

# UTA Board of Trustees Meeting

October 13, 2021



# Call to Order and Opening Remarks



# Pledge of Allegiance



# My BeUTAHful Community Student Art Competition

## *The Friends* Millie Callahan Grade 4, Centerville

“This is a picture of my little brother and his friend. My brothers are from Haiti. I wanted to enter the art competition so that if I won, I could donate the money I got to the kids in Haiti.”



# Safety First Minute



# Public Comment

Live comments are limited to 3 minutes per commenter

Public comment was solicited prior to the meeting through alternate means, including email, telephone, and the UTA website

Any comments received through alternate means were distributed to the board for review in advance of the meeting



# Consent Agenda

- a. Approval of September 13, 2021 Board of Trustees Budget Work Session Minutes
- b. Approval of September 14, 2021 Board of Trustees Budget Work Session Minutes
- c. Approval of September 16, 2021 Board of Trustees Budget Work Session Minutes
- d. Approval of September 17, 2021 Board of Trustees Budget Work Session Minutes
- e. Approval of September 23, 2021 Board of Trustees Budget Work Session Minutes
- f. Approval of September 22, 2021 Board Meeting Minutes



# Recommended Action (by acclamation)

Motion to approve consent agenda





# Reports



# Agency Report

- Sponsored Fares Update
- Mobile COVID-19 Vaccine Clinic, Ogden Transit Center
- UTA Hosts American Bus Benchmarking Group (ABBG)
- Recognition of Bus Roadeo Participants



# Sponsored Fares Update



## Resolution R2021-07-04

- In July, the Board approved a resolution authorizing the authority to enter into certain sponsored fare agreements for special events as part of the authority’s COVID recovery efforts
- Eight (8) partner contracts have led to twenty-nine (29) unique events that allowed attendees to ride the UTA system with their event ticket
- 150,000 individuals received access to transit through these partnerships
- Estimated that 5-15% of attendees utilized their transit benefit, for total ridership of 15,000-45,500 (August-September)

	5%	10%	15%
Estimated Trips	15,000	30,000	45,000



## Resolution R2021-07-04

- Ogden Twilight Concert Series (10) – Ogden
- Salt Lake Twilight Concert Series (5) – Salt Lake City
- Afro Festival – Salt Lake
- Latin American Heritage Festival - Provo
- City Weekly Beer Fest – Salt Lake City
- FanX (Volunteers only) – Salt Lake City
- State Fair (9) – Salt Lake City
- Western Association of State Highway Transportation Organizations (WASHTO) – Salt Lake City





# **Mobile COVID-19 Vaccine Clinic, Ogden Transit Center**



Ogden



**VACUNAS DE COVID-19 GRATIS**  
Nomi Health

**FREE COVID-19 VACCINES**  
Nomi Health





# COVID-19 Vaccination Clinic

Monday through Friday, 3pm-7pm, Ogden Transit Center (until 10/22)

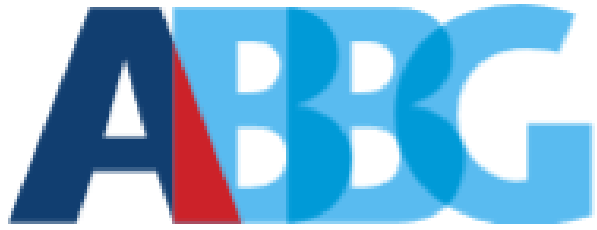
- Week 1: 42 doses total were administered
- Week 2: 29 doses total were administered
- Total to date: 77

Most have been 1<sup>st</sup> and 3<sup>rd</sup> doses (~50/50) with just a few 2<sup>nd</sup> doses.



# **UTA Hosts American Bus Benchmarking Group (ABBG)**





# ABBG is the American Bus Benchmarking Group

A consortium of medium sized bus agencies in North America that benchmark performance and share experiences & best practices for fixed route and paratransit services.

## STATISTICS

### The Benchmarking Group in Numbers

AGENCIES

**23**

bus agencies and their respective cities

BUSES

**6,650**

fixed-route buses

FIXED ROUTE

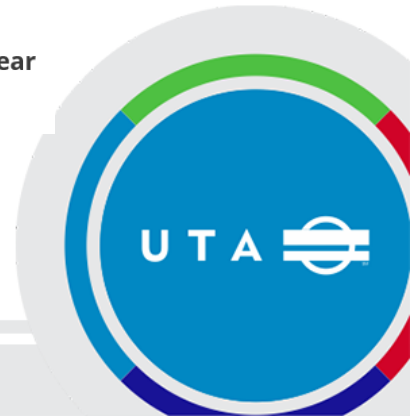
**377**

Million passenger boardings a year on fixed-route services

PARATRANSIT

**7.0**

Million passenger boardings a year on paratransit services

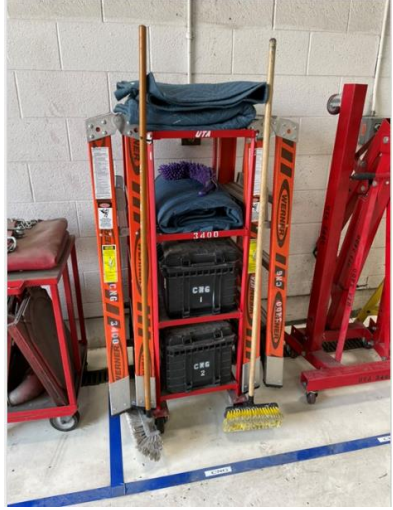


## Key Take Away

- Transit agencies across US have experienced shortage of employees and are working on recruitment strategy including the referral programs similar to ours.
- Transit agencies across US are implementing microtransit service in different capacities with great result, similar to the UTA OnDemand service UTA recently implemented.
- UTA is a leader in:
  - on-time service
  - vehicle cleanliness
  - safety on buses
  - driver helpfulness
  - interior comfort



# Technical Tour and Group Photo



# Recognition of Bus Roadeo Participants



# UTA Bus Rodeo 2021



# Financial Report – August 2021



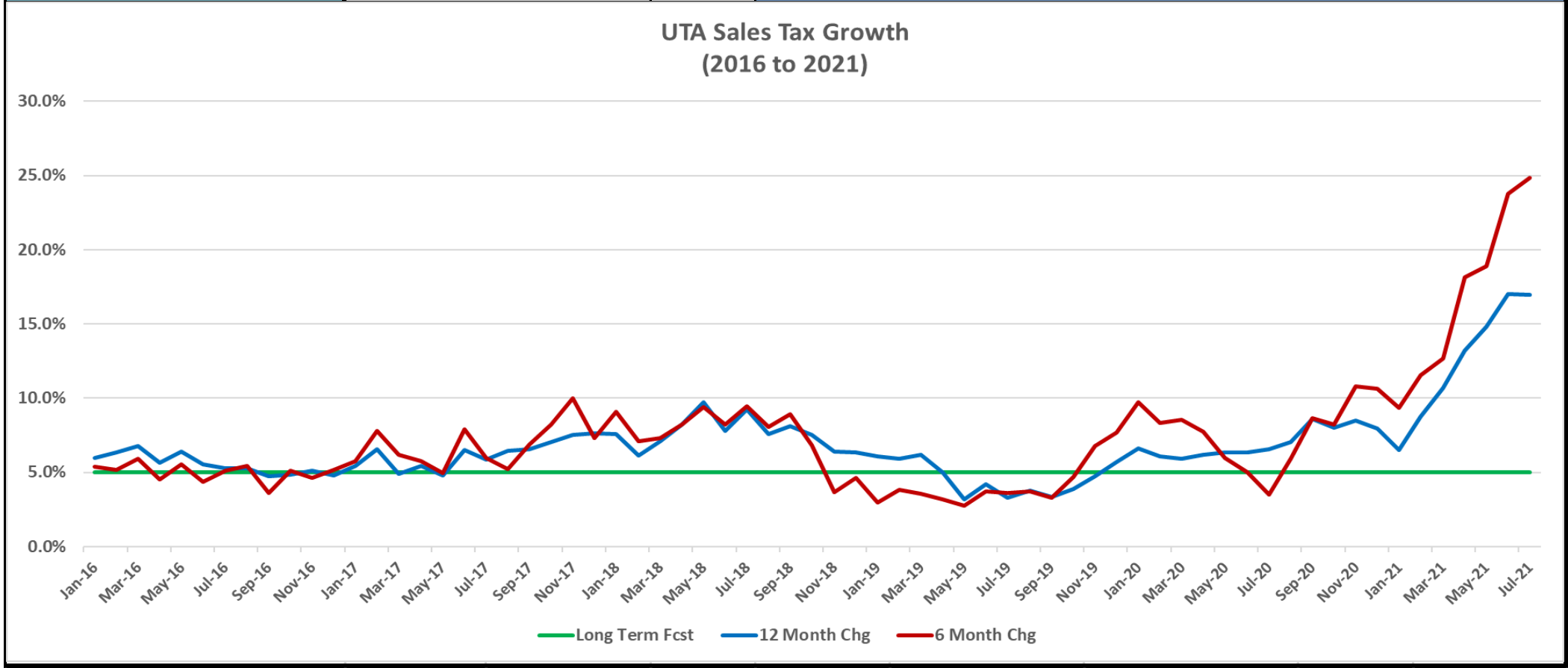


# Operating



# UTA Board Dashboard August 2021

<b>Financial Metrics</b>	Aug Actual	Aug Budget	Fav/ (Unfav)	%	YTD Actual	YTD Budget	Fav/ (Unfav)	%
Sales Tax (July '21 mm \$)	\$ 32.3	\$ 31.4	\$ 0.88	2.8%	\$ 239.7	\$ 202.6	\$ 37.13	18.3%
Fare Revenue (mm)	\$ 2.6	\$ 2.6	\$ (0.01)	-0.3%	\$ 19.5	\$ 20.6	\$ (1.13)	-5.5%
Operating Exp (mm)	\$ 27.1	\$ 26.5	(0.53)	-2.0%	\$ 201.1	\$ 214.8	\$ 13.68	6.4%
Subsidy Per Rider (SPR)	\$ 11.20	\$ 15.06	\$ 3.86	25.6%	\$ 12.47	\$ 15.06	\$ 2.59	17.2%
UTA Diesel Price (\$/gal)	\$ 2.87	\$ 2.25	\$ (0.62)	-27.6%	\$ 2.44	\$ 2.25	\$ (0.19)	-8.4%
<b>Operating Metrics</b>	Aug Actual	Aug-20	F/ (UF)	%	YTD Actual	YTD 2020	F/ (UF)	%
Ridership (mm)	2.18	1.55	0.6	40.8%	14.62	16.96	(2.3)	-13.8%
<b>Alternative Fuels</b>	CNG Price (Diesel Gal Equiv)		\$ 1.35					

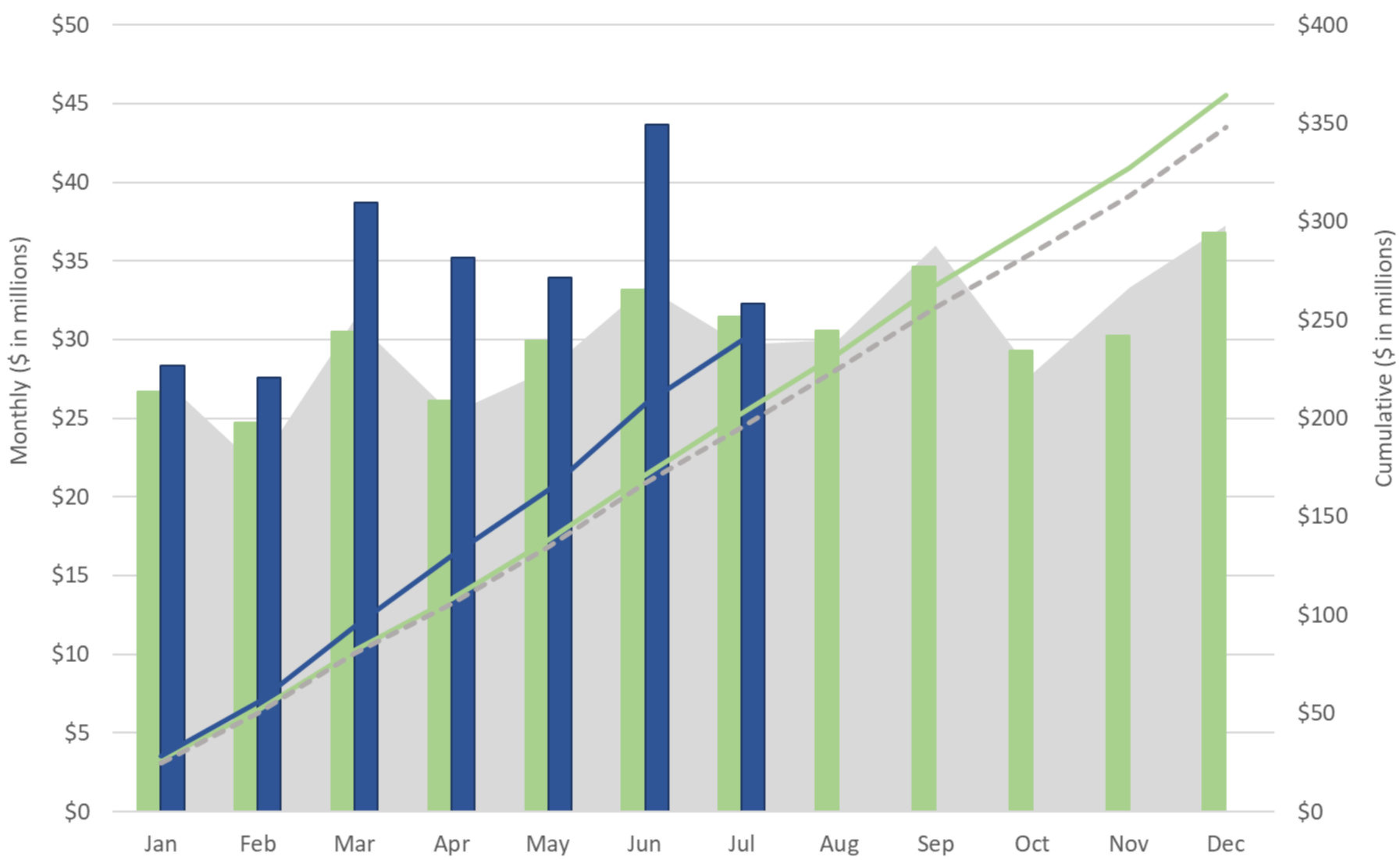


# Sales Tax

## 2021 Sales Tax

July (YTD Variance  
+\$37.1 million)

