

Utah Transit Authority Budget Document 2021



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UTA 

Message from the Executive Director



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

In April 2020, UTA took decisive action to cut our service levels in half as ridership dropped 70 percent system-wide. The modified service plan focused on providing core service while prioritizing the health and safety of employees and customers.

In August 2020, armed with ridership and performance data, feedback from our customers and stakeholders, and forecasts for regional economic conditions, we worked with the Board of Trustees to develop a plan to restore service levels to 91 percent of pre-pandemic levels. The service adjustments were tailored to reflect the emerging travel needs of our customers and accommodate social distancing. We also designed the current service plan to provide flexibility with capacity that will support the regional recovery.

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

UTA's 2021 budget includes \$327 million in operating expenses and \$256 million of capital investment to fund the provision of safe, convenient, reliable service and targeted investments in our infrastructure. The budget leverages federal and local contributions from our partners that make up nearly one-half of the capital program. UTA also utilizes about \$70 million received from the Federal Transit Administration each year for preventive maintenance of the revenue vehicle fleet and system infrastructure.

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

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



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

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



Message from the Board of Trustees



Carlton Christensen
Board Chair

Representing
Salt Lake County



Beth Holbrook

Representing
Davis, Weber,
and Box Elder Counties



Jeff Acerson

Representing
Tooele and Utah Counties

The Board of Trustees of the Utah Transit Authority is pleased to present our Final 2021 Budget Document. Despite the challenges of 2020 the dedicated UTA workforce has remained on the frontlines providing essential transit services to keep our communities connected and moving. We are proud of how UTA has quickly responded, innovated and adapted to the changing environment and continues to safely serve our riders throughout the system.

Looking forward to 2021, the budget reflects investments that will support UTA's emergence from the COVID-19 pandemic in a financially strong position that will enable us to continue delivering safe, convenient, reliable service and support Utah's economic recovery. We have worked together alongside state and local leaders, our Local Advisory Council, and community partners to keep our sights focused on the initiatives important to Utah and to prepare for continued rapid growth along the Wasatch Front.

UTA is also leveraging investments outlined in this budget document to pursue key initiatives important to the communities in our service area. With the support of federal and local contributions we are committed to providing transit solutions that improve connectivity, economic prosperity, and support future growth.

As we finalize UTA's 2021 Final Budget Document, we look forward to our continued partnership to meet Utah's needs and to pursuing critical infrastructure investments in order to maximize service, connectivity and access to opportunities for residents along the Wasatch Front.

Carlton J. Christensen
Chair, Board of Trustees

Beth Holbrook
Trustee

Jeff Acerson
Trustee



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Foreword

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

Document Organization

Introduction and Overview

This section provides an overview of the Adopted 2021 Budget including an assessment of the operating environment, UTA's response to the COVID-19 pandemic, and the resulting impact on the Adopted 2021 Budget. This section also includes high level summaries of the Agency's key assumptions on sources and uses and the connection to UTA's Strategic Plan.

Revenues

This section details the underlying revenues and assumptions for all revenue sources supporting the 2021 budget.

Budget Summaries

This section provides operating and capital summaries of the Adopted 2021 Budget. The operating section includes comparisons to the 2020 budget, and summarizes the Operating Budget by mode, Office, and expense account category. Within these tables, the overarching budget strategies, key budget changes and 2021 budget changes are summarized. This section includes an FTE table comparing 2020 Office totals to the Adopted Budget. The section also includes an overview of the 2021 Capital Budget.

Financial Structure, Policy and Process

This section starts with a discussion of fund descriptions and structure. There is a discussion of governance and the basis for budgeting and accounting for the Agency. Pertinent citations from Utah Code and Board Bylaws and Policies are included to help the reader understand the governance structure and guidance followed in developing the budget and five-year Capital Plan. Finally, this section details the budget process and timeline used to develop the budget.

Fares

This section outlines the newly adopted fare structure that went into effect on December 1, 2020. It summarizes the changes and includes detailed information on the new fare structure.

Revenue Forecasts

This section includes long range (five year) financial forecasts and guiding assumptions, a summary of projected fund balances, a discussion of key revenues, projection and discussion of reserves, and a summary of UTA's five-year outlook captured in a Sources and Uses format.



Capital Investment

This section details the process to prioritize and select projects to develop the 2021 Capital Budget and five-year Capital Plan. It includes summaries and detailed capital project lists for the period 2021 through 2025.

Debt

This section summarizes debt assumptions, debt capacity, a 25 year schedule of debt payment information, current bond ratings, and debt service detail for 2021.

Departmental Information

This section leads with the current Organization Chart. It includes detail position summaries at the Office, Department and Work Unit level. It contains detailed budget information for each Office and major Department. Finally, it includes a summary of key budget changes and 2021 initiatives to help the Agency achieve the goals as outlined in the Strategic Plan.

Statistical Summary

Includes UTA and community profiles and a glossary of terms.



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, 2020. In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Utah Transit Authority

Utah

For the Fiscal Year Beginning

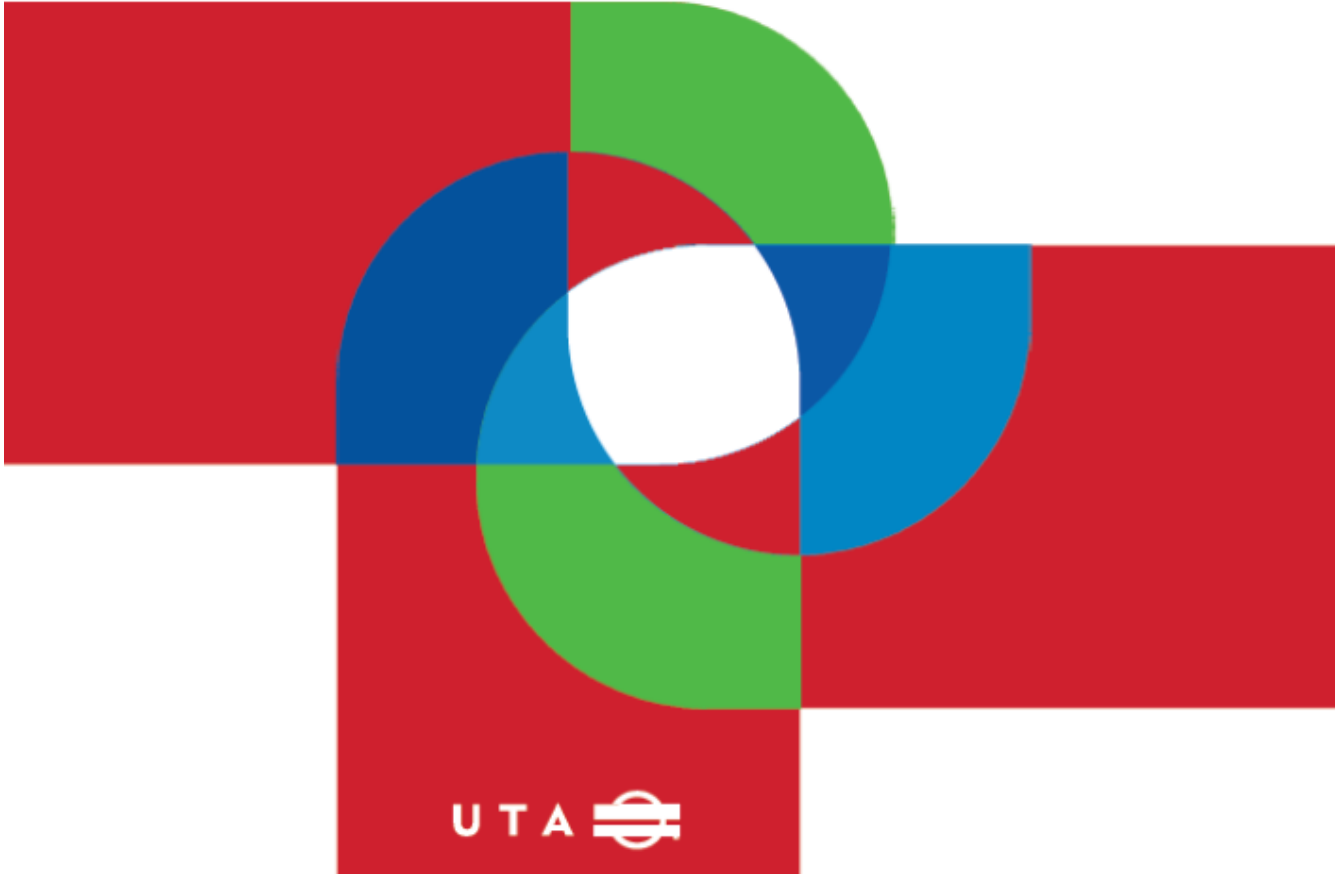
January 1, 2020

Christopher P. Morill

Executive Director



Introduction and Overview



About the Utah Transit Authority

UTA's mission is simple - we move people. Since its beginnings in 1970, UTA has expanded from a small company operating 90 buses and traveling 3 million annual service miles, to its current system that offers streetcar, light rail, commuter rail, bus rapid transit (BRT) vanpool, fixed-route bus, express bus, ski bus, paratransit, and route deviation services. The agency currently provides tens of millions of passenger rides to the customers in its service area. The Special Services Business Unit offers paratransit and route deviation services along the Wasatch Front. In 2021, UTA's bus services will offer regular fixed route, express, and bus rapid transit with 1.3 million scheduled service hours with an estimated 18 million service miles planned. The Salt Lake Valley TRAX light rail system is scheduled to operate over 222,000 hours providing seven million service miles, and the Front Runner commuter rail system, which runs almost 85 miles from Ogden to Provo, will operate 84,000 service hours and 1.1 million service miles. The S-Line streetcar, will connect neighborhoods in South Salt Lake and Sugar House. Combined, UTA estimates these coordinated transit services will support an estimated 20 million riders next year as the system and the region recover from the impacts of the COVID-19 pandemic.

UTA serves the populations of Weber, Davis, Utah, Box Elder, Tooele and Salt Lake counties. Since UTA covers a large geographic region and serves more than 80 percent of the state's population, the agency works to support Utah's thriving economy by supporting the growth of the communities we serve and 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 increase outreach to and input from customers and communities in order to better align our services with community needs and increase access to public transportation.

We support our communities by improving mobility and facilitating economic development through access to frequent, reliable, and extensive service. In addition, UTA will be engaging the community and stakeholders on several major initiatives and activities such as a comprehensive UTA fare policy, mobility service plans, the future of FrontRunner study, Service Choices decisions, and transit-oriented developments.



Strategic Plan and the UTA Way

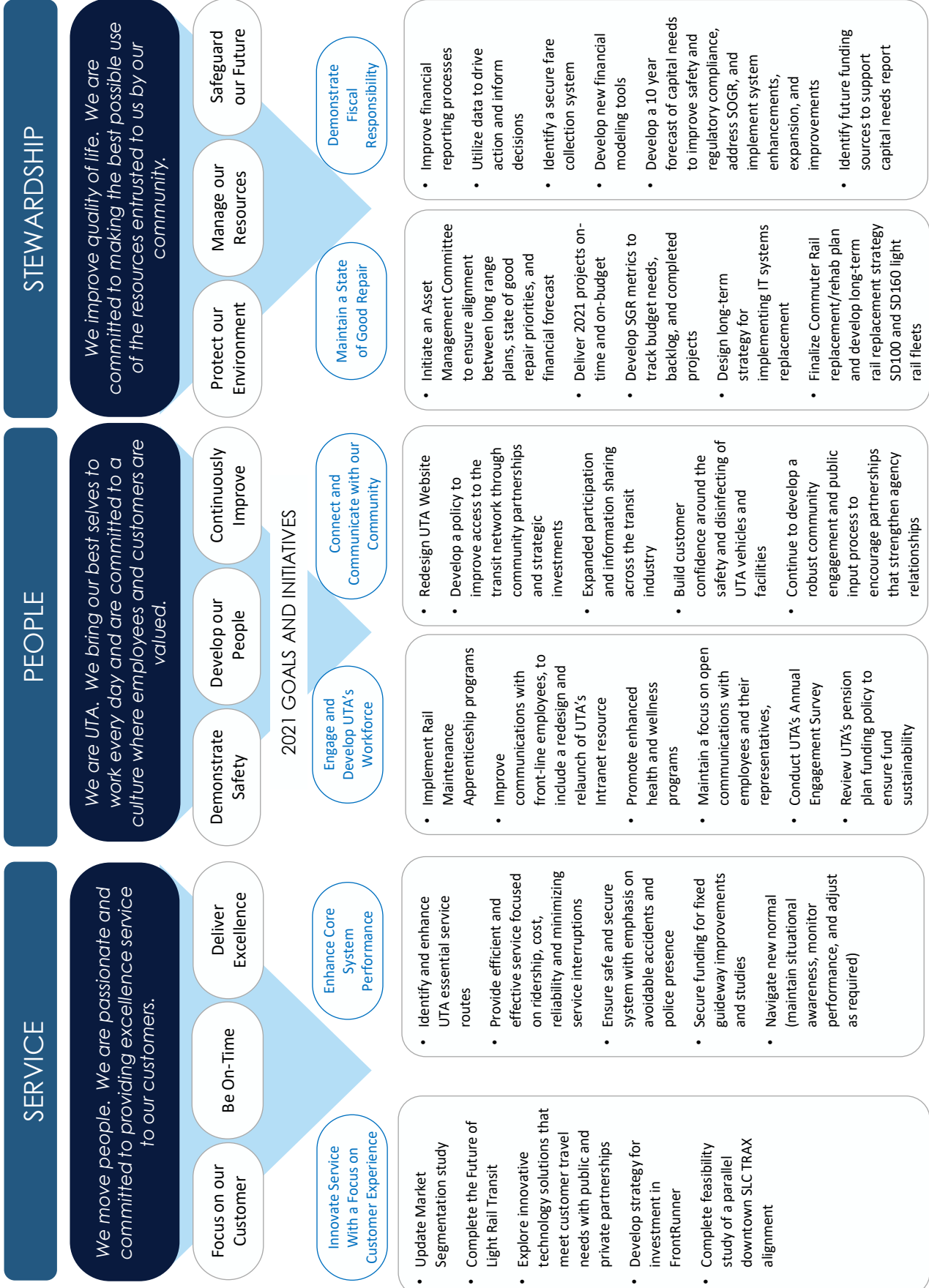
In 2020, building on the Board of Trustee's Strategic Priorities and local, regional, state and UTA planning, UTA introduced a new framework that helps align how the agency delivers services with our internal culture model - The UTA Way which has been recently updated and is scheduled to roll out in 2021. UTA has identified three core areas of focus: Service, People and Stewardship to help us fulfill our mission and vision. Each focus area is connected to agency goals and initiatives for the next year.

The collage features several key documents and the central 'THE UTA WAY' framework:

- 2040 STRATEGIC PLAN:** A document with a red and white cover featuring a train and the slogan 'we move people'.
- REGIONAL TRANSPORTATION PLAN 2015-2040:** A document with a blue cover showing a cityscape and the Wasatch Front Regional Council logo.
- UTAH'S UNIFIED TRANSPORTATION PLAN 2015-2040:** A document with a blue cover showing a desert landscape and various transportation modes.
- Utah Transit Authority Facilities Strategic Plan:** A document with a blue cover, dated February 2019, Version 1.0, showing various transit facilities.
- THE UTA WAY:** A central diagram with four overlapping circles:
 - MISSION:** Provide integrated mobility solutions to service life's connections, improve public health and enhance quality of life.
 - FOCUS:** -People, -Service, -Stewardship
 - VALUES:** -Safety, -Integrity, -Inclusion, -Teamwork, -Empowerment, -Accountability
 - GUIDING PRINCIPLES:** -Treat others with respect, -Help others achieve their objectives, -Create and follow best practices, -Proactively solve problems, -Continuously improve our work, -Create value for the customer, community and fellow employees.
- FIRST/LAST MILE STRATEGIES STUDY:** A document with a blue cover, dated April 2016, by FHRR PEERS.
- SERVICE DESIGN GUIDELINES:** A document with a white cover, dated April 2020, featuring a bus.
- TransPlan40 Regional Transportation Plan:** A document with a blue cover, dated 2015-2040, for the Front/Clean Metropolitan Area, featuring a train.



CONNECTING THE 2021 BUDGET TO THE UTA STRATEGIC PLAN




UTA COVID-19 Response

UTA's Recovery Plan Summary

Governor's Office Recovery Plan Guidelines

High Risk	Moderate Risk	Low Risk	Normal Risk
Key features related to transit: <ul style="list-style-type: none"> Face covering worn in public where social distancing measures are difficult to maintain Essential travel only Social Distancing Groups up to 10 Schools closed Encourage high contact businesses not to operate 	Key features related to transit: <ul style="list-style-type: none"> Face covering worn in public where social distancing measures are difficult to maintain Leave home infrequently Social distancing Groups up to 20 Schools closed High contact businesses can operate under strict protocols 	Key features related to transit: <ul style="list-style-type: none"> Face covering worn in public where social distancing measures are difficult to maintain Groups up to 50 All businesses open 	Key features related to transit: <ul style="list-style-type: none"> All businesses operating Schools are open Travel restrictions mostly lifted

UTA's Recovery Plan Guidelines

Short and Mid-term Service Provision			
Right-size service levels corresponding to serving critical essential trips. Monitor ideal passenger loads: 10 per bus, 15 per TRAX car, 35 per FrontRunner car. Limit 3 per vehicle UTA On Demand Add frequency where needed to ensure social distancing	Add service based on: <ul style="list-style-type: none"> Route ridership Consistent with levels of reopenings throughout service region Financial ability limitations Low-income and minority populations Monitor passenger loads: 20 per bus, 30 per TRAX car, 35 per FrontRunner car, 6 per Flex bus. Limit 3 per vehicle UTA On Demand	Add service based on: <ul style="list-style-type: none"> Route ridership Consistent with levels of designated reopenings throughout service region Rider and pass holder survey results Financial ability limitations Low-income and minority populations Monitor passenger loads: 30 per bus, 45 per TRAX car, 50 per FrontRunner car, 8 per Flex bus. Limit 3 per vehicle UTA On Demand	Add service based on: <ul style="list-style-type: none"> Route ridership Consistent with long-term service plan Financial ability limitations Low-income and minority populations
Safety Protocol			
Encourage riders to socially distance Implement enhanced cleaning and disinfecting for vehicles, stations and equipment For operators: <ul style="list-style-type: none"> Implement 6 foot distancing from operators Provide masks, gloves and hand cleaning supplies Eliminate paper handling Additional for buses: <ul style="list-style-type: none"> Create and install operator barriers on high ridership routes Rear door boarding on buses 	Strongly encourage customers to wear masks and practice social distancing. Distribute masks to riders Continue vehicle cleaning and disinfecting protocol Continue rear door boarding on bus Installation of: <ul style="list-style-type: none"> hand sanitizers on vehicles operator barriers on all buses For operators: <ul style="list-style-type: none"> Implement 6 foot distancing from operators Provide masks, gloves and hand cleaning supplies 	Strongly encourage customers to wear masks and practice social distancing Continue vehicle cleaning and disinfecting protocol including new industry practices and products Continue operator protective items Complete installation of operator barriers on buses. Use rear boarding until barriers installed Continue to review and implement industry best practices and availability of new products for health safety enhancement.	Implement long term safety protocol Continue to review and implement industry best practices and availability of new products for health safety enhancement.
Planning for Recovery			
 Gather data on short/long term financial impact Conduct customer and operator survey Monitor ridership and financial impact Identify capital improvements to enhance safety Monitor industry practices for safety protocol Develop ridership return marketing and information campaign	Determine short/long range financial impact Develop long term service plan elements Develop fares/fare collection plan Develop long term safety protocol Develop capital improvement plan consistent with financial capability Implement ridership marketing campaign	Finalize long term service plan Implement new fare policy and fare collection system Continue marketing and information campaign Implement capital improvement plan consistent with financial capability	

Note:
 (1) Dependent on availability by outside vendors and providers
 17 May 2020 - Version 1

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

In March, 2020, Governor Hebert introduced the "Utah Leads Together Plan", a roadmap with guidelines for economic and health recovery for the state. Working closely with other state officials, local government, health professionals and others, UTA developed a recovery plan using the framework from the Governor's plan.

Vehicle, Station and Facility Cleaning

In addition to regular daily vehicle and station cleaning, UTA has implemented additional disinfecting measures to keep our riders and

employees safe, including disinfecting all vehicles, stations and facilities daily, including all surfaces that are frequently touched using EPA-approved disinfectants and electrostatic backpack disinfectant sprayers.

UTA has also implemented application based wellness checks for riders and drivers to confirm they are symptom free before riding or driving.

UTA is periodically testing vehicle surfaces using ATP monitoring to verify the effectiveness of cleaning and disinfecting measures on vehicles.

Social Distancing on Transit

UTA has taken several measures to promote social distancing on the system to protect riders and



employees. Riders are encouraged to follow CDC guidelines for protective measures, such as wearing a face covering and maintaining a 6-foot distance from others. Customers are advised to avoid riding if they are sick or experiencing COVID-19 symptoms.

Plexiglas operator barriers have been installed on all buses to protect operators and riders. Passengers who need the ramp or require assistance can still board/alight through the front door and make their way past the barrier to their seat, or the area where their mobility device will be secured.

On buses, passengers are asked to stay behind the yellow passenger line, which has been moved back to provide 6 feet of distance between operators and riders. Signs have been posted on UTA buses advising riders to board through the rear doors. Passengers that need the ramp or require assistance may still board through the front door.

On TRAX and FrontRunner, yellow ropes or signs designate an area of separation between operators and riders to promote social distancing. Customers with disabilities who need to use the ramp to board/alight are still being accommodated.

Bus operators and Transit Police Officers are not physically handling passes and will be conducting visual fare inspections only.

On UTA On Demand by Via, UTA reduced the total number of passengers in each shared ride to a maximum of 3 people per vehicle to ensure riders can maintain a comfortable distance from each other. Physical partition between the driver cabin and passenger seating area have also been installed.

Additional Safety Measures

UTA has been providing complimentary face masks to riders who need them. Face masks are available on most buses and trains, or for pick up at Customer Service locations. Passengers may contact 1-801-RIDE-UTA to have a mask mailed to them.

Hand sanitizer is available on all vehicles. UTA has also provided hand sanitizer and appropriate PPE to its operators and employees.

Service Adjustments

Similar to other transit agencies across the country, UTA has experienced a significant decrease in ridership due to the COVID-19 pandemic. As part of the ongoing effort to limit the spread of the COVID-19 virus and ensure fiscal responsibility, we have implemented several service adjustments to meet current ridership levels and allow for social distancing on our vehicles.

On November 29, 2020, UTA made some minor adjustments and small additions to service after restoring 91 percent of its service in August. UTA continues to monitor ridership and demand as changes in COVID-19 conditions affect transportation patterns. Changes in November included additional trips on some flex routes and the start of UTA's regular seasonal ski service.



Paratransit Service

Paratransit service continues to operate as normal to provide service to riders for their essential needs. UTA's Mobility Center, which facilitates UTA's Paratransit eligibility process, is continuing to provide in-person eligibility appointments.

UTA Recovery Task Force

UTA has assembled a Recovery Task Force to ensure a resilient recovery from the COVID-19 pandemic. This group has been tasked with developing a customer-centric service restoration plan that recognizes the risk levels and geographic variances in our service region.

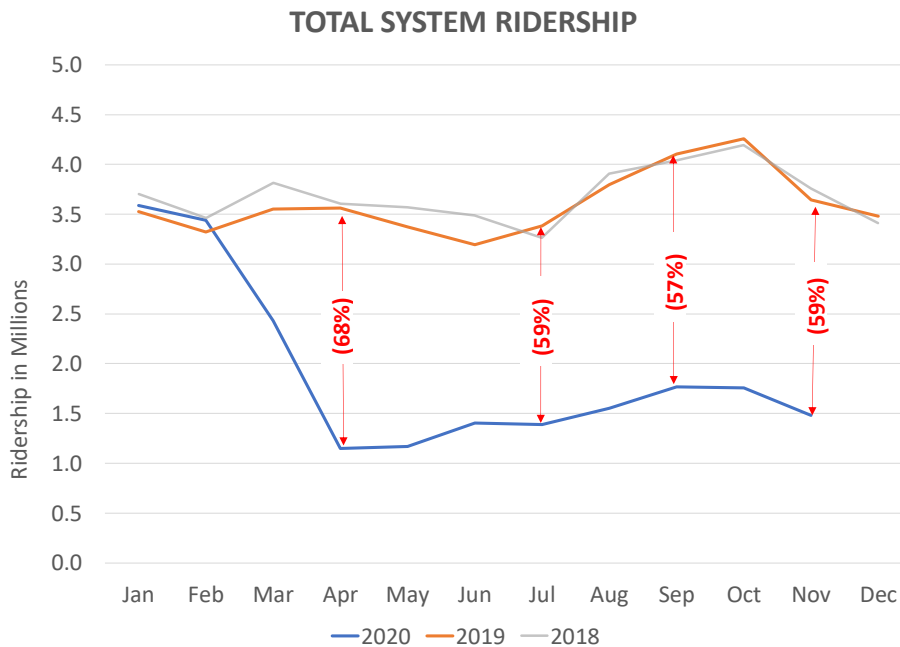
To track our recovery efforts, we have developed a COVID-19 recovery storyboard to provide more detailed information on ridership, safety, service and planning and financial updates. See UTA storyboard here:

<http://www.rideuta.com/recovery>



2021 Budget Overview

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



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

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

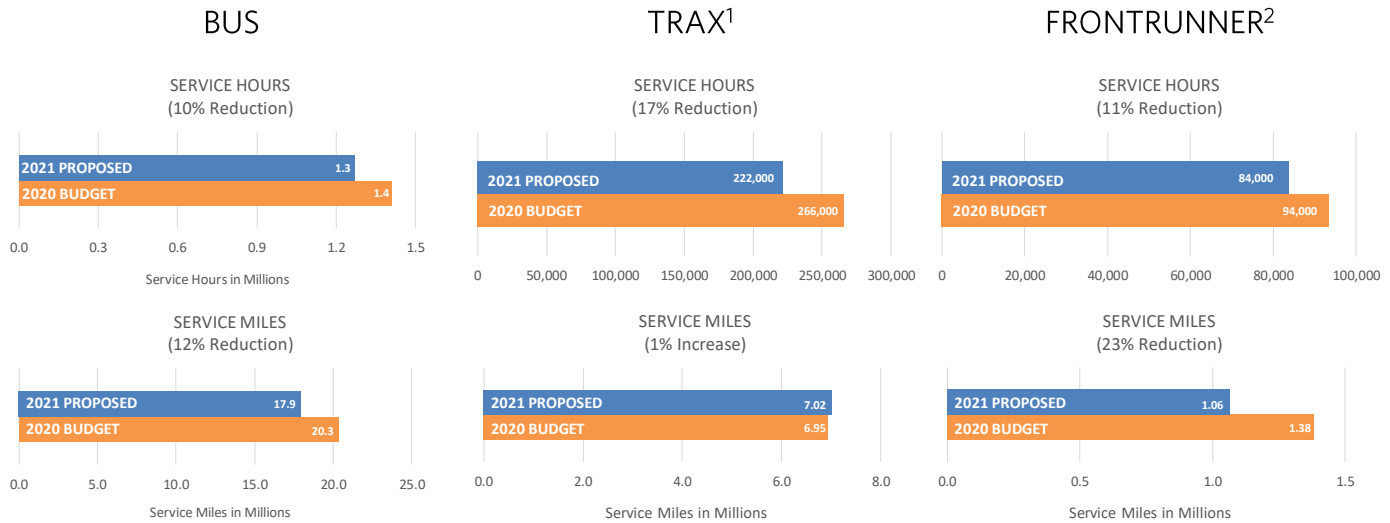
With these service changes and in addition to regular daily vehicle and station cleaning, UTA also implemented additional disinfecting and social distancing measures to keep riders and employees safe, including:

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



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

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

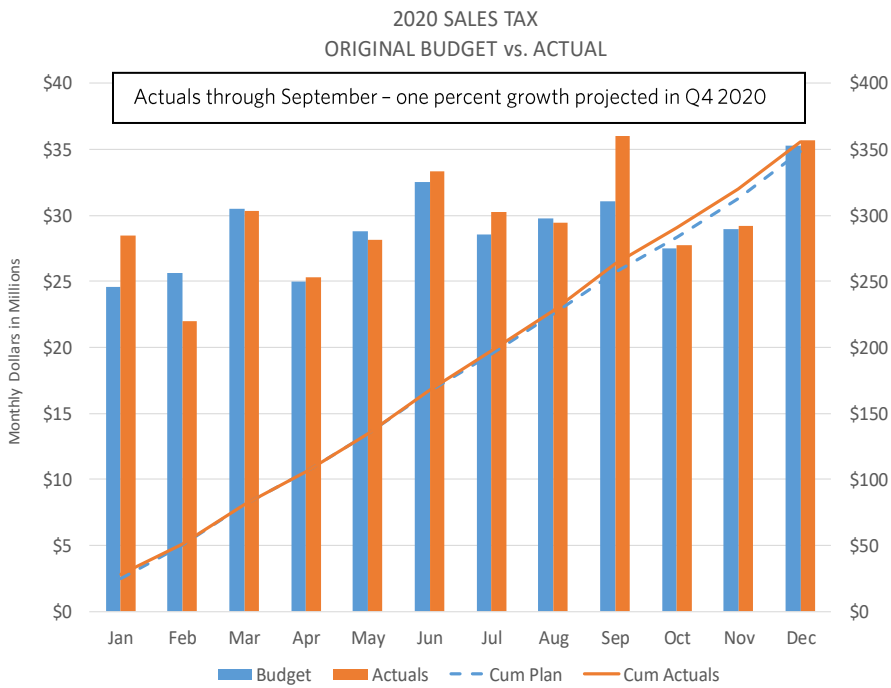


¹ TRAX service miles based on train car miles. In order to effect social distancing, UTA added cars to the operating trainsets, thereby increasing the service miles.

