



2021 Budget Presentation

Workshop Day 1

2021 Budget Workshops: Day 1

Agenda

- **Introduction to 2021 Budget Planning** – Carolyn Gonot & Bill Greene
- **Budget Process Overview** – Alisha Garrett
- **Operations** – Eddy Cumins
 - Timpanogos Bus
 - Mt Ogden Bus
 - Special Services
 - Break
 - Light Rail
 - Salt Lake Bus
 - Commuter Rail
 - Asset Management
 - Public Safety





2021 Budget Presentation

Introduction and Overview

2020 Recap

- **COVID-19**
 - **Recovery Task Force**
 - **Safe Workforce**
- **Positive Train Control**
- **Safety Management System**
- **2 Bond Refundings**
- **Begin Collection of 4th QTR Sales Tax**
- **Restructuring of Fares**
- **Collective Bargaining Agreement**
- **Additional Employee Development Programs**



2020 Goals Update: YTD Summary Performance

24 Total Agency Initiatives:

- 13 initiatives completed/achieved
- 8 initiatives in progress
- 3 initiatives with significant delays or cancelled in 2020



2020 Goals Update: Service

Enhance service and improve customer experience		Improve system performance	
●	Complete service choices study and recommend 5-year mobility plan	Provide efficient and effective service regarding ridership, cost and reliability (KPI's)	●
●	Complete South Salt Lake County micro transit pilot project, evaluate performance, and explore viability of others areas of the system	Improve maintenance practices to minimize service interruptions (KPI's)	●
●	Successfully implement enhanced bus service in Salt Lake County	Ensure safe and secure system with emphasis on avoidable accidents and police presence (KPI's)	●
●	Complete 100+ bus stop improvements and implement digital signage pilot project at selected hub locations.	Secure funding for fixed guideway improvements and studies	●



2020 Goals Update: People

Increase employee engagement and support workforce development		Provide clear, consistent and reliable communications	
●	<i>Conduct leadership talent calibration and assessment to create phase 1 succession plan</i>	<i>Update strategic communications framework</i>	●
●	<i>Redesign talent management strategy to support UTA's desired culture</i>	<i>Develop community engagement strategy</i>	●
●	<i>Update UTA's performance management system to provide effective development of UTA employees</i>	<i>Develop Snow-Go Team to minimize service delays and improve customer communication during inclement weather</i>	●
●	<i>Rollout the updated UTA Way to ensure aligned approach across the UTA organization</i>	<i>Update continuity of operations plan (COOP)</i>	●



2020 Goals Update: Stewardship

Maintain a state of good repair		Maintain fiscal responsibility	
●	<i>Develop 10-year facility plan and incorporate into 2021-2025 capital plan</i>	<i>Effective 2020 budget management</i>	●
●	<i>Develop 2021-2025 capital plan</i>	<i>Adopt fare policy and implement phase I fare review</i>	●
●	<i>Develop comprehensive asset management program</i>	<i>Increase use of strategic parts sourcing</i>	●
		<i>Deliver capital projects on-time and on-budget</i>	●
		<i>Develop 2021 budget with projects that maintain fiscal responsibility</i>	●



2021 Draft Goals & Initiatives: Service

Innovate service with a focus on customer experience	Enhance core system performance
<i>Update UTA's Market Segmentation study to evaluate potential travel markets and recalibrate service as needed</i>	<i>Identify and enhance UTA essential service routes</i>
<i>Complete the Future of Light Rail Transit Study to help optimize operational efficiencies and accommodate future growth</i>	<i>Provide efficient and effective service focused on ridership, cost, reliability and minimizing service interruptions (KPI's)</i>
<i>Explore innovative technology solutions that meet customer travel needs with public and private partnerships</i>	<i>Ensure safe and secure system with emphasis on avoidable accidents and police presence (KPI's)</i>
<i>Develop strategy for investment in FrontRunner to improve reliability and frequency</i>	<i>Secure funding for fixed guideway improvements and studies</i>
<i>Complete feasibility study of a parallel downtown SLC TRAX alignment to improve system-wide operational reliability and support area revitalization</i>	<i>Navigate new normal (maintain situational awareness, monitor performance, and adjust as required)</i>