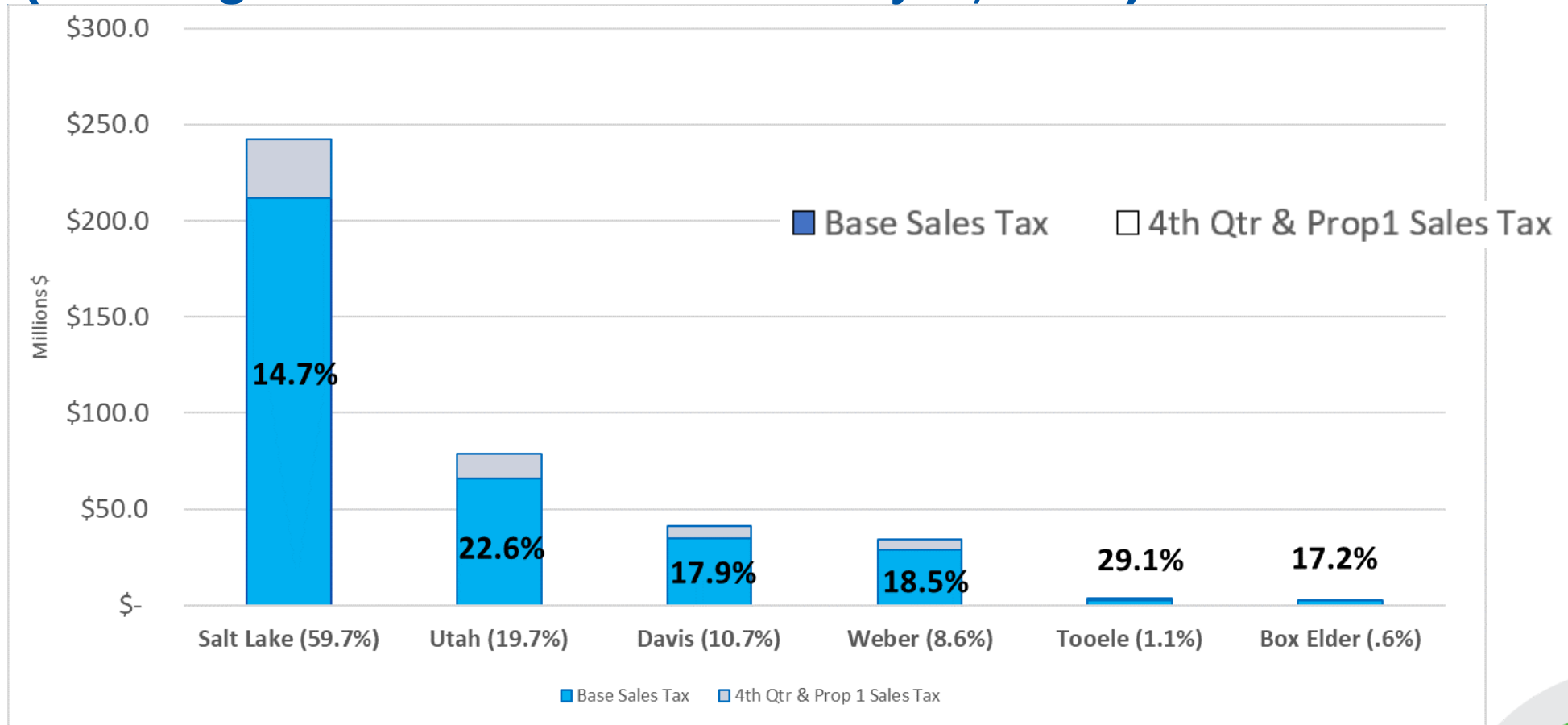
- 2020 Actual
- Mo Budget
- Mo Actuals
- Cum Budget
- Cum Actual
- Cum 2020



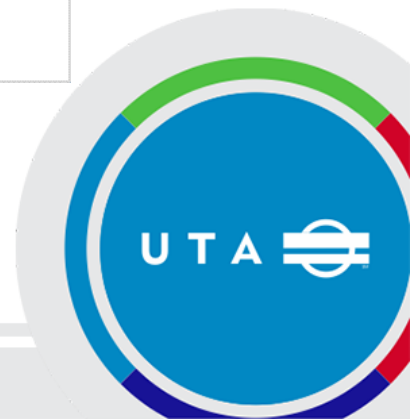
UTAH TRANS



# Sales Tax Collections (Percentage Growth for 12 months ended July 31, 2021\*)



- % growth in base sales tax revenues over prior year
- (includes impact of Prop1 and 4<sup>th</sup> quarter rate changes in 2019).

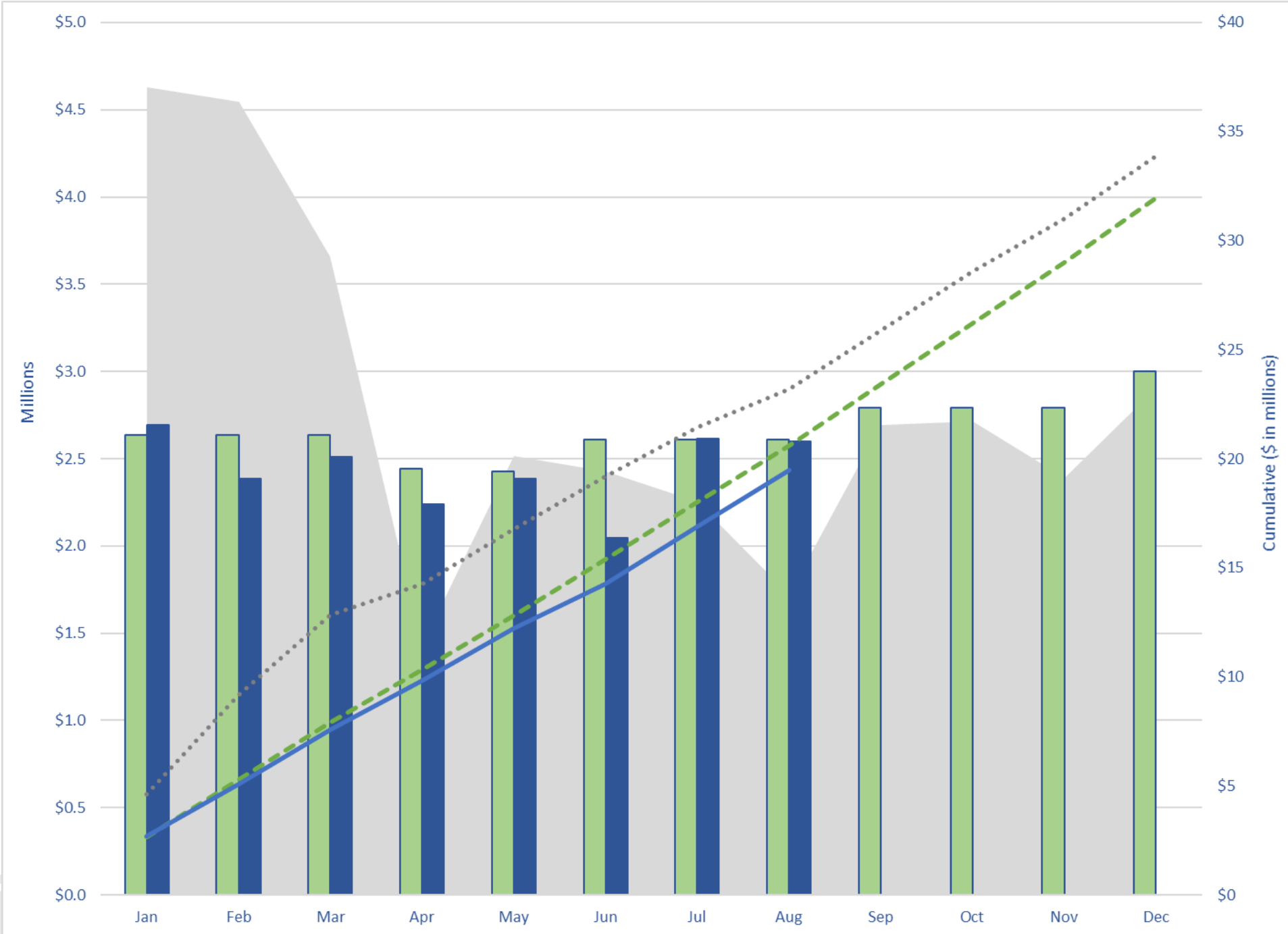


# 2021 Passenger Revenues

(August YTD Variance = (\$1.13 million)

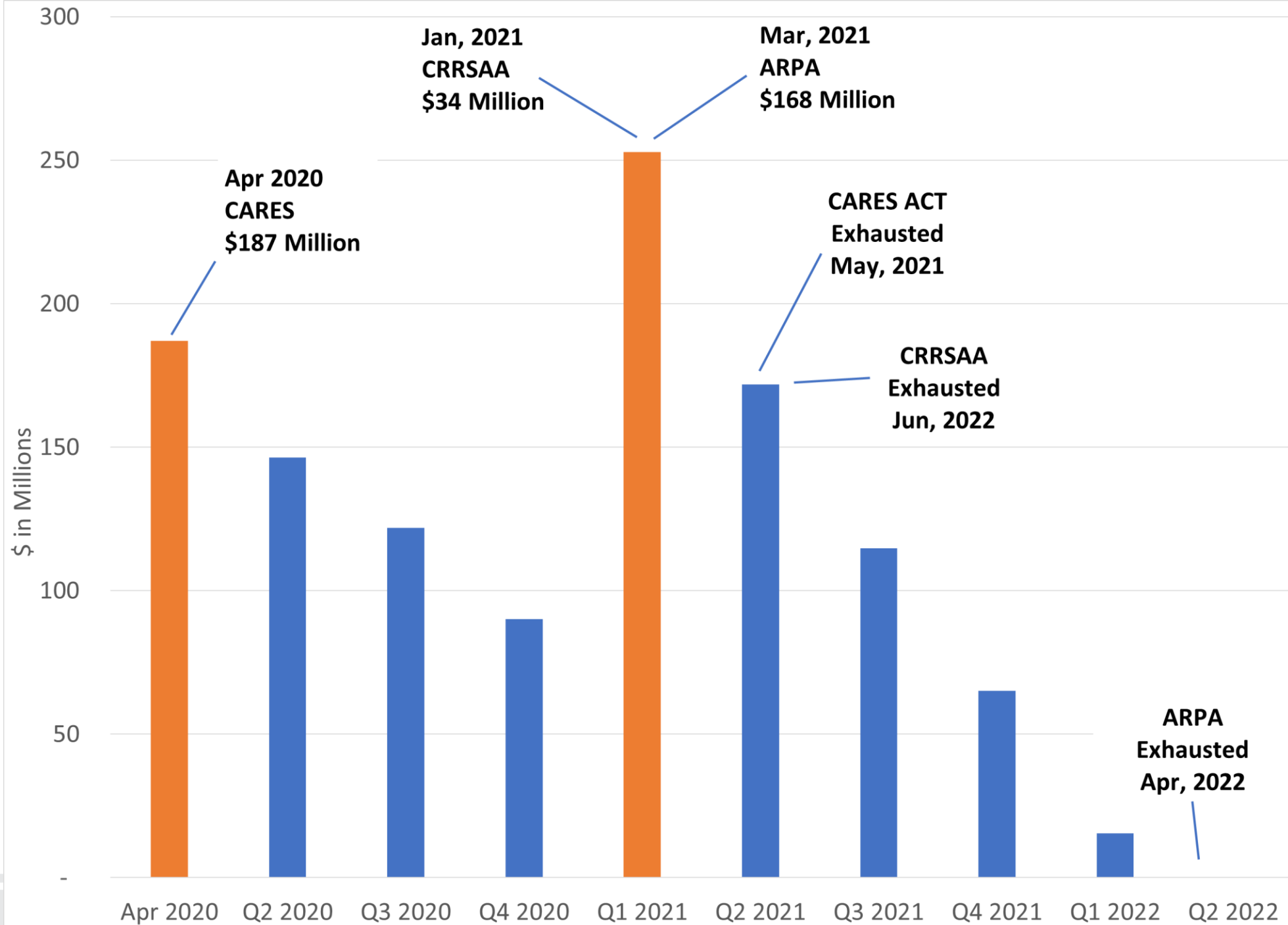
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- 2020 Actual
- Mo Budget
- Mo Actuals
- Cum Budget
- Cum Actual
- Cum 2020



# 2020 - 2021 Stimulus Funds

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# August 2021

MONTHLY RESULTS						FISCAL YEAR 2021 Dollars in Millions	YEAR-TO-DATE RESULTS				
Prior Year Actual	August, 2021			Variance			Prior Year Actual	Current Year			Variance
	Actual	Budget						Actual	Budget		
						<b>Revenue</b>					
\$ 41.6	\$ 41.1	\$ 30.6	\$ 10.5	34.3%		Sales Tax <i>(Aug accrual)</i>	\$ 220.9	280.8	\$ 233.1	\$ 47.6	20.4%
1.7	2.6	2.6	(0.0)	-0.3%		Fares	23.2	19.5	20.6	(1.1)	-5.5%
13.1	17.3	14.3	3.0	21.1%		Federal	96.3	174.3	114.3	60.0	52.5%
0.8	(5.5)	1.4	(6.9)	-496.0%		Other	6.0	5.4	11.2	(5.7)	-51.3%
<b>\$ 57.2</b>	<b>\$ 55.4</b>	<b>\$ 48.9</b>	<b>\$ 6.6</b>	<b>13.4%</b>		<b>TOTAL REVENUE</b>	<b>\$ 346.3</b>	<b>\$ 480.0</b>	<b>\$ 379.3</b>	<b>\$ 100.8</b>	<b>26.6%</b>
						<b>Expense</b>					
\$ 11.8	\$ 12.9	\$ 13.2	\$ 0.3	2.6%		Salary/Wages	\$ 102.2	\$ 103.2	\$ 105.6	\$ 2.4	2.3%
5.6	6.9	6.3	(0.6)	-9.3%		Fringe Benefits	48.1	50.7	50.0	(0.7)	-1.4%
1.9	2.2	2.4	0.2	9.1%		Services	13.5	15.5	19.8	4.3	21.7%
1.1	1.5	1.9	0.4	21.5%		Parts	13.0	12.3	15.1	2.8	18.3%
1.0	2.6	1.9	(0.7)	-35.9%		Fuel	10.2	14.3	14.9	0.6	3.9%
0.5	0.6	0.5	(0.1)	-14.0%		Utilities	3.9	4.0	4.0	(0.0)	-0.5%
0.9	1.1	2.1	1.0	47.9%		Other	7.4	7.0	11.6	4.6	39.3%
(1.1)	(0.6)	(0.8)	0.2	-28.4%		Capitalized Cost	(7.4)	(5.4)	(6.3)	0.9	-13.9%
<b>\$ 21.7</b>	<b>\$ 27.1</b>	<b>\$ 27.5</b>	<b>\$ 0.4</b>	<b>1.4%</b>		<b>TOTAL EXPENSE</b>	<b>\$ 190.9</b>	<b>\$ 201.8</b>	<b>\$ 214.7</b>	<b>\$ 13.0</b>	<b>6.0%</b>
\$ 8.4	\$ 7.5	\$ 7.3	\$ (0.2)	-3.2%		Debt Service	\$ 70.5	\$ 60.8	\$ 59.8	\$ (1.0)	-1.6%
<b>\$ 27.1</b>	<b>\$ 20.9</b>	<b>\$ 14.1</b>	<b>\$ 6.7</b>	<b>47.6%</b>		<b>Contrib. Capital/Reserves</b>	<b>\$ 84.9</b>	<b>\$ 217.5</b>	<b>\$ 104.7</b>	<b>\$ 112.8</b>	<b>107.7%</b>

Favorable/(Unfavorable)

Favorable/(Unfavorable)



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# Questions?





