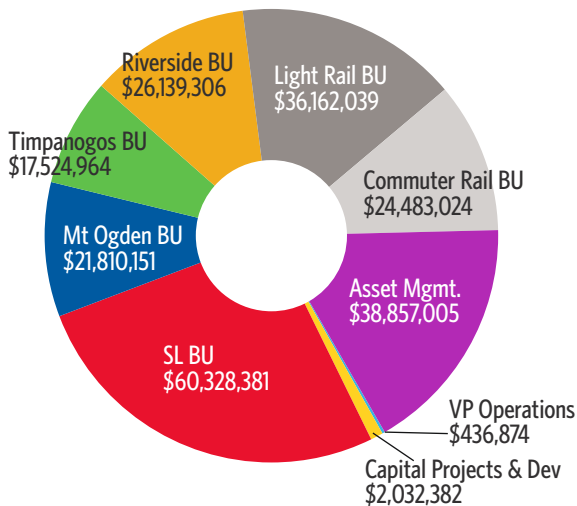
## Office of Operations, Capital & Assets

### OCA Office

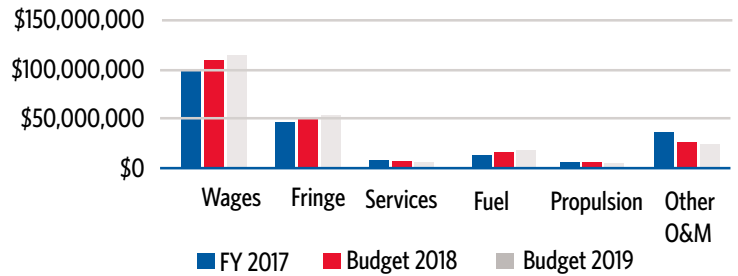
	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
<b>GROUP BUDGET</b>				
Wages	\$ 101,375,131	\$ 109,858,775	\$115,045,874	4.7%
Fringe	47,136,178	51,552,434	54,513,879	5.7%
Services	8,348,193	8,562,877	7,175,084	-16.2%
Fuel	13,999,057	17,567,782	19,656,650	-5.5%
Propulsion Power	5,362,813	6,318,189	5,973,068	2.9%
Other O&M	36,179,493	26,166,677	25,409,570	3.5%
<b>Total Group</b>	<b>\$201,391,428</b>	<b>\$220,026,734</b>	<b>\$227,774,126</b>	<b>-0.4%</b>
FTE	1,931	2,127.5	2,119.8	

### Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18-FY19
<b>DIVISION BUDGETS</b>				
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	60,328,381	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	38,857,005	2.0%
<b>Total Division</b>	<b>\$201,391,428</b>	<b>\$220,026,734</b>	<b>\$227,774,126</b>	<b>3.5%</b>



### 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 \$32,766,049

FTE Total-233.7

**Office of Safety, Security & Technology**  
 Dave Goeres, PE  
 Chief Safety, Security & Technology Officer

**Police**  
 Fred Ross  
 Chief of Police  
 \$9,661,993/FTE-87.7

**Safety & Security**  
 Sheldon Shaw  
 Safety Manager  
 Dan Riley  
 Interim Security Manager  
 Amy Cornell-Titcomb  
 EM Manager  
 Lamont Worthy  
 Video Security Manager  
 \$2,284,541/FTE-26.5

**Information Technology**  
 Daniel Harmuth  
 Director  
 \$14,088,733/FTE-73

**Transit Communications Center**  
 Michele Smith  
 Manager  
 \$1,592,478/FTE-20

**Operations Analysis & Solutions**  
 Jonathan Yip  
 Manager  
 \$2,198,606/FTE-21.5

**Claims & Insurance**  
 Dave Pitcher  
 Manager  
 \$2,939,698/FTE-5

- Building Relationships
- Customer Service
- Fare Inspection
- Law Enforcement
- Crime Investigation
- Accident Investigation
- Community Outreach

- UTA Computer, Phone Equipment & Networks Cyber Security
- Application Development & Support
- Helpdesk
- EFC System & Validators
- Mobile Ticketing
- Radio & Microwave system
- Bus & Train Communications
- IT infrastructure for Projects

- Data Analysis
- Business Insights & Requirement Analysis
- User Support of Key Business Systems (Trapeze, OWATS, JDE Maint)
- Ridership and Operating Data Reporting
- Automatic Passenger Counter (APC) Management
- Corporate Business Intelligence

- **Safety**
  - Safety Compliance
  - Roadway Worker Protection
  - Safety Audits
  - Accident Evaluation
- **Video Security**
  - Camera Maintenance
  - New Camera Installs
  - Video Software Compliance
  - Video Download Requests
- **Facility Security**
  - Facility Security Guards
  - Security Enhancements
  - BASE Evaluation
- **Emergency Mgmt**
  - Emergency Exercises
  - Emergency Response Training
  - Emergency Operations Center
  - Liaison with First Responders

- Transit Police Dispatch (24/7)
- Bus Dispatch
- Incident Response
- 801.287.EYES (3937)
- UTA Text-a-Tip
- Emergency Boxes & Buttons