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



Sales Tax



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

Even before the coronavirus hit American shores, economic conditions in Utah were far stronger than they were in most of the country.

From the first quarter in 2015 through the first quarter in 2020,

Utah’s economy grew at an annual rate of 3.4%, compared to the 1.9% national GDP growth rate. Utah is one of only seven states with a poverty rate below 10%.”³

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

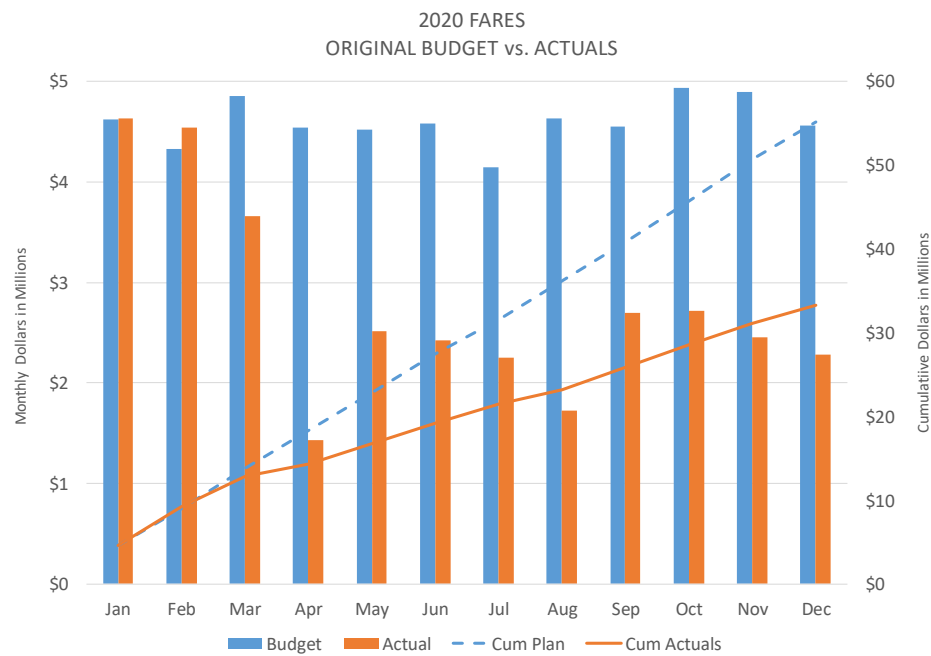
Sales tax assumptions supporting the 2021 budget request were developed based on 2020 actuals and projections from the Governor’s Office of Management and Budget. Sales taxes for 2021 are assumed to increase five percent over 2020 projections to an estimated \$364 million.

³From 24/7 Wall Street August 25, 2020

<https://247wallst.com/special-report/2020/08/25/the-states-with-the-best-and-worst-economies-4/2/>



Passenger Revenues



Actuals through September - estimated Q4 2020 at 50 percent of budget

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

The 2021 projection of \$32 million for fares is about \$1.5 million lower than the current forecast for 2020.

This is the result of projecting current lower fare revenues over 12 months. The 2020 projection includes three months of pre-COVID fare collections

CARES Act Funding

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

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

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



Operating Expense Projections

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

Capital Expenditures

- Includes \$32.4 million of construction costs for the Depot District maintenance facility
- \$52.6 million for the Ogden/Weber State University BRT (assumes FTA funding)
- \$35 million in vehicle replacement, repair and rehabilitation
- \$7.0 million for the Airport TRAX station relocation
- \$16 million for improvements and state of good repair investments in Information Technology
- Applies \$23.6 million toward rail maintenance infrastructure investment in a state of good repair
- Other capital is directed toward first/last mile projects throughout the service area, double tracking a portion of commuter rail in northern Utah County, additional end of line facilities, bus stop improvements, TRAX seat replacements and wayfinding improvements



Key Assumptions and Sources and Uses

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

Sources

Sales Tax Revenues - \$364.1 million

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

Fares - \$32.0 million

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

Federal Operating Revenue - \$70.5 million

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

Other Operating Revenue - \$16.8 million

Other Operating Revenue is budgeted to decline somewhat from projected 2020 budget Other Revenue. This drop is primarily driven by lower advertising revenues and investment earnings driven by the economic impact of COVID-19. Other fees will remain constant in 2021.

CARES Act Funding - \$101 million

UTA received \$187.1 million in FTA Section 5307 CARES Act Funds. It is anticipated that UTA will spend \$86.1 million of these grant funds in 2020. The 2021 budget programs the remaining \$101 million for support of operating and capital programs. UTA will draw down all grant funds in 2021.

Federal and Local Capital Revenue - \$75.8 million

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

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



Uses

Debt Service - \$146.1 million

Includes \$39.2 million in principal and \$98.9 million in interest and also includes the estimated debt service associated with the April 2020 refinancing of the 2012 bonds. This budget also reflects the ongoing offset of \$8.9 million from the federal interest subsidy related to the Build America Bonds issued in 2012.

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

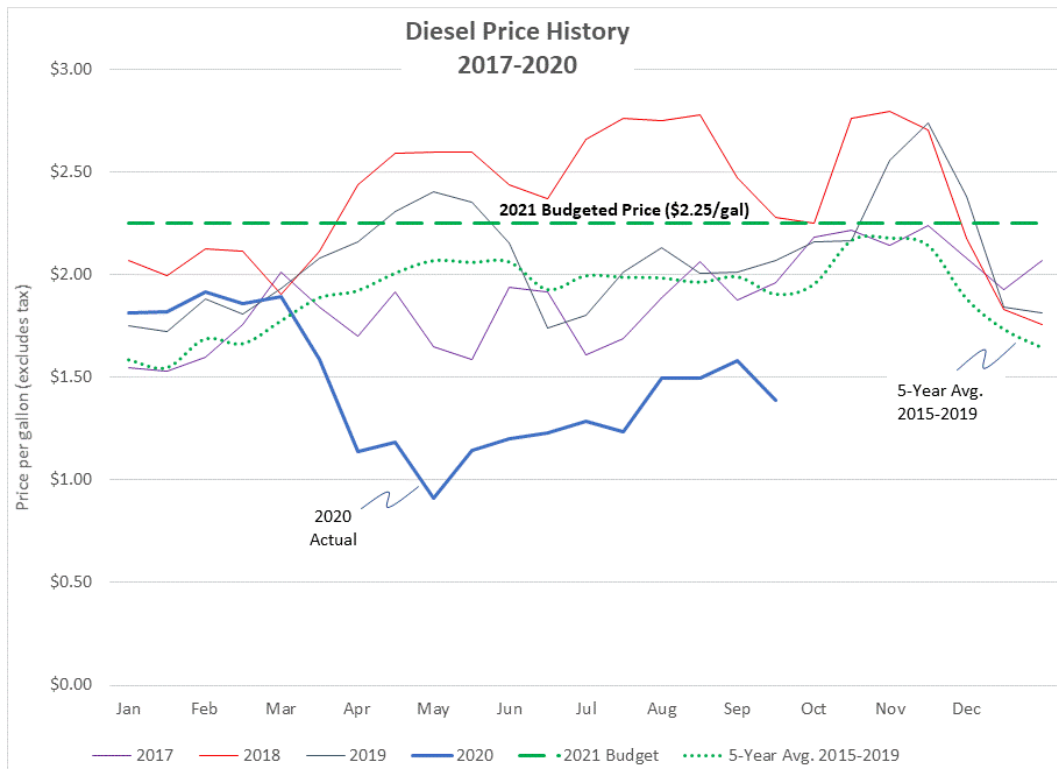
The budget assumes \$9.9 million in lease payments for revenue vehicles and Salt Lake City service vehicles.

Employee Compensation and Benefits - \$233.6 million

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

Fuel - \$15.9 million

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



Utilities - \$12 million

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

Parts - \$20.7 million

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

Other O&M Costs - \$22.2 million

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

State of Good Repair - \$61.6 million⁴

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

⁴ This investment includes \$23.6 million of investments in Rail State of Good Repair as adopted in the Board Resolution on Dec 16, 2020.



Revenues



Operating Revenues

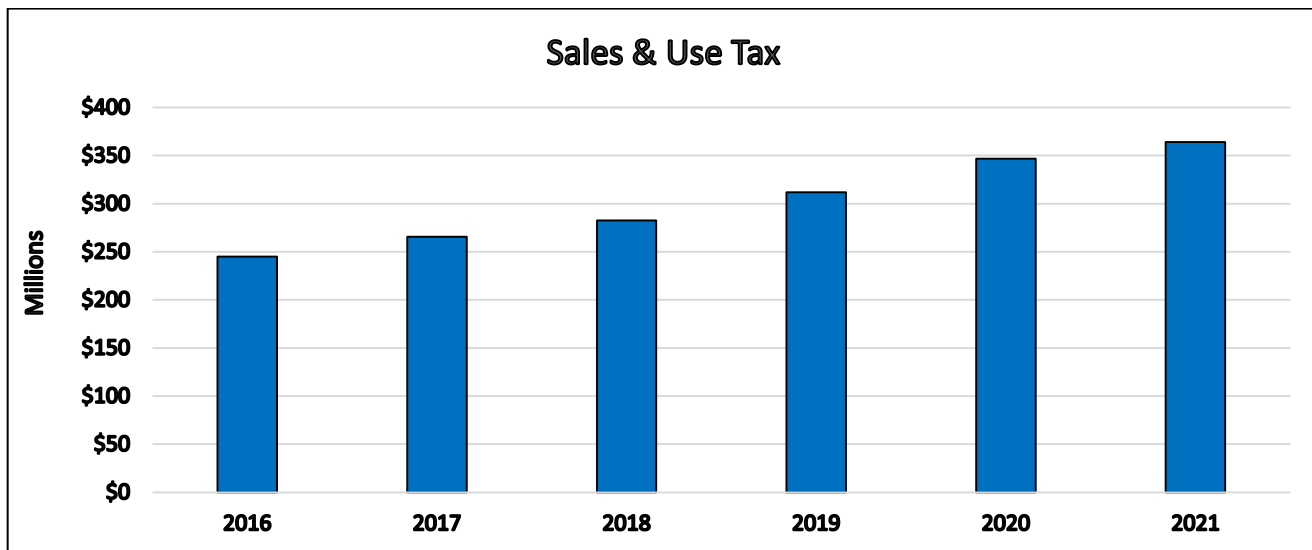
Sales and Use Tax

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

UTA's sales tax is applied by each jurisdiction within the service area to gross taxable sales within the service district. From 2004 through 2019, gross taxable sales have grown by an average of 6.9%. Although year over year sales tax growth is 8.6% through September 2020 collections, UTA is assuming average tax growth for 2021 will be 5.0%. Based on these assumptions and actual tax collections through September, UTA is projecting 2021 sales tax collections to be \$364 million.

Year	2016	2017	2018	2019	2020*	2021*
Sales Tax	\$245,008,000	\$265,770,000	\$282,934,000	\$317,798,000	\$346,751,000	\$364,088,000

*Budget/Projected

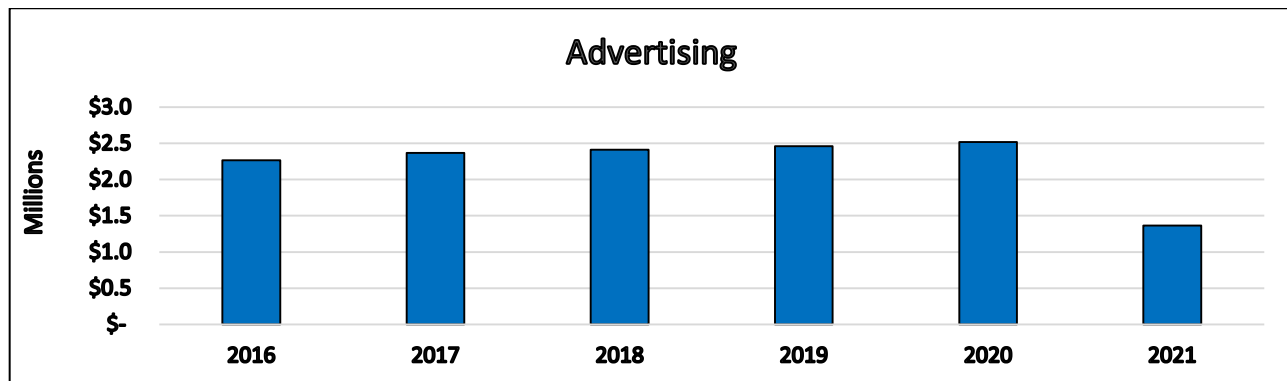


Advertising

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

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

* Budget/Projected

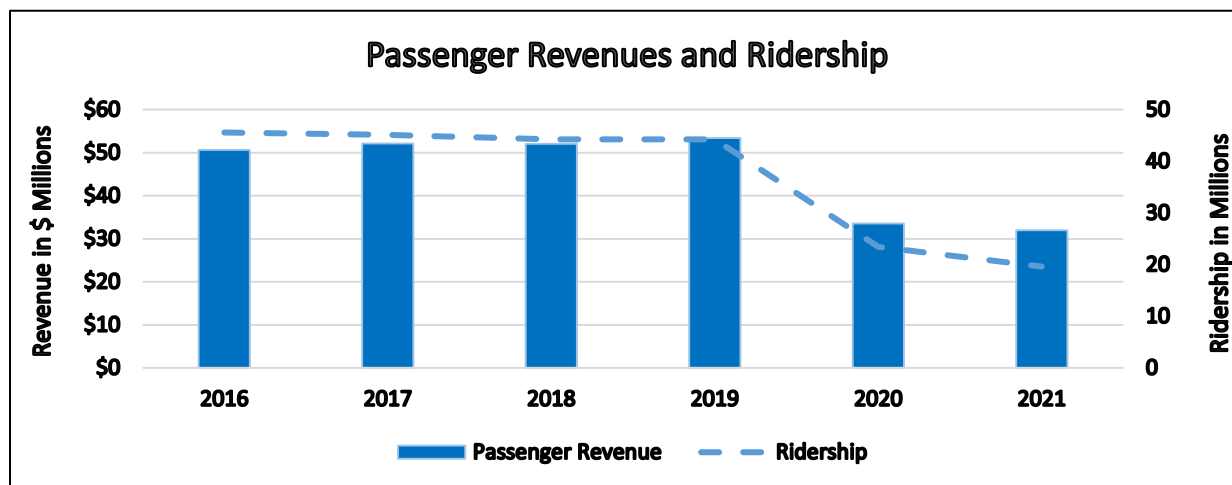


Passenger Revenue

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

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

* Budget/Projected

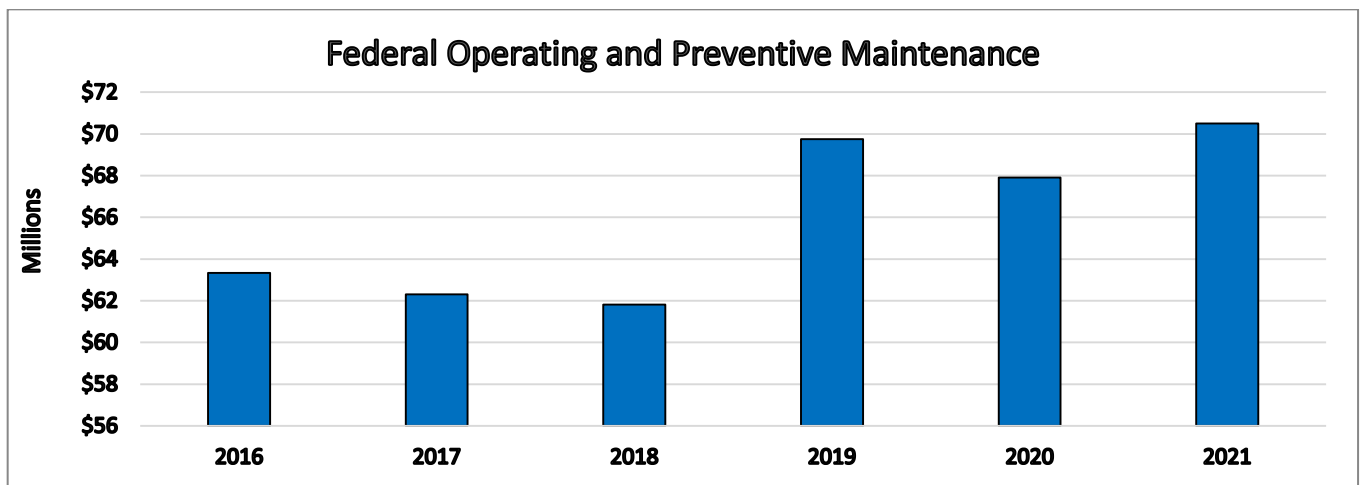


Federal Operating and Preventive Maintenance Revenue Grants

In 2016 the Transportation Bill, Fixing Americas' Surface Transportation (FAST) was approved by Congress. FAST allows the Authority to use formula funds for preventive maintenance. These formula funds may be used to fund up to 80% of preventive maintenance costs. Per FTA requirements and after operating additional TRAX lines/extensions for 7 years, UTA has qualified for additional formula funds which are included in the 2021 budget.

Year	2016	2017	2018	2019	2020*	2021*
Operating Grants	\$63,335,00	\$62,314,000	\$61,821,000	\$69,746,000	\$67,911,000	\$70,507,000

* Budget/Projected



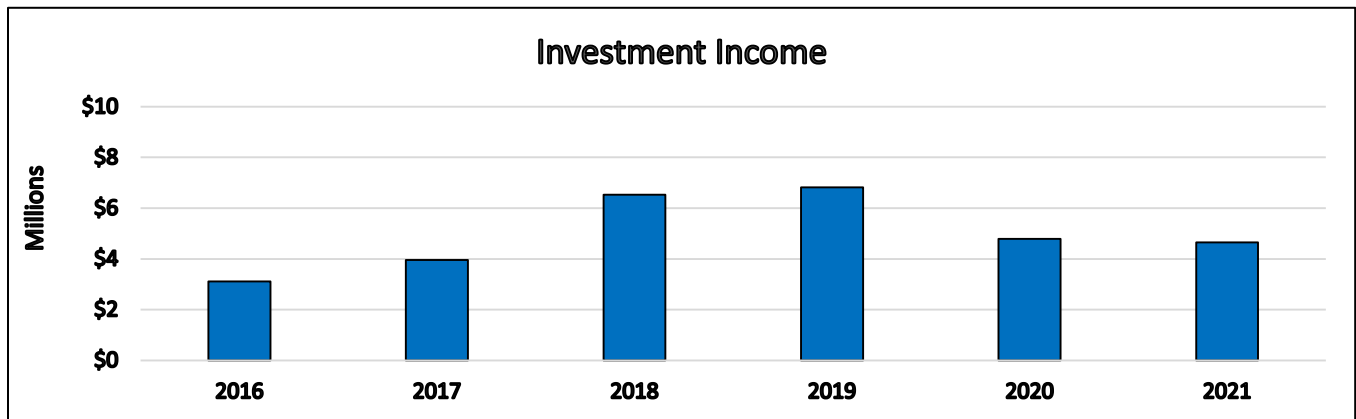
Investment Income

Investment 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 Treasurer's Investment Fund managed by the State Treasurer's office; others are placed in investments that can yield a higher interest but are still secure.

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

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

* Budget/Projected

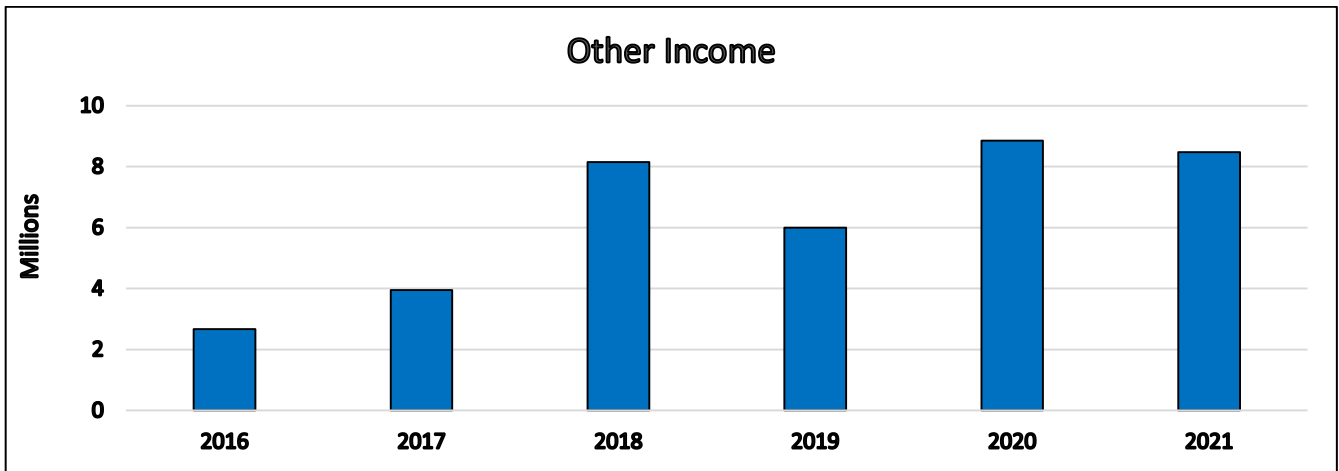


Other Income

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

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

* Budget/Projected

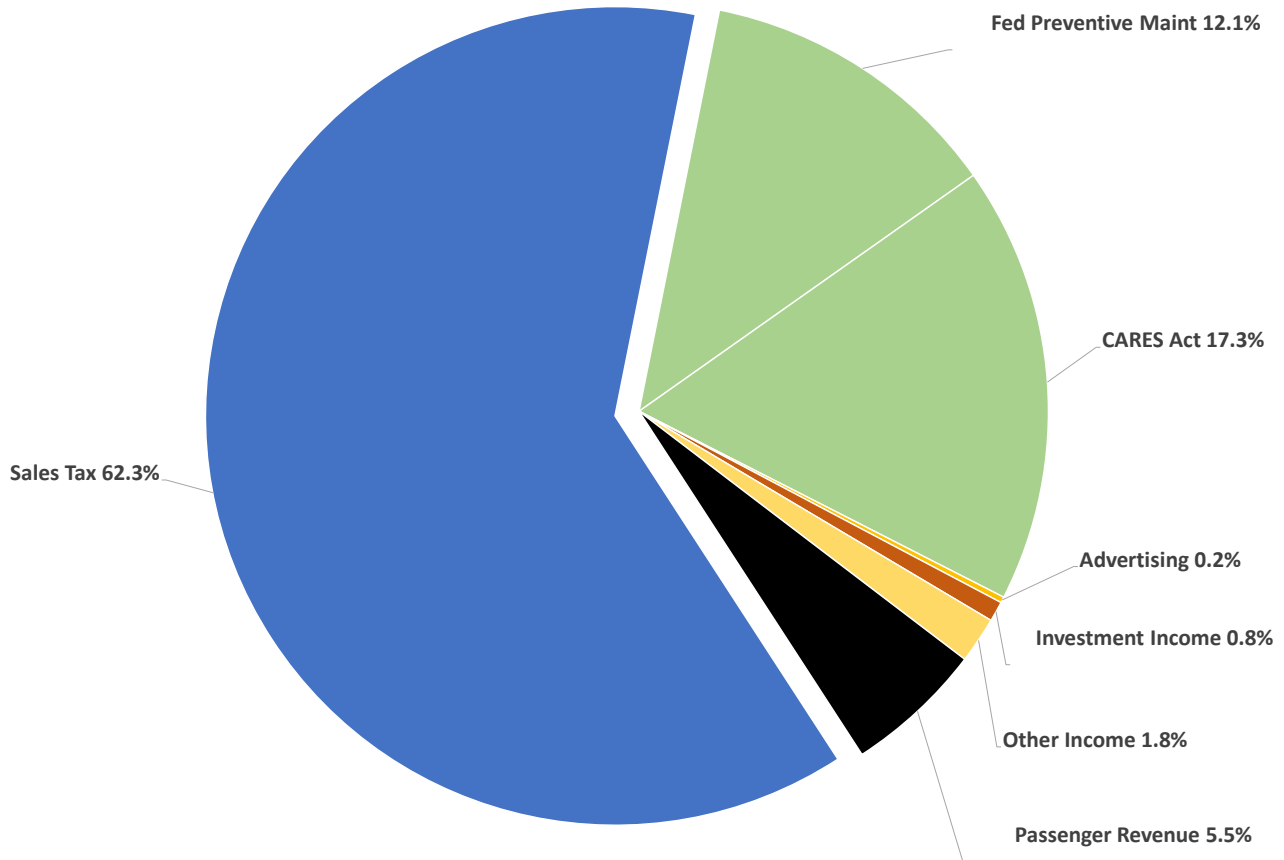


Total Projected 2021 UTA Operating Revenues

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

Sales tax revenue at \$364.1 million, or 62% of total revenues, represents the largest funding source for the 2021 budget. CARES Act funding totals \$101 million, Federal preventive maintenance totals \$70.5 million, and passenger revenues total \$32.0 million. Other revenues include, in order of magnitude, investment income, local support, advertising, and other fees.