2021 Draft Goals & Initiatives: People

Engage and develop our workforce	Connect and communicate with our community
<i>Begin implementation of Rail Maintenance Apprenticeship programs</i>	<i>Redesign UTA Website for easier customer interface and enhanced customer experience</i>
<i>Improve communications methods for front-line employees, to include a redesign and relaunch of UTA's Intranet resource</i>	<i>Develop a comprehensive policy to improve access to the transit network through community partnerships and strategic investments</i>
<i>Promote enhanced health and wellness programs to create better opportunities for participation and use of current services</i>	<i>Expanded participation and information sharing across the transit industry</i>
<i>Maintain a focus on open communications with employees and their representatives, to include gathering feedback through UTA's Annual Engagement Survey</i>	<i>Continue to build customer confidence around the safety and disinfecting of our vehicles and facilities</i>
<i>Review UTA's pension plan funding policy to ensure fund sustainability</i>	<i>Continue to develop a robust community engagement and public input process to encourage partnerships that strengthen agency relationships</i>



2021 Draft Goals & Initiatives: Stewardship

Maintain a state of good repair	Demonstrate fiscal responsibility
<i>Initiate an Asset Management Committee to ensure alignment between long range plans, state of good repair priorities, and financial forecast</i>	<i>Improve financial reporting processes including enhanced variance analysis and organizational engagement to better utilize data to drive action and inform decisions</i>
<i>Complete 2021 projects on-time and on-budget</i>	<i>Identify a secure fare collection system that includes an open payment process and allows for additional future technology flexibility</i>
<i>Develop SGR metrics to track budget needs, backlog, and completed projects</i>	<i>Develop new financial modeling tools to support development of short and long term Operating and Capital financial plans, financial forecasting and scenario development</i>
<i>Design long-term strategy for implementing IT systems replacement in alignment with capital plan</i>	<i>Identify future funding sources associated with the 5-year capital plan</i>
<i>Finalize Commuter Rail replacement/rehab plan and develop long-term rail replacement strategy SD100 and SD160 light rail fleets</i>	<i>Develop a 10 year forecast of capital needs to improve safety and regulatory compliance, address SOGR, and implement system enhancements, expansion, and improvements</i>



2021 Budget Challenges/Opportunities

- *COVID-19 Uncertainties:*
 - *Ridership*
 - *Service*
 - *Revenues*
 - *Economic outlook*
- *Capital Program Delivery*
- *Stabilization vs Expansion*
- *Escalating costs - Operating & Capital*



Budget Strategies

- *Primary Goal: Maintain Fiscal Responsibility*
- *Maintain August 2020 baseline service levels*
- *Centralize budgets to improve clarity, ownership and overall understanding of current state*
 - *Example: Computer Hardware and Software SoGR*
- *Repurpose funds between offices and departments to improve budget alignment with annual initiatives and support current and future agency needs.*
 - *Example: Utilize savings of Operator Trainee wages/benefits to fund additional employee development programs*



2020 Budget

Sources and Uses

(\$ in millions)

2020				
SOURCES				
		<i>2020</i>	<i>Amended</i>	
		<i>Budget</i>	<i>2020</i>	<i>Change</i>
Sales Tax	\$	348.0	\$ 346.8	\$ (1.3)
Fares		55.2	33.5	(21.7)
Federal Operating		67.9	67.9	-
Other Operating Revenue		21.5	12.9	(8.6)
CARES Act funding		-	86.1	86.1
Federal Capital Funds		39.4	65.0	25.7
Proceeds from Bond/Leases		92.0	65.8	(26.2)
Local Capital Funds		17.1	22.4	5.3
Contribution to Capital		24.1	-	(24.1)
Total Sources	\$	665.1	\$ 700.4	\$ 35.3
USES				
Operating Expenses	\$	319.9	\$ 320.6	\$ 0.6
Capital Expenses		191.5	223.9	32.3
Debt Service		153.6	153.6	-
Total Uses	\$	665.1	\$ 698.0	\$ 32.9
Net Position	\$	(0.0)	\$ 2.3	\$ 2.3