# Capital

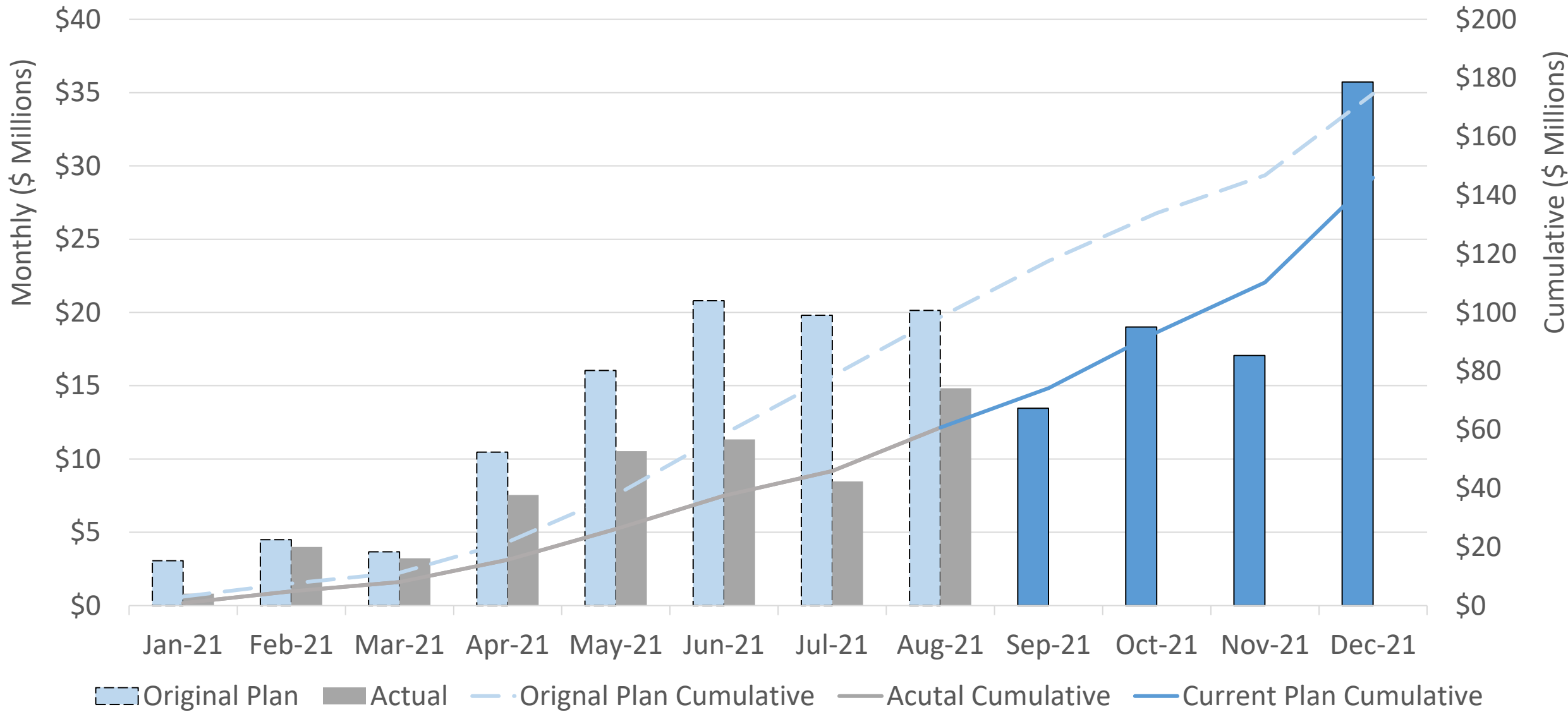


## Key Changes in Report

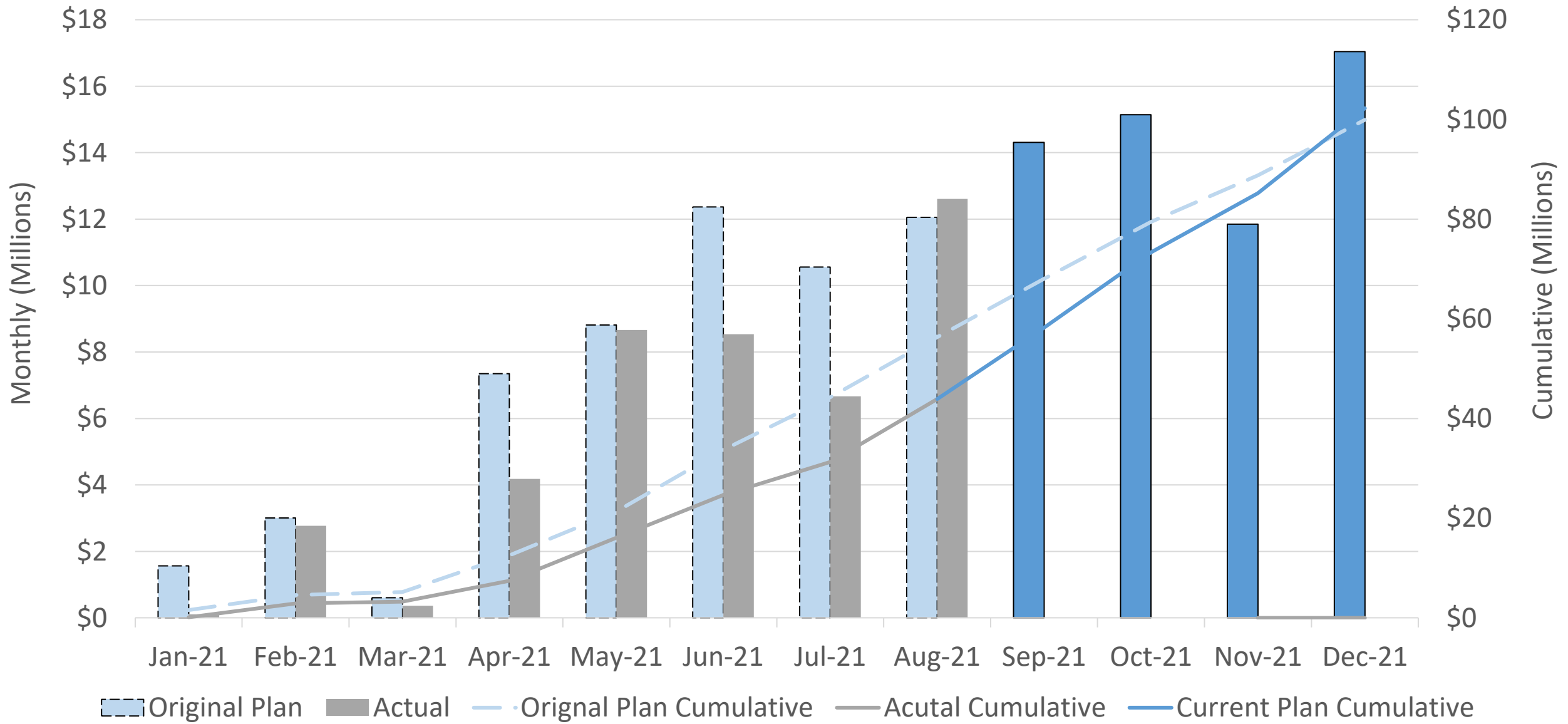
- Projects have been re-aged to capture any changes in PM anticipated spend amounts
- Major Capital and Capital Project categories have been changed to match the agency organizational structure. Replaced with Capital Construction and Capital Development categories
- Original Baseline maintained and shown with purple dashed line
- Actuals reflect baseline thru August
- Overall change from approx. \$175 M to \$146 M



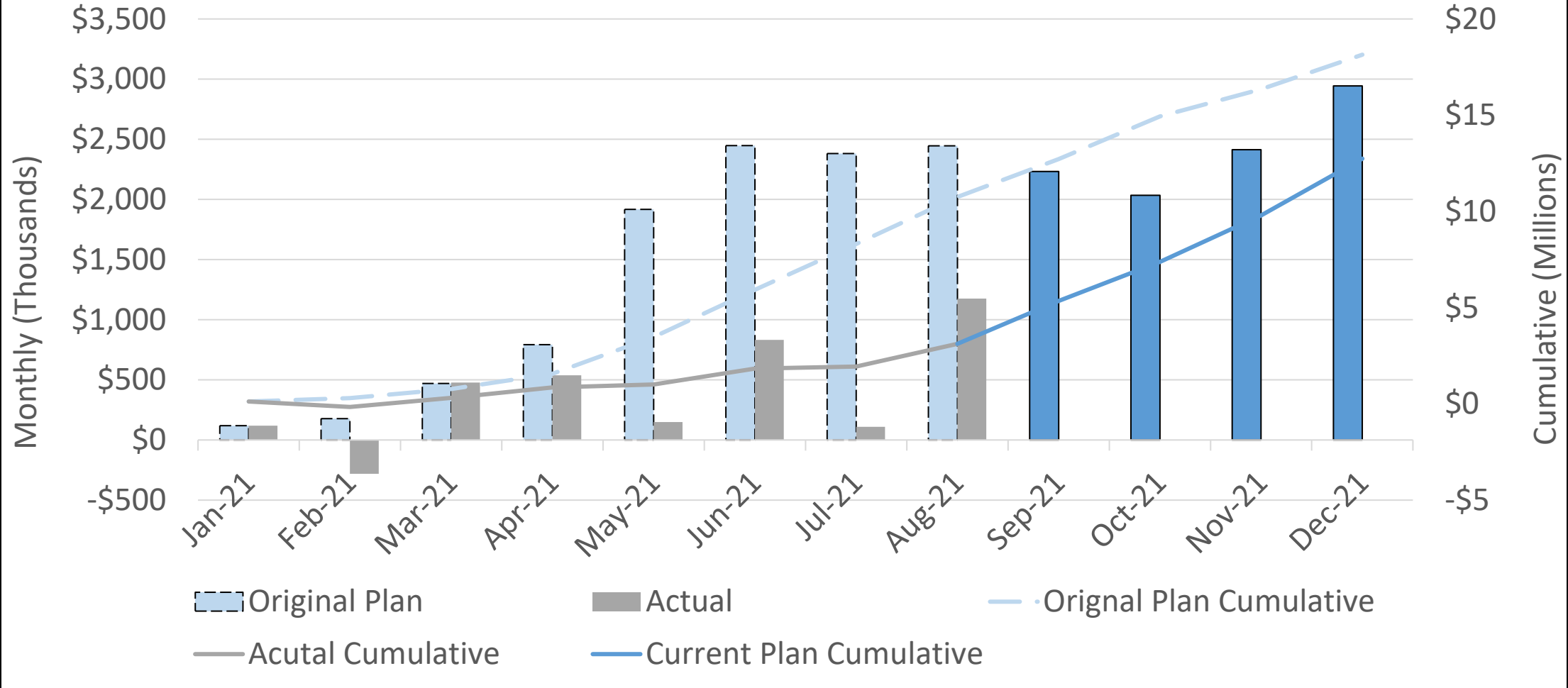
# 90% Program Summary- January thru August