- UTA Insurance
- Claims Processing
- Workers Compensation



## Office of Safety, Security & Technology

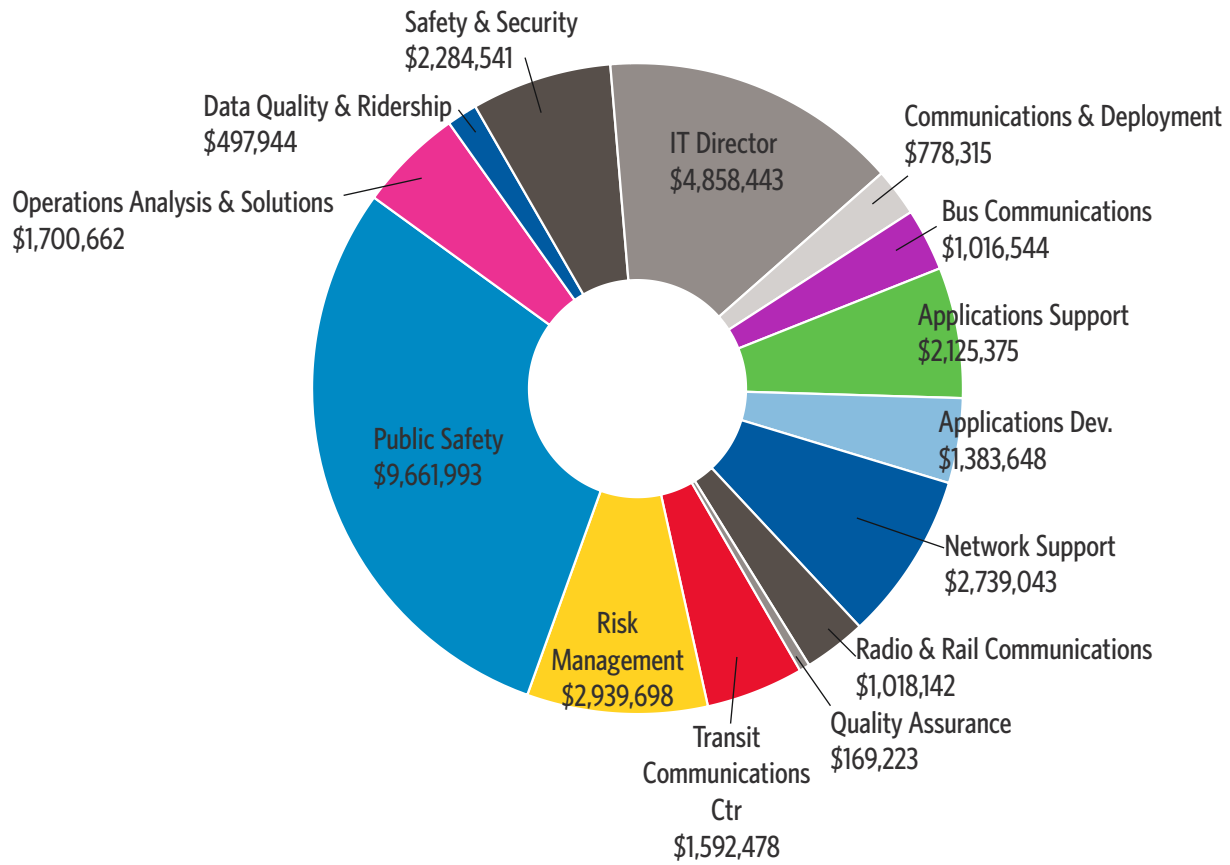
### Office of Safety, Security & Technology

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
<b>GROUP BUDGET</b>				
Wages	\$14,528,654	\$15,863,972	\$16,349,476	3.1%
Fringe	5,469,114	5,992,200	7,319,614	22.2%
Services	4,478,763	5,011,501	4,891,705	-2.4%
Other O&M	1,711,489	3,487,737	4,205,254	20.6%
<i>Total Group</i>	\$26,188,020	\$30,355,410	\$32,766,049	7.9%
<i>FTE</i>	210.6	227.5	233.7	2.7%

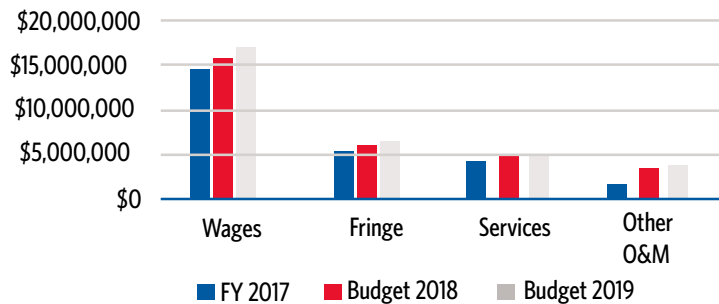
### Department Overview

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% Δ FY18 - FY19
<b>DIVISION BUDGETS</b>				
Transit Communications C tr	\$1,463,666	\$1,499,517	\$1,592,478	6.2%
Risk Management	1,262,705	2,736,158	2,939,698	7.4%
Public Safety	7,023,321	8,417,404	9,661,993	14.8%
Operations Analysis & Solutions	1,812,700	1,632,864	1,700,662	4.2%
Data Quality & Ridership	413,779	480,582	497,944	3.6%
Safety & Security	2,103,770	2,180,119	2,284,541	4.8%
IT Director	769,745	4,627,593	4,858,443	2.3%
Technology Dev.	60,170	0	0	0.0%
Communications & Deployment	629,595	669,704	778,315	16.2%
Bus Communications	999,666	1,007,784	1,016,544	-1.1%
Applications Support	2,101,819	2,051,842	2,125,375	3.6%
Applications Dev.	2,401,195	1,176,048	1,383,648	17.7%
Network Support	3,634,529	2,542,035	2,739,043	3.9%
Radio & Rail Communications	1,221,819	1,011,738	1,018,142	0.6%
Quality Assurance	197,775	322,022	169,223	-47.4%
Quality Assurance & Stats	91,765	0	0	0.0%
<i>Total Division</i>	\$26,188,020	\$30,355,410	\$32,766,049	7.9%