2021 UTA Operating Revenues (\$584.4 million)



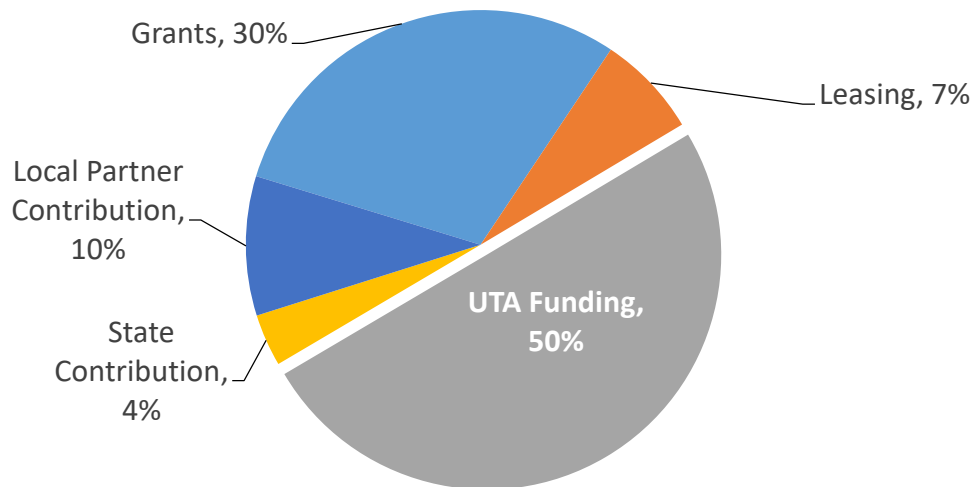
Capital Revenues

2021 Capital Revenue Budget

	Actual 2019	Amended 2020 Budget	2021 Budget
Revenue:			
Federal Grants	\$ 16,395,000	\$ 65,042,000	\$ 75,793,000
Local Partner Contributions	17,384,000	21,137,000	24,533,000
State Contribution	2,570,000	9,050,000	9,214,000
Leasing	9,756,000	33,125,000	18,059,000
UTA Funding	30,353,000	94,856,000	128,020,000
Total Revenue	\$ 76,458,000	\$ 223,210,000	\$ 255,619,000

2021 Capital Revenues

(\$255.6 million)



Budget Summaries



2021 Operating Budget Summary

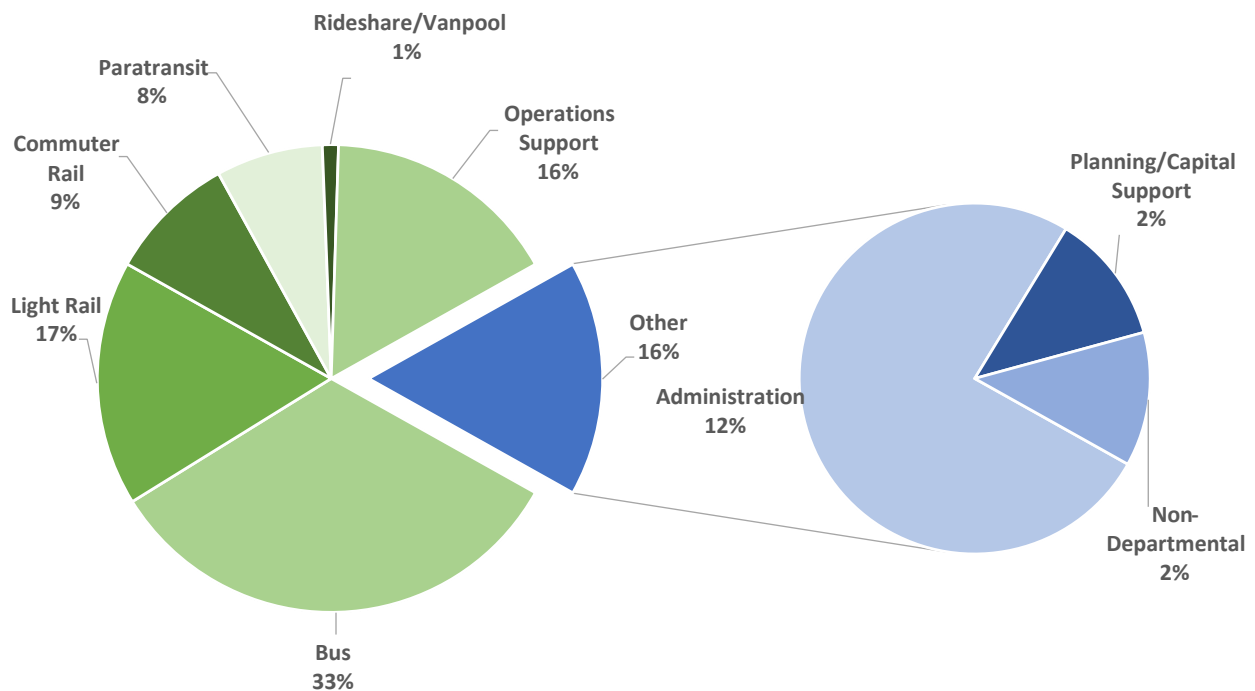
	Budget 2021	Estimated 2022	Estimated 2023	Estimated 2024	Estimated 2025
Revenue:					
Sales Tax	\$ 364,088	\$ 382,292	\$ 401,407	\$ 421,477	\$ 442,551
Federal Prevent. Maint.	70,507	71,212	73,903	74,642	75,388
Passenger	31,979	36,033	40,700	46,183	52,649
Advertising	1,363	2,015	2,445	2,717	2,779
Investment	4,807	5,548	5,645	6,046	4,749
CARES Act Funding	101,000				
Other	10,663	11,525	11,254	11,412	10,887
Total Revenues	584,408	508,625	535,353	562,476	589,003
Expenses:					
Bus	107,925	111,453	115,075	118,815	122,676
Commuter Rail	28,921	29,861	30,831	31,833	32,868
Light Rail	55,405	57,206	59,065	60,984	62,966
Paratransit	24,025	24,806	25,612	26,444	27,304
Rideshare/Vanpool	3,645	3,763	3,885	4,012	4,142
Operations Support	53,541	55,281	57,078	58,933	60,848
General/Administrative	40,129	48,189	49,755	51,372	53,041
Planning/Capital Support	6,393	6,601	6,816	7,037	7,266
Non-Departmental	6,562	17,037	17,589	18,159	18,747
Total Operating & Non-operating Expense	326,546	354,196	365,706	377,589	389,859
Net Available	257,862	154,429	169,648	184,887	199,144
Capital Revenues:					
Grants	75,793	69,751	65,475	87,376	4,670
Bonding		103,000			
Leasing	18,059	30,057	54,550	62,799	48,700
Local Partner Funding	24,533	11,145	2,705	20,020	1,667
State Funding	9,214	28,831	21,574	-	-
Total Capital Revenues	127,599	242,784	144,303	170,195	55,037
Capital Expense:					
Capital Outlay	255,619	230,138	187,990	233,576	105,432
Debt Service	146,075	159,852	172,300	178,597	187,627
Total Capital & Debt Service Expense	401,694	389,990	360,291	412,172	293,060
Net Change	(16,233)	7,223	(46,340)	(57,091)	(38,879)
Beginning Balance, January 1	352,121	335,888	343,111	296,771	239,680
Ending Balance, December 31	\$ 335,888	\$ 343,111	\$ 296,771	\$ 239,680	\$ 200,802



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

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

2021 Operating Budget (\$326.5 million)



Comparison to 2020 Operating Budget (by Mode)

	FY 2020 Budget	FY 2021 Budget	Change
Bus	\$108,868,992	\$107,925,104	\$(943,888)
Light Rail	52,208,951	55,404,928	3,195,977
Commuter Rail	30,711,342	28,920,873	(1,790,469)
Paratransit	24,887,147	24,024,713	(862,434)
Rideshare/Vanpool	3,298,190	3,644,685	346,495
Operations Support	50,353,076	53,541,132	3,188,056
Administration	38,081,503	40,128,825	2,047,322
Planning/Capital Support ¹	6,443,876	6,393,224	(50,652)
Non-Departmental ²	1,632,924	6,562,491	4,929,567
Total Division	\$316,486,000	\$326,546,000	\$10,060,000

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

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



2021 Adopted Budget by Office

	FY 2020 Budget	FY 2021 Budget	Change
Board	\$2,786,780	\$2,720,074	\$(66,706)
Executive Director	7,911,851	7,890,971	(20,880)
Operations	249,647,850	252,511,313	2,863,463
Finance	13,289,788	13,863,537	573,749
Service Development	4,310,543	4,439,940	129,397
Planning & Engagement	10,967,764	10,649,039	(318,725)
Enterprise Strategy	17,059,501	19,880,699	2,821,198
People	8,879,000	8,027,911	(851,089)
Non-Departmental ¹	1,632,924	6,562,491	4,929,567
Total Division	\$316,486,000	\$326,546,000	\$10,060,000

The 2021 Operating Budget was designed with the following strategies:

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

¹ Non-Departmental contains funds for emerging needs as the region continues to react to and recover from the pandemic



2021 Operating Budget Expense by Category

	FY2020 Budget	FY 2021 Budget	% Change
Wages	\$157,322,390	\$158,322,011	0.6%
Fringe	73,460,319	75,253,156	2.4%
Services	27,511,998	31,470,240	14.4%
Fuel	20,281,070	15,874,843	(21.7)%
Parts	19,734,825	20,694,821	4.9%
Utilities	11,977,462	12,025,731	0.4%
Other O&M	17,452,984	22,236,799	27.4%
Capitalized Costs	(11,255,047)	(9,331,626)	17.1%
Total Budget	\$316,486,000	\$326,546,000	3.2%

The table above shows the allocation of the operations portion of the budget by line item. Almost 72 percent of the operations budget is dedicated to labor and fringe costs. Together with fuel & lubricants (five percent), parts, net of warranty recovery (six percent), and services (10 percent), those four items comprise 92 percent of the total operations budget.

Key Budget Changes:

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



2021 FTE Summary

	2020 Budget	2021 Proposed	Change
Board	14.0	13.5	(0.5)
Executive Director	39.5	37.5	(2.0)
Operations	2,258.7	2,224.7	(34.0)
Finance	109.0	105.1	(3.9)
Service Development	31.0	32.0	1.0
Planning & Engagement	71.5	72.5	1.0
Enterprise Strategy	97.5	105.0	7.5
People	79.7	59.5	(20.2)
Totals	2,700.9	2,649.8	(51.1)



2021 Budget Key Elements

Service Adjustment: In 2021 UTA is planning to operate 91% of pre-COVID levels of service

- In August 2020, UTA reintroduced a significant amount of service to the system. Service levels were determined based on ridership trends and projections, input from our riders, and a focus on supporting essential workers and key areas across our system as the state of Utah began easing restrictions and returning businesses and schools/universities.
- \$6.5 million is proposed in this budget to fund emerging needs as the region continues to react to and recover from the pandemic.

Operations Support & Administration

- Information Technology projects: Net increase of \$1.5M for equipment replacement and upgrades
- Increased training and support expense for Rail Maintenance Apprenticeship programs
- Increased contract services for additional Maintenance systems support of \$1.5M
- Repurposed and restructured within current staffing levels to maximize efficiency

FTE Changes: 51 FTE decrease

- Operations:
 - Decrease overall of 34 FTE (primarily driven by fewer operators due to reduced service levels)
 - Increase in Asset Management of 7 FTE
 - Increase in Bus Maintenance of 12 FTE
- Administrative:
 - Decrease of 17.5 FTE for operator trainees in Talent Development
 - Increase of 2 FTE in Operations Analysis & Solutions
 - Increase of 2 FTE in People Office
 - Increase of 2 FTE in Enterprise Strategy
 - Increase 1 FTE Planning & Engagement



2021 Capital Budget Summary

	Actual 2019	Amended 2020 Budget	2021 Budget
Revenue:			
Grants	\$ 16,395,000	\$ 65,042,000	\$ 75,793,000
Local Partner Contributions	17,384,000	21,137,000	24,533,000
State Contribution	2,570,000	9,050,000	9,214,000
Leasing	9,756,000	33,125,000	18,059,000
Bond Proceeds	25,801,000		
UTA Funding	4,552,000	94,856,000	128,020,000
Total Revenue	\$ 76,458,000	\$ 223,210,000	\$ 255,619,000
Capital Expense			
Depot District	\$ 4,016,000	\$ 25,000,000	\$ 32,400,000
Ogden/Weber BRT	1,648,000	15,249,000	52,581,000
Airport Station Relocation	391,000	11,000,000	7,000,000
Provo-Orem TRIP	7,170,000	5,211,000	
State of Good Repair ¹	26,944,000	74,968,000	61,632,000
Other Capital Projects	36,289,000	91,782,000	102,006,000
Total Capital	\$ 76,458,000	\$ 223,210,000	\$ 255,619,000

¹ includes \$23.6 million investments in Rail State of Good Repair.

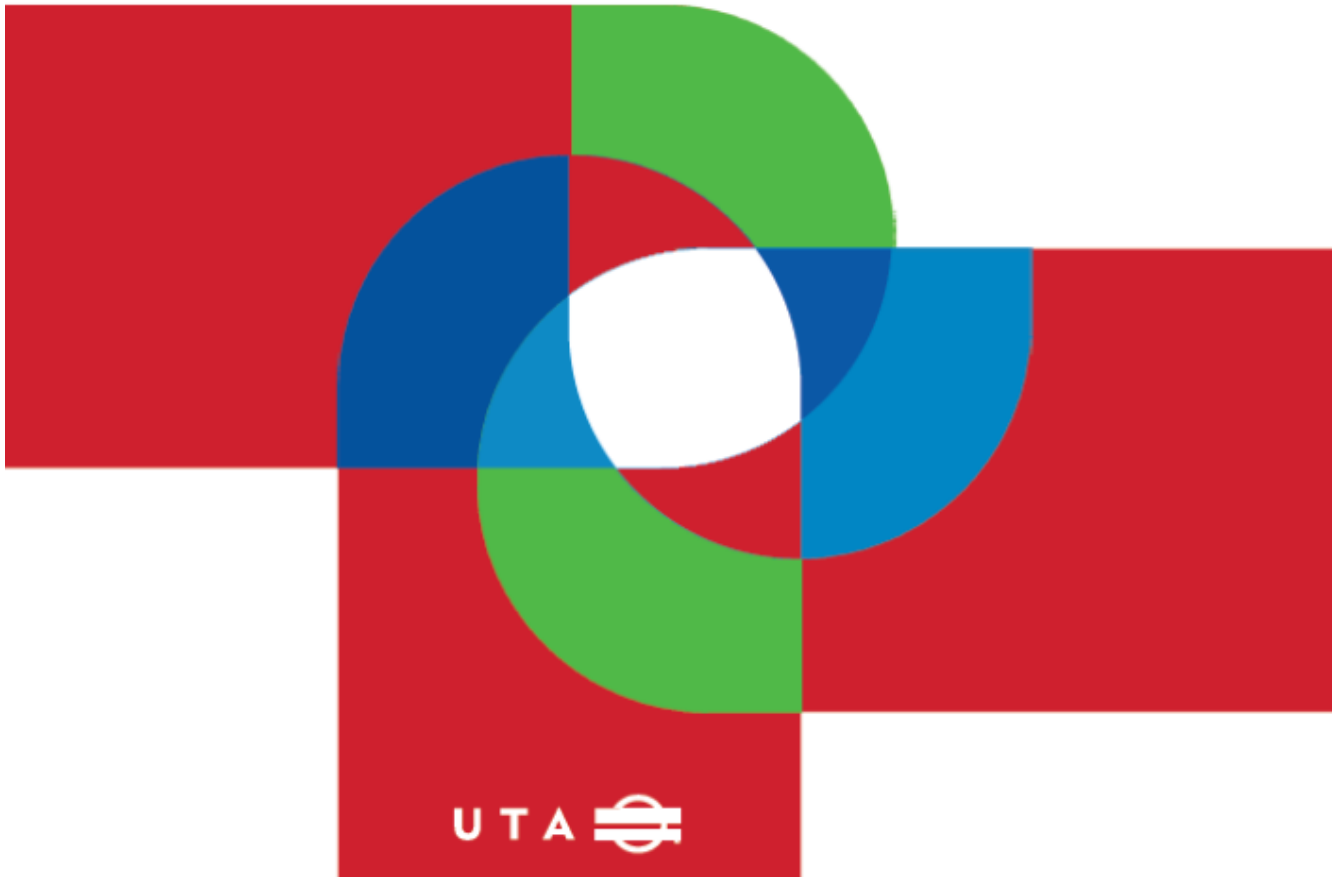


2021 Capital Budget Project Summary

Project	2021 Budget
Information Technology Projects	\$ 16,060,000
Safety & Security Projects	1,046,000
Revenue Service Vehicles	22,559,000
Vehicles - Rehab/Repair	12,799,000
Facilities Maintenance Projects	2,650,000
Rail Maintenance Projects	23,625,000
Ogden/Weber State University BRT	52,581,000
Depot District	32,400,000
TIGER Program Projects	13,171,000
Northern Utah County Double Track	9,000,000
Airport Station Relocation	7,000,000
Sandy Parking Structure	4,204,000
Light Rail Seat Replacement	4,154,000
Provo-Orem BRT	3,011,000
5600 West 4500 South End of Line	3,000,000
Fort Union End of Line	3,000,000
Midvalley Connector	3,000,000
Meadowbrook Expansion	2,600,000
Bus Stop Signage - SL County	2,500,000
FrontRunner Double Tracking	2,500,000
Point of Mountain Study	2,500,000
Positive Train Control	2,500,000
Sharp-Tintic Rail Connection	2,310,000
650 South TRAX Station	2,000,000
Clearfield FR Station	1,739,000
Warm Springs Upgrades	1,738,000
Central Corridor Transit	1,500,000
Passenger Information Improvements	1,460,000
Other Capital Projects	19,012,000
Total Capital Expenditure Budget	\$ 255,619,000



Financial Structure, Policy and Process



Financial Structure

Fund Descriptions and Fund Structure

UTA's annual financial report (CAFR) reports UTA as a single enterprise fund, with associated pension and joint insurance trust funds. These statements use the full 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. The annual budget of UTA focuses on revenues and expenses of the single enterprise fund and reflects only the departmental expenses associated with the contribution to the pension and joint insurance trust made by UTA annually.

Department /Fund Relationship

Within the single enterprise fund, UTA maintains two distinct budgets – one for operations and one for capital/debt. 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, and administrative.

Departments within Operations by type of service are detailed in the table below.

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



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

Departments within the Operations Support, and Administrative classifications, are provide on the above table.

More detail about capital expense is provided in the Capital and Debt section.



Financial Information and Policies

The Utah Transit Authority was organized in 1970 and operates and exists under the Public Transit District Act, Title 17B, Chapter 2a, Part 8, Utah Code Annotated 1953, as amended (the “Utah Code”), and other applicable provisions of Limited Purpose Local Government Entities–Local Districts, Title 17B, Utah Code (collectively, the “Transit Act”).

The Authority, comprised of its Board of Trustees (the “Board”), officers, management and employees, is a political subdivision of the State of Utah; with those powers specifically granted in the Act and with implied powers necessary to carry out the objectives and purposes of a public transit district. The Board has adopted bylaws and policies that guide UTA’s financial management and budget development processes.

Basis of Budgeting

Budgeting is based upon the accrual basis with these exceptions:

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

Basis of Accounting

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

Standards for Reporting Purposes

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

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

Federal Planning Assistance and Preventive Maintenance Grants

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



Federal Grants for Capital Expenses

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

Contributions from Other Governments (Sales Tax)

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

Approved Local Option Sales Tax:

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

Budgetary and Accounting Controls

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

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



UTA Board Of Trustees Bylaws Article VII – Conducting Business

Section 5 - Budget

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

Utah Code 17B-1-606 (Total of revenues to equal expenditures)

(1) The budget for each fund under Section 17B-1-605 shall provide a financial plan for the budget year.

(2) Each budget shall specify in tabular form:

- (a) estimates of all anticipated revenues, classified by the account titles prescribed in the Uniform Accounting Manual for Local Districts; and
- (b) all appropriations for expenditures, classified by the account titles prescribed in the Uniform Accounting Manual for Local Districts.

(3) The total of the anticipated revenues shall equal the total of appropriated expenditures.

Utah Code 17B-1-702 (Local District to Submit Budgets)

(1)(a) Except as provided in Subsection (1)(b), 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:

- (i) each of its constituent entities that has in writing requested a copy; and
- (ii) to each of its customer agencies that has in writing requested a copy.

(b) 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:

- (i) each of its constituent entities;
- (ii) each of its customer agencies that has in writing requested a copy;
- (iii) the governor; and
- (iv) the Legislature.

(c) The local district shall include with the tentative budget a signature sheet that includes:

- (i) language that the constituent entity or customer agency received the tentative budget and has no objection to it; and
- (ii) a place for the chairperson or other designee of the constituent entity or customer agency to sign.



(2) Each constituent entity and each customer agency that receives the tentative budget shall review the tentative budget submitted by the district and either:

- (a) sign the signature sheet and return it to the district; or
- (b) attend the budget hearing or other meeting scheduled by the district to discuss the objections to the proposed budget.

(3) (a) 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.

(b) 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.

(c) At the budget hearing, the local district board shall:

- (i) explain its budget and answer any questions about it;
- (ii) specifically address any questions or objections raised by the constituent entity, customer agency, or those attending the meeting; and
- (iii) seek to resolve the objections.

(4) 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 protests, objections, or failure to respond.

Utah Code 17-B-1-1102 (Limitation on Bonds)

This title states that 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 Utah Code 11-14-301(3)(b) by three percent.

Bonds or other obligations of a public transit district that are not general obligation bonds are not included in this limit.



Board of Trustees Policy No. 2.1 Financial Management – Key Budget Considerations

I. **Purpose:** The purpose of this policy is to provide financial oversight of the Authority; plan for its long-term financial needs; maintain and protect Authority assets and infrastructure; and develop, communicate, and implement appropriate internal controls regarding financial and risk management.

II. Policy:

A. Reserves

1. The Authority will maintain the following reserves:
 - a. General operating reserves, including the risk reserve, funded at a level equal to at least twelve percent (12%) of the Authority's budgeted operating expense, excluding non-operating expense, to be used as a working capital account throughout the year. The Treasurer will manage the use of the funds in the general operating reserve.
 - b. Service stabilization reserve funded at a level equal to three percent (3%) of the Authority's budgeted operating expense, excluding nonoperating expense, to be used to avoid service reductions at such times as the Authority faces a revenue shortfall or cost overrun due to extraordinary circumstances. The Board of Trustees must give its prior approval before funds in the service stabilization reserve are used.
 - c. Bond reserves funded at a level required by bond covenants to be used for the payment of debt service in the event that the Authority fails to make scheduled bond principal and interest payments. The Board of Trustees must give its prior approval before funds in the bond reserve are used.
 - d. Capital replacement reserve to reach a level equal to one percent (1%) of the property, facilities, and equipment cost as reported in the comprehensive annual financial report to be used for capital repair or replacement costs due to extraordinary circumstances. The Board of Trustees must give its prior approval before funds in the capital replacement reserve are used.
2. The Board of Trustees may establish other reserves and make additional contributions to existing reserves.
3. Reserve balances will be reported on the Authority's monthly financial statements.
4. Upon the use of any service stabilization, bond or capital replacement reserves, the Board of Trustees will, by resolution, establish a timeline for the full reimbursement of the reserves within 60 months after their first use and begin to restore reserves used no later than 24 months after their first use.



B. Grants

1. The allocation of anticipated formula fund grants will be determined during the annual budget process.
2. Any discretionary grant pursued by the Authority will be consistent with the Authority's mission and strategic priorities.
3. The Executive Director will notify the Board of Trustees if a discretionary grant of \$200,000 or more is being sought.

C. Investments

1. The Board of Trustees will, after consultation with the Advisory Council, control investment of all Authority funds and funds held as part of the Authority's retirement system, and employee deferred compensation 457 plans.
2. The Authority's Pension Committee will manage the investment of the Authority's retirement system and employee deferred compensation 457 plan funds pursuant to the Pension Committee's Investment Policy, which shall be reviewed and approved by the Board of Trustees prior to adoption.
3. The Treasurer will manage the investment of all non-retirement Authority funds in compliance with applicable laws.

D. Debt

1. The Board of Trustees will, after consultation with the Advisory Council and with the approval of the State Bond Commission, approve all bond issuances.
2. The Board of Trustees will approve contracts for bond counsel, financial advisors, and bond underwriters.
3. The Board of Trustees will approve the method of sale for each bond issuance.
4. The Board of Trustees will, after consultation with the Advisory Council, approve the issuance of all other financial instruments.
5. The Executive Director will manage the debt and other financial instruments issuance processes.

E. Financial Reporting

1. UTA's books and accounts will be maintained with generally accepted accounting principles set by the Governmental Accounting Standards Board for governmental enterprise funds.
2. The Chief Financial Officer will prepare and present to the Board a summary of investments, investment activity, and investment performance compared to benchmarks as soon as practical after the end of each calendar quarter.



3. The Chief Financial Officer will present monthly financial statements stating the Authority's financial position, revenues, and expenses to the Board of Trustees as soon as practical. Monthly and year-to-date budget versus actual reports will be included in the monthly financial report to the Board.

4. Other required financial reports, including the National Transit Database and State Transparency, will be prepared in accordance with federal and state reporting requirements and made on a timely basis.

F. Risk Management

1. The Executive Director will submit an annual report to the Board of Trustees on the status of the Authority's risk management program.

2. The Authority will maintain Public Officials Errors and Omissions Insurance in an amount determined to adequately protect the Authority.

3. The Executive Director will, as necessary, procure other insurance to compensate for losses that would adversely affect the Authority.

G. Internal and External Controls

1. The Authority will maintain a system of internal controls to safeguard its assets against loss, check the accuracy and reliability of its accounting data, and promote operational efficiency.

2. The Chief Internal Auditor will develop an internal audit program that complies with the International Standards for the Professional Practice of Internal Auditing.

3. The Treasurer is responsible for the opening and closing of bank accounts and ensuring that only authorized users are provided access to bank accounts.

4. As provided for in the Authority's Bylaws, the Board of Trustees will select a qualified independent auditing firm to conduct an annual financial audit. The auditing firm will present the results of its annual audit to the Authority's Audit Committee and the Board of Trustees.

H. Long-term Financial Planning

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

2. The Board of Trustees will review the long-term financial plan annually and report it to the State Bonding Commission.



I. Budgeting

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

J. Capital

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

K. Travel

1. The Board of Trustees will approve work-related international travel for the Authority's employees in a public meeting.

Budget Process

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

Budget Process

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

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

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

By late August each Chief Officer submits an operating budget which is at or below the budget target for



their departments and which supports the Board of Trustees's budget priorities. The Executive Team reviews the operating budgets and makes any adjustments it deems necessary. Preliminary budgets are reviewed with the Board of Trustees in September. Any modifications to the budget are completed by early October.

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

Adoption of Annual Budget

Before the first day of each fiscal year, the Board shall adopt the annual budget by a vote of a quorum of the total Board. If, for any reason, the Board has not adopted the annual budget on or before the first day of January of any fiscal year, the preliminary budget for such year shall be in effect for such fiscal year until the annual budget is adopted. Please refer to the 2021 UTA Budget Preparation Schedule on the next page.