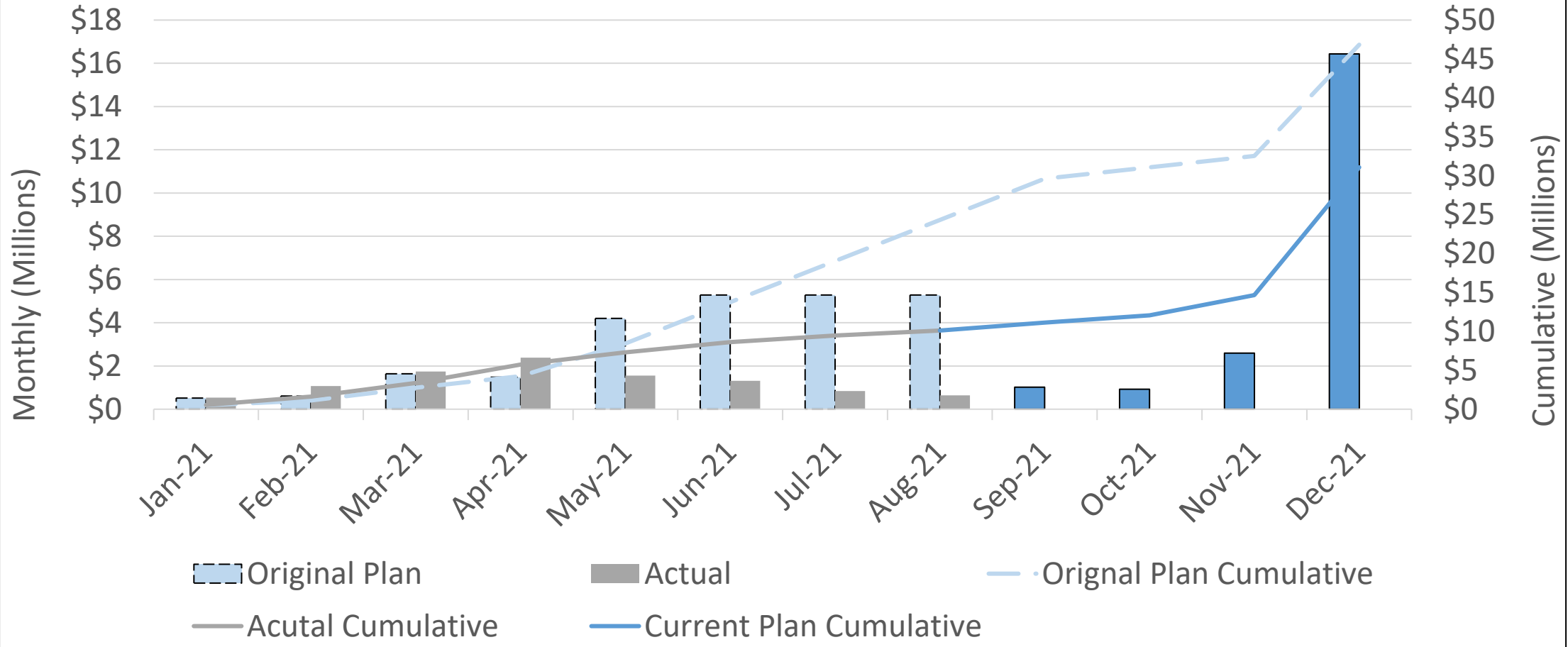
# Capital Construction



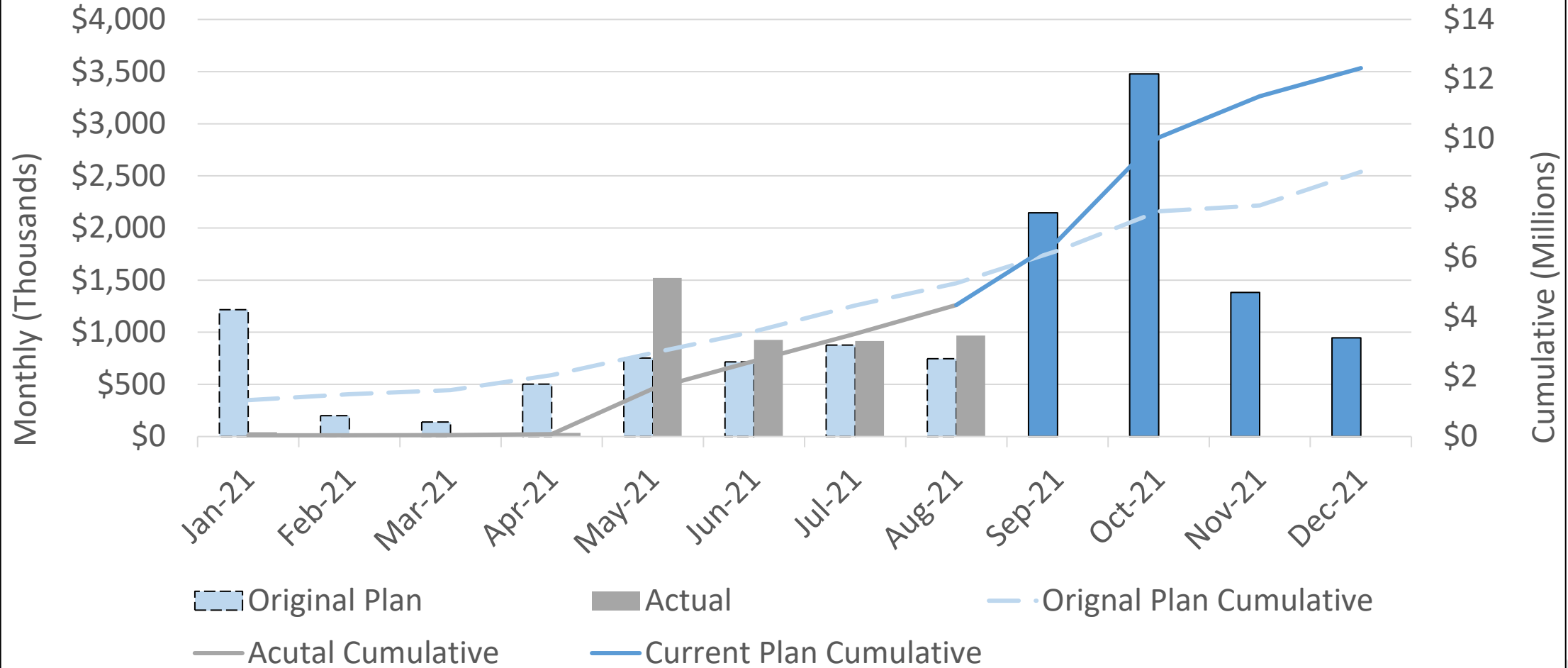
### Capital Development



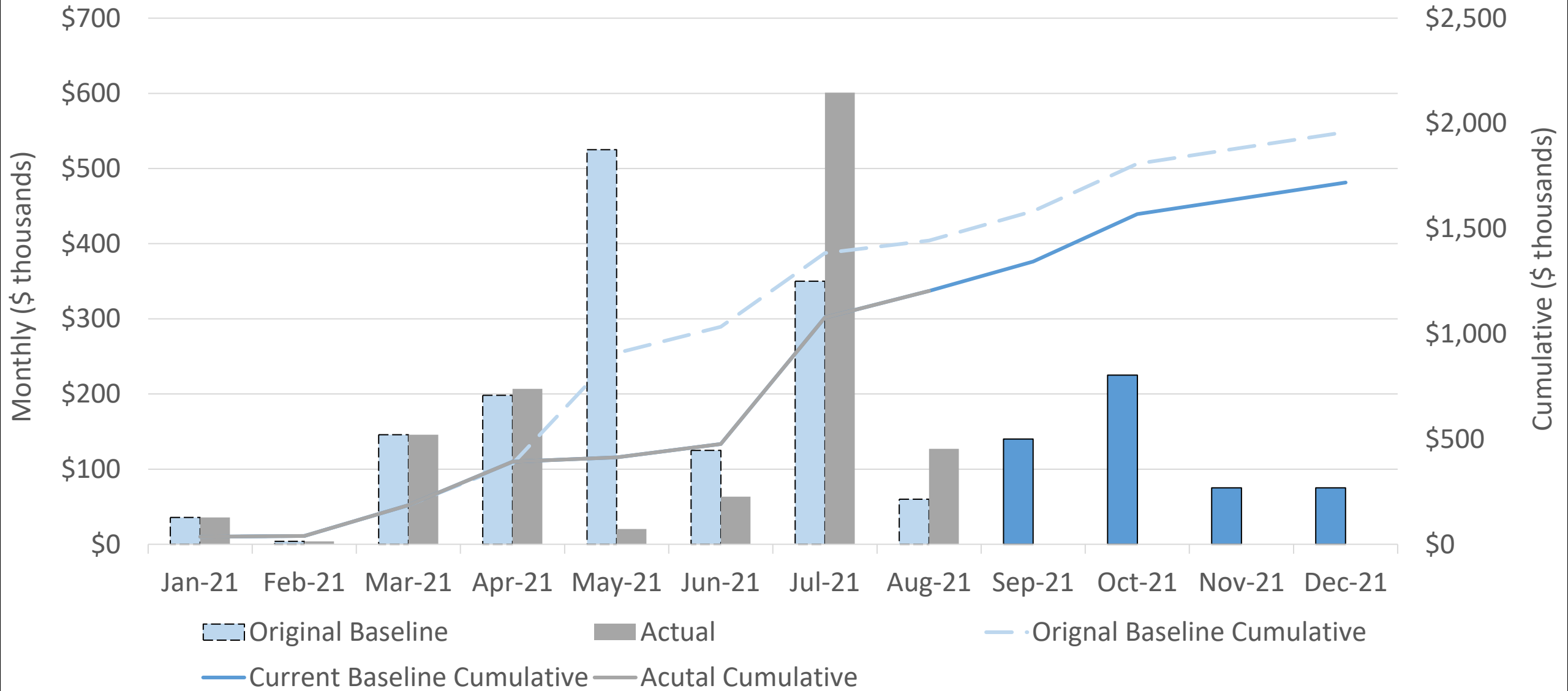
# Revenue/Service Vehicles



# Infrastructure SGR Projects



# Information Technology Projects





# 650 South Platform



# FrontRunner Forward

- Posted RFP for Environmental Services Pool
  - Response period open until October 20<sup>th</sup>
- Posted RFP for Design Services Pool
  - Response period open until November 3<sup>rd</sup>



# Questions?



# Resolutions



**R2021-10-01**

**Resolution Authorizing and Approving  
a Preliminary Official Statement and  
an Official Statement in Connection  
with the Issuance and Sale of the  
Authority's Sales Tax Revenue  
Refunding Bonds; and Related  
Matters**



# UTA DEBT MANAGEMENT

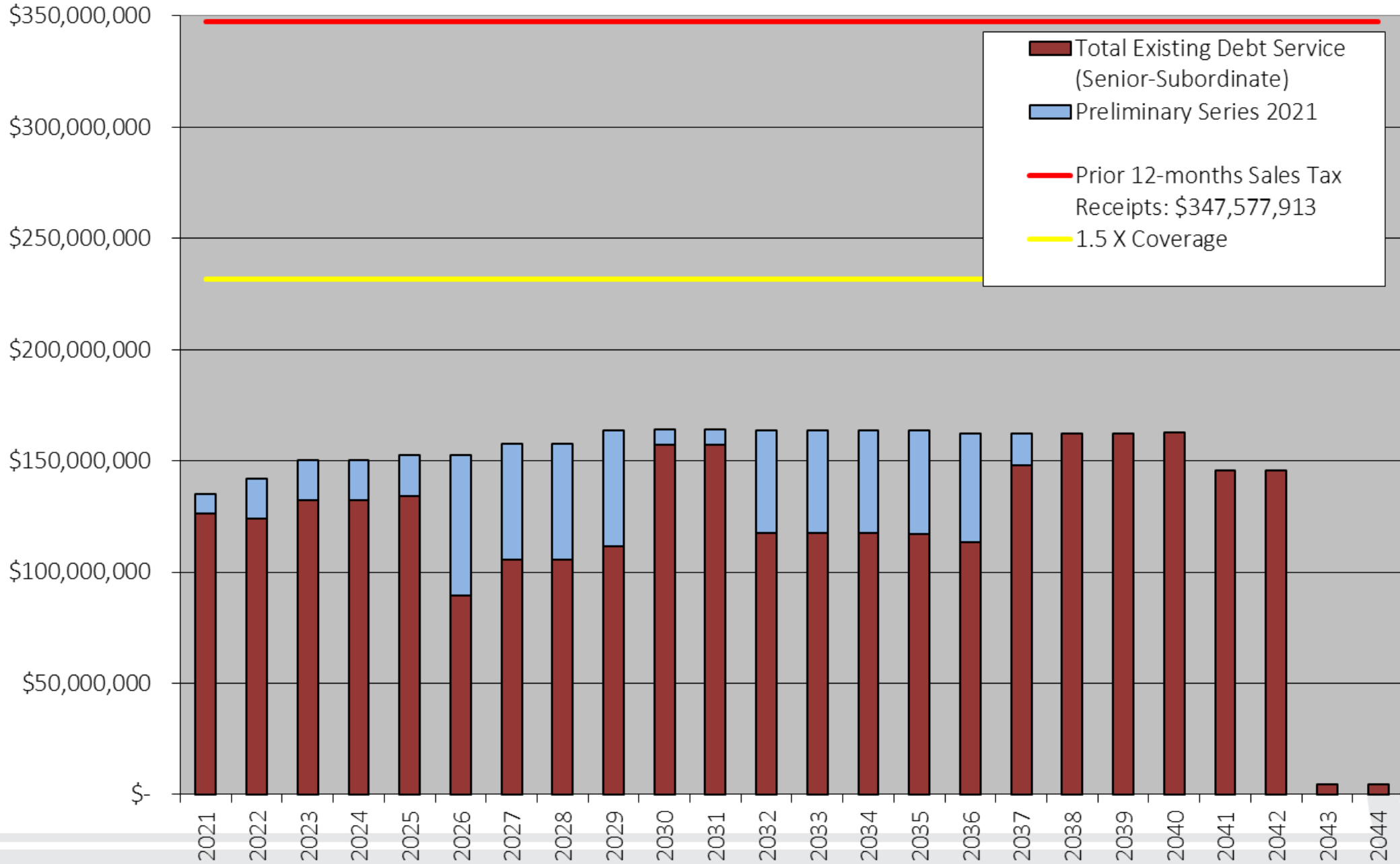
## Bond Refunding and Restructuring Considerations

	Refunding Bonds	Restructuring Bonds
Net Present Value Savings 5% or more	X	
Consider options to lower maximum annual debt service	X	X
Move principal payments from June 15 to December 15	X	X
High refunding efficiency	X	
Minimize use of refunding savings reserve	X	X
Consider change from subordinate to senior debt	X	X



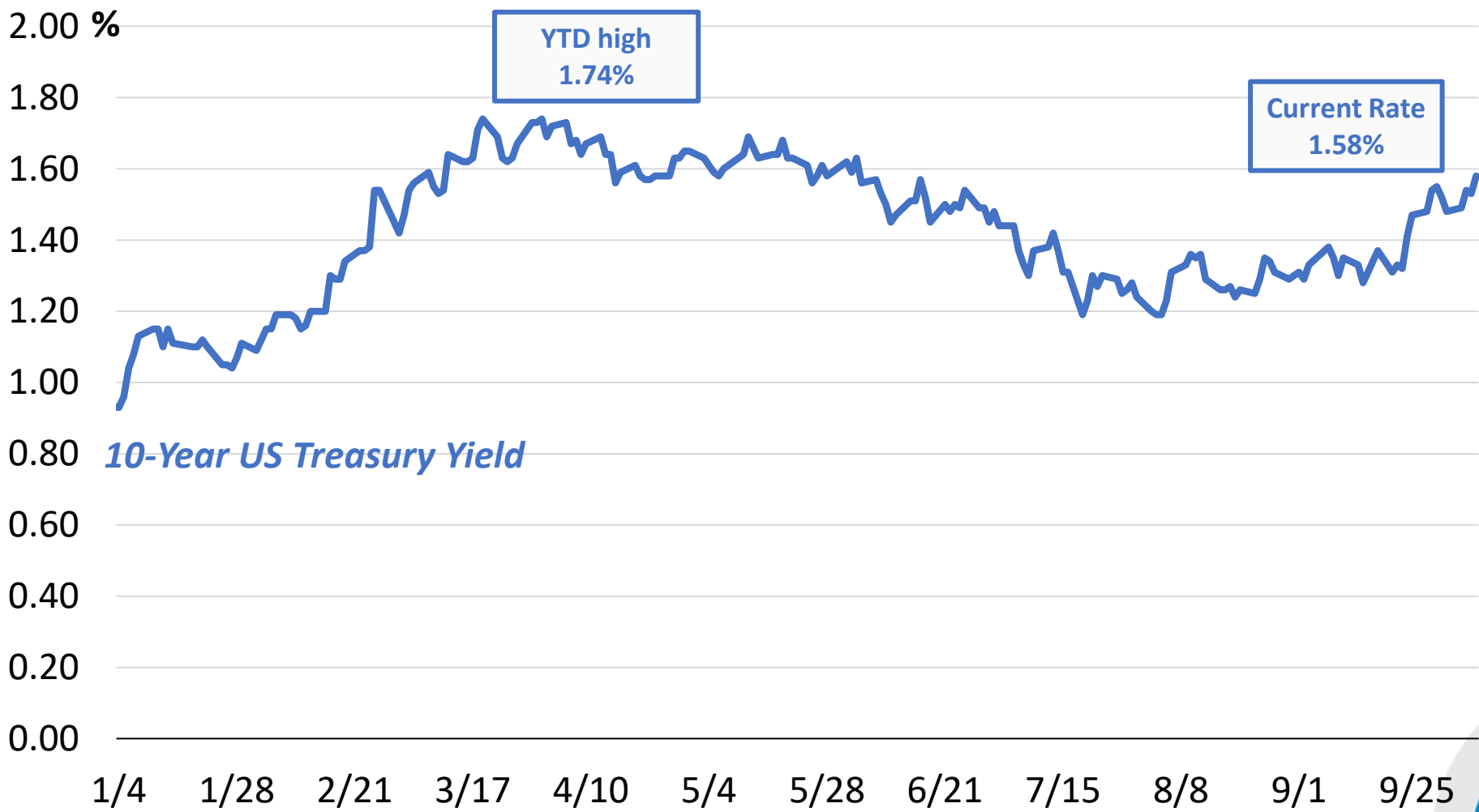
# Total Existing Debt Highlighting Series 2021 Bonds

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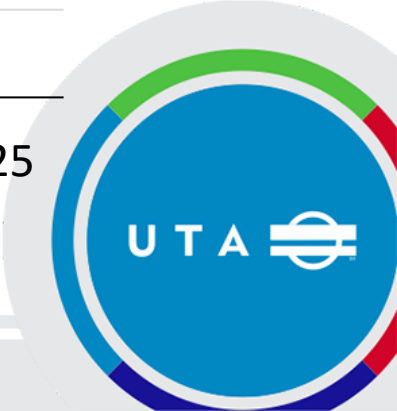
# Movement in 10-Year Treasury

## 10-year UST Yield Movement 2021YTD



Source: US Department of Treasury from 1/4/2021 – 10/7/2021

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## Series 2015A Taxable Advance Refunding Results

### Refunding Results | 2015A Bonds

#### Refunded Bonds

Refunded Par	\$319,050,000
Maturities	2028-29, 2032-37
Average Life	11.3 years
Average Coupon	4.23%

#### Refunding Bonds

Par Amount	\$367,630,000
Amortization	2021-2037
Average Life	10.8 years
All in TIC	2.40%
Escrow Yield	0.67%
Negative Arbitrage	\$19,855,316
Gross Savings	\$15,965,670
<b>NPV Savings (\$)</b>	<b>\$15,805,401</b>
<b>NPV Savings (%)</b>	<b>4.95%</b>
<b>PV of 1 Basis Point</b>	<b>\$340,432</b>



# Series 2015A Taxable Advance Refunding Results

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## Refunding Results | 2015A Bonds