### 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

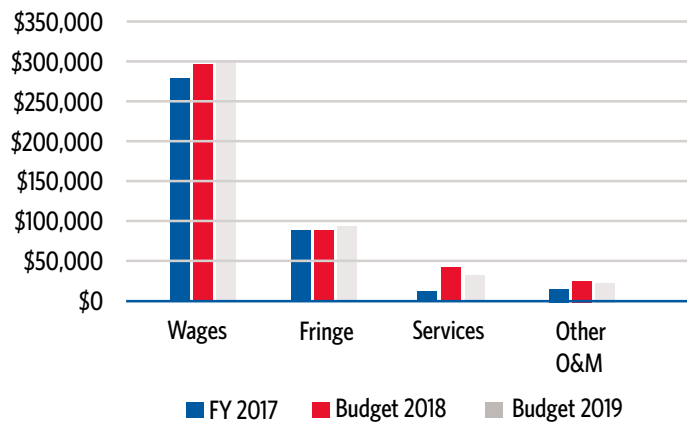


## Office of Internal Audit

### Office of Internal Audit

	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	% $\Delta$ FY18 - FY19
<b>GROUP BUDGET</b>				
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



## Administration Salary Structure

<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
EX	\$130,501.28 \$62.74	\$181,116.00 \$87.08	\$231,730.72 \$111.41		
				EX1011	Chief Financial Officer
				EX1013	Chief Operating Officer
				EX1037	Chief People Officer
				EX1038	Chief Safety & Sec and Tech Ofc
				EX1039	Chief Service Development Ofc
				EX1040	Chief Comms &Marketing Officer
O	\$117,952.96 \$56.61	\$160,282.72 \$77.06	\$202,814.56 \$97.51		
				MG2074	Sr Program Mgr, EngProject Dev
				MG2114	Director of Asset Management
				MG2120	Director of Capital Projects
				MG2129	IT Director
				MG4015	Regional GM Mt. Ogden BU
				MG4016	Regional GM Timpanogos BU
				MG4017	Special Services GM
				MG4022	Regional GM Salt Lake BU
				MG4025	Commuter Rail General Manager
				MG4026	Light Rail General Manager
				MG4915	Acting Regional GM Mt Ogden BU
				PR4005	Senior Counsel- Contracts
N	\$99,996.00 \$48.08	\$133,548.48 \$64.21	\$167,100.96 \$80.34		
				MG2033	Chf of Police - Pub Safety Mgr
				MG2068	Comptroller
				MG2076	SrMgr Budget&FinancialAnalysis
				MG2089	Sr Supply Chain Manager
				MG2108	Government Relations Director
				MG2110	Director of Planning
				MG2113	Communications Director
				MG2116	IT Network Support Mgr
				MG2123	Sr Mgr Ops Analysis &Solutions
				MG2126	Apps Support & Dvlpment Sr Mgr
				MG2130	Sr Mgr Culture and Talent Dev
				MG2133	Dir HR Svcs & Labor Relations
				MG2134	Director Total Rewards
				MG2140	Dir Innovat Mobility Solutions
				MG2143	Sr Counsel- Managing Attorney
				MG2148	Prog Mgr-Env,Grants,Proj Contr
				MG2933	Acting Police Chief
				MG2940	Acting Dir Innov Mobility Sol
				PR3083	Sr Dev Program Engineer
				PR4003	Senior Counsel
				TL3018	Sr Database Administrator

<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
N	\$99,996.00	\$133,548.48	\$167,100.96		
(Cont)	\$48.08	\$64.21	\$80.34		
				TL3020	JDE ERP Sr Developer
				TL3023	Sr App Dev Engr-Architect
M	\$85,488.00	\$112,168.16	\$138,850.40		
	\$41.10	\$53.93	\$66.76		
				MG1059	Mgr Qual and Const Oversight
				MG1060	Program Mgr Innov Mobility Sol
				MG2009	Facilities Maintenance Manager
				MG2010	Manager of Rail Operations
				MG2013	Mgr Light Rail Vehicle Maint
				MG2014	Mgr of Public Rel & Marketing
				MG2035	Mgr of Civil Rights Compliance
				MG2038	Mgr Rail Technical Svcs & QA
				MG2091	Coordinated Mobility Manager
				MG2093	Mgr Rail Plan/Perf, Proj Deliv
				MG2094	Mgr of CR Vehicle Maintenance
				MG2100	Mgr of IT Quality Assurance
				MG2109	Mgr Light Rail Operations
				MG2118	Sr Mgr- Real Estate and TOD
				MG2125	Comms & Deployment Mgr
				MG2127	Fare and BI Apps Mgr
				MG2132	Sr Mgr Workforce Pl&Talent Acq
				MG2135	Mgr Rail Infrastructure Assets
				MG2136	Mgr Rail Systems Assets
				MG2142	Project Manager III
				MG2145	Fares Director
				MG2146	Mgr Commuter Rail Operations
				MG2147	Manager IT Project Mgmt Office
				MG2149	Mgr Business Development-Sales
				MG2936	Acting Mgr Rail Systems Assets
				PR3057	Assistant Corporate Counsel
				PR3123	Sr Civil Engineer
				PR3149	Civil Engineer III
				SU3020	Captain
				SU3025	Radio and Comms Engr Supv
				SU3026	Application Support Supv
				SU3027	Application Development Supv
				TL2028	Systems Support Analyst III
				TL2046	SharePoint Admin-Developer
				TL3012	Programmer Analyst III
				TL3013	Sr Information Security Admin
				TL3021	B.I. Architect-Programmer
L	\$73,582.08	\$94,970.72	\$116,359.36		
	\$35.38	\$45.66	\$55.94		
				MG1008	Manager of Customer Service
				MG1031	Assistant Comptroller
				MG1056	Benefits & Compliance Mgr
				MG1057	Mgr Customer Experience
				MG1058	Mgr Ops-Maint Sys Arch & Sol
				MG1915	Acting Mgr LongRange StratPlan
				MG2016	Mgr Property Administration