2021 Budget

Sources and Uses

(\$ in millions)

	2021			
SOURCES	2020	Proposed		
	Projected	2021	Change	
Sales Tax	\$ 346.8	\$ 364.1	\$ 17.3	
Fares	33.5	32.0	(1.5)	
Federal Operating	67.9	70.5	2.6	
Other Operating Revenue	12.9	13.8	0.9	
CARES Act funding	86.1	101.0	14.9	
Federal Capital Funds	65.0	77.8	12.7	
Proceeds from Bond/Leases	65.8	84.2	18.5	
Local Capital Funds	<u>22.4</u>	<u>56.2</u>	<u>33.7</u>	
Total Sources	\$ 700.4	\$ 799.5	\$ 99.2	
USES				
Operating Expenses	\$ 320.6	\$ 325.4	\$ 4.8	
Capital Expenses	223.9	278.7	54.8	
Debt Service	<u>153.6</u>	<u>153.2</u>	<u>(0.4)</u>	
Total Uses	\$ 698.1	\$ 757.3	\$ 59.2	
Net Position	\$ 2.3	\$ 42.3	\$ 40.0	



2021 Key Budget Assumptions

- *Operating Expenses:*
 - *Labor* - 2.64%
 - *Fringe* - 3.87%
 - *Parts* - 4.00%
 - *Fuel:*
 - *Diesel* - \$2.50
 - *Gasoline* - \$2.34
 - *CNG DGE* - \$1.16
 - *Other Expense* - 2%
- *Revenues:*
 - *Sales Tax* - 5%
 - *Passenger* - (42)%
 - *CARES Act* - \$101.1M