### Gross Cashflow Savings

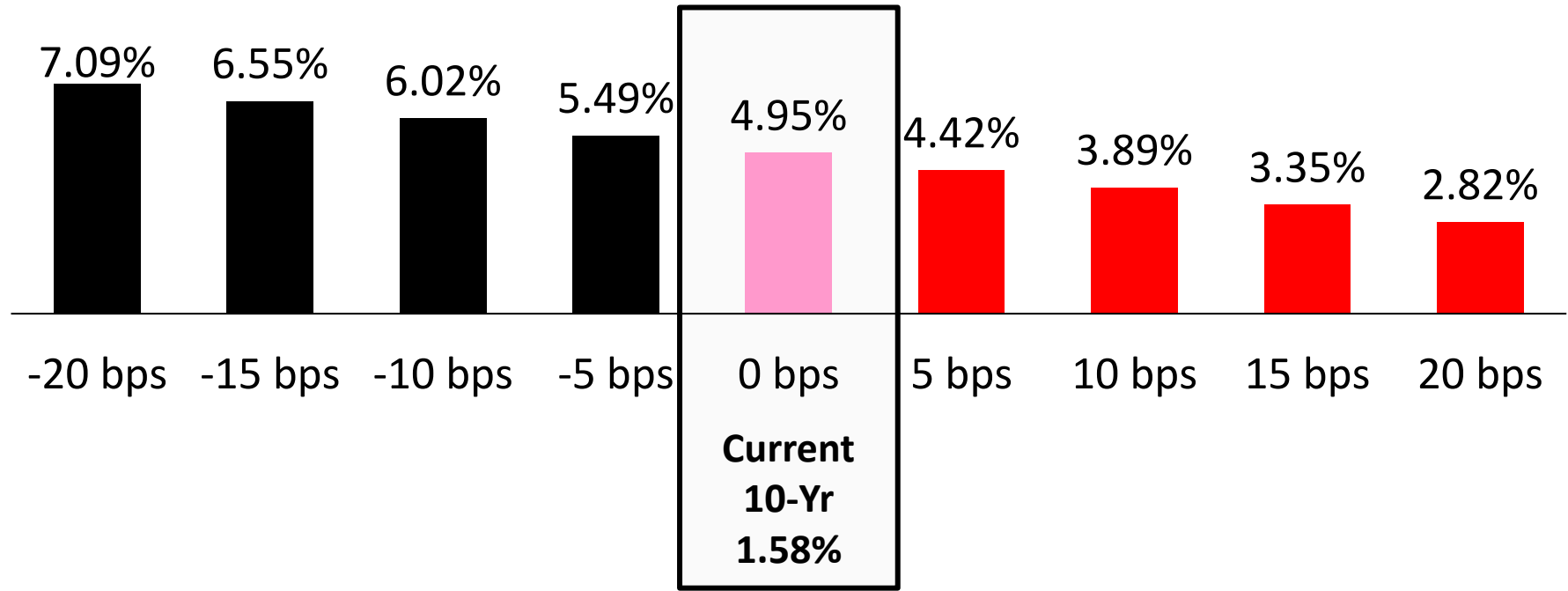
Year	Annual Savings
2021	\$6,305.20
2022	4,387.04
2023	7,601.64
2024	8,804.94
2025	3,267.24
2026	8,278.24
2027	1,765,962.04
2028	1,770,686.14
2029	1,767,519.60
2030	1,767,692.40
2031	1,767,927.00
2032	1,772,155.20
2033	1,768,012.20
2034	1,766,419.90
2035	1,771,558.00
2036	6,611.70
2037	2,481.30
<b>Total</b>	<b>\$15,965,669.78</b>



# Series 2015A Taxable Advance Refunding Results

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## NPV Savings Sensitivity – Change in Rates (bps)



# **Recommended Action (by roll call)**

Motion to approve R2021-10-01  
Resolution Authorizing and Approving a Preliminary Official Statement and an Official  
Statement in Connection with the Issuance and Sale of the Authority's Sales Tax  
Revenue Refunding Bonds; and Related Matters



**R2021-10-02**

**Resolution Authorizing the Execution  
of a Public Transportation COVID-19  
Research Demonstration Grant  
Agreement for the E-Voucher System  
Phase 2 Development Project**



# Public Transportation COVID-19 Research Demonstration Grant Funds for the E-Voucher System Phase 2 Development Project

- The total project cost is \$538,200 (\$508,200 federal/\$30,000 local match)
- The award amount will be \$508,200
- No match is required
- UTA including in-kind match of \$30,000 of UTA staff time



# E-Voucher System

- The UTA Coordinated Mobility Department is completing Phase 1 development of an electronic voucher (E-voucher) system to replace traditional paper voucher programs.
- Phase 2 will include enhanced functionality for agencies, clients and drivers including functionality for commercial transportation options such as Transportation Network Company operators and electronic public transit fare purchases.
- These enhancements will create opportunities of commercialization using the E-voucher application as a “software as a service” (SaaS) revenue model. This model could create a self-sustaining program.



# **Recommended Action (by roll call)**

Motion to approve R2021-10-02  
Resolution Authorizing the Execution of a Public Transportation COVID-19 Research  
Demonstration Grant Agreement for the E-Voucher System Phase 2 Development  
Project





# Contracts, Disbursements, and Grants



# **Contract: Ogden/WSU BRT Signal Materials/Prioritization System (State of Utah and Utah Department of Transportation)**

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## **Recommended Action (by acclamation)**

Motion to approve purchase through Utah Department of Transportation for the Ogden/WSU BRT signal materials/prioritization system, as presented



# **Change Order: Federal Monitoring Services Agreement Modification No. 5 – Final Payment to Independent Federal Monitors (Coblentz, Patch, Duffy and Bass LLP)**

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## **Recommended Action (by acclamation)**

Motion to approve change order with Coblentz, Patch, Duffy and Bass LLP, for the Federal Monitoring Services Agreement Modification No. 5 - Final Payment to the Independent Federal Monitors, as presented



**Change Order: Microtransit Master  
Service Agreement Service Order No. 1 –  
Rose Park, Poplar Grove & Glendale  
Microtransit Service  
(River North Transit LLC - Via)**

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**Public Agreement: UTA-Salt Lake City  
Microtransit Cooperative Agreement**





**UTA**  
**ON DEMAND**



**UTA On Demand: Rose Park, Poplar Grove & Glendale Service**

# UTA On Demand: Rose Park, Poplar Grove & Glendale Service

- Salt Lake City Transit Master Plan
- Local Service Changes
- UTA On-Demand Service Overview
- Marketing and Communications Plan



**UTA**  
ON DEMAND



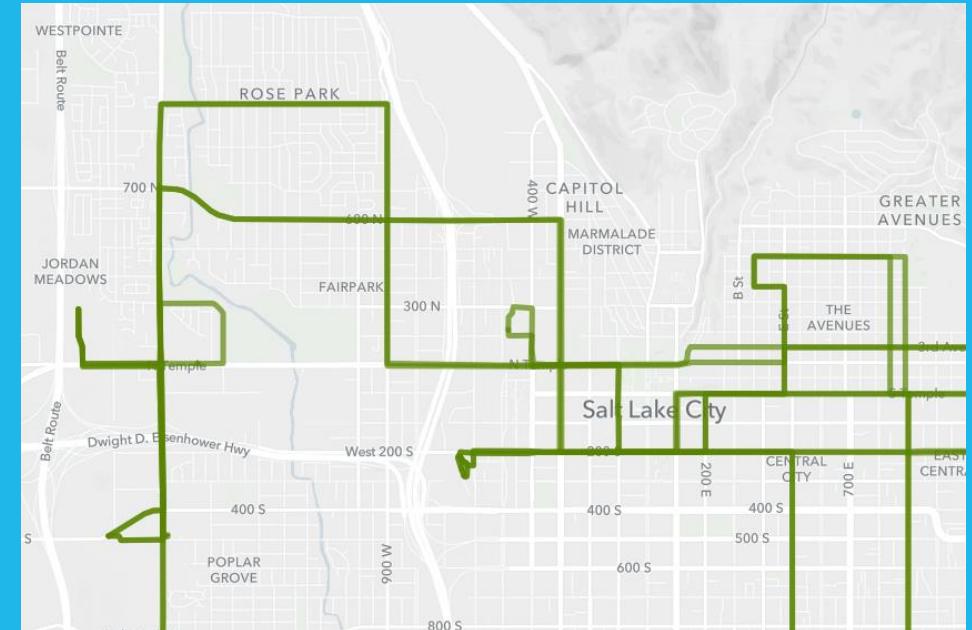
# Salt Lake City Transit Master Plan

- Supports the Frequent Transit Network
- On-demand shared ride services
- Improved access to transit
- UTA – SLC Microtransit Cooperative Agreement



# Planned Local Service Changes

- UTA On Demand
- New Route 1
- Changes to routes 205, 217
- Discontinue routes 519, 520, F522





# Service Overview

- UTA On-Demand Service
- Via Partnership: Transportation as a Service solution
- Serves the Rose Park, Poplar Grove & Glendale neighborhoods
- Operating Days/Hours
  - Monday – Saturday: 4:00 am to 12:15 am
  - Sunday 6:00 am to 9:00 pm



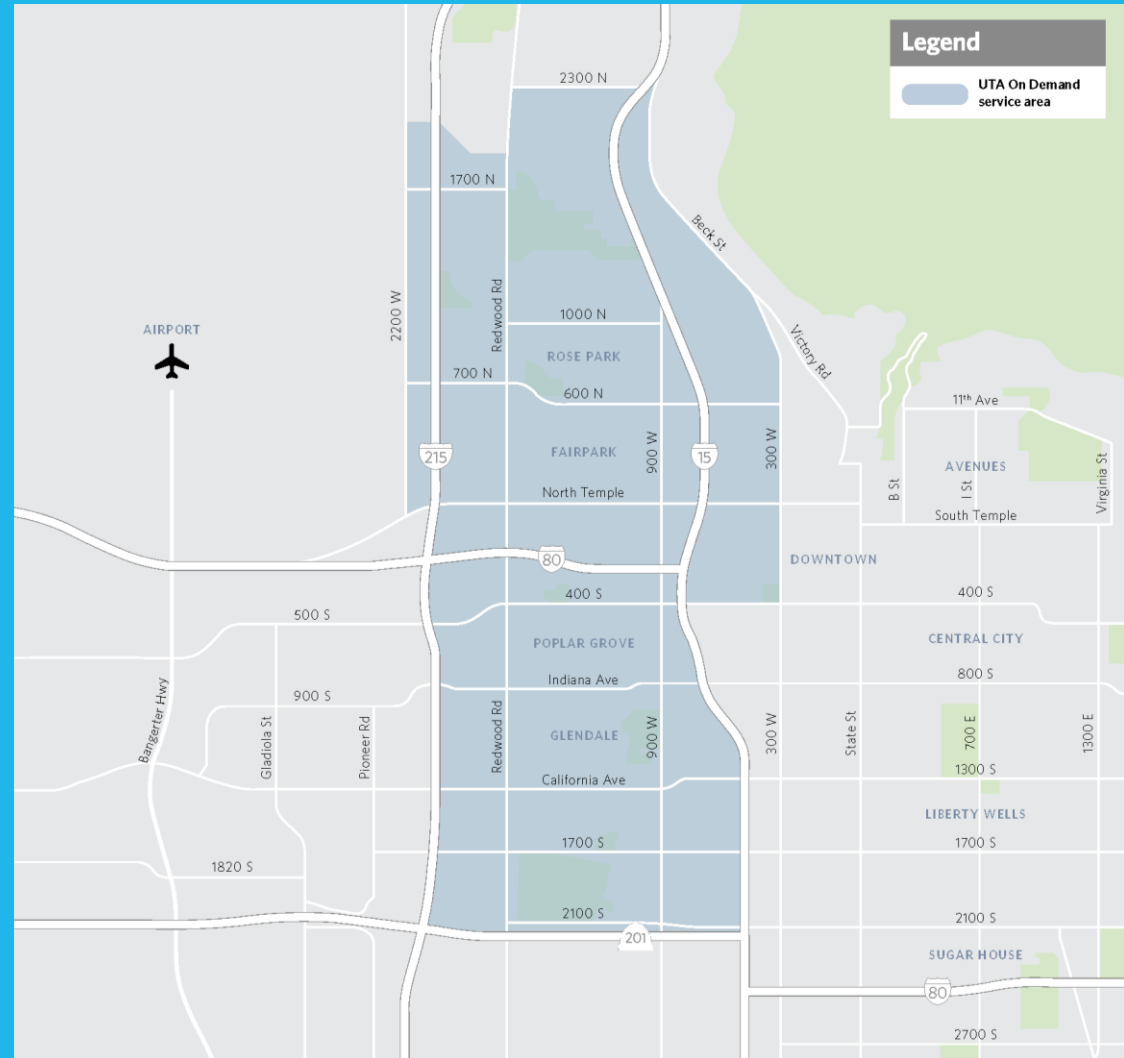
**UTA**  
ON DEMAND



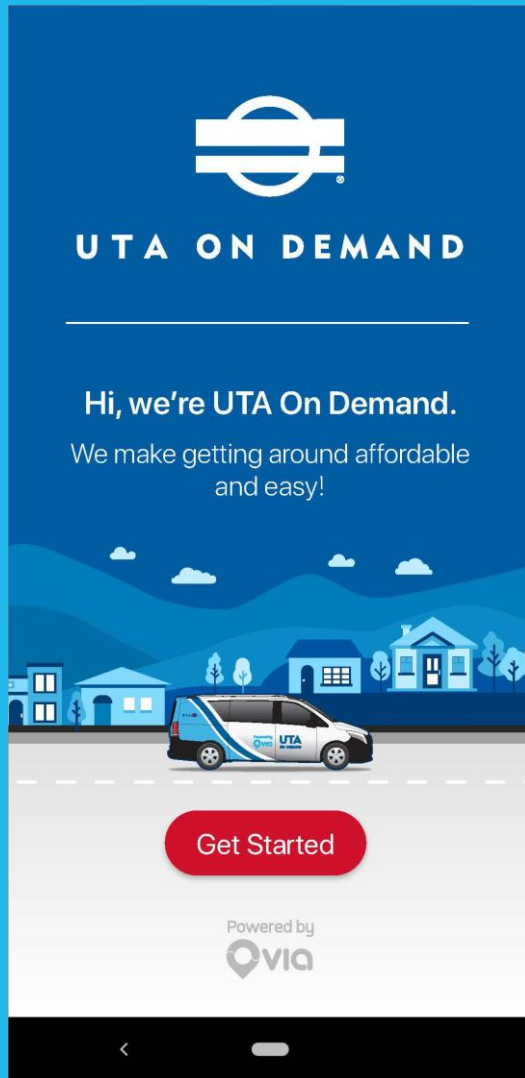
# Service Area

## UTA On Demand:

- Rose Park
- Fair Park
- Poplar Grove
- Glendale



# Customer Experience



- UTA On Demand Service Parameters
- UTA On Demand Mobile Phone App
- Telephone booking and payment option
- UTA Fares and Transfers
- UTA & Via Customer Service

**UTA**  
ON DEMAND



# Marketing and Promotions

- Joint marketing efforts by UTA, SLC and Via
- Street Marketing, Out of Home, Digital Mobile, Social Media, Direct Mail, Local Newspaper, Campaigns
- Fare Promotions and Discounts
- Stakeholder and Community Engagement Efforts





**UTA**  
**ON DEMAND**



**UTA On Demand: Rose Park, Poplar Grove & Glendale Service**

# **Change Order: Microtransit Master Service Agreement Service Order No. 1 – Rose Park, Poplar Grove & Glendale Microtransit Service (River North Transit LLC - Via)**