<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
L (Cont)	\$73,582.08 \$35.38	\$94,970.72 \$45.66	\$116,359.36 \$55.94		
				MG2030	Claims & Insurance Manager
				MG2045	Manager of Service Delivery
				MG2054	Manager of Right of Way Assets
				MG2071	Mgr Transit Communications Ctr
				MG2075	Mgr, Project Dev/Systems Plan
				MG2083	Mgr Service Planning
				MG2084	Manager of Operations Planning
				MG2090	Mgr Procurement Grants/Contrac
				MG2098	Manager of Safety
				MG2105	Mgr Vehicle Perf & Maintenance
				MG2107	Records Manager
				MG2111	Director of Strat Board Opns
				MG2115	Mgr Ticket Vend Machine Assets
				MG2128	Mgr State of Good Repair
				MG2139	Mgr Veh Overhaul & Bus Support
				MG2141	Project Manager II
				PR2111	Sr TAcq Full Cycle Recruiter
				PR3013	Facilities Engineer
				PR3035	Sr Media Relations Specialist
				PR3078	EFC Data Analyst
				PR3104	Sr Business Process Developer
				PR3113	Sr Compensation Analyst
				PR3116	Data WH &Bus Intel Sys Analyst
				PR3126	Sr Internal Auditor
				PR3128	SrContinuousImprove Consultant
				PR3140	Sr Technical Business Analyst
				PR3147	Sr Strategic Sourcing Spec
				SU2052	ERP Tech Sys Admin-SupplyChain
				SU3006	HRIS/Technology System Admin
				SU3013	Network Comm/Infra Supervisor
				SU3019	Fleet Engineering Admin
				SU3024	Business&Quality Analyst Supv
				SU3028	Supv Opns Business Systems
				SU3030	Talent Acquisition Supervisor
				SU3031	Leadership Development Admin
				SU3034	Bus Communications Supv
				TL2012	Programmer Analyst II
				TL2041	Radio Systems Engineer Trainee
				TL2042	ERP Tech Sys Admin-Accounting
				TL2044	Maintenance Systems ERP Admin
				TL2047	ERP Tech Sys Admin-Developer
				TL3005	Systems Engineer
				TL3015	Sr Tech Deploy Project Lead
				TL3016	Network Administrator III
K	\$63,772.80 \$30.66	\$81,057.60 \$38.97	\$98,342.40 \$47.28		
				MG1014	Asst Mgr of Service Delivery
				MG1035	Project Manager I
				MG1038	Special Svc Program Mgr

<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
K	\$63,772.80	\$81,057.60	\$98,342.40		
(Cont)	\$30.66	\$38.97	\$47.28		
				MG1041	Asst Mgr of Rail Operations
				MG1044	Warehouse & Inventory Opns Mgr
				MG1045	Manager of Security
				MG1048	Asst Mgr Light Rail Veh Maint
				MG1050	Asst Mgr of Svc Delivery (SS)
				MG1052	Asst Mgr CR Vehicle Maint
				MG1053	Asst Mgr Rail Infra Assets
				MG1054	Asst Mgr Rail System Assets-CR
				MG1055	Asst Mgr Rail System Assets-LR
				MG1955	Acting AM Rail Sys Assets-LR
				PR2029	Communications Specialist
				PR2036	Rail Service/Ops Sr Planner
				PR2069	Emergency Mgmt Program Mgr
				PR2070	Video Security Admin
				PR2079	Active Transportation Planner
				PR2083	Property Administrator II
				PR2107	Internal Communications Spec
				PR2108	Sr Property Administrator
				PR2110	Civil Engineer II
				PR3001	Environmental Compliance Admin
				PR3012	Strategic Planner III
				PR3018	Claims Administrator
				PR3024	Civil Rts Compliance Ofc (ADA)
				PR3026	Grants Development Admin
				PR3028	Workers Compensation Admin
				PR3036	Public Relations Specialist
				PR3049	Sr Service Planner
				PR3050	Sr Operations Planner
				PR3053	Project Control Specialist
				PR3089	Transit Asset Administrator
				PR3090	Sr Social Media Specialist
				PR3091	NEPA Project Administrator
				PR3103	Sr Planning Researcher
				PR3111	Vehicle Procure/Comm Admin-Bus
				PR3117	EnvSteward&Sustain Planner III
				PR3118	Researcher- Innov Mobility Sol
				PR3122	Strategic Sourcing Specialist
				PR3127	Opns Systems Admin-Specialist
				PR3130	Sr Org Development Consultant
				PR3131	Coord Mobility Grant Admin
				PR3134	Civil Rts Comp Ofc (TVI-DBE)
				PR3136	Sr BusinessProc Analytics Spec
				PR3137	Sr Financial Analyst
				PR3138	Sr Government Relations Spec
				PR3139	GIS-Asset Administrator
				PR3141	Proj Development Planner III
				PR3142	HR Business Partner
				PR3143	RR Regulatory Compliance Spec
				PR3146	Procurement & Contracts Spec