Annual Budget Schedule

<u>Task</u>	<u>Completion Date</u>
Executive Director prepares and distributes budget preparation memo based upon Board of Trustee's budget priorities and available funding per the long-term financial model	July 13, 2020
Draft Budgets due from Executive Team. (Executive Team will notify their direct reports of earlier submission dates before this time to allow for executive review).	August 28, 2020
Executive team evaluates 2021 operating and capital budget submittals	Sept. 4, 2020
Preliminary 2021 operating and capital budgets reviewed with the Board of Trustees	Sept 28 to Oct 2, 2020
Final adjustments to 2021 budget	Oct. 2, 2020
2021 Tentative Budget provided to Board of Trustees	Oct. 28, 2020
Board of Trustees reviews 2021 Tentative Budget	Nov. 4, 2020
Budget Review and Comment Period	Nov. 11 to Dec. 11, 2020
Board of Trustees holds public hearing on 2021 Budget	Nov. 11, 2020
Board of Trustees considers approval of the 2021 Final Budget	Dec. 16, 2020
Staff prepares, prints, and distributes 2021 Budget Document to the Board of Trustees, Operating Departments and interested parties	Jan. 6, 2021
Staff submits Final Budget to State Auditor	Jan 9, 2021



Fares



In 2020, the UTA Board of Trustees adopted changes to the UTA Fare Structure effective December 1, 2020. The goal of the changes was to simplify and streamline the fare structure to make it easier for the public to understand. The adopted changes are as follows:

The public fare changes at UTA will:

- Simplify and streamline the overall public fare structure
- Apply consistent multipliers to the base fare to simplify how the pricing of other public fares and passes are determined
- Streamline the public fare structure by creating a single fare for all premium bus services
- Change current discount structures to align with other discount levels
- Eliminate some fare products for simplification

Fare Changes

Simplifying the fare structure by applying consistent multipliers to the base fare to set pricing for premium fares and passes

- Base Fare: The Base Fare is the amount charged for a base adult one-way fare. The base fare is currently \$2.50 and is not changing
- Premium Bus Services: to now include Express Bus, Ski Bus, and the Salt Lake - Park City Express
- Premium Bus Services to be consistently priced at two times the base fare = \$5.00 (or 2 X \$2.50)
- Monthly and Day Pass Fares:
 - Regular Monthly Fare (Bus & TRAX) = \$2.50 x 34 trips
 - Premium Monthly Fare (Bus, TRAX, & FrontRunner) = \$5.00 X 34 trips
 - Day Pass Fare = \$2.50 X 2



Summary of Changes

Current Fare Type	New Fare Type	Proposed Fare Change	Current Cost	New Cost	Why?
Express Bus Route	Premium Bus	Decrease in cost	\$5.50	\$5.00	2 X Base Fare (\$2.50)
Ski Bus & Park City Express	Premium Bus	Increase in cost	\$4.50	\$5.00	2 X Base Fare (\$2.50)
Regular Monthly Pass (Bus & TRAX)	Same: Regular Monthly Pass	Increase in cost	\$83.75	\$85.00	34 X Base Fare (\$2.50)
Premium Monthly Pass (Bus, TRAX, & FrontRunner)	Same: Premium Monthly Pass	Decrease in cost	\$198	\$170	34 X Premium Fare (\$5.00)
Round Trip	Day Pass	Replace, Decrease in cost	\$6.25	\$5.00	2 X Base Fare (\$2.50)



Adopted Changes to Discounts:

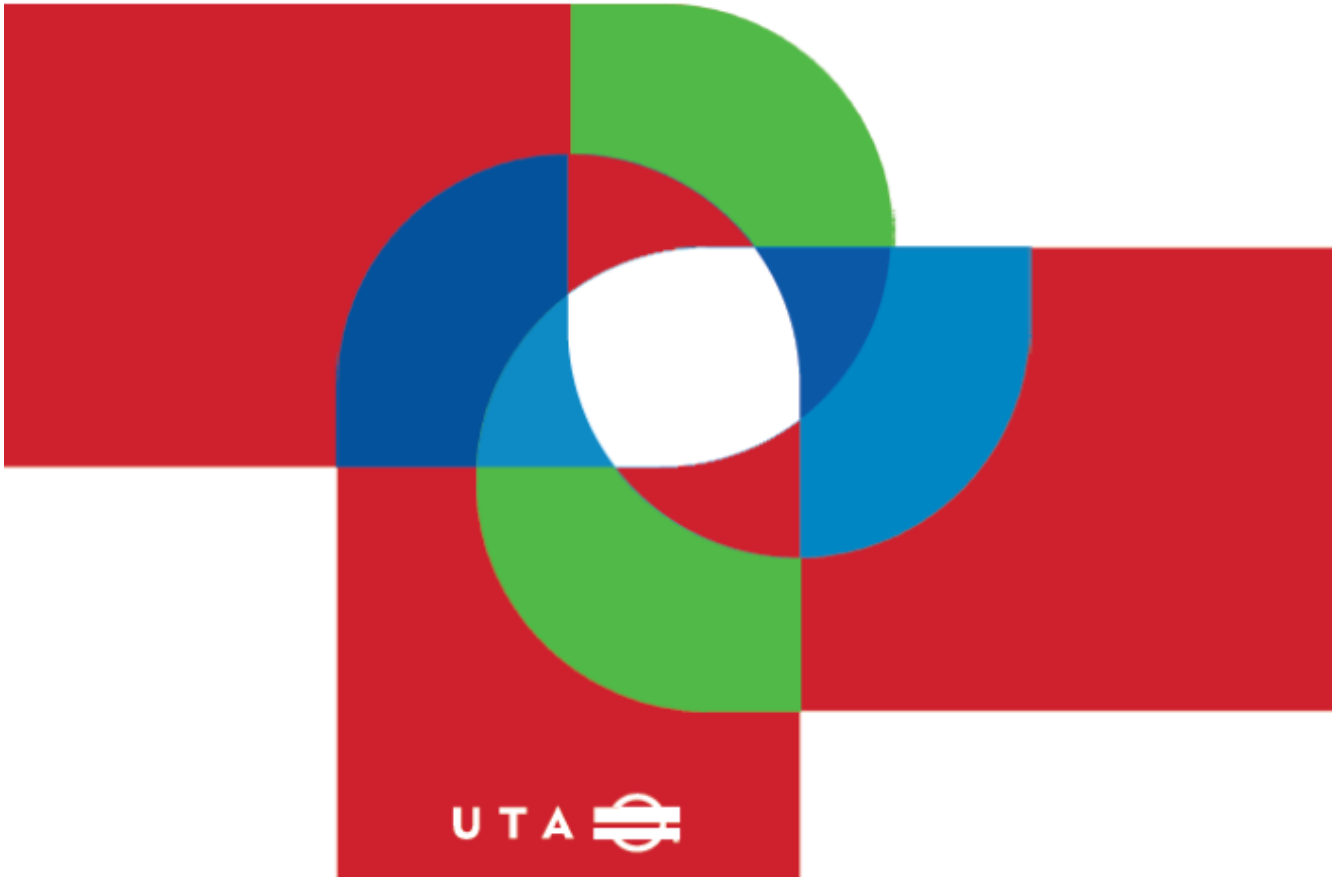
Pass Type	Current Discount	New Discount	Proposed Fare Change	Why?
Youth	25% on monthly passes = \$62.75	50% off Example: Regular bus fare = \$1.25	Decrease cost, more savings	Align with senior/reduced discounts
Horizon Cardholder Pass	25% on monthly passes = \$62.75	50% off Example: Regular monthly pass = \$42.50	Decrease cost, more savings	Align with senior/reduced discounts
FAREPAY Card	40% off regular Bus fare = \$1.50 one-way	20% off regular Bus fare = \$2.00 one-way	Increase in cost	Align with discount on other modes

Adopted Fare Product Elimination:

Eliminated Fare Type	Replacement Option(s)
Premium monthly upgrade pass	Monthly Premium Pass
Tokens, including 10- and 50-packs Token sales discontinued 12/1/2020; tokens will be accepted until August Change Day 2021.	Monthly Pass, FAREPAY Card, Cash, Mobile App, One-way ticket
Park City 30-day pass	FAREPAY Card, Cash
Flex Route Deviations Punch Pass	Cash
Monthly passes sold on Ticket Vending Machines (TVMs)	Monthly passes sold at Customer Service outlets, online, or through mobile app



Financial Plans



Long-range Financial Forecast

(dollars in thousands)

	Budget 2021	Estimated 2022	Estimated 2023	Estimated 2024	Estimated 2025
Revenue:					
Sales Tax	\$ 364,088	\$ 382,292	\$ 401,407	\$ 421,477	\$ 442,551
Federal Prevent. Maint.	70,507	71,212	73,903	74,642	75,388
Passenger	31,979	36,033	40,700	46,183	52,649
Advertising	1,363	2,015	2,445	2,717	2,779
Investment	4,807	5,548	5,645	6,046	4,749
CARES Act Funding	101,000				
Other	10,663	11,525	11,254	11,412	10,887
Total Revenues	584,408	508,625	535,353	562,476	589,003
Expenses:					
Bus	107,925	111,453	115,075	118,815	122,676
Commuter Rail	28,921	29,861	30,831	31,833	32,868
Light Rail	55,405	57,206	59,065	60,984	62,966
Paratransit	24,025	24,806	25,612	26,444	27,304
Rideshare/Vanpool	3,645	3,763	3,885	4,012	4,142
Operations Support	53,541	55,281	57,078	58,933	60,848
General/Administrative	40,129	48,189	49,755	51,372	53,041
Planning/Capital Support	6,393	6,601	6,816	7,037	7,266
Non-Departmental	6,562	17,037	17,589	18,159	18,747
Total Operating & Non-operating Expense	326,546	354,196	365,706	377,589	389,859
Net Available	257,862	154,429	169,648	184,887	199,144
Capital Revenues:					
Grants	75,793	69,751	65,475	87,376	4,670
Bonding		103,000			
Leasing	18,059	30,057	54,550	62,799	48,700
Local Partner Funding	24,533	11,145	2,705	20,020	1,667
State Funding	9,214	28,831	21,574	-	-
Total Capital Revenues	127,599	242,784	144,303	170,195	55,037
Capital Expense:					
Capital Outlay	255,619	230,138	187,990	233,576	105,432
Debt Service	146,075	159,852	172,300	178,597	187,627
Total Capital & Debt Service Expense	401,694	389,990	360,291	412,172	293,060
Net Change	(16,233)	7,223	(46,340)	(57,091)	(38,879)
Beginning Balance, January 1	352,121	335,888	343,111	296,771	239,680
Ending Balance, December 31	\$ 335,888	\$ 343,111	\$ 296,771	\$ 239,680	\$ 200,802



2021-2025 Assumptions and Major Changes from 2020 Projections

Assumptions		Major Changes from 2020 Projections
Revenues		
Sales Tax	5% average growth	
Federal Preventive Maintenance	1% funding growth rate plus new systems eligibility for funding	2020 federal funding increase
Advertising	No increase per third-party contract	None
Investment	Congressional Budget Office 3-month T-bill forecast plus 75 basis points	Reduced 100 basis points
Salt Lake City	Estimated service purchase	Slight increase in 2022-24
UDOT - State Contribution	2% annual increase	None
Operating Expense		
	98% of 2019 for 2021; 3.50% thereafter	Increased from 2.75%
Capital Revenues		
Grants	Awarded or soon to be awarded	\$75.1 million Ogden/WSU BRT
Leasing	Based upon revenue service vehicle or capital equipment purchases	
Local Partner Funding	Per agreements	\$20.8 million Ogden/WSU BRT
Capital Expense		
Ogden/WSU BRT	Five-year cost - \$120 million	Added project to five-year plan
State of Good Repair	\$344 million over five years	None
Salt Lake County Projects	4 th quarter funding to capital improvements	Allocated \$95 million over five-years
Debt Service		
	Based upon current outstanding debt	Includes 2020 new money bonds and 2020 refunding/restructuring bonds.



Long-range Financial Forecast Ending Balances

(In thousands)

	Budget 2021	Estimated 2022	Estimated 2023	Estimated 2024	Estimated 2025
Restricted Reserves:					
Debt Service	\$ 30,743	\$ 30,743	\$ 30,743	\$ 30,743	\$ 30,743
Debt Reduction	27,700	27,700	27,700	27,700	27,700
Service Sustainability	9,796	10,626	10,971	11,328	11,696
Capital	45,000	45,000	45,000	45,000	45,000
General Operating	39,186	42,504	43,885	45,311	46,783
Total Restricted Reserves	152,425	156,572	158,299	160,081	161,922
Unrestricted Cash Reserves	183,463	186,539	138,472	79,599	38,880
Ending Balance, December 31	\$ 335,888	\$ 343,111	\$ 296,771	\$ 239,680	\$ 200,802

Description of Restricted Reserves

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

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

Service Sustainability – Service stabilization reserve funded at a level equal to three percent (3%) of the Authority's budgeted operating expense, excluding non-operating expense, to be used to avoid service reductions at such times as the Authority faces a revenue shortfall or cost overrun due to extraordinary circumstances. The Board of Trustees must give its prior approval before funds in the service stabilization reserve are used.

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

General Operating – General operating reserves, including the risk reserve, funded at a level equal to at least twelve percent (12%) of the Authority's budgeted operating expense, excluding non-operating expense, to be used as a working capital account throughout the year. The Treasurer will manage the use of the funds in the general operating reserve



Sources and Uses

(dollars in thousands)

Summary of TFP (000's)		Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
A	Beginning Balance	\$352,121	\$335,888	\$343,111	\$296,771	\$239,680
	Revenue					
	Sales Tax	\$ 364,088	\$ 382,292	\$ 401,407	\$ 421,477	\$ 442,551
	Federal ¹	171,507	71,212	73,903	74,642	75,388
	Passenger	31,979	36,033	40,700	46,183	52,649
	Other Revenues	16,834	19,088	19,344	20,174	18,415
B	Total Revenues	\$ 584,408	\$ 508,625	\$ 535,353	\$ 562,476	\$ 589,003
C	Total Operating Expenses	\$326,546	\$354,196	\$365,706	\$377,589	\$389,859
D	Net Available	\$609,983	\$490,318	\$512,758	\$481,658	\$438,825
E	Capital Sources	\$ 127,599	\$ 242,784	\$ 144,303	\$ 170,195	\$ 55,037
F	Capital Uses	255,619	230,138	187,990	233,576	105,432
G	Debt Service	\$ 146,075	\$ 159,852	\$ 172,300	\$ 178,597	\$ 187,627
H	Net Change (Sources less Uses)	\$ (16,233)	\$ 7,223	\$ (46,340)	\$ (57,091)	\$ (38,879)
I	Ending Balance	\$ 335,888	\$ 343,111	\$ 296,771	\$ 239,680	\$ 200,802
J	Required Reserves	\$ 152,425	\$ 156,572	\$ 158,299	\$ 160,081	\$ 161,922
K	Unrestricted Fund Balance	\$ 183,463	\$ 186,539	\$ 138,472	\$ 79,599	\$ 38,880
	D = A + B - C					
	I = D + E - F - G					
	Footnote: ¹ CARES Act Funding 2021 \$101 million					

The Sources and Uses table above and the Long Range Financial Forecasts on the preceding pages are cash based financial plans. They do not reflect liabilities, amortization, depreciation or other long term obligations typically captured in UTA's annual financial statement (CAFR).



Capital Investment



Approved Utah Transit Authority Five-Year Capital Plan (2021-2025)

1 Introduction Purpose of document

Utah Transit Authority Board of Trustees' Policy No. 2.1 (Financial Management), requires the Executive Director to develop a five-year capital plan and update it every year for inclusion in the annual budget process discussions and approvals. The plan must be fiscally constrained and maintain all assets in a state of good repair to protect the Authority's capital investments, maintain safety and minimize future maintenance and replacement costs. Five-year forecasts help mitigate challenges of applying a one-year budget to multi-year projects, and helps in long-range budget planning, including setting of priorities.

1.1 Definition of Capital Projects

For the purpose of this document, capital projects include all construction, capital improvements, major equipment purchases and other special projects requiring one or more expenditures totaling \$25,000 or more. This includes projects that are partially or fully funded by outside funding sources (e.g. grants, state funds, local partners, etc.). Other requests under \$25,000 should be included in departmental operating budgets.

Examples of capital projects include:

- New construction (new transit infrastructure, facilities, buildings or major additions, including studies/design to support future project construction)
- Building repairs, renovations, demolition, or upgrades
- Major maintenance (capital renewal and deferred maintenance)
- Safety, ADA, or Legal Compliance construction projects
- Energy conservation improvements
- Grounds improvement
- Real Estate Acquisition or Leasing
- Vehicles
- HVAC/Reroofing Projects
- Telecommunication and Information Technology systems (hardware and/or software)
- New or replacement equipment or furniture

2 Five-year Capital Plan Development Process

The annual capital planning process results in a prioritized list of projects for the upcoming fiscal year capital budget and a forward-looking five-year capital plan. In general, the projects incorporated into the capital plan must reflect UTA's Strategic Plan and regional transit initiatives.

2.1 Project Requests

New project requests are submitted annually and prioritized by management for funding consideration. The proposed project should meet a specific objective such as a mobility need, state of good repair or infrastructure need or requirement, and be consistent with UTA's overall strategic plan and goals.

Project requests must include the overall project costs, the yearly budget needs for the project development, and the long term operating and maintenance costs, including state of good repair costs if applicable. Potential funding sources are also identified in the project request.



2.2 Project Prioritization

Completed project requests are compiled then prioritized by management. Prioritization considerations include:

- Assuring a safe system
- Taking care of/replacing what we have
- Leveraging grants and other partner funds
- Contributing to system improvements

Projects with a lower priority may be reduced in scope or moved to subsequent years as necessary. Once prioritized, the draft 5-year plan is submitted to the Executive Team for review. Requests are trimmed as needed to meet the anticipated 5-year budget resources, which is based on committed or reasonably foreseeable funding sources.

2.3 Proposed Capital Plan

The 2021-2025 capital requests have been compiled and prioritized. Tables showing the proposed capital budget by year are presented below in year of expenditure dollars, as well as overall 5-year summaries by both project type and funding source. Attachment A shows the detailed list of projects proposed to be funded, including the annual and 5-year budget, anticipated grant and local partner funds, and the required UTA funds for each project.

The proposed capital plan for 2021 will be incorporated into UTA's proposed 2021 annual budget. Any new, unforeseen items that come up during the year will be considered for annual budget amendments as needed.

3 Five-Year Plans

The five-year capital plan will be updated annually. Cost estimates and potential funding sources for projects are more accurate the closer they are to year of expenditure; therefore, in addition to including new project requests each year, the plan will be updated as necessary to adjust project costs and year of expenditure as they become more refined for each project. Funding sources and amounts will also be updated as they become more certain. New grant and partner funds would reduce the amount of needed bond funds.

Approval of the 5-year capital plan will authorize the Agency to enter contracts for those projects that are multi-year in nature.

This 5-year capital plan will inform the ongoing updates to regional transportation plans and associated implementation funding plans prepared by the metropolitan planning organizations within UTA's service area.



3.1 Project Requests

A number of the projects in the 5-year plan reasonably assume that significant local, state, and/or federal funds would be available. If those funds do not materialize, the project would need to be delayed until such time as additional funding could be secured. These projects include:

- Ogden/WSU BRT: Federal Transit Administration Small Starts grant anticipated
- Sharp/Tintic Railroad Connection: Federal Railroad Administration/CRISI grant anticipated
- Midvalley BRT: Federal Transit Administration Small Starts grant anticipated
- FrontRunner Double Tracking: Potential BUILD grant, State and/or TTIF funds
- Point of the Mountain EIS and Preliminary Design: Potential BUILD planning grant and/or TTIF
- Davis-SLC Community Connector: Potential Small Starts, Bus & Bus Facilities grant and/or TTIF

For any new capital development project, such as the Midvalley BRT or the Davis-SLC Community Connector, the locally preferred alternative and the funding plan would have to be presented to the UTA Advisory Council and recommended for approval before the project construction could advance.

The details of the UTA 2021 through 2025 Five-year Capital Plan are presented in the tables on the following pages.



Adopted 2021 Capital Budget Summary

Project Categories	2021 Proposed Budget	Grants	State/Local Partners	UTA Funds*
Information Technology	\$16,060,000	\$1,172,000		\$14,888,000
Safety and Security	1,046,000	274,000		772,000
Revenue Vehicles & White Fleet	22,559,000			22,559,000
Vehicle Rehab & Repair	12,799,000	787,000		12,011,000
Facilities Maintenance	2,650,000			2,650,000
Rail Maintenance	23,625,000			23,625,000
Airport LRT	7,000,000			7,000,000
Depot District	32,400,000	9,900,000	2,500,000	20,000,000
Ogden-Weber BRT	52,580,000	42,500,000	8,450,000	1,630,000
TIGER First/Last Mile	13,171,000	5,201,000	7,889,000	81,000
Northern Utah County Double Track	9,000,000			9,000,000
Midvalley BRT	3,000,000		3,000,000	0
Other Capital Projects	59,729,000	15,959,000	11,908,000	31,861,000
Total	\$255,619,000	\$75,793,000	\$33,748,000	\$146,078,000

*UTA 2021 funds include: \$51,259,000 in bonds and \$28,306,000 in leasing



2022 Capital Plan Summary

Project Categories	2022 Proposed Budget	Grants	State/Local Partners	UTA Funds*
Information Technology	\$4,324,000			\$4,324,000
Safety and Security	936,000			936,000
Rev. Vehicles & White Fleet	32,957,000	6,540,000		26,417,000
Vehicle Rehab & Repair	15,032,000	764,000		14,268,000
Facilities Maintenance	3,600,000			3,600,000
Rail Maintenance	17,375,000			17,375,000
Depot District	31,200,000	3,700,000	2,500,000	25,000,000
Ogden-Weber BRT	37,029,000	30,000,000	2,229,000	4,800,000
TIGER First/Last Mile	1,655,000	1,050,000	605,000	
Midvalley BRT	18,200,000		18,200,000	
Other Capital Projects	67,830,000	27,697,000	16,442,000	23,692,000
Total	\$230,138,000	\$69,751,000	\$39,976,000	\$120,412,000

*UTA 2022 funds include: \$45,700,000 in bonds and \$23,492,000 in leasing



2023 Capital Plan Summary

Project Categories	2023 Proposed Budget	Grants	State/Local Partners	UTA Funds*
Information Technology	\$5,774,000			\$5,774,000
Safety and Security	756,000			756,000
Rev. Vehicles & White Fleet	56,300,000	9,040,000		47,260,000
Vehicle Rehab & Repair	13,899,000	3,350,000		10,549,000
Facilities Maintenance	2,350,000			2,350,000
Rail Maintenance	18,550,000			18,550,000
Depot District	2,500,000		2,500,000	0
Ogden-Weber BRT	5,203,000	4,473,000		730,000
Midvalley BRT	48,000,000	39,000,000	9,000,000	
Other Capital Projects	34,658,000	9,611,000	12,779,000	12,268,000
Total	\$187,990,000	\$65,475,000	\$24,279,000	\$98,237,000

*UTA 2023 funds include: \$14,880,000 in bonds and \$45,510,000 in leasing



2024 Capital Plan Summary

Project Categories	2024 Proposed Budget	Grants	State/Local Partners	UTA Funds*
Information Technology	\$10,993,000			\$10,993,000
Safety and Security	756,000			756,000
Rev. Vehicles & white fleet	56,649,000			56,649,000
Vehicle Rehab & Repair	13,685,000	2,400,000		11,285,000
Facilities Maintenance	2,600,000			2,600,000
Rail Maintenance	16,963,000			16,963,000
Midvalley BRT	10,000,000	10,000,000		
Davis-SLC Connector	100,000,000	70,000,000	20,000,000	10,000,000
Other Capital Projects	21,930,000	4,976,000	20,000	16,934,000
Total	\$233,576,000	\$87,376,000	\$20,020,000	\$126,180,000

*UTA 2024 funds include: \$31,573,000 in bonds and \$62,799,000 in leasing



2025 Capital Plan Summary

Project Categories	2025 Proposed Budget	Grants	State/Local Partners	UTA Funds*
Information Technology	\$2,715,000			\$2,715,000
Safety and Security	700,000			700,000
Rev. Vehicles & white fleet	56,200,000			56,200,000
Vehicle Rehab & Repair	15,582,000	2,400,000		13,182,000
Facilities Maintenance	4,350,000			4,350,000
Rail Maintenance	17,613,000			17,613,000
Other Capital Projects	8,273,000	2,270,000	1,667,000	4,336,000
Total	\$105,432,000	\$4,670,000	\$1,667,000	\$99,096,000

*UTA 2025 funds include: \$8,000,000 in bonds and \$48,700,000 in leasing



Five-Year Capital Plan Summary by Project Category

Project Categories	Proposed 5-Year Budget	Grants	State/Local Partners	UTA Funds*
Information Technology	\$39,866,000	\$1,172,000		\$38,694,000
Safety and Security	4,194,000	274,000		3,920,000
Rev. Vehicles & white fleet	224,664,000	15,579,000		209,085,000
Vehicle Rehab & Repair	70,997,000	9,700,000		61,297,000
Facilities Maintenance	15,550,000			15,550,000
Rail Maintenance	94,125,000			94,125,000
Airport LRT	7,000,000			7,000,000
Depot District	66,100,000	13,600,000	7,500,000	45,000,000
Ogden-Weber BRT	94,813,000	76,973,000	10,679,000	7,160,000
TIGER First/Last Mile	14,826,000	6,251,000	8,494,000	81,000
Northern Utah County Double Track	9,000,000			9,000,000
Midvalley BRT	79,200,000	49,000,000	30,200,000	0
Davis-SLC Connector	107,800,000	70,000,000	23,500,000	14,300,000
Other Capital Projects	184,621,000	60,454,000	39,316,000	84,791,000
Total	\$1,012,755,000	\$303,004,000	\$119,689,000	\$590,002,000

*UTA 5-year funds include: \$151,412,000 in bonds and \$208,807,000 in leasing



Five-Year Capital Plan Summary by Year

Year	Proposed Budget	Grants	State/Local Partners	UTA Funds*
2021	\$255,619,000	\$75,793,000	\$33,748,000	\$146,078,000
2022	230,138,000	69,751,000	39,976,000	120,412,000
2023	187,990,000	65,475,000	24,279,000	98,237,000
2024	233,576,000	87,376,000	20,020,000	126,180,000
2025	105,432,000	4,670,000	1,667,000	99,096,000
Total	\$1,012,755,000	\$303,004,000	\$119,689,000	\$590,002,000