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## **Recommended Action (by acclamation)**

Motion to approve change order with River North Transit LLC – Via for the Microtransit Master Service Agreement Service Order No. 1 – Rose Park, Poplar Grove & Glendale Microtransit Service, as presented



# Public Agreement: UTA-Salt Lake City Microtransit Cooperative Agreement

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## Recommended Action (by acclamation)

Motion to approve the UTA-Salt Lake City Microtransit Cooperative Agreement, as presented



# Pre-Procurements

- On-call Materials Test and Inspection
- Architectural Services
- Midvalley Connector Final Design
- UTA Facilities Structural Analysis





# Discussion Items



# Tentative 2022 Budget



# 2022 Strategic Framework

## Draft Goals & Initiatives: Service

<b>Innovate and Integrate our System</b>
Implement 5-year service plan
Evaluate mobility solutions & software as a service technology options to enhance our service
Kick off phase 1 of Fare system technology replacement project

<b>Deliver Excellence</b>
Support service through enhanced capital program/project delivery to meet future service demands
Deploy UTA strategic framework to increase goal alignment, communication, and awareness
Conduct customer assessments to improve impact and understanding of our internal/external customers



# Strategic Framework

## 2022 *Draft* Goals & Initiatives: People

<b>Develop our People</b>
Conduct comprehensive total rewards review focused on increasing attraction and retention of employees
Design optimal plans for UTA training facility
Launch phase 2 of design and creation of leadership and apprenticeship training programs

<b>Cultivate a Diverse and Inclusive Culture</b>
Adopt 3-year inclusion and belonging strategy
Develop transportation and equity metrics with community partners
Achieve completion of phase 2 - UTA Way deployment and training



# Strategic Framework

## 2022 *Draft* Goals & Initiatives: Stewardship

Safeguard our Future
Deploy risk management program to mitigate Agency risk and ensure regulatory compliance
Integrate agency long and short-term financial modeling to support cash flow, alternative analysis and near- and long-term financial planning
Finalize the business plan for FrontRunner to create a system-wide service vision and define short- and long-term investments
Evaluate and onboard workforce planning program and methodology

Protect our Environment
Update and improve UTA sustainability plan to include sustainability measures, employee engagement and actions
Complete fixed bus fleet replacement plan aligned with proposed fleet propulsion mix
Activate UTA green team to support sustainability and environmental efforts
Develop strategies to reduce water usage across the Agency

Next Steps: Measures/Ownership, Cascade and Communicate



# 2022 Budget Challenges/Opportunities

## Ongoing COVID 19 Recovery

- Fares
- Ridership
- Labor
- Service

## Labor

- Labor Market
- Training
- Retention
- Succession Planning
- Apprenticeship
- Labor Agreements

## 2022 Service Development

- Service Guidelines
- Operations Feasibility Review
- Change ridership patterns
- Staffing Constraints

## Financial Stability

- Economic Factors
- Stimulus
- Sales Tax Growth
- Fund Balance
- AAA Bond Rating



# 2022 Budget Challenges/Opportunities

## Delivering on Commitments

- Capital Project Delivery
- Engineering Resources
- Organizational Support
- Cost Escalation

## Technology

- Aging Systems
- Business Intelligence
- Fare Collection
- Supporting Increased Reliance
- Cyber Security

## Partnerships

- Federal
- State
- Local
- Other



# BUDGET PROCESS

## OPERATIONS

- Sales Tax Forecast (U of U)
- Budget Planning
- Update Assumptions
- Established 2022 Base Budget (Budget Targets)
- Develop Strategic Framework

- Initiative Development
- Service Change Process
- Initiative Prioritization and Selection
- Tentative 2022 Budget Developed

## CAPITAL

- 2020 Carryover
- 2021 Project Aging
- Setting up Capital Budget Process
- Call for Capital Projects
- Developing Priorities
- Received Capital Updates and Requests

- Project Prioritization
- Project Selection
- Initial Draft 5-Year Plan

## BOARD

- Assumptions and Budget Themes Discussion
- Technical Budget Adjustments (Operating and Capital) to deliver 2021 Program
- Strategic Framework Coordination

- 2021 Project/Program Delivery
- 5-Year Draft Capital Plan to Board and Local Advisory Council
- Operating Workshops





# 2022 Operating Budget Overview (dollars in thousands)

UTAH TRANSIT AUTHORITY

Amended 2021 Budget	2021 One -Time Expenses	2021 Additions		2022 Adjustments		2022 Budget		
		Staffing	Service	Wage and Fringe	Other	2022 Base	2022 Additions	2022 Budget Request
\$ 326,512	\$ (6,748)	\$ 1,247	\$ 3,911	\$ 9,369	\$ 3,471	\$337,763	\$ 18,323	\$356,086

## 2022 Additions

### Restore Service

Service Changes	\$ 6,915
Support Costs	656
Rail Apprenticeship Program	5,100
Recruitment and Retention	1,624
Information Technology	1,308
Other Management and Support	1,220
Operating Contingency	<u>1,500</u>
Total	\$18,323



# 2022 UTA Operating Budget Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$158,368,493	\$170,747,523	\$12,379,030	7.8%
Fringe	75,243,781	83,340,042	8,096,261	10.8%
Services	30,393,901	33,167,680	2,773,779	9.1%
Fuel	21,938,262	25,210,783	3,272,522	14.9%
Parts	22,518,325	22,821,044	302,719	1.3%
Utilities	5,962,312	6,396,797	434,485	7.3%
Other O&M	21,419,009	25,064,222	3,645,213	17.0%
Capitalized Costs	(9,331,626)	(10,662,401)	(1,330,775)	14.3%
<b>Total Budget</b>	<b>\$326,512,457</b>	<b>\$356,085,690</b>	<b>\$29,573,233</b>	<b>9.1%</b>



# 2022 UTA Operating Budget Expenses by Office

Office	FY2021 Budget	FY 2022 Budget	Change	% Change
Board	\$2,720,074	\$2,677,442	\$(42,632)	-1.6%
Executive Director	9,890,971	9,445,684	(445,287)	-4.5%
Operations	254,205,987	270,501,615	16,295,628	6.4%
Finance	13,863,537	14,589,315	725,778	5.2%
Service Development	7,274,239	7,781,813	507,574	7.0%
Enterprise Strategy	19,880,699	22,524,933	2,644,234	13.3%
Planning & Engagement	10,649,039	13,086,278	2,437,239	22.9%
People Office	8,027,911	15,478,610	7,450,699	92.8%
<b>Total Division</b>	<b>\$326,512,457</b>	<b>\$356,085,690</b>	<b>\$29,573,233</b>	<b>9.1%</b>



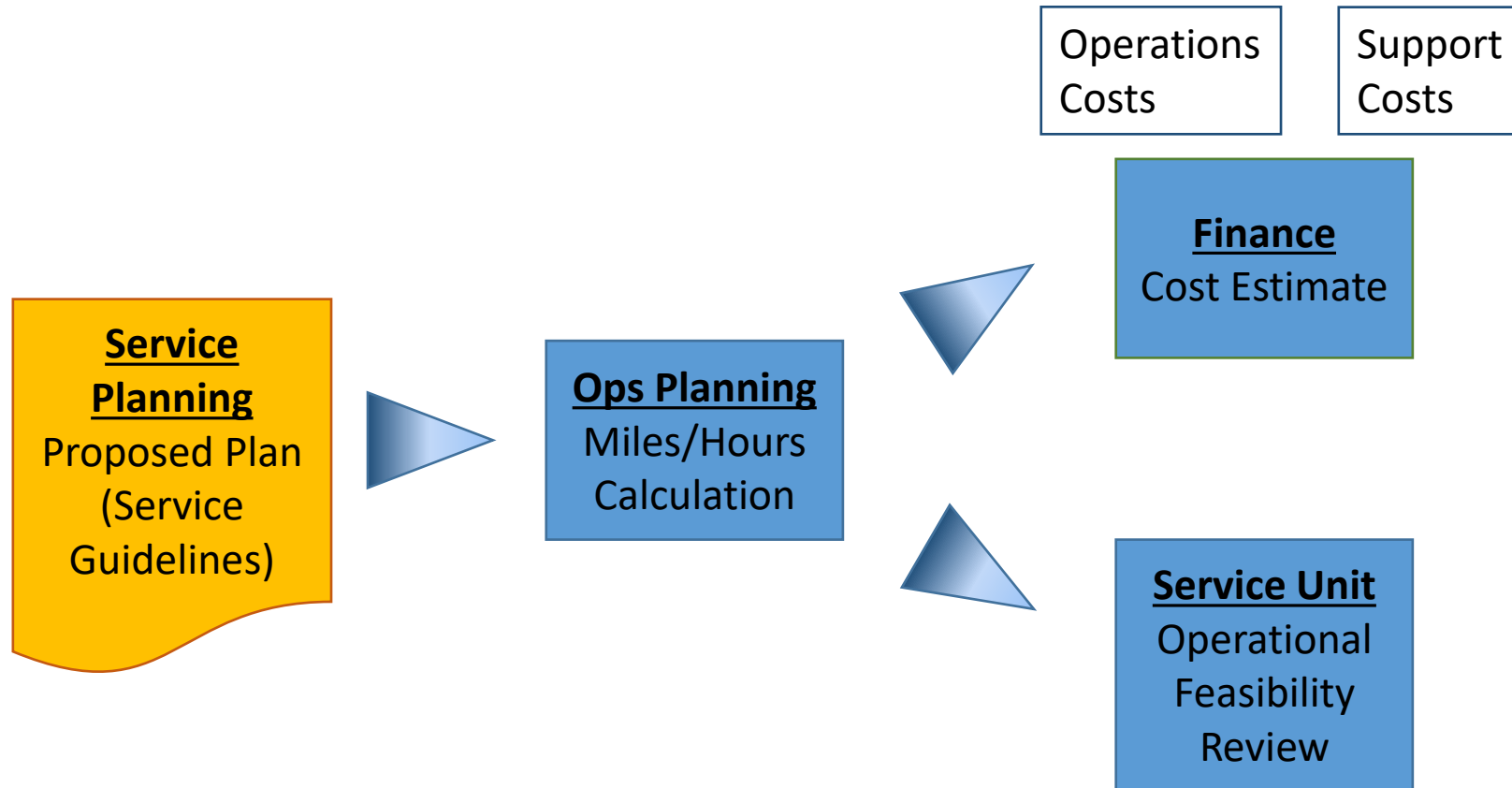
# UTA FTE Summary

## 2021 Budget and 2022 Proposed Budget

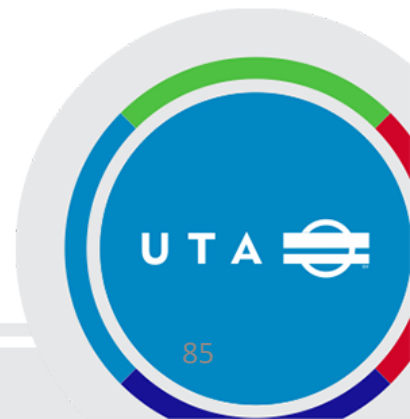
Department	2021	2022	Change	Change
	Amended Budget	Proposed Budget	FTE FY21 - FY22	FTE % FY21 - FY22
Board	13.5	13.4	(0.1)	-0.9%
Executive Director	37.5	41.5	4.0	10.7%
Operations	2,211.7	2,285.2	73.5	3.3%
Finance	105.1	113.5	8.4	8.0%
Service Development	45.0	56.0	11.0	24.4%
Enterprise Strategy	105.0	115.0	10.0	9.5%
Planning & Engagement	71.5	73.2	1.7	2.4%
People Office	59.5	84.0	24.5	41.2%
<b>Totals</b>	<b>2,648.8</b>	<b>2,781.8</b>	<b>133.0</b>	<b>5.0%</b>



# 2022 Service Change Process

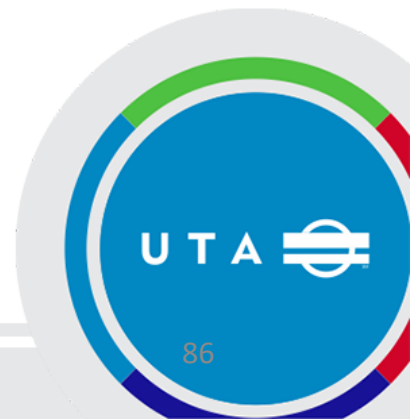
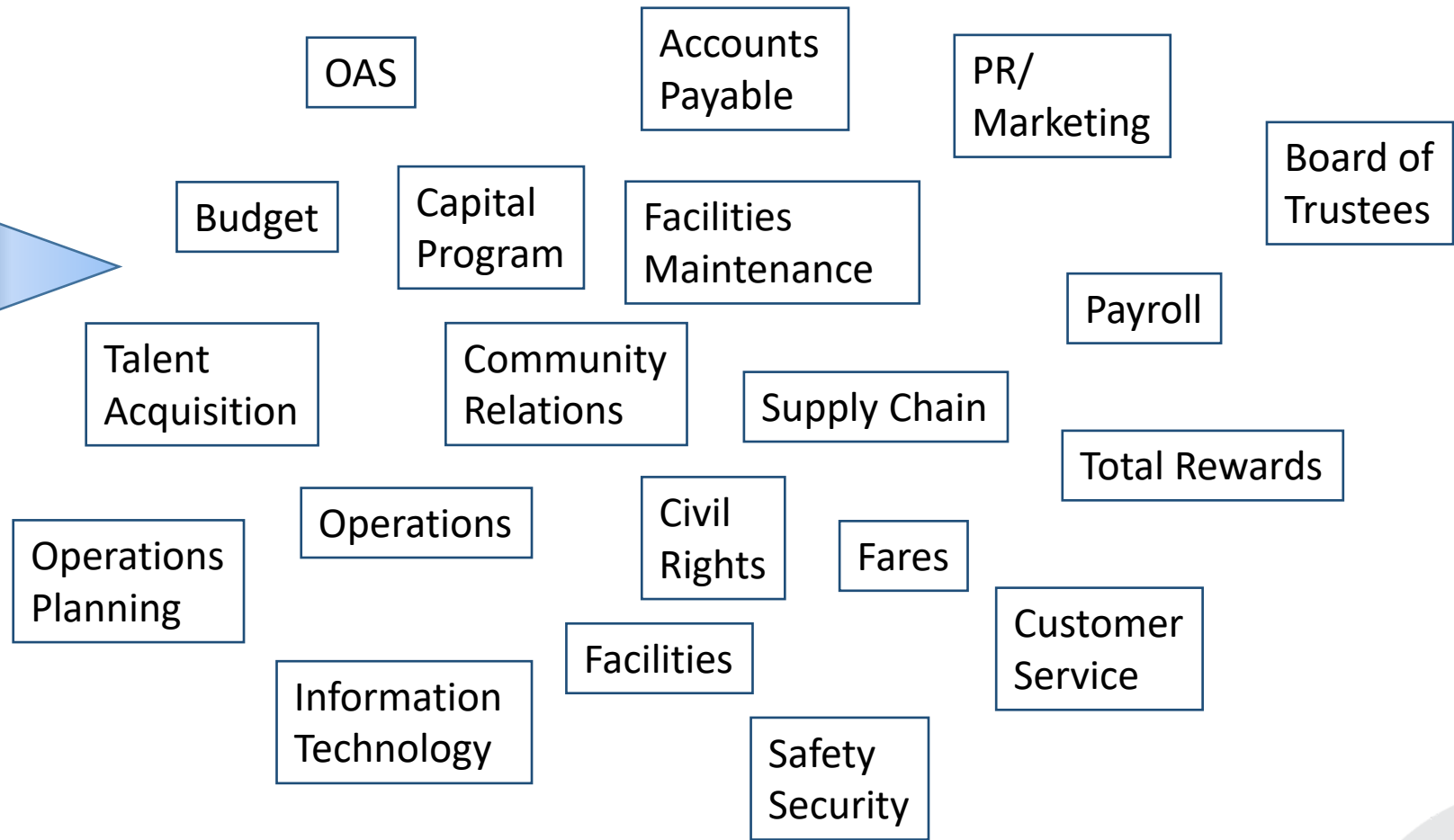
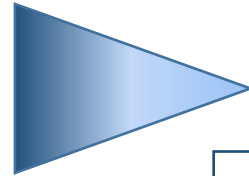