<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
K	\$63,772.80	\$81,057.60	\$98,342.40		
(Cont)	\$30.66	\$38.97	\$47.28		
				PR3148	Sr Procurement & Contracts Spec
				PR3153	Financial Svcs Administrator
				SU2018	Facilities Maint Supv
				SU2023	Technical Services Supervisor
				SU2030	Lieutenant
				SU2037	Transit Communications Supv
				SU2038	Technical Support Supervisor
				SU2056	Senior Accountant
				SU2060	Service Planning Supervisor
				SU2062	Coord Mobility Grant Admin
				SU3001	Rail Maintenance Supervisor
				SU3002	Maintenance Of Way Supervisor
				SU3004	Maint Training Administrator
				SU3005	Bus Opns Training Admin/Supv
				SU3012	Vanpool Fleet Maint Supervisor
				SU3021	Light Rail-MOW Training Admin
				SU3033	Talent Dev Program Advisor
				TL2008	Network Administrator II
				TL2014	Digital Media Specialist
				TL2019	Electronic Comms Team Leader
				TL2025	Tech Deploy Project Lead
				TL2037	Radio Comms Engr Tech II
				TL2038	Radio Comms Engr Tech III
				TL2048	Information Security Analyst
				TL3006	Fleet Engineer
				TL3009	Sr Telecommunications Spec
J	\$55,660.80	\$69,740.32	\$83,819.84		
	\$26.76	\$33.53	\$40.30		
				MG1042	Board Support Mgr
				PR2060	Rail Opns Training Leader
				PR2077	Civil Engineer
				PR2080	Coordinated Mobility Specialis
				PR2082	Property Administrator I
				PR2084	SS Delivery Systems Admin
				PR2085	TOD Project Specialist I
				PR2086	TOD Project Specialist II
				PR2088	Continuous Improve Specialist
				PR2113	Rail Quality Assurance Admin
				PR2115	Planning Researcher II
				PR2117	CI Specialist- Supply Chain
				PR2118	Fleet Vehicle Maint Admin- Bus
				PR3014	Contract Buyer
				PR3022	Internet Marketing Specialist
				PR3032	Maint Training Specialist
				PR3043	Rail Service Project Admin
				PR3062	Business and Quality Analyst
				PR3070	Safety Administrator-Const
				PR3088	Rail Maint Training Specialist
				PR3108	Safety Admin - Transit System

<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
J	\$55,660.80	\$69,740.32	\$83,819.84		
(Cont)	\$26.76	\$33.53	\$40.30		
				PR3114	Special Svcs Sr Planner
				PR3120	Corp Instructional Designer
				PR3121	Sr Buyer
				PR3132	LR-MOW Instructional Designer
				PR3145	Strategic Culture Partner
				PR3151	People Office Strat Analyst
				SP3020	Commuter Rail Train Dispatcher
				SU2009	Operations Supervisor
				SU2010	Downtown Operations Supervisor
				SU2011	Light Rail Operations Supv
				SU2014	LRV Maint Supervisor
				SU2015	Bus Vehicle Maint Supv
				SU2019	Accounting Supervisor
				SU2031	Commuter Rail Veh/Maint Supv
				SU2032	Farebox Service Supervisor
				SU2035	Sergeant
				SU2041	Rail Opns Training Leader
				SU2042	Commuter Rail OpsPersonnelSupv
				SU2044	LRV Maint Supv-Team Mentor
				SU2045	LRV Maint Supv-BusinessAnalyst
				SU2046	LRV Maint Supv-BusinessSolSpec
				SU2047	LRV Maint Supv-QAQC Specialist
				SU2048	LRV Maint Supv-TeamCoordinator
				SU2049	LRV Maint Supv-Training Admin
				SU2050	LRV Maint Supv-Training Spec
				SU2051	LRV Maint Supv-BodyFabrication
				SU2053	LRV Maint Supv-PartsToolsEquip
				SU2054	Light Rail Controller Supv
				SU2055	LR Opns- Training Supv
				SU2058	Maintenance Analyst-Supervisor
				SU2059	CR Veh Maint Training Leader
				TL1009	Systems Support Analyst I
				TL2006	Fleet Engineering Technician
				TL2017	Programmer Analyst I
				TL2022	Network Administrator I
				TL2027	Systems Support Analyst II
				TL2033	Network Specialist
				TL2039	Fleet Maintenance Tech-Analyst
I	\$48,923.68	\$60,486.40	\$72,049.12		
	\$23.52	\$29.08	\$34.64		
				CL3001	Assistant to President/CEO
				CL3016	Maintenance Control Analyst
				CL3017	Operations Dispatch Lead
				CL3037	Asst to Executive Director
				CL3041	CR Operations Scheduler
				CL3042	Executive Asst to Board Chair
				CL3044	Executive Asst to Board
				PR1037	Talent Acquisition Specialist
				PR2008	Strategic Planner II