*UTA funds include: \$151,412,000 in bonds and \$208,807,000 in leasing



UTA 5-Year Capital Plan - Project Detail

UTA 5-Year Capital Plan: 2021-2025 Project Summary

Project Name	2021 Proposed Budget	Total UTA Funds	2022 Proposed Budget	Total UTA Funds	2023 Proposed Budget	Total UTA Funds	2024 Proposed Budget	Total UTA Funds	2025 Proposed Budget	Total UTA Funds	5-Year Proposed Budget	Total UTA 5-yr Funds
Information Technology												
1 In-house App Dev. & Enhancements	100,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	900,000	900,000
2 Radio Communication Infrastructure	150,000	150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	550,000	550,000
3 Server, Storage Infrastructure Eq & SW	245,000	245,000	324,000	324,000	279,000	279,000	323,000	323,000	255,000	255,000	1,426,000	1,426,000
4 Rail Communication On-Board Tech	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	500,000
5 Info Security Eq/SW (PCI Comp & Cyber Security)	440,000	440,000	200,000	200,000	445,000	445,000	210,000	210,000	260,000	260,000	1,555,000	1,555,000
6 Bus Communication On-Board Tech	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	500,000
7 IT Managed Reserved (formerly IT Pool)	400,000	400,000	400,000	400,000	350,000	350,000	400,000	400,000	400,000	400,000	1,950,000	1,950,000
8 Network & Infrastructure Equipment	325,000	325,000	475,000	475,000	450,000	450,000	510,000	510,000	300,000	300,000	2,060,000	2,060,000
9 FrontRunner WiFi Enhancements	250,000	250,000	350,000	350,000	50,000	50,000	50,000	50,000	50,000	50,000	750,000	750,000
10 Init APC Upgrade	340,000	340,000	500,000	500,000	-	-	-	-	-	-	840,000	840,000
11 Electronic Fare Collection Maint & Rep	2,500,000	2,500,000	225,000	225,000	300,000	300,000	-	-	-	-	3,025,000	3,025,000
12 ArcGIS GeoEvent Server for Live Data	25,000	25,000	-	-	-	-	-	-	-	-	25,000	25,000
13 Rail TWM SOGR - PCI Compliance	7,800,000	7,800,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	8,000,000	8,000,000
14 TWM for UVX (needed if Free Fare ends)	1,100,000	1,100,000	-	-	-	-	-	-	-	-	1,100,000	1,100,000
15 New Radio Communication System	-	-	-	-	2,000,000	2,000,000	8,000,000	8,000,000	500,000	500,000	10,500,000	10,500,000
16 E Voucher Software Development	215,000	43,000	-	-	-	-	-	-	-	-	215,000	43,000
17 Passenger Information	300,000	300,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	1,700,000	1,700,000
18 Transit Management System	1,620,000	620,000	900,000	900,000	950,000	950,000	550,000	550,000	-	-	4,020,000	3,020,000
19 JDE System Enhancement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
Total Information Technology	16,060,000	14,888,000	4,324,000	4,324,000	5,774,000	5,774,000	10,993,000	10,993,000	2,715,000	2,715,000	39,866,000	38,634,000
Safety & Security/Police												
Safety & Security												
20 Corridor Fencing	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
21 Camera Sustainability	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
22 Access Control for Data Rooms	10,000	10,000	-	-	-	-	-	-	-	-	10,000	10,000
23 Bus Camera Overhaul/Replacement	40,000	40,000	40,000	40,000	-	-	-	-	-	-	80,000	80,000
24 Bus Safety and Security	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	150,000	150,000
25 Facility Security	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
26 Next Crossing Camera Installation	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	200,000	200,000
27 Safety General Projects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	500,000
28 Security General Projects	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	100,000	100,000
29 Suicide Prevention Research Project	280,000	56,000	-	-	-	-	-	-	-	-	280,000	56,000
Safety & Security Total	670,000	446,000	380,000	380,000	340,000	340,000	340,000	340,000	340,000	340,000	2,070,000	1,846,000
Police												
30 Ballistic Vest Replacement	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	25,000	25,000	85,000	85,000
31 Vehicle Replacement/Expansion	290,000	290,000	370,000	370,000	330,000	330,000	330,000	330,000	320,000	320,000	1,640,000	1,640,000
32 Tasers	-	-	100,000	100,000	-	-	-	-	-	-	100,000	100,000
33 Emergency Operations Training	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	75,000	75,000
34 Police Radio Replacements	56,000	6,000	56,000	56,000	56,000	56,000	56,000	56,000	-	-	224,000	174,000
Police Total	376,000	326,000	556,000	556,000	416,000	416,000	416,000	416,000	360,000	360,000	2,124,000	2,074,000
Total Safety & Security	1,046,000	772,000	936,000	936,000	756,000	756,000	756,000	756,000	700,000	700,000	4,194,000	3,920,000



UTA 5-Year Capital Plan: 2021-2025 Project Summary

Asset Management (Vehicles, Facilities, Rail Infrastructure, Rail Systems)	2021 Proposed Budget	Total UTA Funds	2022 Proposed Budget	Total UTA Funds	2023 Proposed Budget	Total UTA Funds	2024 Proposed Budget	Total UTA Funds	2025 Proposed Budget	Total UTA Funds	5-Year Proposed Budget	Total 5-yr UTA Funds
Vehicles												
36 Bus Replacement	12,800,000	12,800,000	11,307,289	11,307,289	35,200,000	35,200,000	50,100,000	50,100,000	43,000,000	43,000,000	152,407,289	152,407,289
36 20 Electric Buses/Infrastructure-SLCo	-	-	14,200,000	7,660,380	12,879,240	3,839,620	-	-	-	-	27,079,240	11,500,000
37 Van Pool Replacement	2,205,720	2,205,720	1,424,498	1,424,498	1,270,960	1,270,960	1,423,240	1,423,240	1,800,000	1,800,000	8,124,418	8,124,418
38 Paratransit Vehicle Replacement	3,052,899	3,052,899	3,125,376	3,125,376	3,199,593	3,199,593	3,275,592	3,275,592	3,400,000	3,400,000	16,053,460	16,053,460
39 Bus Engine/Trans/Comp Rehab/Replace	1,500,000	1,500,000	3,000,000	3,000,000	3,000,000	600,000	3,000,000	600,000	3,000,000	600,000	13,500,000	6,300,000
40 Light Rail Vehicle Rehab	6,690,210	6,690,210	7,181,775	7,181,775	7,699,275	7,699,275	8,285,150	8,285,150	10,581,775	10,581,775	40,438,185	40,438,185
41 Commuter Rail Engine Overhaul	2,608,435	1,821,751	2,500,000	1,736,221	1,500,000	550,000	-	-	-	-	6,608,435	4,107,972
42 Non-Rev Service Vehicle Replace	1,500,000	1,500,000	650,000	650,000	750,000	750,000	350,000	350,000	500,000	500,000	3,750,000	3,750,000
43 Comet Car Replacement	3,000,000	3,000,000	2,250,000	2,250,000	3,000,000	3,000,000	1,500,000	1,500,000	7,500,000	7,500,000	17,250,000	17,250,000
44 LRV Accident Repair	1,500,000	1,500,000	1,600,000	1,600,000	700,000	700,000	400,000	400,000	-	-	4,200,000	4,200,000
45 Commuter Rail Vehicle Rehab	500,000	500,000	750,000	750,000	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	6,250,000	6,250,000
Vehicles Total	35,357,264	34,570,580	47,988,938	40,635,539	70,199,068	57,809,448	70,333,982	67,933,982	71,781,775	69,381,775	295,661,027	270,381,324
Facilities												
46 Facilities Rehab and Replacement	1,000,000	1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	7,000,000	7,000,000
47 Equipment Managed Reserve	250,000	250,000	500,000	500,000	500,000	500,000	500,000	500,000	1,000,000	1,000,000	2,750,000	2,750,000
48 Stations and Platforms Rehab/Replace	350,000	350,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,350,000	1,350,000
49 Park and Ride Rehab/Replacement	500,000	500,000	750,000	750,000	500,000	500,000	750,000	750,000	1,000,000	1,000,000	3,500,000	3,500,000
50 Meadowbrook Flooring/Lighting	450,000	450,000	-	-	-	-	-	-	-	-	450,000	450,000
51 Building Remodels/Reconfiguration	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	500,000
Facilities Total	2,650,000	2,650,000	3,600,000	3,600,000	2,350,000	2,350,000	2,600,000	2,600,000	4,350,000	4,350,000	15,550,000	15,550,000
Rail Infrastructure												
52 Rail Rehab and Replacement	7,250,000	7,250,000	2,200,000	2,200,000	1,375,000	1,375,000	750,000	750,000	4,000,000	4,000,000	15,575,000	15,575,000
53 Ballast and Ties Rehab/Replacement	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000	1,250,000
54 Bridge Rehabilitation & Maintenance	650,000	650,000	300,000	300,000	450,000	450,000	300,000	300,000	400,000	400,000	2,100,000	2,100,000
55 Grade Crossings Rehab/Replacement	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	10,000,000
Rail Infrastructure Total	10,150,000	10,150,000	4,750,000	4,750,000	4,075,000	4,075,000	3,300,000	3,300,000	6,650,000	6,650,000	28,925,000	28,925,000
Rail Systems												
56 Traction Power Rehab/Replacement	6,500,000	6,500,000	9,500,000	9,500,000	11,000,000	11,000,000	11,000,000	11,000,000	500,000	500,000	38,500,000	38,500,000
57 Train Control Rehab/Replacement	4,750,000	4,750,000	650,000	650,000	2,000,000	2,000,000	500,000	500,000	500,000	500,000	8,400,000	8,400,000
58 Rail Switches/Trackwork Controls	1,200,000	1,200,000	1,200,000	1,200,000	450,000	450,000	1,200,000	1,200,000	4,500,000	4,500,000	8,550,000	8,550,000
59 Stray Current Mitigation	525,000	525,000	525,000	525,000	525,000	525,000	462,500	462,500	462,500	462,500	2,500,000	2,500,000
60 OCS Rehab/Replacement	500,000	500,000	750,000	750,000	500,000	500,000	500,000	500,000	500,000	500,000	2,750,000	2,750,000
61 Fiber Replacement	-	-	-	-	-	-	-	-	4,500,000	4,500,000	4,500,000	4,500,000
62 Red Light Signal Enforcement	-	-	-	-	-	-	-	-	-	-	-	-
Rail Systems Total	13,475,000	13,475,000	12,625,000	12,625,000	14,475,000	14,475,000	13,662,500	13,662,500	10,962,500	10,962,500	65,200,000	65,200,000
Total Asset Management	61,632,264	60,845,580	68,963,938	61,660,539	91,099,068	78,709,448	89,896,482	87,496,482	93,744,275	91,344,275	405,336,027	380,056,324



UTA 5-Year Capital Plan: 2021-2025 Project Summary

Capital Development Projects	2021 Proposed Budget	Total UTA Funds	2022 Proposed Budget	Total UTA Funds	2023 Proposed Budget	Total UTA Funds	2024 Proposed Budget	Total UTA Funds	2025 Proposed Budget	Total UTA Funds	5-Year Proposed Budget	Total 5-yr UTA Funds
63 Airport Station Relocation	7,000,000	7,000,000	-	-	-	-	-	-	-	-	7,000,000	7,000,000
64 3300/3500 South MAX Exp/Optimization	-	-	-	-	-	-	-	-	-	-	-	-
65 Depot District	32,400,124	20,000,000	31,200,000	25,000,000	2,500,000	-	-	-	-	-	66,100,124	45,000,000
66 Ogden/Weber State University BRT	52,580,513	1,630,513	37,029,004	4,800,000	5,202,996	729,546	-	-	-	-	94,812,513	7,160,059
67 TIGER Program of Projects	13,170,900	80,617	1,855,000	-	-	-	-	-	-	-	14,825,900	80,617
68 Box Elder Right of Way Preservation	1,000,000	1,000,000	4,000,000	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	-	9,000,000	9,000,000
69 Weber City CR ROW Preservation	1,000,000	-	3,000,000	3,000,000	-	-	-	-	-	-	4,000,000	3,000,000
70 Signal Pre-emption Projects w/UDOT	250,000	-	250,000	-	-	-	-	-	-	-	500,000	-
71 Queue Cutter Projects with UDOT	250,000	-	250,000	-	-	-	-	-	-	-	500,000	-
72 Point of Mountain AA/EIS	2,500,000	500,000	3,000,000	500,000	3,000,000	500,000	-	-	-	-	8,500,000	1,500,000
73 Office Equipment Reserve	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	500,000
74 Positive Train Control	2,500,000	2,500,000	801,808	801,808	-	-	-	-	-	-	3,301,808	3,301,808
75 Northern Utah County Double Track	9,000,000	9,000,000	-	-	-	-	-	-	-	-	9,000,000	9,000,000
76 Bus Stop Imp System-Wide ADA	1,000,000	200,000	1,000,000	200,000	1,000,000	200,000	1,000,000	200,000	-	-	4,000,000	800,000
77 Bus Stop Imp/signage - SL County	2,500,000	2,500,000	1,575,000	1,575,000	1,653,750	1,653,750	1,736,438	1,736,438	1,736,439	1,736,439	9,201,627	9,201,627
78 UTA ADA Bus Stop Imp Utah Cnty	-	-	-	-	-	-	364,261	24,661	-	-	364,261	24,661
79 Wayfinding Signage	650,000	650,000	1,250,000	1,050,000	1,350,000	1,150,000	1,500,000	1,300,000	-	-	4,750,000	4,150,000
80 Operator Restrooms System-Wide	400,000	80,000	750,000	750,000	750,000	150,000	750,000	150,000	-	-	2,650,000	1,130,000
81 Operator Restrooms - SL County	200,000	200,000	-	-	-	-	-	-	-	-	200,000	200,000
82 650 South Station	2,000,000	-	-	-	-	-	-	-	-	-	2,000,000	-
83 Davis-SLC Community Connector	300,000	300,000	7,500,000	4,000,000	-	-	100,000,000	10,000,000	-	-	107,800,000	14,300,000
84 Sharp-Tintic Rail Connection	2,309,867	40,348	6,479,832	113,189	798,093	13,942	-	-	-	-	9,587,792	167,480
85 North Temple EOL (SLC CMAQ grant)	-	-	-	-	-	-	-	-	3,936,600	-	3,936,600	-
86 U of U EOL	-	-	-	-	-	-	-	-	-	-	-	-
87 Fort Union EOL	3,000,000	3,000,000	-	-	-	-	-	-	-	-	3,000,000	3,000,000
88 5600 WA500 S EOL	3,000,000	3,000,000	-	-	-	-	-	-	-	-	3,000,000	3,000,000
89 Meadowbrook Expansion	2,600,000	2,600,000	-	-	-	-	-	-	-	-	2,600,000	2,600,000
90 FR Business Plan	-	-	-	-	-	-	-	-	-	-	-	-
91 Layton FrontRunner Parking Garage	-	-	-	-	4,700,000	-	-	-	-	-	4,700,000	-
92 FR Snow Melt System Replacement	50,000	50,000	5,000,000	5,000,000	4,000,000	4,000,000	-	-	-	-	9,050,000	9,050,000
93 MSP220-5310	250,000	10,000	-	-	-	-	-	-	-	-	250,000	10,000
94 MSP221-5310	100,000	5,000	-	-	-	-	-	-	-	-	100,000	5,000
95 MSP222-5310	140,000	8,000	-	-	-	-	-	-	-	-	140,000	8,000
96 FY1920 - 5310 Funds - SLWV	3,357,034	-	479,576	-	-	-	-	-	-	-	3,836,610	-
97 FY1920 - 5310 Funds - OIL	1,884,227	-	268,175	-	-	-	-	-	-	-	2,152,402	-
98 FY1920 - 5310 Funds - P/O	1,268,262	-	181,180	-	-	-	-	-	-	-	1,449,442	-
99 FY2122 - 5310 Funds - SLWV	-	-	1,357,581	-	-	-	-	-	-	-	1,357,581	-
100 FY2122 - 5310 Funds - OIL	-	-	778,753	-	-	-	-	-	-	-	778,753	-
101 FY2122 - 5310 Funds - P/O	-	-	513,055	-	-	-	-	-	-	-	513,055	-
102 FY2324 - 5310 Funds - SLWV	-	-	-	-	-	-	1,412,427	-	-	-	1,412,427	-
103 FY2324 - 5310 Funds - OIL	-	-	-	-	-	-	810,215	-	-	-	810,215	-
104 FY2324 - 5310 Funds - P/O	-	-	-	-	-	-	533,782	-	-	-	533,782	-
105 5310 Admin Funds	280,142	-	294,522	-	306,420	-	-	-	-	-	881,084	-



UTA 5-Year Capital Plan: 2021-2025 Project Summary

Capital Development Projects (continued)	2021 Proposed Budget	Total UTA Funds	2022 Proposed Budget	Total UTA Funds	2023 Proposed Budget	Total UTA Funds	2024 Proposed Budget	Total UTA Funds	2025 Proposed Budget	Total UTA Funds	5-Year Proposed Budget	Total 5-yr UTA Funds
106 Capital Planning/Env Analysis	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000
107 Mid-Valley Connector	3,000,000	-	18,200,000	-	48,000,000	-	10,000,000	-	-	-	79,200,000	-
108 FrontRunner Double Tracking	2,500,000	-	25,000,000	-	12,500,000	-	-	-	-	-	40,000,000	-
109 Green Line Reconfiguration	1,200,000	200,000	-	-	-	-	-	-	-	-	1,200,000	200,000
110 Central Corridor Transit	1,500,000	101,550	1,500,000	101,550	-	-	-	-	-	-	3,000,000	203,100
111 Warm Springs upgrades/exp	1,738,000	1,738,000	-	-	-	-	8,923,000	8,923,000	-	-	10,661,000	10,661,000
112 Gap filler on FR stations	1,000,000	1,000,000	-	-	-	-	-	-	-	-	1,000,000	1,000,000
113 Historic Utah Southern Rail Trail	-	-	-	-	-	-	300,000	-	-	-	300,000	-
114 Mt. Ogden Admin Bldg expansion	235,000	235,000	-	-	-	-	-	-	-	-	235,000	235,000
115 Tooele Bus Facility	967,751	-	-	-	-	-	-	-	-	-	967,751	-
116 Clearfield FR Station Trail	1,739,817	89,817	-	-	-	-	-	-	-	-	1,739,817	89,817
117 Operator Shack at Univ Med EOL	175,000	175,000	-	-	-	-	-	-	-	-	175,000	175,000
118 Provo-Orem BRT	3,010,967	3,010,967	-	-	-	-	-	-	-	-	3,010,967	3,010,967
119 Sandy Parking Structure	4,204,174	1,419,921	-	-	-	-	-	-	-	-	4,204,174	1,419,921
120 MOW Building - OK	350,000	350,000	-	-	-	-	-	-	-	-	350,000	350,000
121 New FLHQ Space Planning	45,000	45,000	-	-	-	-	-	-	-	-	45,000	45,000
122 Light Rail Seat Replacement	4,154,000	4,154,000	-	-	-	-	-	-	-	-	4,154,000	4,154,000
123 5310 Ogden Layon Funds	60,000	-	-	-	-	-	-	-	-	-	60,000	-
124 Passenger Info Improvements	1,459,743	98,743	-	-	-	-	-	-	-	-	1,459,743	98,743
125 Capital Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	10,000,000
Total Capital Development Projects	176,880,521	69,572,476	155,914,486	53,491,547	90,361,259	12,997,238	131,930,123	26,934,099	8,273,039	4,336,439	563,359,428	167,331,800
Total Overall Capital Budget	255,618,785	146,078,056	230,138,424	120,412,086	187,990,327	98,236,686	233,575,605	126,179,581	105,432,314	99,095,714	1,012,755,455	590,002,124

Summary by Category	2021 Proposed Budget	Total UTA Funds	2022 Proposed Budget	Total UTA Funds	2023 Proposed Budget	Total UTA Funds	2024 Proposed Budget	Total UTA Funds	2025 Proposed Budget	Total UTA Funds	5-Year Proposed Budget	Total 5-yr UTA Funds
Information Technology	16,060,000	14,888,000	4,324,000	4,324,000	5,774,000	5,774,000	10,993,000	10,993,000	2,715,000	2,715,000	39,866,000	38,694,000
Safety & Security	1,048,000	772,000	936,000	936,000	756,000	756,000	756,000	756,000	700,000	700,000	4,194,000	3,920,000
Revenue Service Vehicles & white fleet	22,558,619	22,558,619	32,957,163	26,417,543	56,299,793	47,260,173	56,648,832	56,648,832	56,200,000	56,200,000	224,664,407	209,085,167
Vehicles - Rehab/Repair	12,798,645	12,011,961	15,031,775	14,267,996	13,899,275	10,549,275	13,685,150	11,285,150	15,581,775	13,181,775	70,996,620	61,296,157
Facilities Maintenance	2,650,000	2,650,000	3,600,000	3,600,000	2,350,000	2,350,000	2,600,000	2,600,000	4,350,000	4,350,000	15,550,000	15,550,000
Rail Maintenance Projects	23,625,000	23,625,000	17,375,000	17,375,000	18,550,000	18,550,000	16,962,500	16,962,500	17,612,500	17,612,500	94,125,000	94,125,000
Airport LRT	7,000,000	7,000,000	-	-	-	-	-	-	-	-	7,000,000	7,000,000
Depot District	32,400,124	20,000,000	31,200,000	25,000,000	2,500,000	-	-	-	-	-	66,100,124	45,000,000
Ogden/Weber BRT	52,580,513	1,630,513	37,029,004	4,800,000	5,202,996	729,546	-	-	-	-	94,812,513	7,160,059
TIGER First/Last Mile Projects	13,170,900	80,617	1,655,000	-	-	-	-	-	-	-	14,825,900	80,617
Northern Utah Cnty DBI Track	9,000,000	9,000,000	-	-	-	-	-	-	-	-	9,000,000	9,000,000
Midvalley BRT	3,000,000	-	18,200,000	-	48,000,000	-	10,000,000	-	-	-	79,200,000	-
Davis-SLC Connector	300,000	300,000	7,500,000	4,000,000	-	-	100,000,000	10,000,000	-	-	107,800,000	14,300,000
Other Capital Projects	59,428,984	31,561,346	60,330,482	19,691,547	34,658,263	12,267,692	21,930,123	16,934,099	8,273,039	4,336,439	184,620,891	84,791,124
Total Overall Capital Budget	255,618,785	146,078,056	230,138,424	120,412,086	187,990,327	98,236,686	233,575,605	126,179,581	105,432,314	99,095,714	1,012,755,455	590,002,124



Debt



Summary

UTA does not use short-term debt to bridge the gap between the timing of expenditures and the receipt of revenues. The current 5-year Capital Plan forecasts \$103 million in additional bonds will be issued in 2022, with \$106 million of bond proceeds currently in escrow to fund 2021 capital projects. All of these bonds have been or are currently anticipated to be executed under the General Indenture of Trust created in 2002.

Future Assumptions:

- All-in Issuance Costs: 1.25% of par value
- Bond Interest Rate: 3.16%
- Bond Term: 20 years
- No Interest Only Payment Period on Bonds
- Bonds may have a non-level principal amortization structure.

Debt Capacity

If UTA issued General Obligation Bonds, according to Utah State law, the amount of debt issued by UTA cannot exceed 3% of the fair market valuation of property located within the regional transit authority's district.

UTA has historically issued issues Sales Tax Revenue Bonds. Such bonds do not have any statutory debt limitations. Sales Tax Revenue Bonds are constrained by UTA's ability to repay the principle and interest amounts annually with Sales Tax revenues. An important metric of UTA's financial health is the amount of pledged sales taxes annually in relation to the debt service due in the given year, or debt service coverage ratio (DSCR).

Debt Service Coverage Ratio (DSCR)	Policy Minimum DSCR Requirements	Minimum DSCR Forecasted	Year of Minimum
Senior Lien	2.0x	2.99x	2036
Subordinate Lien	1.2x	2.53x	2040

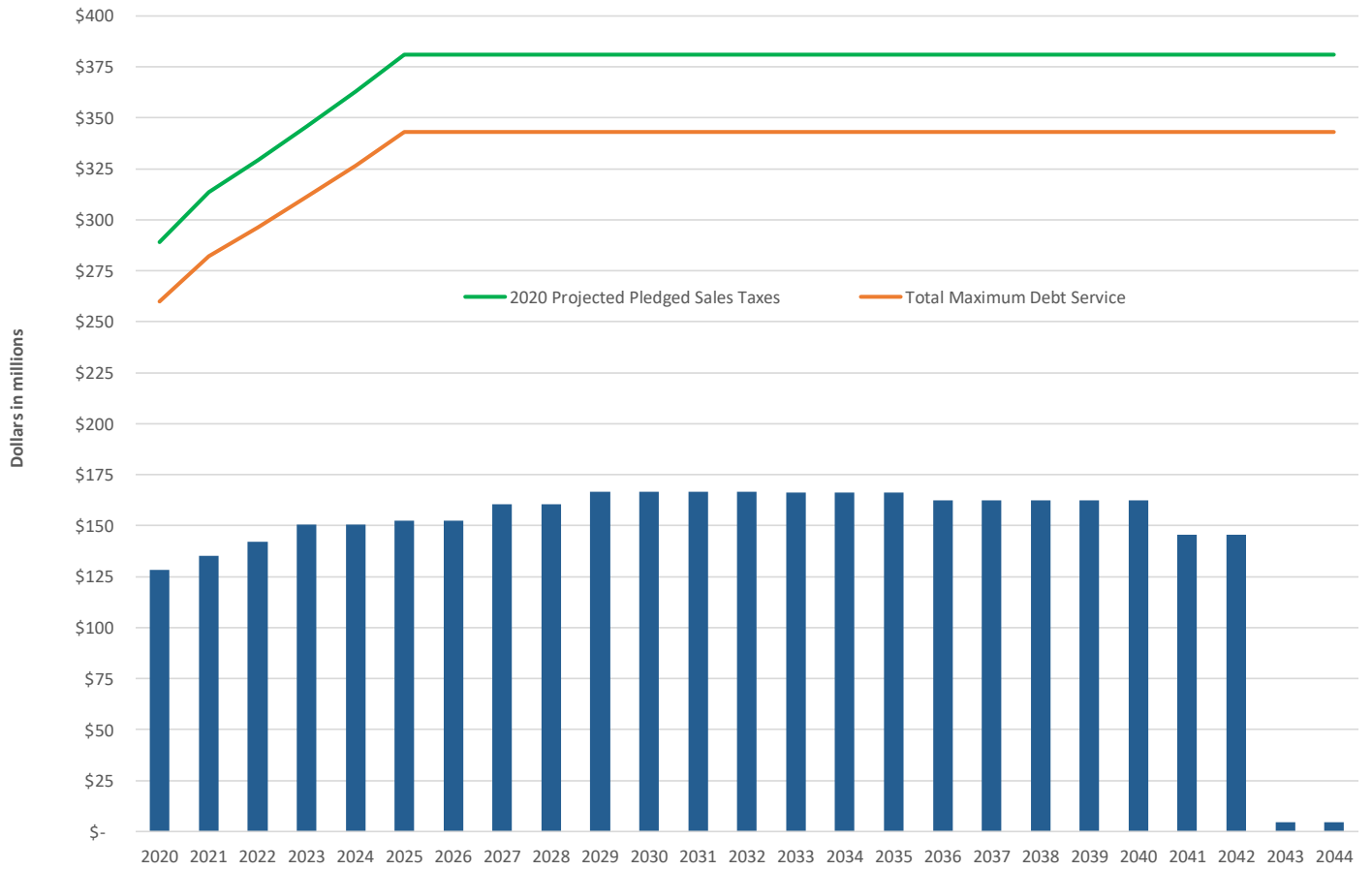


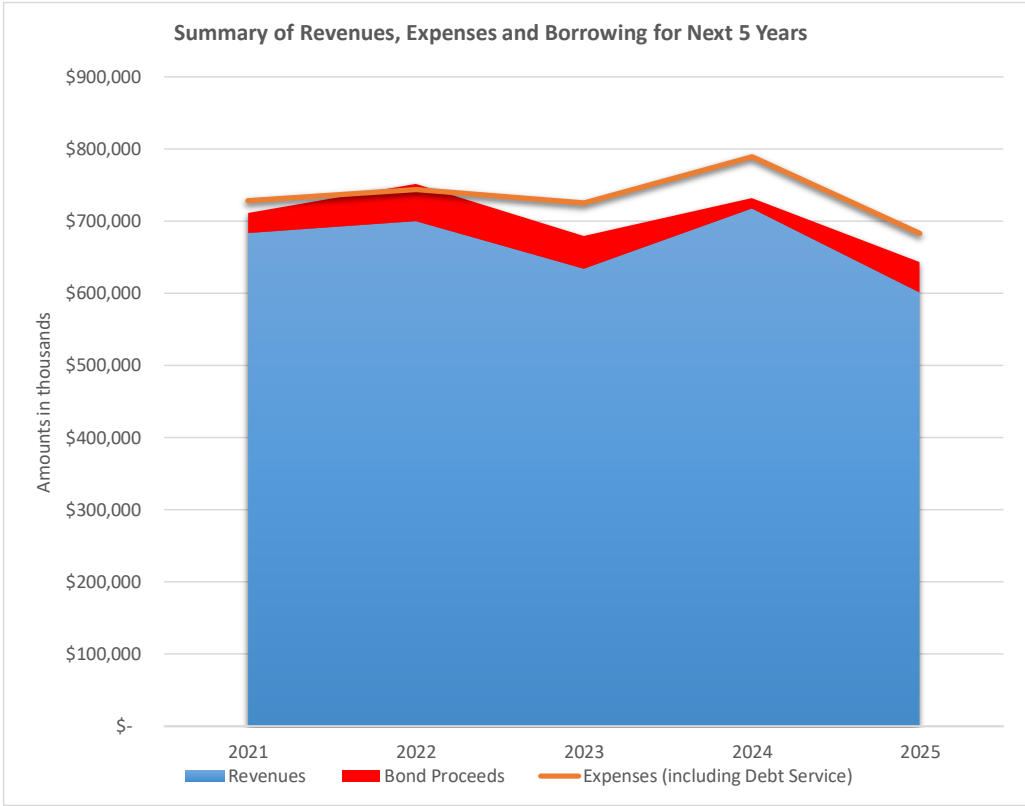
UTA's net debt service coverage ratio reaches a minimum of 2.29 in 2029 and corresponds to the first year of UTA's maximum annual debt service projected. Adherence to other minimum debt service coverage ratios are detailed on the table on the next page.