Operational Feasibility Review



# Service Additions Impact on the Organization

**Service Planning**  
Revised Plan

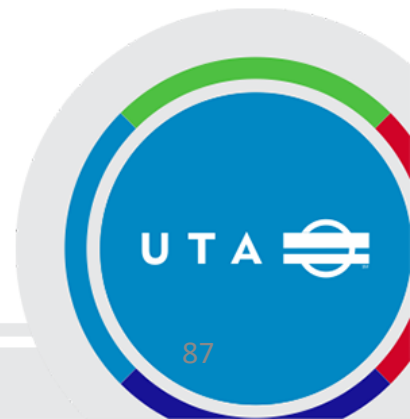


# 2022 Proposed Service Changes

	2022 Est. Cost	Ongoing Annual Est. Cost	FTE Change
Bus Service	\$4,215,000	\$ 6,777,000	44.0
Special Services	284,000	522,000	6.0
Front Runner	1,027,000	1,027,000	11.0
Tooele Valley UTA On Demand*	668,000	1,560,000	
South Davis UTA On Demand*	721,000	1,741,000	
<b>Total</b>	<b>\$6,915,000</b>	<b>\$11,627,000</b>	<b>61.0</b>



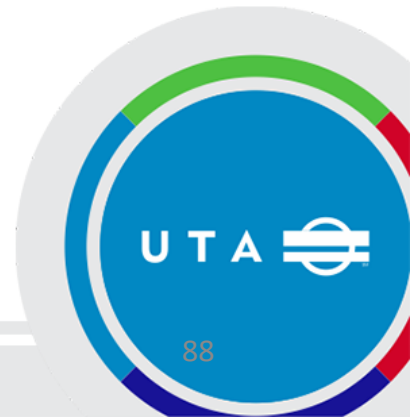
\*Microtransit contingency included \$403,000



# Measuring Success Service Changes

## Key Measures:

- Ridership by mode
- Changes in ridership by mode
- Passengers Per Platform Hour
  
- Geographic Coverage Change
- Cost of Coverage (metric in development, potential measure of cost per square mile of service coverage)



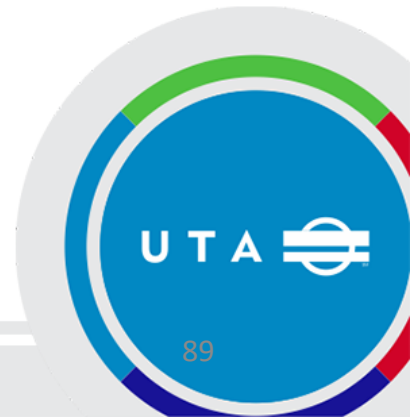


# Operating Service Support

<u>Initiative</u>	<u>2022 Request</u>	<u>FTE</u>
• Transit Communications Dispatch	\$ 200,000	4.0
• Transit Stop Maintenance	80,000	1.0
• Ogden Bus Ops Analytical Support	175,000	1.0
• Revenue vehicle overhauls	<u>201,000</u>	<u>2.0</u>
<b>Subtotal Operating Service Support</b>	<b>\$ 656,000</b>	<b>8.0</b>

## Key Deliverables:

- Enhance transit dispatching coverage
- Dedicated business analyst to support data analysis
- Provide maintenance service to expanded number of transit stops
- Support revenue vehicle overhauls

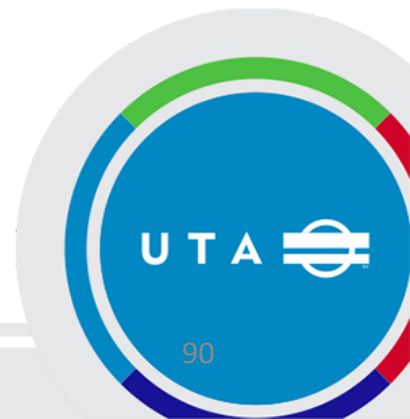


# Recruitment and Retention

<u>Initiative</u>	<u>2022 Request</u>	<u>FTE</u>
• Operator Retention	\$ 350,000	1.0
• Bus Operator Training	596,000	17.3
• UTA Employer of Choice Branding	180,000	0.0
• Leadership Development	145,000	0.0
• Total Rewards Program Support	178,000	2.0
• Inclusion and Belonging Program Support	50,000	0.3
• Workforce Planning	100,000	0.0
• Harassment Prevention Training	<u>25,000</u>	<u>0.0</u>
<b>Subtotal Recruitment and Retention</b>	<b>\$ 1,624,000</b>	<b>20.6</b>

Key Deliverables:

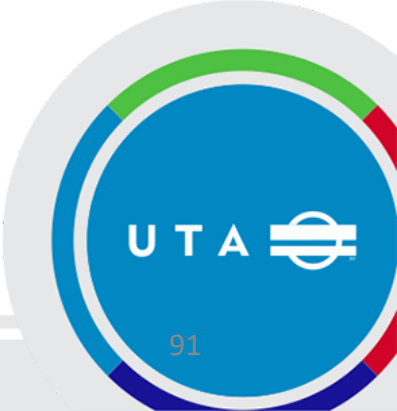
- Focus on Operator retention efforts
- Increased Operator training headcount to meet increased service and attrition requirements
- Investment in developing employee leadership and culture
- Develop compensation, staffing and training programs



# Rail Maintenance Apprenticeship

<u>Resource</u>	<u>2022 Request</u>	<u>FTE</u>
• People Office Program Development	\$ 5,100,000	1.0
<b>Subtotal Operating</b>	<b>\$ 5,100,000</b>	<b>1.0</b>
• Capital Program Investment*		
• MOW Training Yard	\$ 1,000,000	
• Training Engine and HEP	750,000	
• Training Aids	<u>200,000</u>	
<b>Subtotal Capital</b>	<b>\$ 1,950,000</b>	
<b>Total Apprenticeship Program</b>	<b>\$7,050,000</b>	

\* Capital Costs in 2023 total \$1,500,000 for MOW Training Yard



# Project Delivery

## Rail Maintenance Apprenticeship

**75% curriculum development complete by end of 2022**

### Milestones

- Procure outside vendor for curriculum design by end of 2021
- Create scope of work for MOW training area mockup by end of 2021
- Create scope of work for Locomotive & HEP by end of 2021
- Bring on C.R. and Light Rail HVAC vendor by Q1 2022
- MOW Track Circuit, PTC, and communications by Q2 2022

### Metrics

- Register Light Rail Program by end of 2022
- Register Commuter Rail Program by end of 2022



# Project Delivery

## Rail Maintenance Apprenticeship

**50% courseware delivered by end of 2022**

### Milestones

- Finalize common core: electrical, brakes, HVAC by end of Q1 2022
- C.R. Preventive maintenance and wheeler vendor training by end of Q1 2022
- MOW switches & switches heaters, locomotive, and plans by end of Q1 2022
- C.R. coupler, cab equipment & HEP engine end of Q2 2022
- Lt. Rail coupler, truck and brakes end of Q2 2022
- MOW cab equipment, cab signaling, & inspections end of Q2 2022
- Common core: pneumatics and brakes end of 2022
- Lt. Rail propulsion and car body end of 2022
- C.R. car body end of 2022
- MOW grade crossing, grade crossing inspections, and PM's end of 2022
- Lt. Rail power distribution, vehicle controls system end of 2022
- C.R. prime engine end of 2022
- MOW OCS & power section end of 2022

### Metrics

- Implement MOW program



# Project Delivery

## Rail Maintenance Apprenticeship

**100% curriculum development by end of Q1 2023**

### Milestones

- Lt. Rail communication system and doors end of Q1 2023
- MOW lineman school, signals & interlocking end of Q1 2023
- C.R. door and rotating electric end of Q1 2023

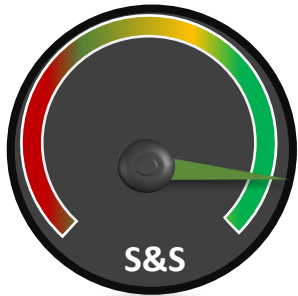
### Metrics

- Full implementation of Rail Programs completed end of 2023



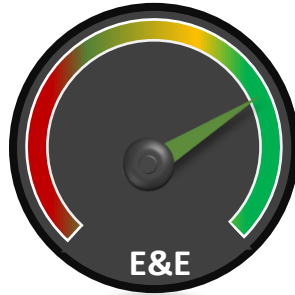
# Influencing Operating Measures Rail Maintenance Apprenticeship

## Safety and Security



- Bus Avoidable Accidents/100K Miles
- Fare Inspection Rate

## Efficiency and Effectiveness



- Expense
- Platform Hours
- Total Hubo Miles
- On-Time Performance
- Cost/Hour
- Cost/Mile
- Subsidy/Rider
- Avg Weekday Boardings

## Service Quality



- Miles/Road Call
- Rail Miles/Service Interruption
- TRAX Miles/Service Interruption

## Asset Management



- PM Inspections

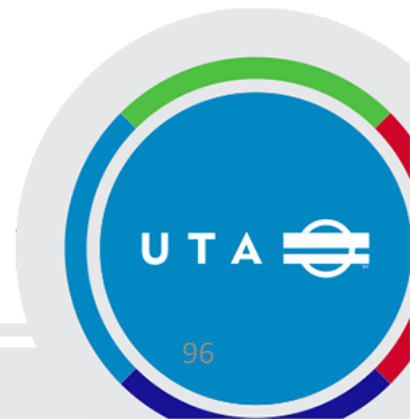


# Information Technology Hardware - Systems

<u>Hardware/System Needs</u>	<u>2022 Request</u>
• Increase in Utilities	\$132,000
• Office 365 licenses	527,000
• JDE Upgrades & System Modifications	93,000
• Azure Cloud Services	<u>234,000</u>
<b>Subtotal Hardware/System</b>	<b>\$ 986,000</b>

Key Deliverables:

- Utility increase allows for greater system reliability and accuracy of passenger signage data along with backup circuits and links.
- Increased collaboration and functionality with Office 365 implementation
- Increased reliability, responsiveness, security and disaster recovery protection.





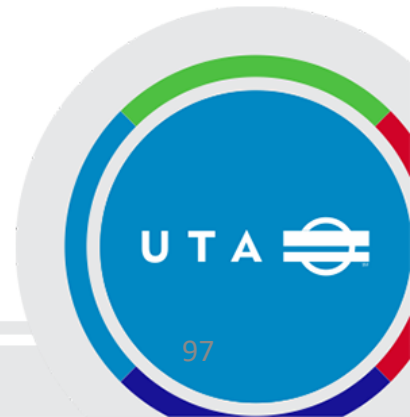
# Information Technology System Support

Initiative

	<u>2022 Request</u>	<u>FTE</u>
• Bus Communications Support	\$ 90,000	1.0
• Systems Administration	145,000	1.0
• Help Desk Support	<u>87,000</u>	<u>1.0</u>
<b>Subtotal System Support</b>	<b>\$322,000</b>	<b>3.0</b>

Key Deliverables:

- Ability to support bus technology, new transit signal priority and signage replacement capital projects
- Meet increased system admin management requirements and increase support/responsiveness of UTA help desk

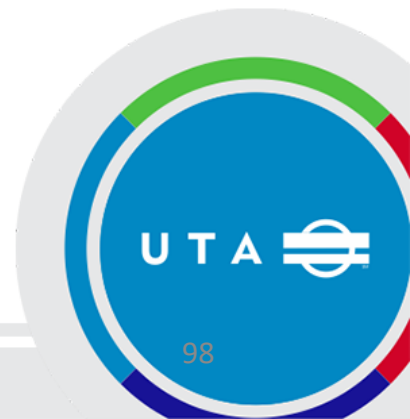


# Operating Program Delivery Support

<u>Initiative</u>	<u>2022 Request</u>	<u>FTE</u>
• Customer Service at Airport Station	\$ 157,000	2.7
• Public Relations Outreach	344,000	2.0
• Records Management	20,000	0.0
• Supply Chain Support	140,000	2.0
• Financial Modeling	137,000	1.0
• ESO Contract and Consulting	130,000	0.0
• Risk Administrator	138,000	1.0
• Payroll Processing Support	<u>103,000</u>	<u>1.0</u>
<b>Subtotal Operating Program Delivery Support</b>	<b>\$ 1,169,000</b>	<b>9.7</b>

Key Deliverables:

- Increased processing of legacy records across UTA
- Additional public outreach to support ridership restoration and capital programs
- Support expanded microtransit services
- Supply additional parts management support for operations
- Develop new financial models to support data-driven decision making
- Establish Enterprise Risk Management Program to identify and reduce UTA’s risk
- Extend full time analytical support to all operating service units

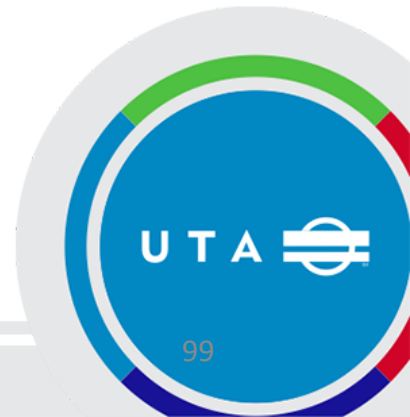


# Capital Program Delivery Support

<u>Initiative</u>	<u>2022 Request</u>	<u>FTE</u>
• Legal Support (provided by AG office)	\$ 162,000	0.0
• Project Controls	106,000	1.0
• Construction Management and Support	244,000	2.0
• Facilities Project Management	142,000	1.0
• Procurement and Contract Management	122,000	1.0
• Capital Budgeting and Analysis	<u>137,000</u>	<u>1.0</u>
<b>Subtotal Capital Program Delivery Support</b>	<b>\$ 913,000</b>	<b>6.0</b>

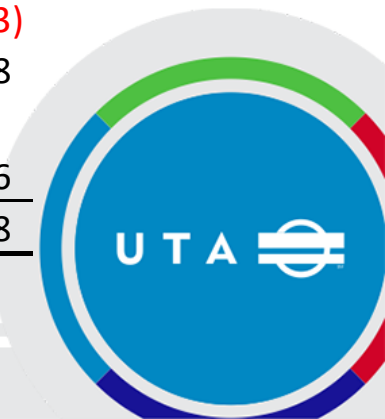
Key Deliverables from additional capital program delivery support:

- Increased legal services support for expanded program
- Provide additional capital project controls and management
- Support increased procurement efforts for expanded program
- Supply additional project development, budgeting and analytical support