<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
I	\$48,923.68	\$60,486.40	\$72,049.12		
(Cont)	\$23.52	\$29.08	\$34.64		
				PR2009	Buyer
				PR2010	Accountant
				PR2027	Service Planner
				PR2028	Operations Planner
				PR2051	Facilities Technician
				PR2062	Claims Adjuster
				PR2066	Legal Assistant
				PR2075	Maint Training Assistant Admin
				PR2078	Benefits Administrator
				PR2087	Commuter Rail Opns Trainer
				PR2093	Talent Acq FullCycle Recruiter
				PR2095	Graphic Art Specialist
				PR2096	EnvSteward&Sustain Planner II
				PR2097	Records Officer and Specialist
				PR2098	Bus Opns Training Asst Admin
				PR2100	Rail Service-Ops Planner
				PR2102	Special Svcs Planner
				PR2104	People Ofc Training Asst Admin
				PR2105	Proj Development Planner II
				PR2106	Customer Experience Planner
				PR2112	Bus Opns Training Lead
				PR2114	Planning Researcher I
				PR2116	IT Apps & Tech Support Analyst
				PR3063	Sr Marketing Representative
				PR3096	Sr Marketing Specialist
				SP3006	Estimator
				SP3008	Transit Police Officer III
				SP3009	Transit Police Officer IV
				SP3011	Flextrans Radio Control Coord
				SP3013	Sr Transit Comms Dispatcher
				SU1003	Customer Service Supervisor
				SU1007	ADA Evaluation Office Admin
				SU1008	Pass Facilities Road Crew Supv
				SU1016	Special Svc Scheduling Supv
				SU2040	Parts & Inventory Supervisor
				SU2043	Commuter Rail System Supv
				TL2015	Electronic Communications Tech
				TL2034	Revenue Equipment Maint Tech
				TL2035	Lead Technology Support Spec.
				TL2036	Radio Comms Engr Tech I
H	\$43,542.72	\$52,881.92	\$62,223.20		
	\$20.93	\$25.42	\$29.92		
				CL3003	Production Control Specialist
				CL3004	Warranty Claims Specialist
				CL3005	Materials/Inv Control Analyst
				CL3007	Vanpool Maintenance Specialist
				CL3018	Sr Office Specialist- Finance
				CL3019	Sr Office Spec- Mt Ogden BU
				CL3021	Sr Office Specialist- SLBU

<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
H	\$43,542.72	\$52,881.92	\$62,223.20		
(Cont)	\$20.93	\$25.42	\$29.92		
				CL3022	Sr Office Specialist- SSvc BU
				CL3023	Sr Office Spec- Timpanogos BU
				CL3025	Sr Office Spec- Asst to PS Mgr
				CL3026	Sr Office Spec- Supply Chain
				CL3027	Sr Office Spec- Light Rail
				CL3028	Sr Office Spec- Maint of Way
				CL3029	Sr Office Spec- LR Veh Maint
				CL3030	Sr Office Spec- Ext Affairs
				CL3032	Sr Office Spec- Capital Proj
				CL3033	Sr Office Spec- Commuter Rail
				CL3034	People Office Administrator
				CL3035	Office Admin- Opns,Cap,Assets
				CL3036	Production Control Spec- LR
				CL3038	Sr Office Spec- Asset Mgt
				CL3039	Sr Office Spec- IT
				CL3040	External Affairs Office Admin
				CL3043	Office Admin- CFO and CSSTO
				CS1005	Cust Svc Technical Specialist
				PR1023	Assistant Service Planner
				PR1024	Assistant Operations Planner
				PR2001	Intern - Level III
				PR2030	Community Relations Spec
				PR2094	Bus Stop Administrator
				SP2020	Transit Comms Dispatcher
				SP3007	Transit Police Officer II
				SP3012	Warehouse Specialist
				SP3015	Payroll Administrator
				SP3019	Warehouse & Prod Control Lead
				SU1022	System Monitoring Administrator
				TL1005	Field Service Technician
				TL1010	Technology Support Technician
				TL2024	Communications QA Technician
				TL2032	Technology Support Specialist
				TL2040	Coord Mobility Tech Specialist
G	\$38,621.44	\$46,606.56	\$54,593.76		
	\$18.57	\$22.41	\$26.25		
				CL2064	Hearing Offer-Fine Adjudicator
				CL2077	Employment Support Specialist
				CL2100	Coord Mobility Grants Spec
				CS2006	Lead Scheduling Specialist
				CS2010	Customer Svc Lead Specialist
				CS2013	Sr Customer Focus Specialist
				CS3001	Special Svc Cust Care Admin
				PR1001	Intern - Level II
				PR1008	Pass Sales Representative
				PR1015	Strategic Planner I
				PR1034	EnvSteward&Sustain Planner I
				PR1035	Proj Development Planner I
				SP2012	Transit Police Officer I

<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
<b>G</b>	\$38,621.44	\$46,606.56	\$54,593.76		
(Cont)	\$18.57	\$22.41	\$26.25		
				SP2017	Property Specialist
				SP2021	Transit Comms Dispatch-Trainee
				SP2022	Transit Police Officer Trainee
				TL2045	Video Security Technician
<b>F</b>	\$34,690.24	\$41,408.64	\$48,124.96		
	\$16.68	\$19.91	\$23.14		
				CL2012	Facilities Office Specialist
				CL2018	Mobility Center Office Spec
				CL2026	Real Estate Office Specialist
				CL2070	Commuter Rail Office Spec
				CL2073	HR Office Specialist
				CL2078	Office Specialist
				CL2079	Rail Office Specialist
				CL2081	Paratransit Eligibility Spec
				CL2084	Public Safety Ofc Specialist
				CL2085	Maint Support Office Spec
				CL2086	Maintenance Office Specialist
				CL2087	Office Specialist-SSvc BU
				CL2089	Vanpool Maint Ofc Specialist
				CL2096	Rideshare Customer Accts Spec
				CL2098	Customer Svc Office Specialist
				CL2099	Benefits&Compliance Specialist
				CL2101	SS Cust Care&Sched Office Spec
				CL3011	Vanpool Support Specialist
				CS2003	Customer Relations Specialist
				CS2008	Paratransit Scheduling Splist
				CS2009	Customer Focus Specialist
				CS2011	Cust Comms & Social Media Spec
				PR1002	Intern - Level I
				PR1027	PublicSafety Records-Data Spec
				PR1031	Recovery Adjuster
<b>E</b>	\$31,387.20	\$37,084.32	\$42,781.44		
	\$15.09	\$17.83	\$20.57		
				CL1016	Talent Acquisition Assistant
				CL1018	Administrative Services Asst
				CL1019	HR Administrative Svcs Clerk
				CL2028	Receptionist- Accounting Clerk
				CL2083	Accts Payable-Receiveable Coord
				CR1901	Intern- Diesel Tech
				CS1008	Items Recovery Specialist
				CS1010	Sr Contact Center Agent
				SP1017	Fare Inspection Officer
				SP1020	System Monitor Data Specialist
				SP2016	Travel Trainer
<b>D</b>	\$28,610.40	\$33,479.68	\$38,348.96		
	\$13.76	\$16.10	\$18.44		
				CS1009	Contact Center Agent
				SP1005	Farebox Revenue Processor
				SP1012	Security Guard
				SP1013	Train Host