Year	2020 Projected Pledged Sales Taxes	Senior Lien Debt Payments (Principal and Interest)	Senior Lien Projected Debt Service Coverage Ratio	Subordinate Lien Debt Payments (Principal and Interest)	Subordinate Lien Projected Debt Service Coverage Ratio	Subordinate Lien Minimum Debt Service Coverage Ratio	Total Debt Payments	Total Projected Debt Service Coverage Ratio
2020	\$ 288,981,529	\$ 86,551,344	3.34	\$ 41,594,642	6.95	\$ 115,592,612	\$ 128,145,986	2.26
2021	313,598,560	94,076,195	3.33	41,136,364	7.62	125,439,424	135,212,559	2.32
2022	329,278,488	98,153,494	3.35	43,801,739	7.52	131,711,395	141,955,233	2.32
2023	345,742,412	104,042,862	3.32	46,453,864	7.44	138,296,965	150,496,726	2.30
2024	363,029,533	104,045,729	3.49	46,447,864	7.82	145,211,813	150,493,593	2.41
2025	381,181,010	105,981,925	3.60	46,451,239	8.21	152,472,404	152,433,164	2.50
2026	381,181,010	105,984,163	3.60	46,454,239	8.21	152,472,404	152,438,402	2.50
2027	381,181,010	104,006,936	3.66	56,389,489	6.76	152,472,404	160,396,425	2.38
2028	381,181,010	104,002,611	3.67	56,380,739	6.76	152,472,404	160,383,350	2.38
2029	381,181,010	104,020,220	3.66	62,633,539	6.09	152,472,404	166,653,759	2.29
2030	381,181,010	104,111,562	3.66	62,611,564	6.09	152,472,404	166,723,126	2.29
2031	381,181,010	104,115,381	3.66	62,632,164	6.09	152,472,404	166,747,545	2.29
2032	381,181,010	103,867,109	3.67	62,633,670	6.09	152,472,404	166,500,779	2.29
2033	381,181,010	126,122,973	3.02	40,274,295	9.46	152,472,404	166,397,268	2.29
2034	381,181,010	126,126,238	3.02	40,273,745	9.46	152,472,404	166,399,983	2.29
2035	381,181,010	126,125,325	3.02	40,274,451	9.46	152,472,404	166,399,776	2.29
2036	381,181,010	127,432,659	2.99	34,966,051	10.90	152,472,404	162,398,710	2.35
2037	381,181,010	125,833,888	3.03	36,566,700	10.42	152,472,404	162,400,588	2.35
2038	381,181,010	123,415,219	3.09	38,980,308	9.78	152,472,404	162,395,527	2.35
2039	381,181,010	99,960,375	3.81	62,436,883	6.11	152,472,404	162,397,258	2.35
2040	381,181,010	11,657,724	32.70	150,946,856	2.53	152,472,404	162,604,580	2.34
2041	381,181,010	79,316,687	4.81	66,369,476	5.74	152,472,404	145,686,163	2.62
2042	381,181,010	122,206,633	3.12	23,475,138	16.24	152,472,404	145,681,771	2.62
2043	381,181,010	4,445,000	85.76			152,472,404	4,445,000	85.76
2044	381,181,010	4,439,300	85.87			152,472,404	4,439,300	85.87



Total Debt Service Payments and Maximum Debt Service Coverage Limits





The adjacent chart summarizes the agency's financing needs, which are based on the gap between sources and uses through 2025.

Total projected sources and beginning cash balance is insufficient to fund total uses, reserve requirements and debt service for the period of 2021 to 2025.

Current projected debt capacity and sales tax revenues are sufficient to add the additional debt in 2022 of \$103 million.

Debt proceeds represent 15 percent of total sources during the period of 2021 to 2025 and are the third largest contributor behind tax revenue (57 percent) and federal grants (22 percent).

Performance and ratings

UTA's financing performance to date and in the future is evaluated by the agency's credit rating and adherence to debt service coverage ratios and other financial policies. The agency's current bond ratings are as follows:

Source: Zions Bank Financial Advisors
Effective date: November 2019

	<u>Standard & Poor's</u>	<u>Fitch</u>	<u>Moody's</u>
Senior Lien Bonds			
Current rating	AA	AA-	Aa2
Outlook	Stable	Stable	Stable
Subordinate Lien Fixed Rate Bonds			
Current rating	A+	AA-	A1
Outlook	Stable	Stable	Stable



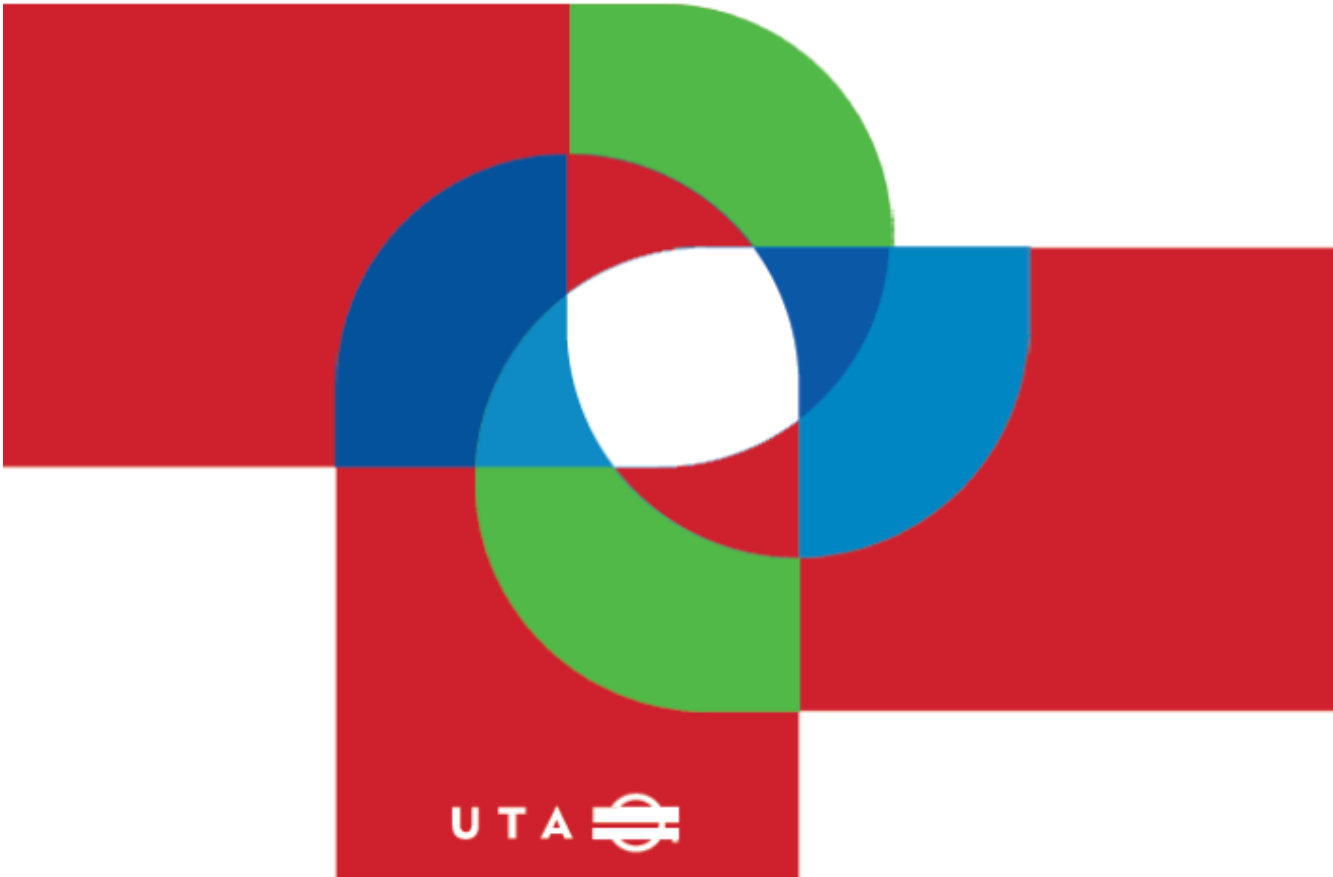
2021 Debt Service Detail

2021 Debt Service (000's)	Amounts	Totals
Interest on Bonds	\$ 94,460	
Interest Subsidy (Build America Bonds)	(8,870)	
Net Interest	85,590	
Principal on Bonds	43,558	
Net Bond Principal and Interest		129,148
On-going Bond Sale Cost		75
Principal to Utah County	\$ 2,438	
Interest to Utah County	1,877	
Interest on variable rate debt to Utah County (Non-cash)	73	
Prior Principal and Interest to Utah County	2,561	
Net Bond Principal and Interest to Utah County		6,949
Principal on Lease	\$ 7,766	
Interest on Lease	1,179	
2021 Lease	958	
Net Lease Principal and Interest		9,903
Total 2021 Debt Service		\$ 146,075

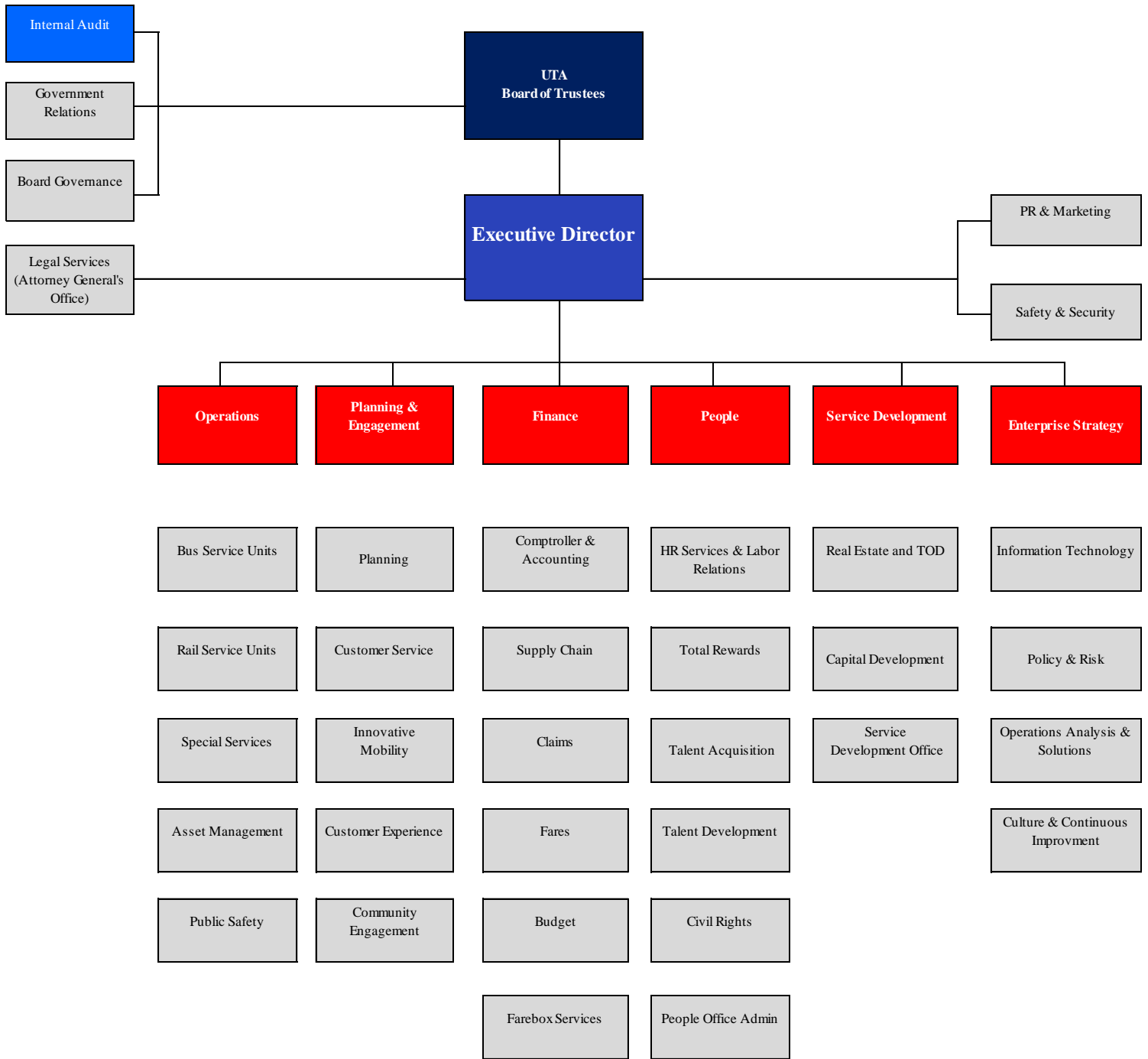
UTA continues to look for opportunities to refund bonds when possible in the future. The net present value saving from the 2019, 2020, and 2020B refundings are approximately \$20.3 million. These refundings also unrestricted debt reserve funds, changed principal payments, and restructured the debt to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



Departmental Information



Organization Chart



Position Summary Schedule

	Amended Budget 2019*	Budget 2020*	Budget 2021*
OPERATIONS:			
Bus			
Salt Lake			
Administration	7.0	7.0	6.0
Operations	573.0	577.0	563.0
Maintenance	141.5	143.5	151.0
Salt Lake	721.5	727.5	720.0
Ogden			
Administration	3.0	3.0	4.0
Operations	186.0	185.0	177.0
Maintenance	48.0	47.0	49.0
Ogden	237.0	235.0	230.0
Timpanogos			
Administration	3.0	3.0	3.0
Operations	136.0	140.0	134.0
Maintenance	40.0	40.0	42.0
Timpanogos	179.0	183.0	179.0
Rail			
Light Rail Administration	21.0	20.0	18.0
Light Rail Operations	193.0	193.0	189.0
Light Rail Maintenance	152.0	152.0	152.0
Commuter Rail Administration	3.0	5.0	4.0
Commuter Rail Operations	113.3	113.5	98.0
Commuter Rail Maintenance	62.0	65.0	66.0
Maintenance of Way	104.0	104.0	105.0
Rail	648.3	652.5	632.0
Special Services			
Special Services Administration	28.0	26.0	25.0
Paratransit Operations	143.0	142.0	137.0
Paratransit Maintenance	36.0	34.0	35.0
Vanpool Administration	9.0	9.0	9.0
Mobility Management	7.0	7.0	7.0
Rideshare Administration	1.0	1.0	1.0
Special Services	224.0	219.0	214.0
Operations Subtotal	2,009.8	2,017.0	1,975.0



	Amended Budget 2019	Budget 2020	Budget 2021
OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION:			
Board of Trustees			
Board of Trustees	8.0	8.0	8.0
Government Relations	3.0	3.0	2.5
Internal Audit	3.0	3.0	3.0
Board of Trustees	14.0	14.0	13.5
Executive Director			
Executive Director	1.0	1.0	2.0
General Counsel	4.0	-	-
Safety	26.5	25.5	24.5
Public Relations and Marketing	12.0	12.0	11.0
Corp & Board Support	1.0	1.0	-
Executive Director	44.5	39.5	37.5
Operations Support			
Chief Operating Officer	2.0	2.0	2.0
Support Maintenance	28.0	27.0	28.0
Fleet Engineering	5.0	6.0	6.0
Facilities	89.0	89.0	90.0
Asset Mgt	8.0	8.0	13.0
Police	87.7	87.7	88.7
Transit Comms Center	23.0	22.0	22.0
COO	242.7	241.7	249.7
Finance			
Chief Financial Officer	3.0	3.0	2.0
Accounting	16.5	16.5	16.5
Supply Chain Mgt & Contract Admin	51.0	51.0	51.0
Farebox Services	12.0	14.9	16.0
Fare Strategy & Ops	3.0	5.0	5.0
Fares Director	1.0	1.0	1.0
Product Development & Sales	6.0	4.0	4.0
TVM Maintenance	5.0	5.0	1.0
Claims and Insurance	5.0	6.6	6.6
Budget and Financial Analysis	2.0	2.0	2.0
CFO	104.5	109.0	105.1
People			
Chief People Officer	10.0	11.0	12.0
HR Services & Labor Relations	6.0	6.0	6.0
Talent Acquisition	9.7	9.0	9.0
Culture and Talent Development	37.5	43.0	23.8
Total Rewards	6.2	5.7	4.7
Civil Rights	3.0	5.0	4.0
CPO	72.4	79.7	59.5

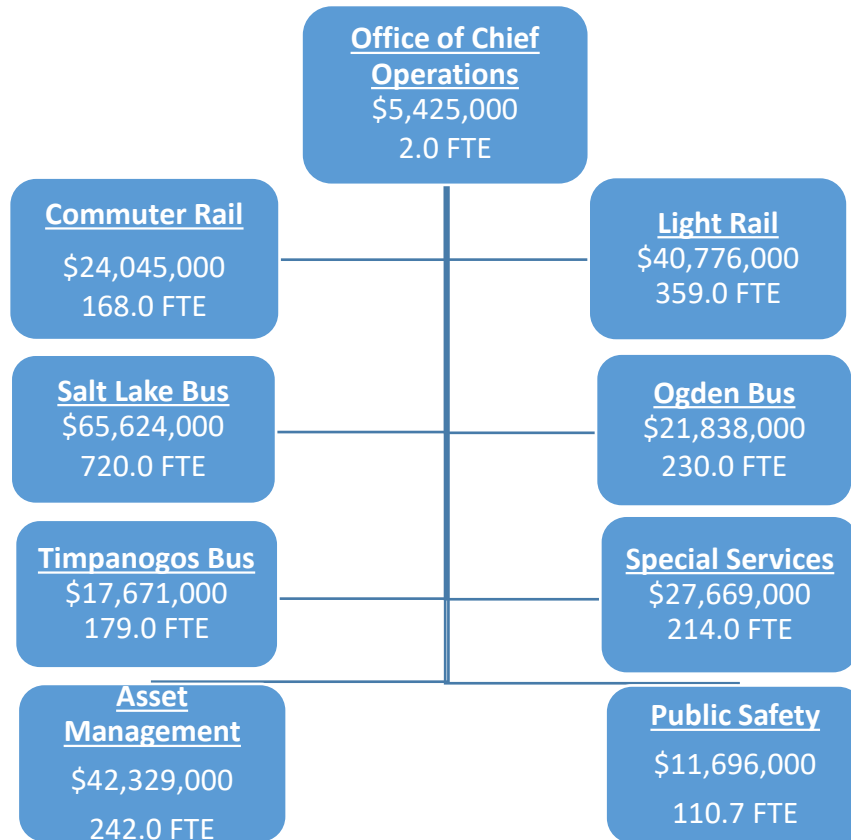


	Amended Budget 2019	Budget 2020	Budget 2021
Enterprise Strategy			
Chief Enterprise Strategy	-	-	6.0
Application Development	11.0	11.0	13.5
Network Support	16.0	18.0	18.0
IT Director	7.0	8.0	5.0
Information Security	-	-	5.0
Applications Support	13.0	12.0	9.0
Quality Assurance	1.0	1.0	1.0
Communications & Deployment	6.0	5.0	4.0
Radio & Rail Communications	8.0	9.0	8.0
Bus Communications	11.0	11.0	11.0
Ops Analysis	14.0	15.0	16.5
Data Quality and Ridership	7.5	7.5	8.0
CES	94.5	97.5	105.0
Service Development			
Chief Service Development Officer	-	2.0	2.0
Real Estate	8.0	9.0	9.0
Major Program Development	21.0	20.0	21.0
CSDO	29.0	31.0	32.0
Planning & Engagement			
Chief Planning & Engagement Officer	3.0	4.0	3.0
Customer Service	48.0	48.0	48.0
Innovative Mobility Services	2.0	2.0	2.0
Community Engagement	-	-	2.0
Planning	15.5	14.5	14.5
Customer Experience	3.0	3.0	3.0
CPE	71.5	71.5	72.5
Operations Support and General and Administration Subtotal			
	673.2	684.0	674.8
	2,682.9	2,701.0	2,649.8

*Amounts shown reflect reorganization as of November, 2020



Operations



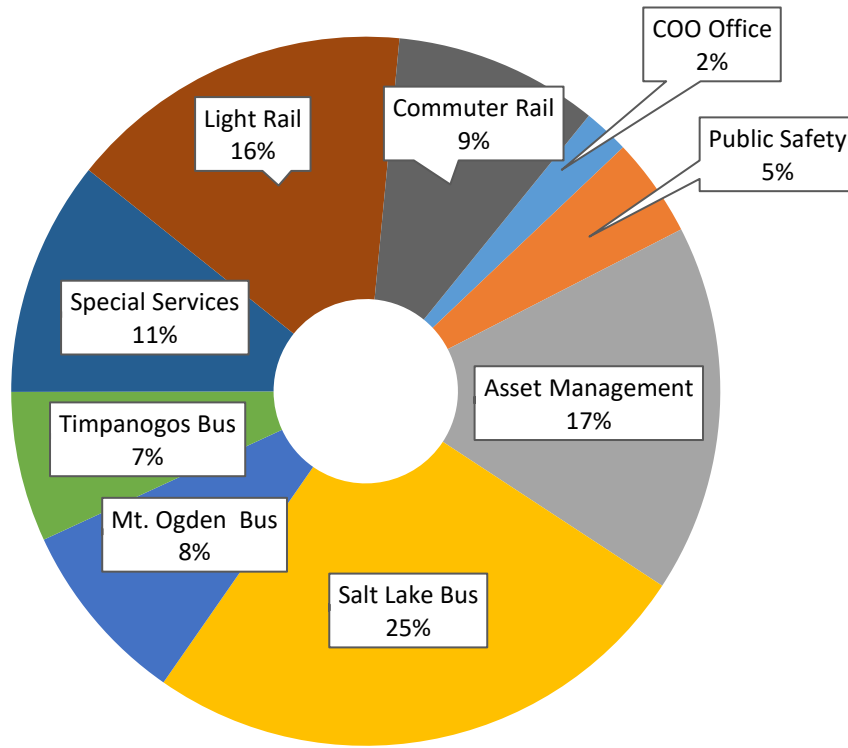
The Operations Office is comprised of six service units spread out across our system as well as our Public Safety Department and Asset Management (Engineering & Support Maintenance).