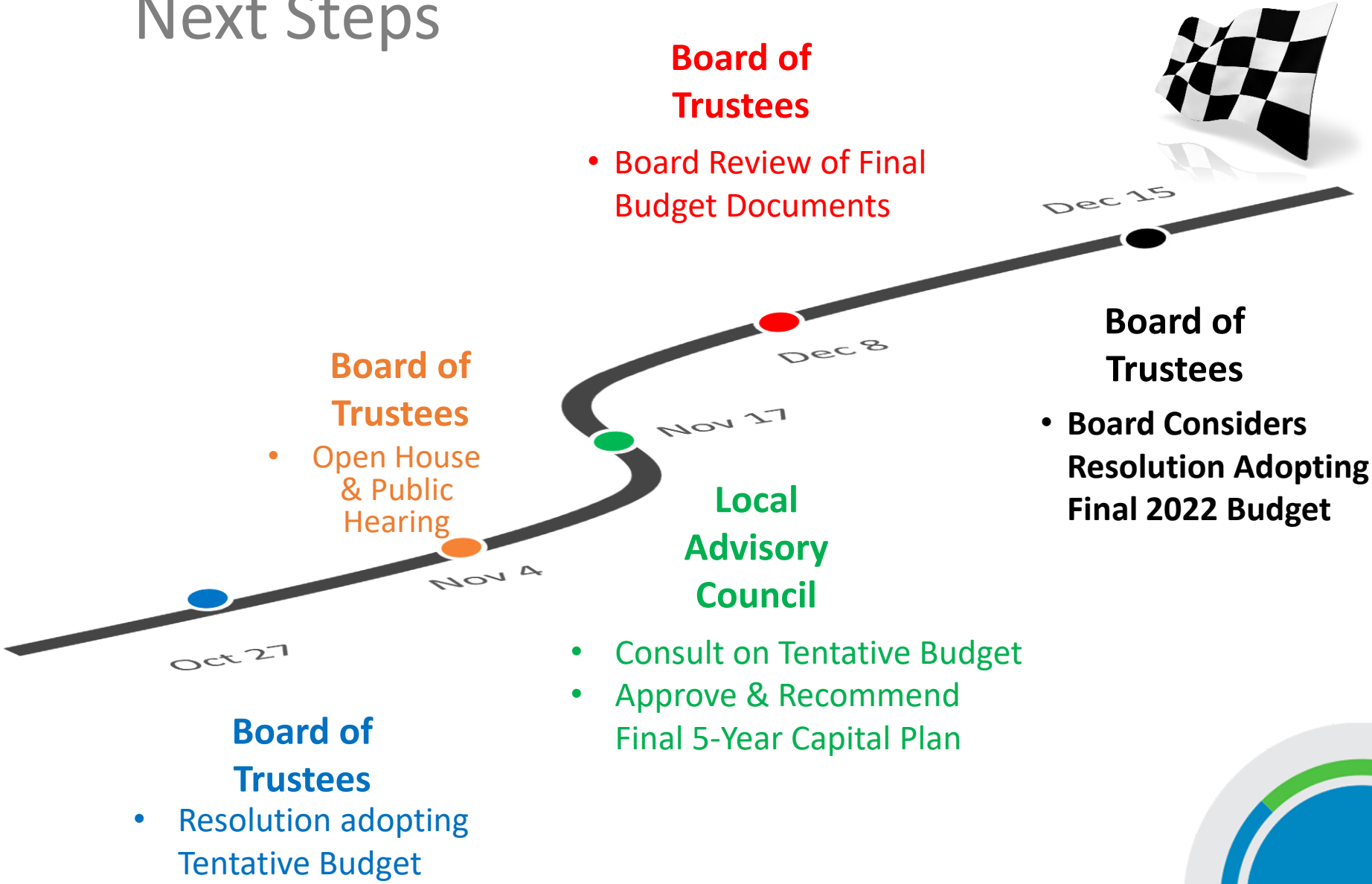


# Sources and Uses

<b>Sources</b>	Adopted 2021	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
<b>Beginning Balance</b>	\$ 352.1	\$ 333.1	\$ 511.0	\$ 482.5	\$ 407.4	\$ 350.6	\$ 294.2
Sales Tax	\$ 364.1	\$ 401.5	\$ 419.1	\$ 437.2	\$ 455.4	\$ 473.6	\$ 491.8
PM Funds (FTA)	70.5	12.0	36.2	73.9	76.6	75.4	76.9
Stimulus Funds	101.0	205.0	88.0	-	-	-	-
Passenger Revenue	32.0	32.0	36.0	40.7	46.2	52.6	55.3
Capital Sources	127.6	151.4	112.7	275.0	199.6	178.7	101.0
Other Sources	16.8	17.8	19.9	19.6	19.1	17.9	20.7
<b>Total Sources</b>	<b>\$712.0</b>	<b>\$819.6</b>	<b>\$711.9</b>	<b>\$846.4</b>	<b>\$797.0</b>	<b>\$798.2</b>	<b>\$745.7</b>
<b>Uses</b>							
Operating Expense	\$ 326.5	\$ 322.3	\$ 356.1	\$ 400.1	\$ 418.1	\$ 436.7	\$ 455.9
Capital Expense	255.6	174.9	231.0	358.0	268.8	242.5	151.6
Debt Service	146.1	144.5	153.2	163.4	166.9	175.5	181.6
<b>Total Uses</b>	<b>\$728.2</b>	<b>\$ 641.8</b>	<b>\$ 740.3</b>	<b>\$ 921.5</b>	<b>\$ 853.8</b>	<b>\$ 854.6</b>	<b>\$ 789.0</b>
Net Change	<b>\$ (16.2)</b>	\$ 177.8	<b>\$ (28.5)</b>	<b>\$ (75.1)</b>	<b>\$ (56.8)</b>	<b>\$ (56.4)</b>	<b>\$ (43.3)</b>
Ending Balance	\$ 335.9	\$ 511.0	\$ 482.5	\$ 407.4	\$ 350.6	\$ 294.2	\$ 250.8
Reserves	152.4	142.0	158.4	162.1	166.0	170.1	168.6
Unrestricted Fund Balance	\$ 183.5	\$ 368.9	\$ 333.4	\$ 249.0	\$ 188.5	\$ 128.1	\$ 80.8



# Next Steps



Questions?



# **UTA Policy – UTA.01.05 Drug and Alcohol**



## UTA Policy - UTA.01.05 Drug and Alcohol

- Clarified definition of “Revenue Service Vehicle”
- Summary question 7, updated medical marijuana prescription for non-safety sensitive employees to comply with the Utah Medical Cannabis Act
- Exhibit 5, updated UTA’s designated employer representative
- Exhibit 5, updated percentage of random drug tests





# Other Business

- a. Next Meeting: Wednesday, October 27, 2021, at 9:00 a.m.



# Closed Session

- a. Strategy Session to Discuss the Sale, Purchase, Exchange, or Lease of Real Property, Including Any Form of a Water Right or Water Shares



# Recommended Action (by acclamation)

Motion for a closed strategy session to discuss the sale, purchase, exchange, or lease of real property, including any form of a water right or water shares



# Closed Session



# Open Session



# Resolutions



**R2021-10-03**  
**Resolution Approving Jordan Valley**  
**Transit-Oriented Development**  
**Investment**

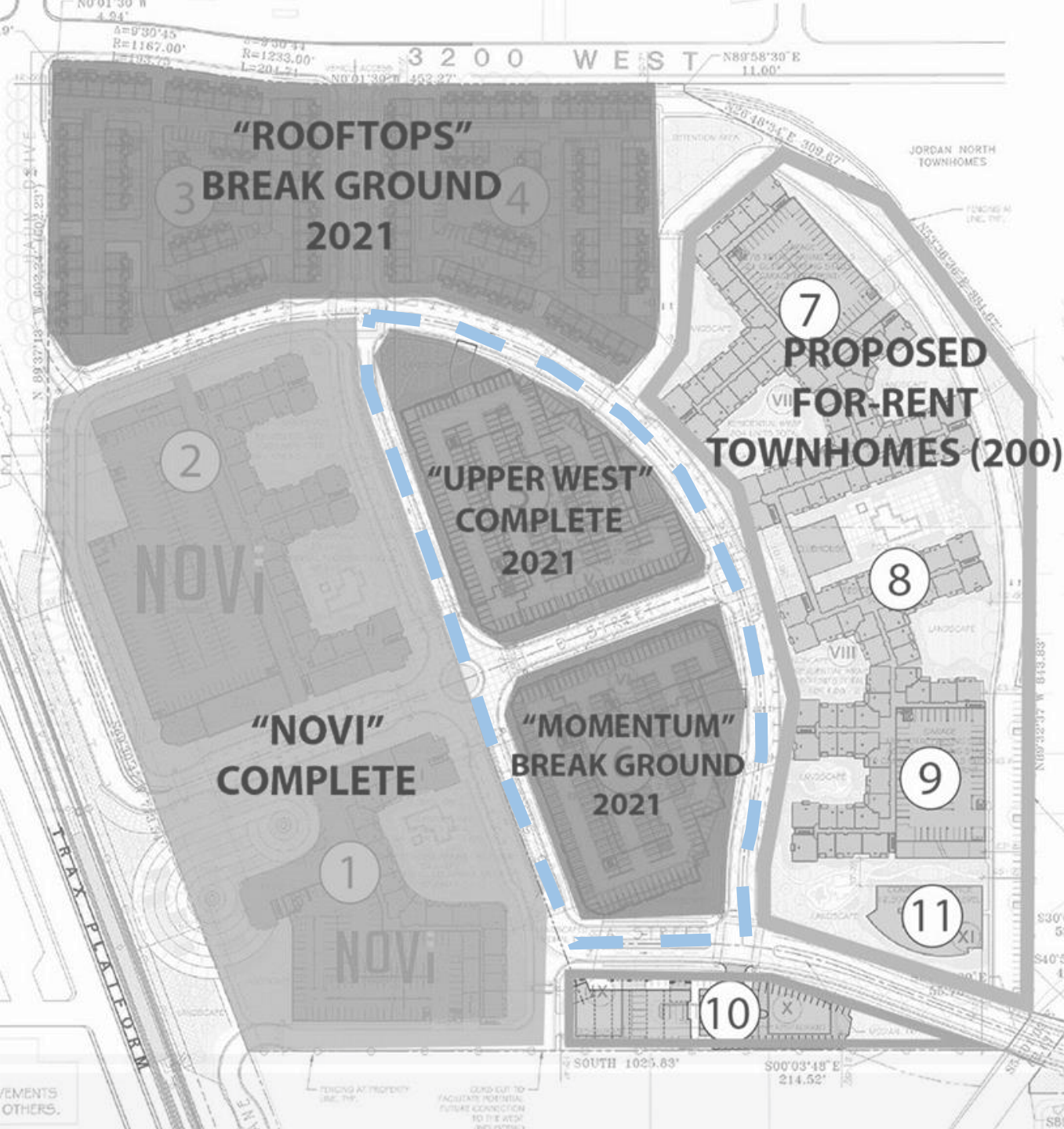


UTAH TRANSIT AUTHORITY

# Upper West Sale Proceeds & Reinvestment

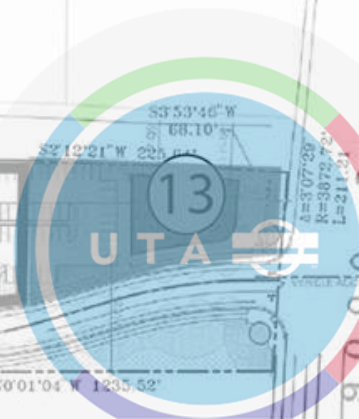






# Jordan Valley TOD Phasing Plan

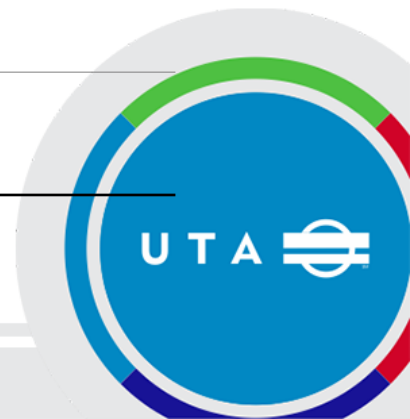
12  
FUTURE MEDICAL OFFICE



<b>Original Projected Sales Price (2018)</b>	<b>\$54,000,000</b>
<b>Actual Sales Price (2021)</b>	<b>\$89,500,000</b>
<b>Cash Flow After Debts &amp; Expenses</b>	<b>\$40,740,049</b>
<b>Boulder Ventures Proceeds</b>	<b>\$17,079,164</b>
<b>UTA Proceeds</b>	<b>\$23,660,884</b>



Preferred Return	\$1,220,564
Return of Capital	\$726,292
Additional Capital Return	\$145,258
Land Appreciation	\$1,136,854
Cash Investment (from Novi)	\$8,000,000
Profit Split (50%)	\$12,431,915
<b>TOTAL UTA PROCEEDS</b>	<b>\$23,660,884</b>





“...Initial Capital Contributions by Additional Members **shall dilute the Percentage Interest of UTA only**, and in no event shall the Percentage Interest of Associates be diluted....”

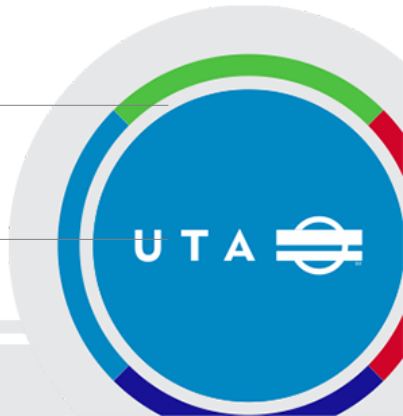
# Dilution Provision



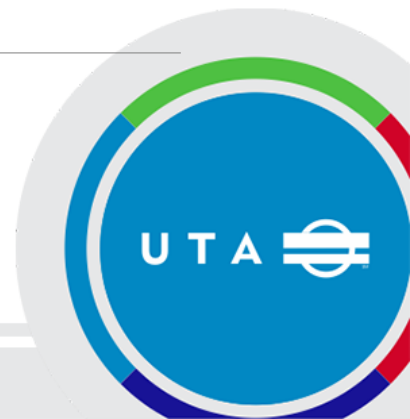
<b>Momentum - Equity Investment</b>	<b>\$13,255,512</b>
<b>Multiplier</b>	<b>1.5x</b>
<b>Cash to Marble</b>	<b>\$19,883,268</b>
<b>Marble Profit</b>	<b>\$6,627,756</b>



<b>Total UTA Proceeds</b>	<b>\$23,660,884</b>
<b>Cash Investment</b>	<b>(\$8,000,000)</b>
<b>Land Loan Payoff</b>	<b>(\$2,405,372)</b>
<b>Additional Reinvestment</b>	<b>(\$13,255,512)</b>
<b>TOTAL Reinvestment</b>	<b>(\$23,660,884)</b>



<b>Additional Equity Investment</b>	<b>\$13,255,512</b>
<b>Preferred Return (3 years)</b>	<b>\$2,187,159</b>
<b>Share of Marble Savings (50%)</b>	<b>\$2,220,298</b>
<b>TOTAL ADDITIONAL UTA RETURN</b>	<b>\$4,407,458</b>
<b>Rate of Return</b>	<b>33.25%</b>



- **Approve the resolution**
- **Authorize Executive Director to reinvest sales proceeds, as described, per the terms of the Operating Agreement**





# **Recommended Action (by roll call)**

Motion to approve R2021-10-03  
Resolution Approving Jordan Valley Transit-Oriented Development Investment



**Adjourn**