<u>Pay Grade</u>	<u>MIN</u>	<u>MID</u>	<u>MAX</u>	<u>Job Code</u>	<u>Job Title</u>
C	\$26,274.56 \$12.63	\$30,469.92 \$14.65	\$34,665.28 \$16.67	CL1012 SP1016	Office Clerk System Monitor




















## Performance Measures

Performance measures have been an integral part of UTA’s DNA for some time with a mixture of external and internal measures being used. In 2017, UTA staff undertook a project to develop a set of meaningful outward-facing performance measures for regular webpage reporting. The chart below provides the performance measure, a definition of the measure, the responsible department, the proposed measurement standard, performance as of September 2018, and the status (green, yellow, or red). Up-to-date information on these measures is available at The Performance Measurement Dashboard website,

<http://www.rideuta.com/About-UTA/Community-Service-Standards>.

Performance Measure	Measure Definition	Responsible Dept.	Strategic Focus Area	Proposed Standard	Performance at Sept 2018	Status as of Sept 2018
<b>Miles per Bus Service Interruption</b>	The distance in miles between bus service interruptions due to mechanical issues.	Bus Maintenance and Operations	Customer Experience	18,000 miles between interruptions	21,442 miles	
<b>Number of Avoidable Accidents</b>	The number of avoidable accidents per 100,000 miles.	Bus Operations	Customer Experience	.93	1.11	
<b>Percentage of On-Time Performance</b>	Trains depart at their scheduled time and buses depart no more than 5 minutes past their scheduled time.	Rail and Bus Operations	Customer Experience	88%	91%	
<b>Percentage of Issues Resolved in One Call</b>	How many phone calls can be closed after a single call to Customer Service.	Customer Service	Customer Experience	60%	46%	
<b>Percentage Change in Top Complaint: Ticket Vending Machines</b>	Measures the percentage change in the top complaint from the prior year (2016)	Operations	Customer Experience	-60%	-69%	
<b>Average Time to Resolve an Issue</b>	Measures the number of days between receipt of a customer complaint and resolution.	Customer Service	Customer Experience	7 days	3 days	
<b>Pounds of Seasonal Air Pollutants Prevented</b>	The amount of air pollution (NOX in summer and PM 2.5 in winter) prevented by people choosing to ride transit rather than driving cars.	Capital Development & Planning	Leadership & Advocacy	1,510,176	1,457,494	



Performance Measure	Measure Definition	Responsible Dept.	Strategic Focus Area	Proposed Standard	Performance at Sept 2018	Status as of Sept 2018
<b>Total Building Energy Use</b>	The total annual energy use (electricity and natural gas) in UTA buildings.	Facilities Maintenance	Leadership & Advocacy	110,809 MBTU	95,069 MBTU	
<b>Percentage of Low Emission Vehicles in Fleet</b>	Vehicle fueled by natural gas, electricity, and clean diesel divided by total number of vehicles	Fleet Engineering	Leadership & Advocacy	60%	66%	
<b>Percentage of Minority/Low Income People with Access to System</b>	Measures the percentage of all minority and low-income populations in UTA's service area that have that have reasonable access to transit service	Planning, Rail & Civil Rights	Access to Opportunity	80%	77%	
<b>UTA's Bond Rating</b>	A bond rating is a score assigned by independent agencies and are an indication of the financial strength of the issuing entity.	Finance	Strategic Funding	AA or better on Senior Debt	AA	
<b>Vehicle State of Good Repair</b>	Measures the percentage of vehicles in UTA's fleet which are replaced on schedule.	Asset Management	Strategic Funding	88%	94%	
<b>Efficiency as Compared to Peer Agencies</b>	Compares UTA's efficiency against comparable transit agencies in terms of cost per mile.	Operations	Strategic Funding	Top 25%	Top 33%	
<b>Number of Partnerships with Local Governments</b>	Number of collaborations between UTA and regional governmental partners with the goal of advancing regional transportation goals.	Planning	Leadership & Advocacy	35	41	
<b>Number of Public Impressions</b>	Measures the number of annual interactions with the public via Open UTA.	Communications	Leadership & Advocacy	20	30	

# Statistical/Supplemental Information



## Glossary

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

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

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

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

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

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

**ATU** - Amalgamated Transit Union

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

**Ends Policies** – Policies to guide the Utah Transit Authority toward the ends to be achieved via the means to those ends.

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

**PM – Preventative Maintenance Funds** – Funding provided by the Federal Transit Administration for preventative maintenance of UTA’s fleet.

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



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

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

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

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

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

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

**RFP** – Request for proposal.

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

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

**Sales Tax** – This tax is levied by the State within the service district for the Authority.

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

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

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

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

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

**UDOT – Utah Department of Transportation**

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



# Utah Transit Authority and Community Profile

## UTAH TRANSIT AUTHORITY PROFILE

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

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

### **Oversight and Governance:**

UTA is not a state agency; it is a political subdivision of the State of Utah. After 2018 legislative changes, oversight of UTA has transitioned from a 16-member voluntary board of trustees to a 3-member full-time board of trustees. The Governor appoints nominees from the three appointing districts within the UTA service territory to serve as trustees. The names of the nominees are then forwarded to the Senate for confirmation. Once confirmed, an appointee is sworn in as a trustee.