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

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



2021 Operations Budget
Expenses: \$257.2M



2021 Operations Budget Expenses by Department

Category	2020 Amended Budget	2021 Budget	Change FY20 - FY21
COO Office	\$11,698,488	\$12,558,068	\$859,580
Asset Management	39,504,307	42,329,442	2,825,134
Salt Lake Bus	65,516,696	65,624,238	107,542
Mt. Ogden Bus	22,404,996	21,838,431	(566,565)
Timpanogos Bus	18,239,979	17,671,215	(568,764)
Special Services	28,185,337	27,669,398	(515,939)
Light Rail	38,092,266	40,775,968	2,683,702
Commuter Rail	26,005,780	24,044,553	(1,961,227)
Non-Departmental	132,446	4,562,491	4,430,045
Totals	\$249,780,296	\$257,073,804	\$7,293,508



2021 Operations Budget Expenses by Category

Category	2020 Amended Budget	2021 Budget	Change FY20 - FY21
Wages	\$127,105,830	\$127,822,256	0.6%
Fringe	60,775,635	62,489,961	2.8%
Services	12,542,532	14,570,675	16.2%
Fuel	20,214,325	15,813,103	(21.8)%
Parts	19,472,143	20,442,354	5.0%
Utilities	11,172,180	11,162,053	(0.1)%
Non-Departmental	145,446	4,562,491	3,036.9%
Capitalized Costs	(10,496,754)	(8,427,602)	19.7%
Other O&M	8,848,958	8,638,513	(2.4)%
Totals	\$249,780,296	\$257,073,804	2.9%



Operations FTE Summary: 2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Budget	Change
COO Office	2.0	2.0	0.0
Public Safety	109.7	110.7	1.0
Asset Management	234.0	242.0	8.0
Salt Lake Bus	727.5	720.0	(7.5)
Mt. Ogden Bus	235.0	230.0	(5.0)
Timpanogos Bus	183.0	179.0	(4.0)
Special Services	219.0	214.0	(5.0)
Light Rail	365.0	359.0	(6.0)
Commuter Rail	183.5	168.0	(15.5)
Totals	2,258.7	2,225.7	(34.0)

Key Budget Changes:

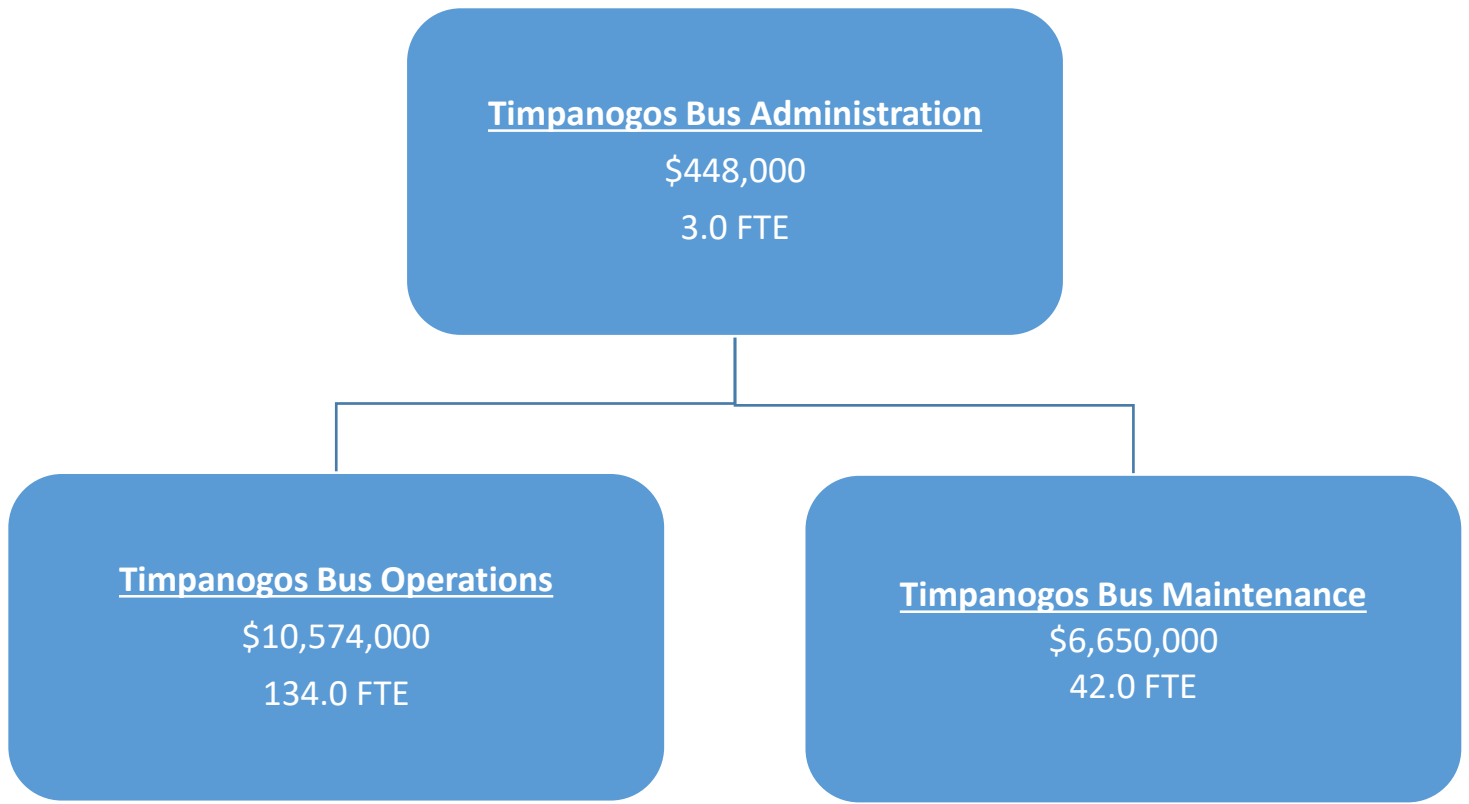
- Reduced miles and hours
- Increase non-departmental by \$4.4M to fund emerging needs
- Increased rail cleaning contract \$334K
- Increased Light Rail Maintenance parts budget \$1.3M
- Operationalized Light Rail overhaul labor cost \$3M
- Increased MOW overtime due to RWIC responsibilities \$170K
- Net decrease in FTE 34 due to reduced service levels

Key Initiatives:

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



Timpanogos Service Unit



2021 Timpanogos Operating Budget Expenses by Department

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

2021 Timpanogos Operating Budget Expenses by Category

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



Timpanogos FTE Summary: 2020 Budget and 2021 Budget

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

Key Budget Changes:

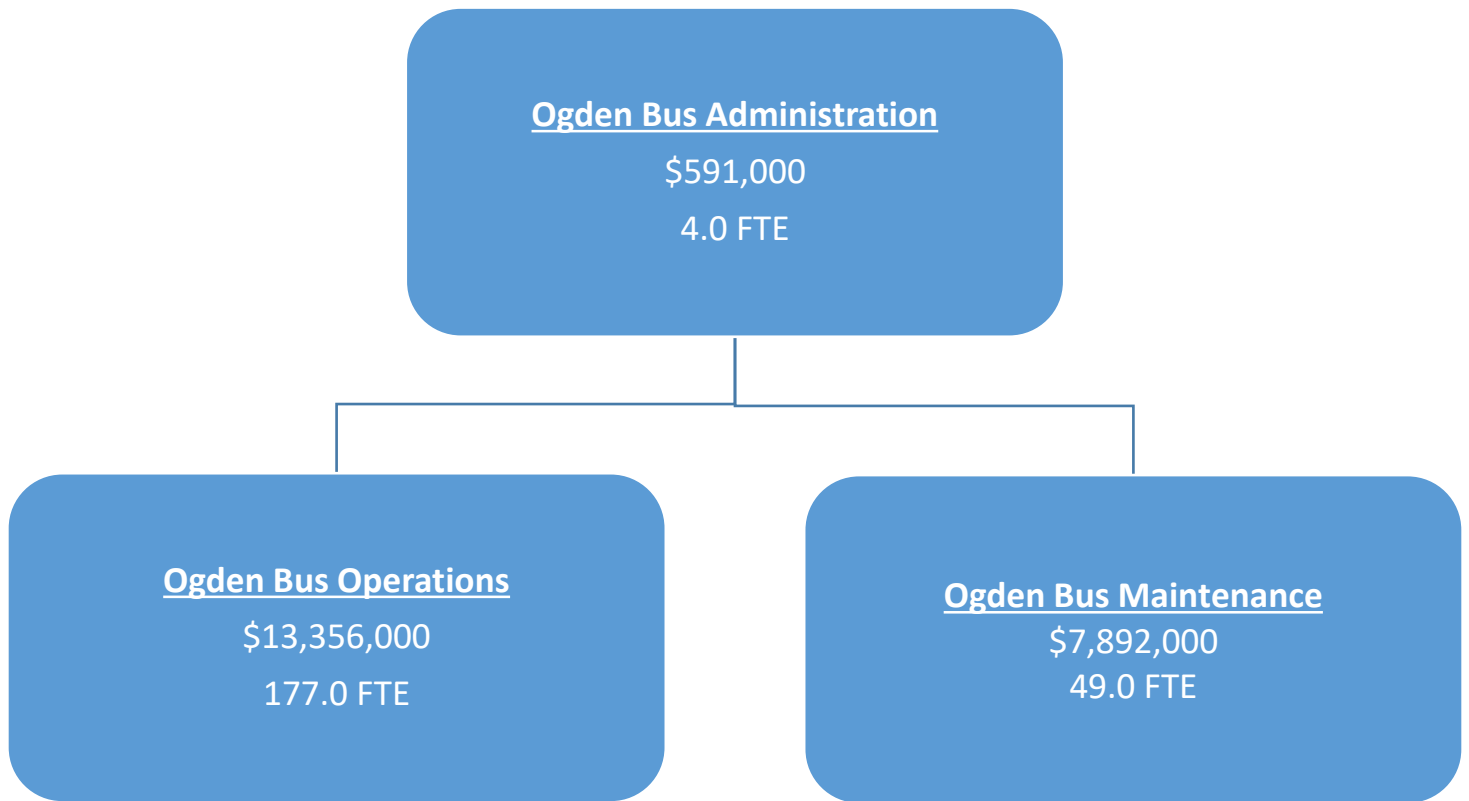
- Reduced Miles & Hours
 - 199K fewer miles
 - 19.5K fewer hours
- Net Decrease in 4 FTE

Key Initiatives:

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



Ogden Service Unit



2021 Mt. Ogden Operating Budget Expenses by Department

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

2021 Mt. Ogden Operating Budget Expenses by Category

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



Mt. Ogden FTE Summary: 2020 Budget and 2021 Budget

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

Key Budget Changes:

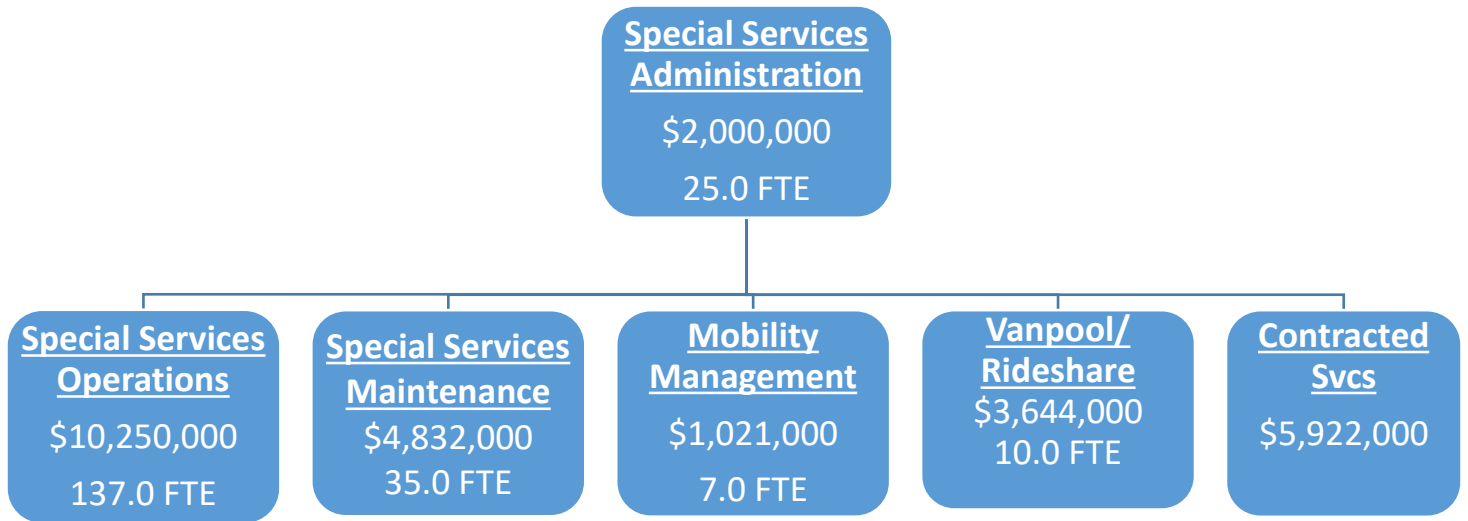
- Reduced Miles & Hours
 - 756K fewer miles
 - 25K fewer hours
- Net Decrease in 5 FTE

Key Initiatives:

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



Special Services Service Unit



2021 Special Services Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Budget	Change FY20 - FY21
Special Svcs Administration	\$2,034,964	\$2,000,181	\$(34,783)
Special Svcs Operations	10,728,252	10,250,052	(478,200)
Special Svcs Maintenance	5,199,707	4,832,223	(367,484)
Vanpool/Rideshare	3,298,190	3,644,685	346,495
Mobility Management	1,276,863	1,020,616	(256,247)
Contracted Services	5,647,361	5,921,641	274,280
Totals	\$28,185,337	\$27,669,398	\$(515,939)

2021 Proposed Special Services Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Budget	Change FY20 - FY21
Wages	\$11,486,900	\$11,231,772	(2.2)%
Fringe	5,790,708	5,687,767	(1.8)%
Services	6,684,703	6,526,537	(2.4)%
Fuel	2,209,988	2,228,769	0.8%
Parts	357,697	325,504	(9.0)%
Supplies	129,447	114,976	(11.2)%
Other O&M	1,525,894	1,554,073	1.8%
Totals	\$28,185,337	\$27,669,398	(1.8)%



Special Services FTE Summary 2020 Budget and 2021 Budget

	2020 Budget	2021 Budget	Change	Reason
Special Services Administration	26.0	25.0	(1.0)	Transfer to CES
Special Services Operations	142.0	137.0	(5.0)	
Special Services Maintenance	34.0	35.0	1.0	
Vanpool/Rideshare	10.0	10.0	0.0	
Mobility Management	7.0	7.0	0.0	
Totals	219.0	214.0	(5.0)	Reduced Service

Key Budget Changes:

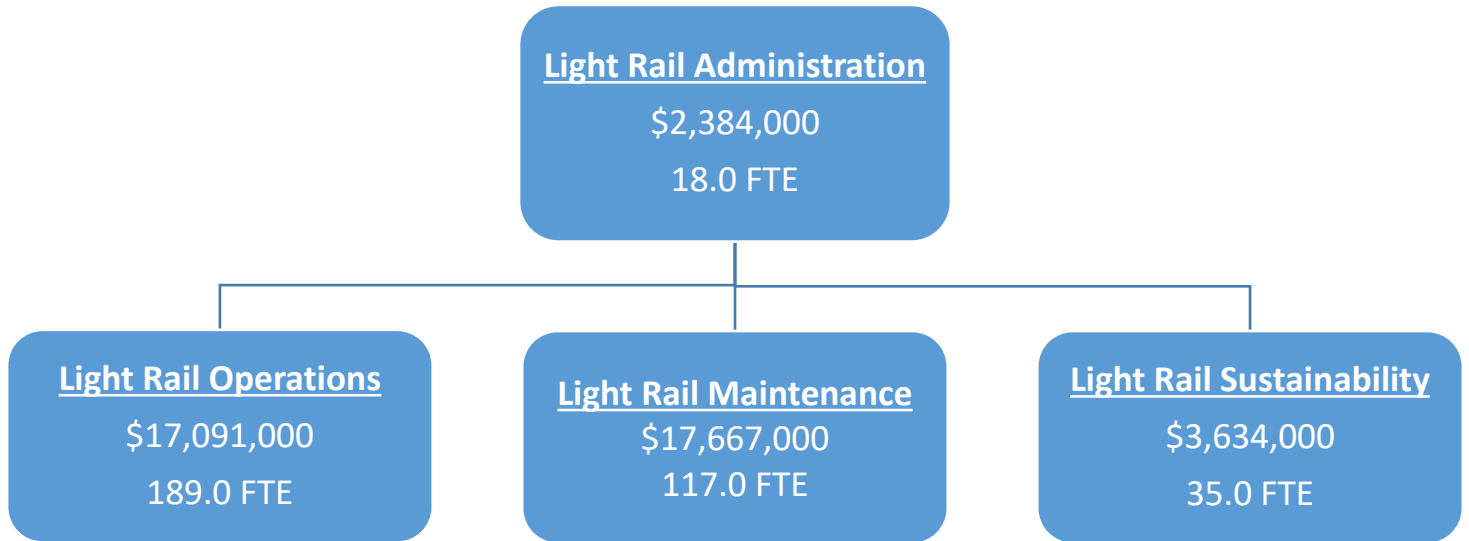
- Reduced Miles & Hours
 - 536K fewer miles
 - 21.5K fewer hours
- Net Decrease in 5 FTE
- Increase Vanpool insurance \$183K
- Increase Paratransit contract services \$575K

Key Initiatives:

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



Light Rail Service Unit



2021 Light Rail Operating Budget Expenses by Department

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

2021 Light Rail Operating Budget Expenses by Category

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



Light Rail FTE Summary: 2020 Budget and 2021 Budget

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

Key Budget Changes:

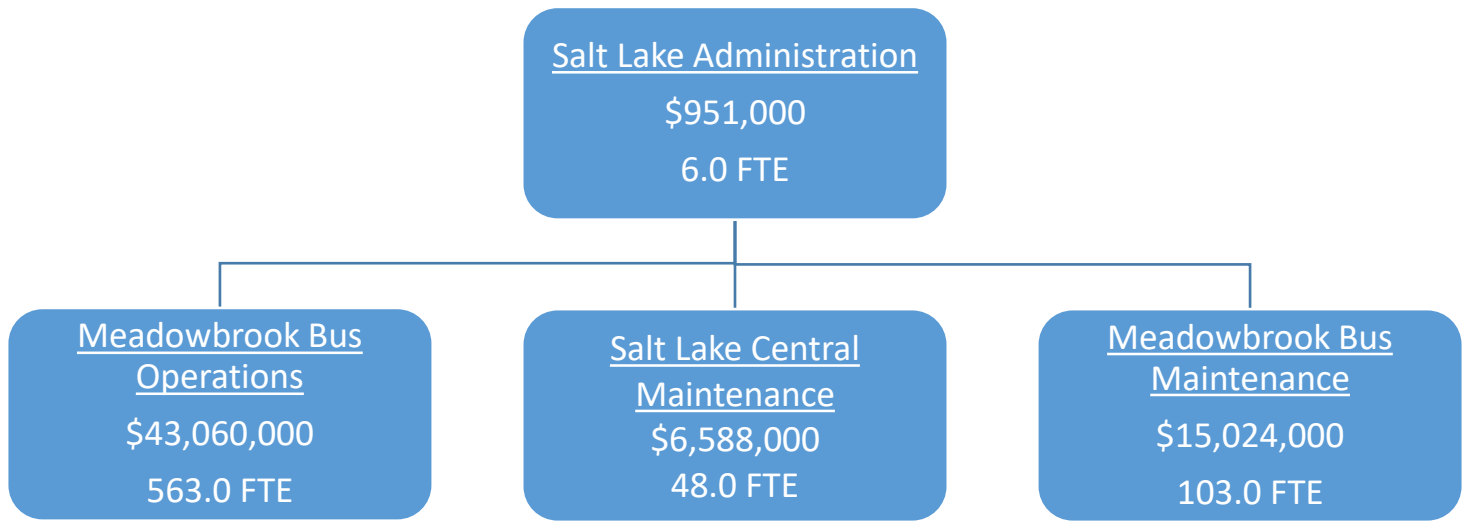
- Reduced Hours
 - 44K fewer hours
- Net Decrease in 6 FTE
- Operationalized overhaul labor budget—transferred funding from capital \$3M
- Increased services contract budget for enhanced cleaning \$200K
- Increased Maintenance parts budget \$1.3M

Key Initiatives:

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



Salt Lake Service Unit



2021 Salt Lake Operating Budget Expenses by Department

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

2021 Salt Lake Operating Budget Expenses by Category

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



Salt Lake FTE Summary: 2020 Budget and 2021 Budget

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

Key Budget Changes:

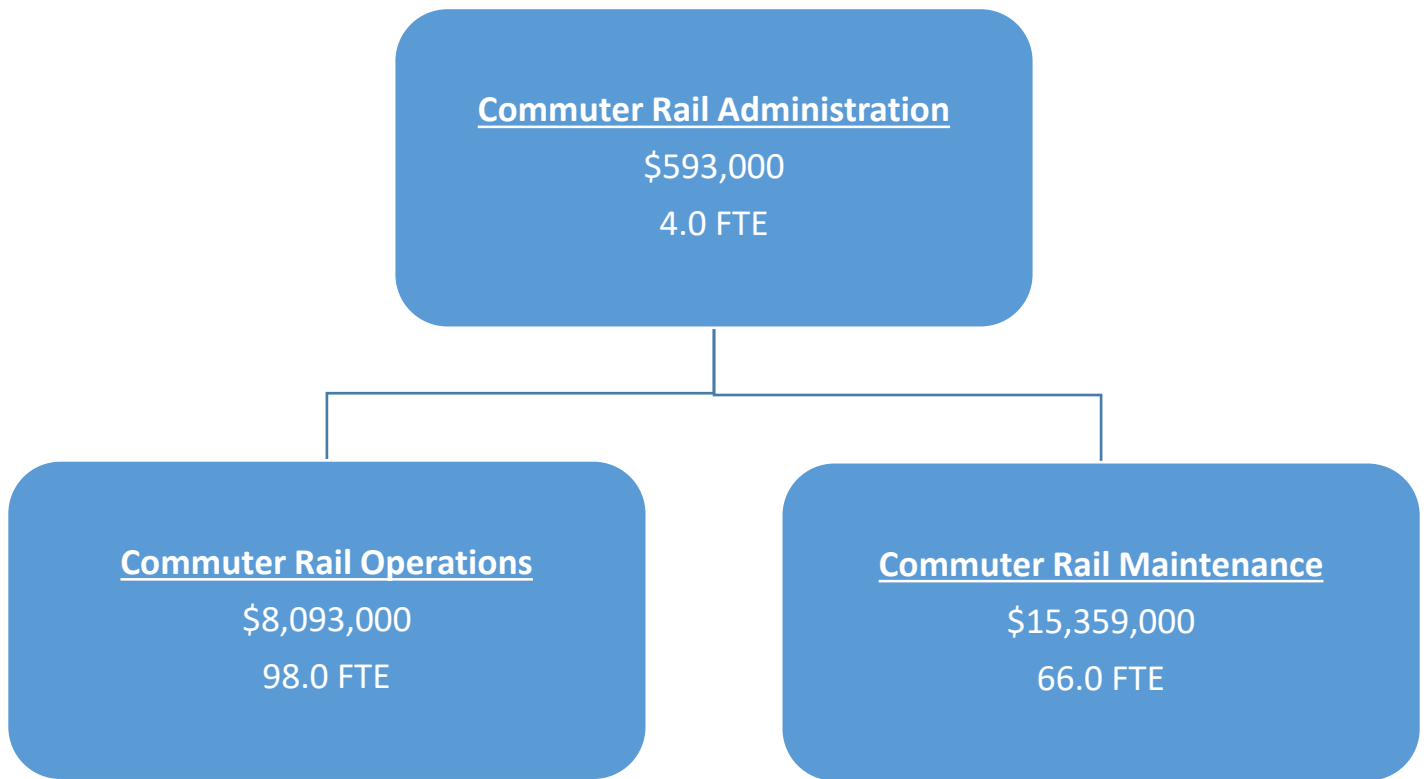
- Reduced Miles and Hours
 - 756K fewer miles
 - 25K fewer hours
- Net Decrease in 7.5FTE
- Increase Contract Services \$115K for Camera System

Key Initiatives:

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



Commuter Rail Service Unit



2021 Commuter Rail Operating Budget Expenses by Department

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

2021 Commuter Rail Operating Budget Expenses by Category

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



Commuter Rail FTE Summary: 2020 Budget and 2021 Budget

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

Key Budget Changes:

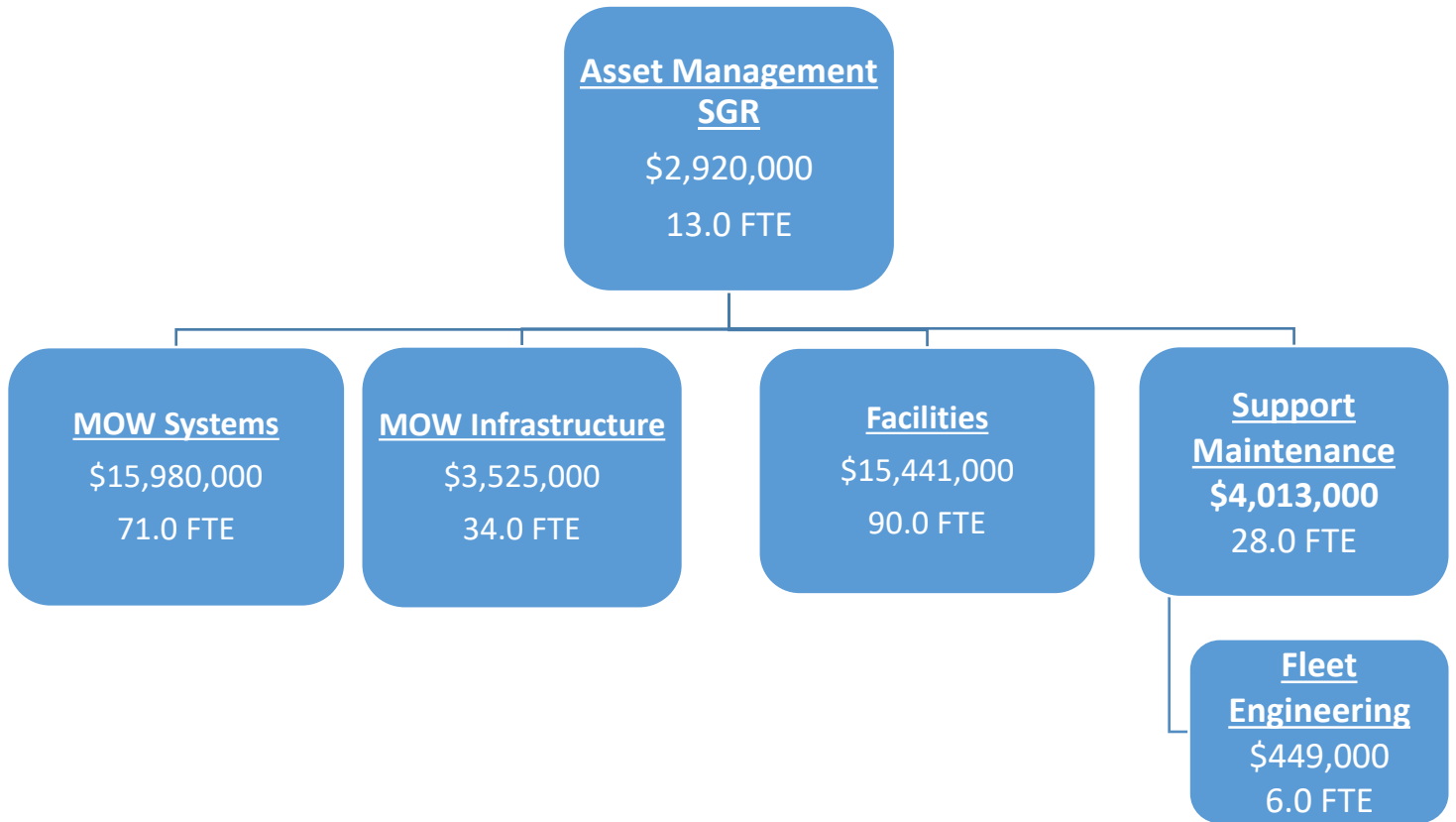
- Reduced Miles and Hours
 - 317K fewer miles
 - 10K fewer hours
- Net Decrease in 15 FTE
- Increase Contract Services \$134K for enhanced cleaning

Key Initiatives:

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



Asset Management Service Unit



2021 Asset Management Operating Budget Expenses by Department

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

2021 Asset Management Operating Budget Expenses by Category

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



Asset Management FTE Summary: 2020 Budget and 2021 Budget

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

Key Budget Changes:

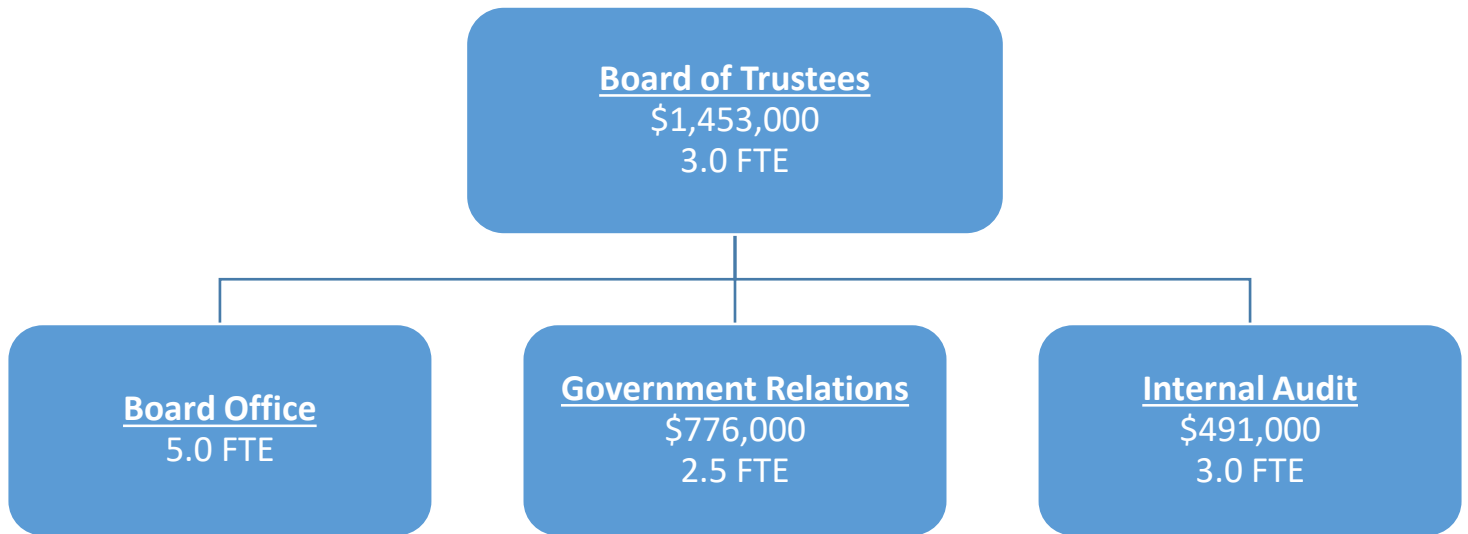
- Increased MOW parts \$100K for increased maintenance on FrontRunner and Trax
- Increased 6 FTE
- Increased contract services \$1.5M for additional maintenance and state of good repair support
- Moved systems engineering team from MOW to SGR to consolidate SGR project management team (budget neutral)

Key Initiatives:

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



UTA Board of Trustees



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

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

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



2021 Board of Trustees Operating Budget Expenses by Department

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

2021 Board of Trustees Operating Budget Expenses by Category

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



Board of Trustees FTE Summary: 2020 Budget and 2021 Budget

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

Key Budget Changes:

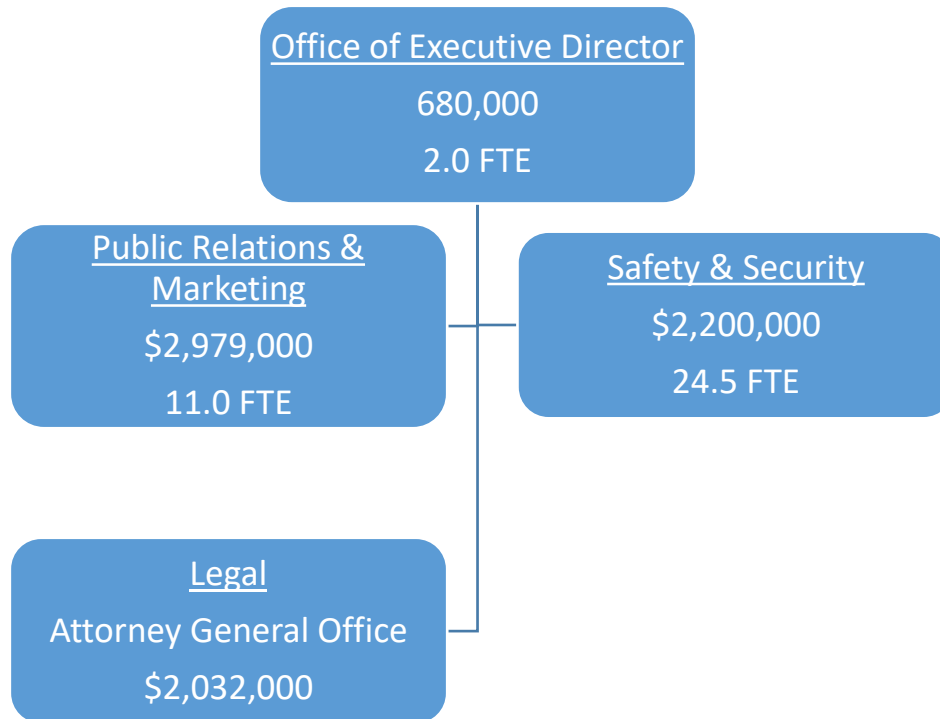
- Transfer Software contracts to IT

Key Initiatives:

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



Executive Director



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

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

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



2021 Executive Director Operating Budget Expenses by Division

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

2021 Executive Director Operating Budget Expenses by Category

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

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

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



Executive Director FTE Summary: 2020 Budget and 2021 Budget

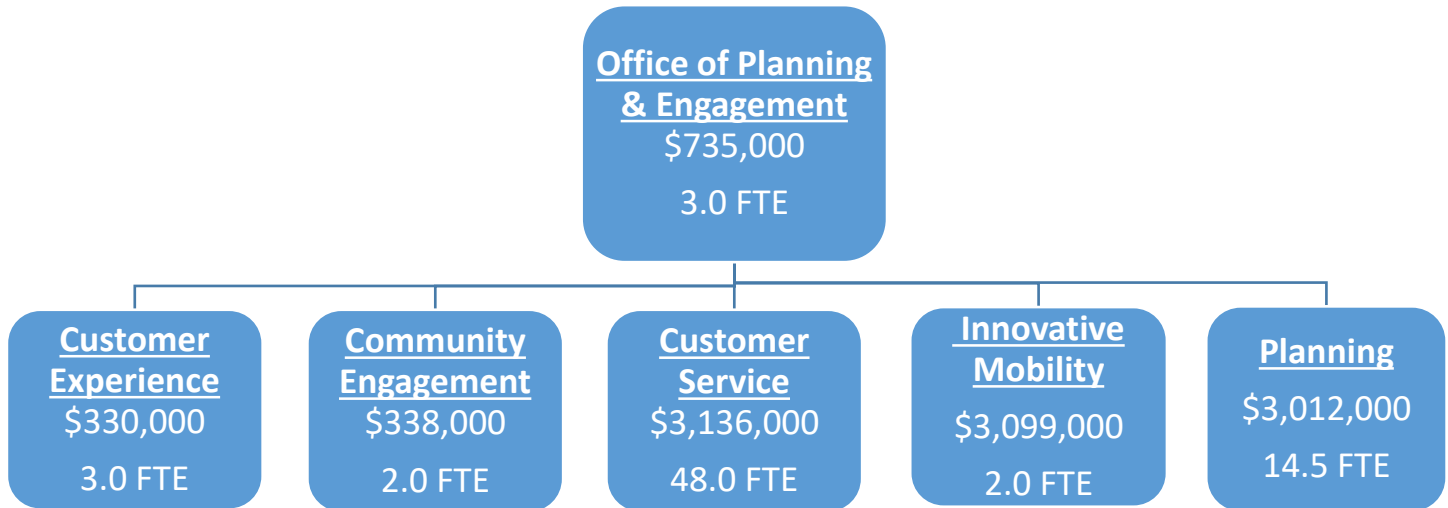
	2020 Budget	2021 Proposed	Change	Reason
Executive Director	2.0	2.0	0.0	
Legal	0.0	0.0	0.0	
Public Relations & Mktg	12.0	11.0	(1.0)	
Safety & Security	25.5	24.5	(1.0)	Transfer
Totals	39.5	37.5	(2.0)	

Key Budget Changes:

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



Planning & Engagement



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

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

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



2021 Planning & Engagement Operating Budget Expenses by Department

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

2021 Planning & Engagement Operating Budget Expenses by Category

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



Planning & Engagement FTE Summary: 2020 Budget and 2021 Budget

	2020 Budget	2021 Budget	Change	Reason
Planning & Engagement	4.0	3.0	(1.0)	
Service Planning	8.5	8.5	0.0	
Planning	6.0	6.0	0.0	
Community Engagement	0.0	2.0	2.0	
Customer Experience	3.0	3.0	0.0	
Customer Service	48.0	48.0	0.0	
Innovative Mobility	2.0	2.0	0.0	
Totals	71.5	72.5	1.0	

Key Budget Changes:

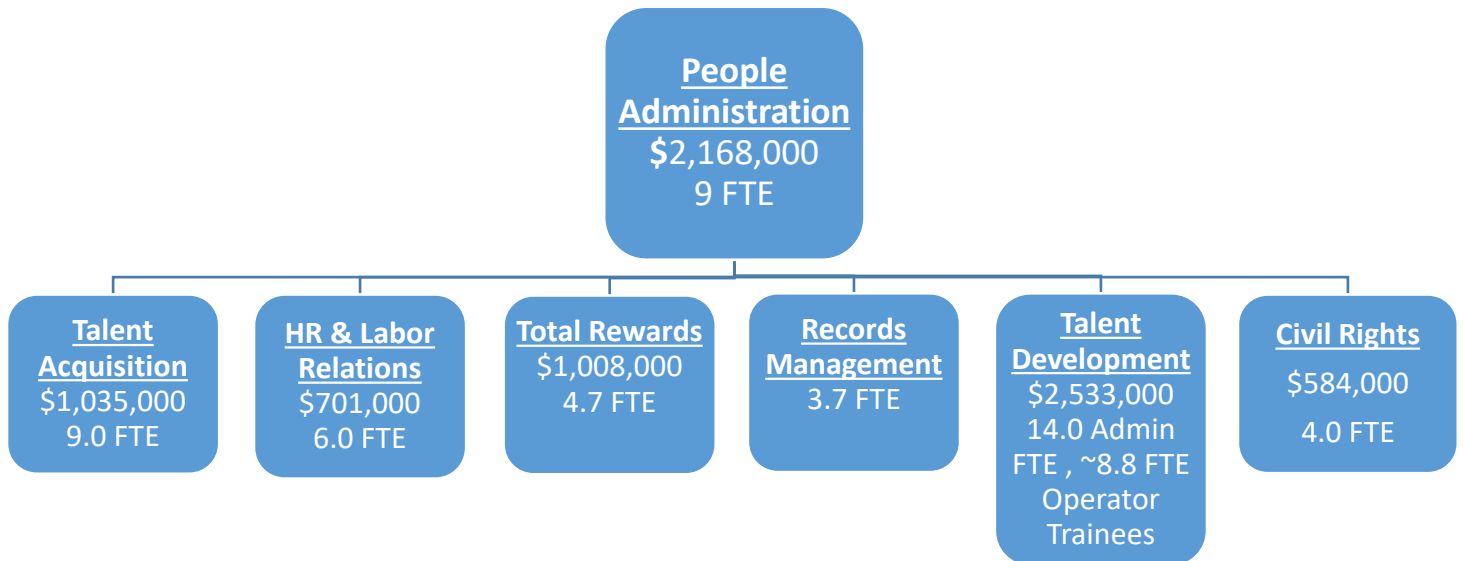
- FTE's increase by one
- Overall budget remained neutral
- Majority of line items reduced
- Added funds to the Dues and Memberships line item to enhance participation in Chambers and community organizations: +\$25K

Key Initiatives:

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



People



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

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

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



2021 People Office Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Budget	Change FY20 - FY21
Chief People Officer	\$2,231,300	\$2,167,688	\$ (63,632)
Talent Acquisition	1,020,702	1,034,769	14,067
Culture & Talent Development	3,368,384	2,532,554	(835,830)
HR Services & Labor Relations	746,005	701,305	(44,700)
Civil Rights	804,079	583,776	(220,303)
Total Rewards	708,530	1,007,839	299,309
Totals	\$8,879,000	\$8,027,911	\$(851,089)

2021 People Office Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Budget	Change FY20 - FY21
Wages	\$5,050,872	\$4,217,293	(16.5)%
Fringe	1,994,736	1,808,959	(9.3)%
Services	797,603	748,733	(6.1)%
Other O&M	1,035,789	1,252,926	21.0%
Totals	\$8,879,000	\$8,027,911	(9.6)%



People FTE Summary: 2020 Budget and 2021 Budget

	2020 Budget	2021 Budget	Change	Reason
Chief People Officer	11.0	12.0	1.0	Transfer Comp Analyst
Talent Acquisition	9.0	9.0	0.0	
Culture & Talent Development	43.0	23.8	(19.2)	225 to 75 HC trainees
HR & LR	6.0	6.0	0.0	
Civil Rights	5.0	4.0	(1.0)	Transfer to Enterprise Strategy
Total Rewards	5.7	4.7	(1.0)	Transfer Comp Analyst
Totals	79.7	59.5	(20.2)	

Key Budget Changes:

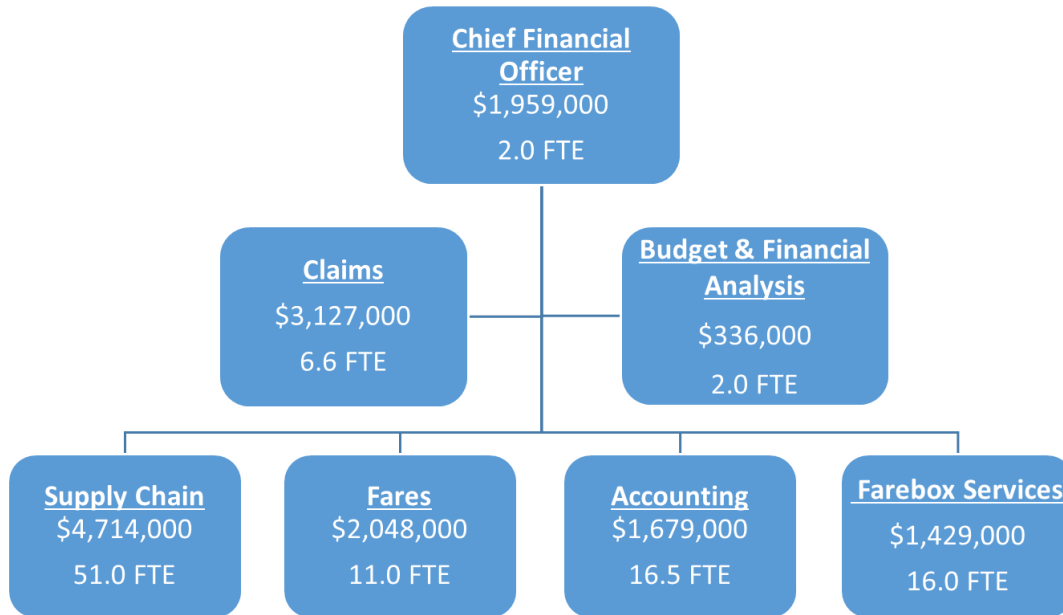
- Reduced \$400K from CPO centralized budget for vacation accrual to decentralized fringe budget throughout the organization
- Repurposed \$250K bus operator trainee wages to Rail Maintenance Apprenticeship Program
- Moved funding for Motivosity from Executive Director budget to Total Rewards - \$300K

Key Initiatives:

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



Finance



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

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

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



2021 Finance Operating Budget Expenses by Department

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

2021 Finance Operating Budget Expenses by Category

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



Finance FTE Summary: 2020 Budget and 2021 Budget

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

Key Budget Changes:

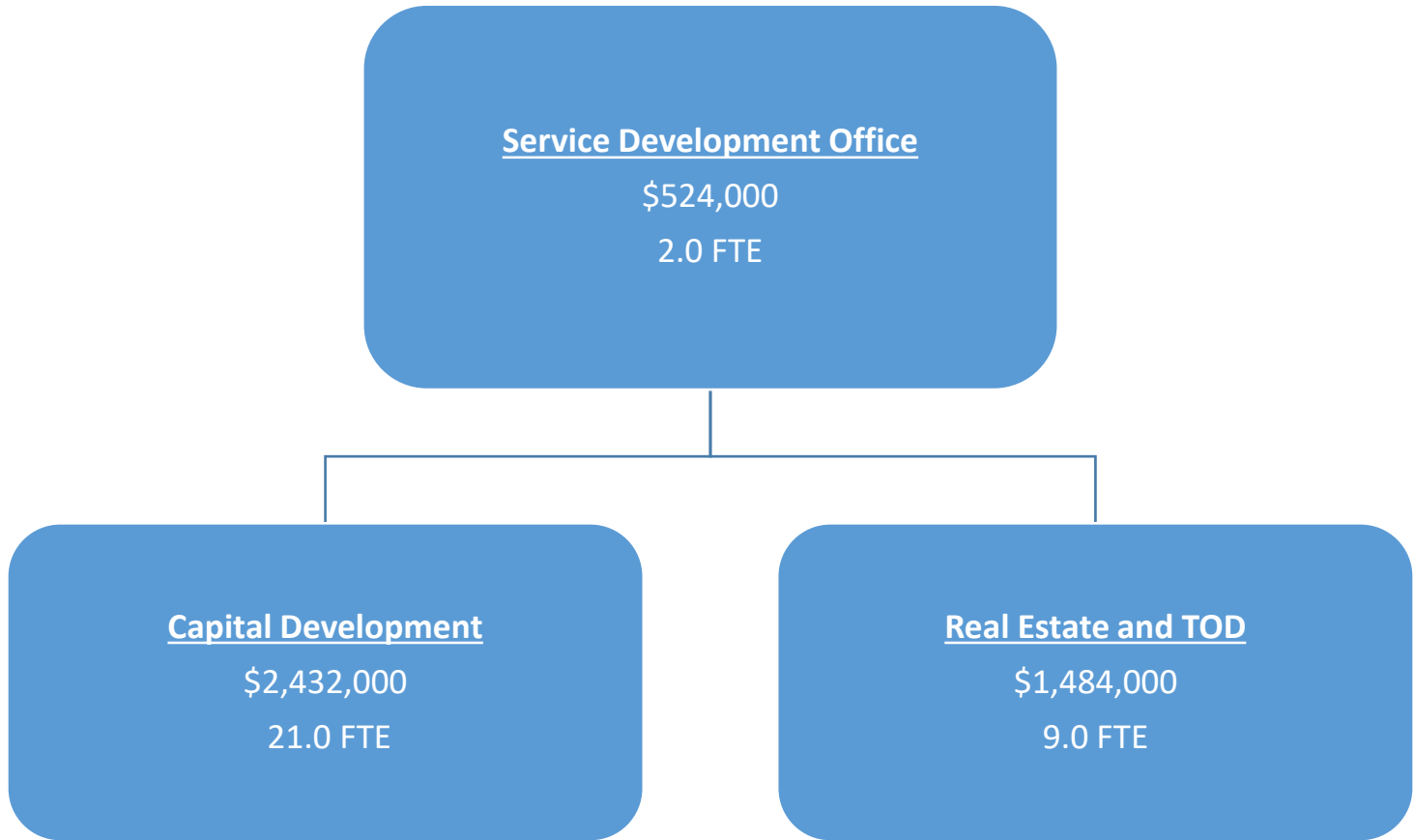
- Increase contractual services \$330K, proposal includes a re-keying of bus cash fare boxes to insure on going security
- Increase contractual services \$100K to improve technology capabilities and streamline requisition to purchase order process at UTA
- Enhance TVM Maintenance with a contracted vendor,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

Key Initiatives:

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



Service Development



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

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

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



2021 Service Development Operating Budget Expenses by Department

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

2021 Service Development Operating Budget Expenses by Category

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



Service Development FTE Summary: 2020 Budget and 2021 Budget

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

Key Budget Changes:

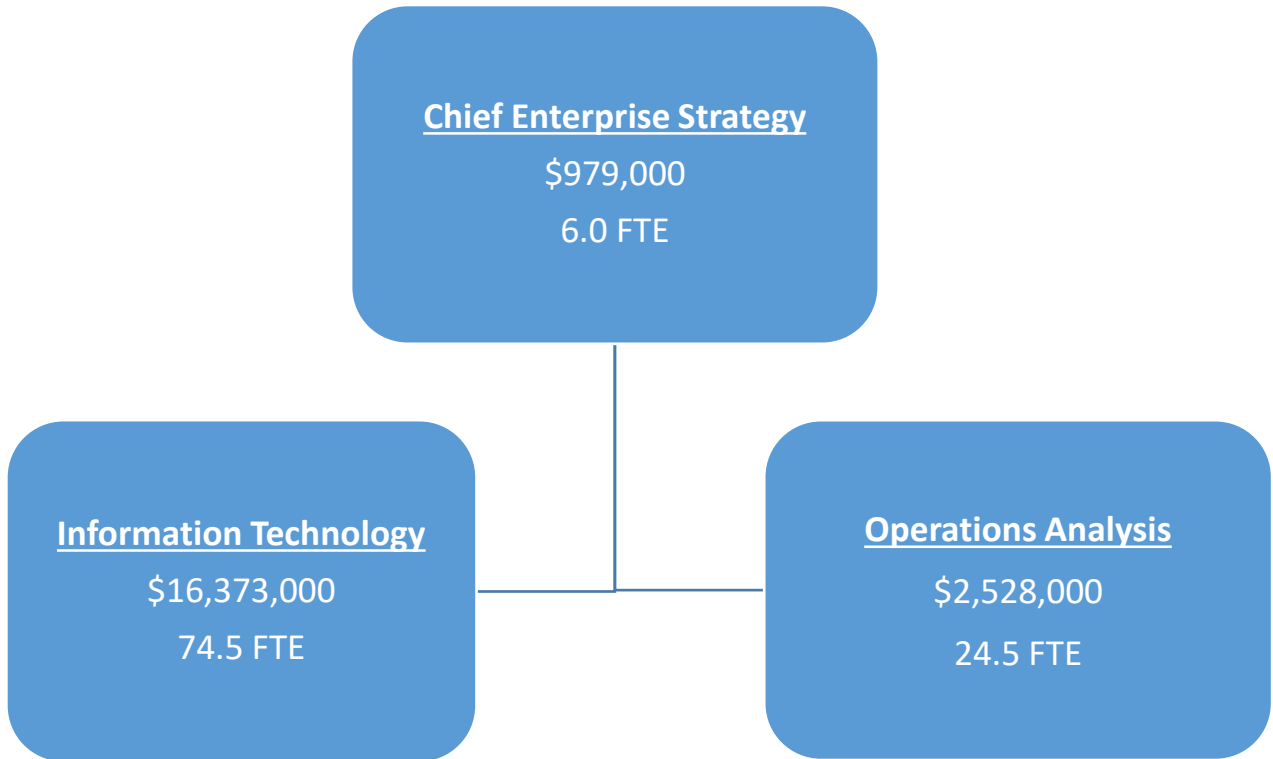
- The overall CSDO budget has gone down slightly between 2020 and 2021
- The increase in the CSDO office budget is due to an increase in fringe benefit costs, and an increase in funding (\$100K) for professional and technical services

Key Initiatives:

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



Enterprise Strategy



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

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

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



2021 Enterprise Strategy Operating Budget Expenses by Department

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

2021 Enterprise Strategy Operating Budget Expenses by Category

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



Enterprise Strategy FTE Summary: 2020 Budget and 2021 Budget

	2020 Budget	2021 Budget	Change	Reason
Chief Enterprise Strategy	0.0	6.0	6.0	
Information Systems	75.0	74.5	(0.5)	
Operations Analysis	22.5	24.5	2.0	Support Systems
Totals	97.5	105.0	7.5	Restructure

Key Budget Changes:

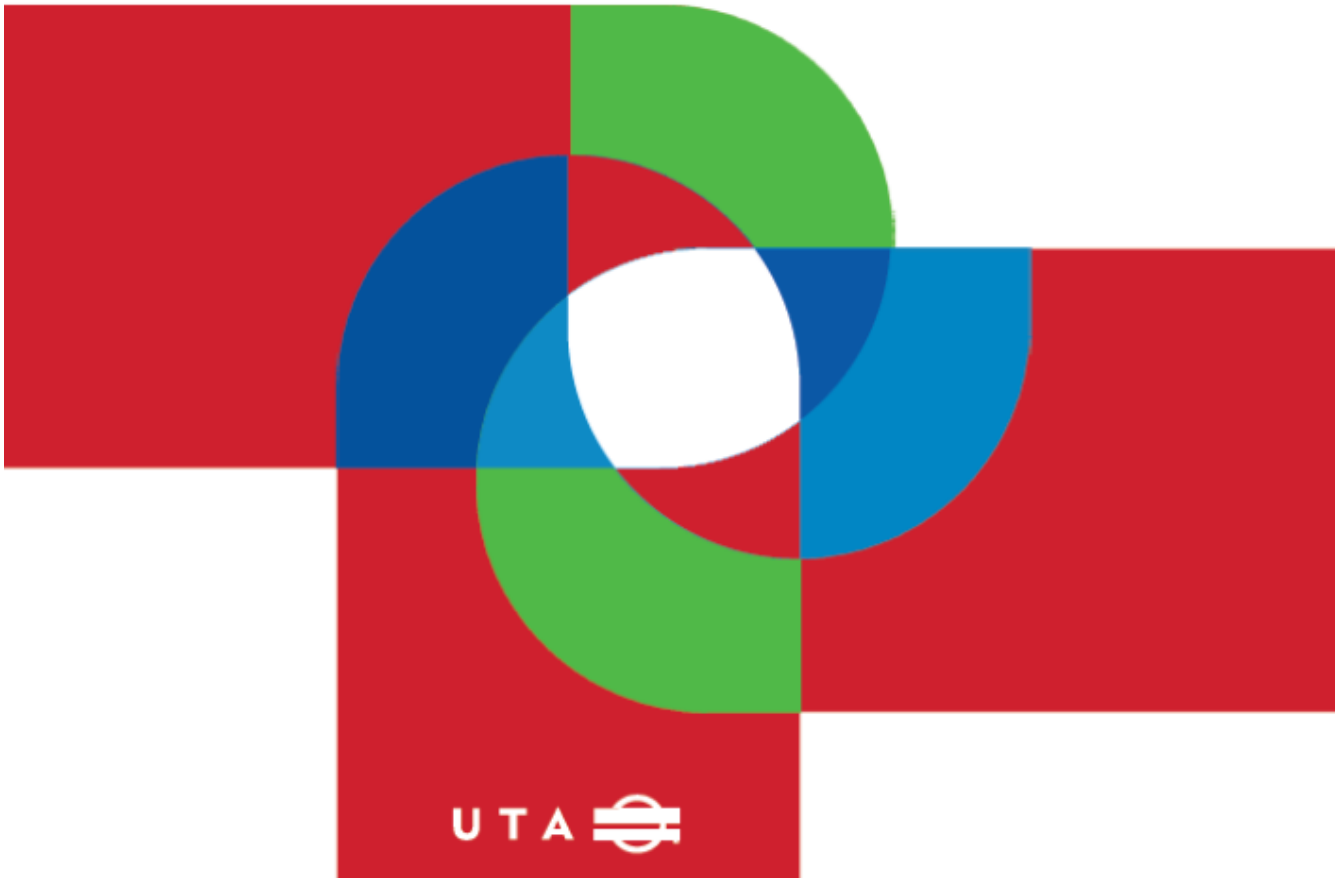
- Transfer headcount to reflect proposed organizational restructuring
- Increase FTE by 2 in Operations Analysis
- Increase Computer Hardware/Software due to equipment replacements and upgrades \$588K
- Consolidate oversight of UTA software programs and applications \$952K

Key Initiatives:

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



Statistical Summary



UTA Profile

History:

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

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

Oversight and Governance:

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

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

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

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



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

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

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

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

County	Current Rate (pct.)
Salt Lake	0.78375
Davis	0.65000
Weber	0.65000
Utah	0.62600
Box Elder	0.55000
Tooele	0.40000

It is projected that in 2021, UTA will receive approximately 18% of the operating cost from passengers as fares paid for service.

UTA receives both formula and discretionary federal funds as authorized by the 2016 FAST Act. Formula funds are allocated through Preventive 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 with local match and available ongoing operational funds. These are being used to help fund the Provo-Orem BRT project and other projects. UTA will pursue discretionary funds for future projects.

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



Service/Fleet Info:

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

Ridership

- 153,000 average daily weekday (2019)
- 80,000 average daily weekday (2020 projected)
- 44,239,000 total annual passenger trips (2019)
- 23,370,000 annual trips (2020 projected)

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
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Community Profile

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

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

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

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

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

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



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



Glossary

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

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

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

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

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

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

ATU - Amalgamated Transit Union

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

PM – Preventive Maintenance Funds – Funding provided by the Federal Transit Administration for preventive maintenance of UTA's fleet.



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

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

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

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

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

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

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

RFP – Request for proposal.

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

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

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

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

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

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

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



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.