As of December 12, 2018, the Governor appointed and the Senate confirmed trustees representing Salt Lake County (four year term) and the district comprised of Davis, Weber, and Box Elder counties (three-year term). When appointed and confirmed, the trustee representing Utah and Tooele counties will serve a two-year term. After these initial staggered terms are completed, board members will serve four-year terms. There are no limits relative to the number of terms a trustee can serve. The Governor appointed the Salt Lake County trustee to serve as Chair of the board of trustees.

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

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

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

**Administration:** Under the 2018 legislation, the board hires, sets the salaries, and develops performance targets and evaluations for the Executive Director, Internal Auditor, Chief People Officer, Chief Safety, Security, and Technology Officer, and any vice president level officer. The Executive Director is charged with certain responsibilities, some of which require coordination with, or providing advice to, the board of trustees. Subject to a transition period that is required to be complete by July 1, 2018, legal counsel will be provided by the Utah Attorney General’s Office.

**Metropolitan Planning Organizations:**

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

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

County	Current Rate	Rate on July 1, 2019
<b>Salt Lake</b>	.6875	.7875
<b>Davis</b>	.6500	.6500
<b>Weber</b>	.6500	.6500
<b>Utah</b>	.5260	.5260
<b>Box Elder</b>	.5500	.5500
<b>Tooele</b>	.4000	.4000

It is projected that in 2018, UTA will receive approximately 19% of the operating cost from passengers as fares paid for service.

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

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

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



**Service/Fleet Info:**

- Service area covers 737 square miles – 85 municipalities are covered from Payson to Brigham City and includes approximately 80% of the state’s population
- 6-county area (all or portions of Salt Lake, Utah, Davis, Weber, Box Elder, and Tooele counties).
- 119 bus routes – 6,266 bus stops
- 552 active buses, 135 active paratransit vehicles, and 117 TRAX vehicles, 53 commuter passenger rail vehicles, and 18 commuter locomotives, and 442 vanpool vehicles
- UTA ski service runs from November through Easter seven days a week – including Christmas Day – to four resorts in Big and Little Cottonwood canyons, as well as ski resorts in Provo Canyon and Ogden.

**Ridership:**

- 156,288 average daily weekday (2017)
- 45,078,919 total annual passenger trips (2017)

**UTA Services:**

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

**Major Projects:**

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



## **COMMUNITY PROFILE**

The Authority's Service Area lies in the region commonly referred to as the Wasatch Front. The total U.S. Census Bureau's 2017 estimated population of these six principal counties is approximately 2,465,000, which represents approximately 79.2% of the State's total population.

*Box Elder County.* The portion of Box Elder County served by the Authority includes the cities of Brigham, Perry and Willard and some unincorporated areas. *For purposes of this document certain information regarding Box Elder County includes the entire county rather than the portion of Box Elder County included in the Service Area.* Box Elder County comprises an area of 5,627 square miles (the fourth largest county in the State) and accounts for approximately 2.2% of the population and approximately 1.7% of the nonfarm employment of the Service Area. The principal city is Brigham City. The county's population increased approximately 10% from 2010 to 2017. The largest employment sectors are manufacturing, retail trade, and health care and social assistance.

*Davis County.* Davis County comprises an area of 268 square miles and accounts for approximately 14.1% of the population and approximately 14% of the nonfarm employment of the Service Area. The principal cities include Bountiful, Clearfield, Clinton, Kaysville, Layton, and Syracuse. The county's population increased approximately 14% from 2010 to 2017. The largest employment sectors are retail trade, federal government, state government, health care, and social assistance.

*Salt Lake County.* Salt Lake County comprises an area of 764 square miles and accounts for approximately 46.3% of the population and approximately 58.6% of the nonfarm employment of the Service Area. Salt Lake City is the capital and largest city in the State. The principal cities include Salt Lake City, West Valley City, and Sandy City. The county's population increased approximately 10% from 2010 to 2017. The largest employment sectors are retail trade, health care and social assistance, manufacturing, and administration, support, waste management, and remediation.

*Tooele County.* The portion of Tooele County served by the Authority includes the cities of Tooele and Grantsville and some unincorporated areas. *For purposes of this document certain information regarding Tooele County includes the entire county rather than the portion of Tooele County included in the Service Area.* Tooele County comprises an area of 6,923 square miles (the second largest county in the State) and accounts for approximately 2.7% of the population and approximately 1.2% of the nonfarm employment of the Service Area. The principal cities include Tooele City and Grantsville City. The county's population increased approximately 15% from 2010 to 2017. The largest employment sectors are local government, retail, trade, transportation, and warehousing.

*Utah County.* Utah County comprises an area of 1,998 square miles and accounts for approximately 24.5% of the population and approximately 20.6% of the nonfarm employment of the Service Area. The principal cities include the City of Provo and Orem City. The county's population increased approximately 20% from 2010 to 2017. The largest employment sectors are retail trade, health care and social assistance, education services, and construction.

*Weber County.* Weber County comprises an area of 531 square miles and accounts for approximately 10.2% of the population and approximately 8.4% of the nonfarm employment of the Service Area. The principal city is Ogden City. The county's population increased approximately 8% from 2010 to 2017. The largest employment sectors are manufacturing, health care and social assistance, retail, trade, and local government.