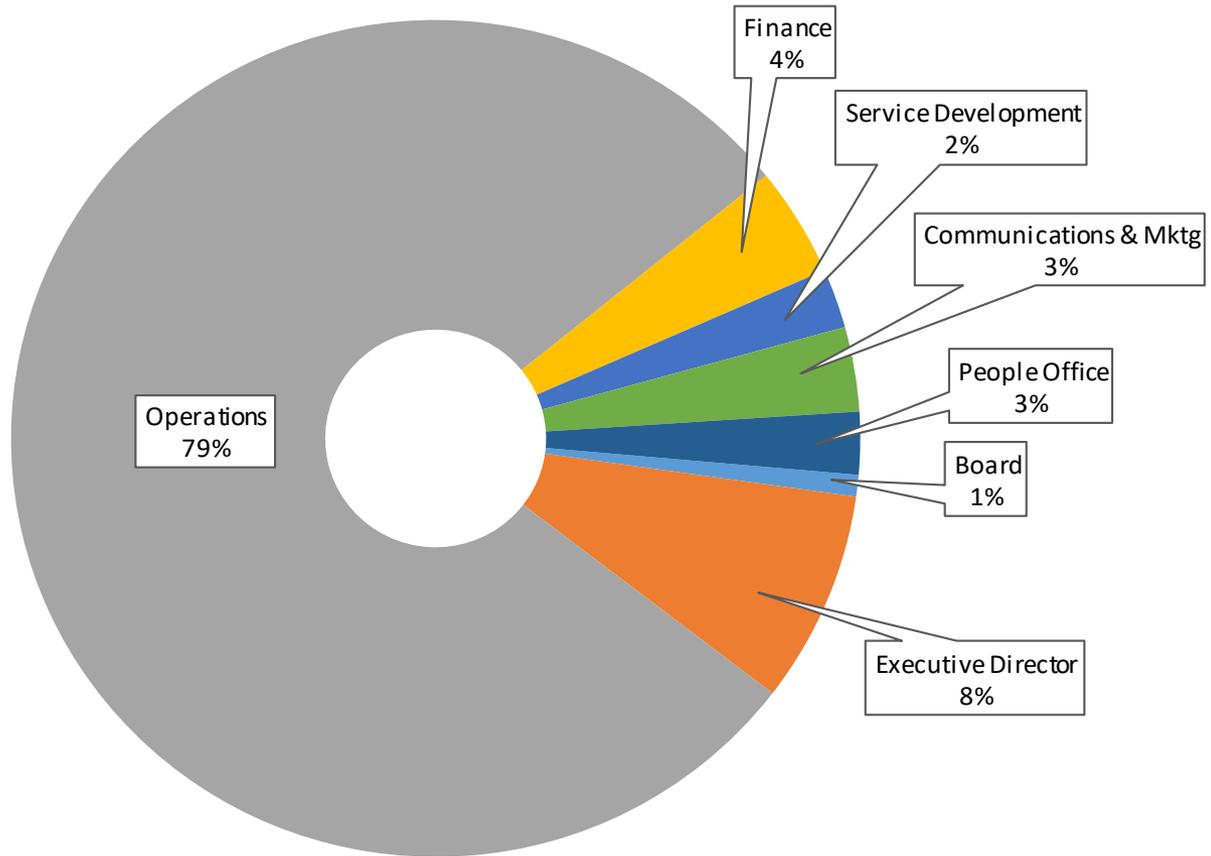


Budget Overview

	2020 Budget	Projected 2021	Year over Year Change
Ridership	43.424 M	19.612 M	(54.8)%
Service Hours	2.010 M	1.793 M	(10.8)%
Service Miles	32.521 M	29.322 M	(9.84)%



2021 Utah Transit Authority Operating Budget \$325.4 million



2021 UTA Operating Budget Expenses by Office

	FY 2020 Budget	FY 2021 Budget	Change
<i>Board</i>	\$2,786,780	\$2,720,074	\$(66,706)
<i>Executive Director</i>	24,397,957	26,657,713	2,259,756
<i>Operations</i>	249,799,796	256,321,518	6,521,722
<i>Finance</i>	13,270,288	13,751,725	481,437
<i>Service Development</i>	7,512,388	7,461,371	(51,017)
<i>Communications & Mktg</i>	10,643,871	10,616,287	(27,584)
<i>People Office</i>	8,074,921	7,859,739	(215,182)
Total Division	\$316,486,001	\$325,388,427	\$8,902,426



2021 UTA Operating Budget

Expenses by Category

	FY2020 Budget	FY 2021 Budget	% Change
<i>Wages</i>	\$157,322,390	\$157,543,178	0.1%
<i>Fringe</i>	73,460,319	74,699,861	1.7%
<i>Services</i>	27,511,998	29,963,940	8.9%
<i>Fuel</i>	20,281,070	17,298,969	(14.7)%
<i>Parts</i>	19,734,825	20,694,821	4.9%
<i>Utilities</i>	11,977,462	12,024,976	0.4%
<i>Other O&M</i>	17,452,983	22,494,308	28.9%
<i>Capitalized Costs</i>	(11,255,047)	(9,331,626)	(17.1)%
Total Budget	\$316,486,001	\$325,388,427	2.8%



UTA FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change
<i>Board</i>	14.0	13.5	(0.5)
<i>Executive Director</i>	130.0	130.5	0.5
<i>Operations</i>	2,258.7	2,220.7	(38.0)
<i>Finance</i>	109.0	105.1	(4.0)
<i>Service Development</i>	45.5	46.5	1.0
<i>Communications & Mktg</i>	69.0	69.0	0.0
<i>People Office</i>	74.7	57.5	(17.2)
Totals	2,701.0	2,642.8	(58.7)

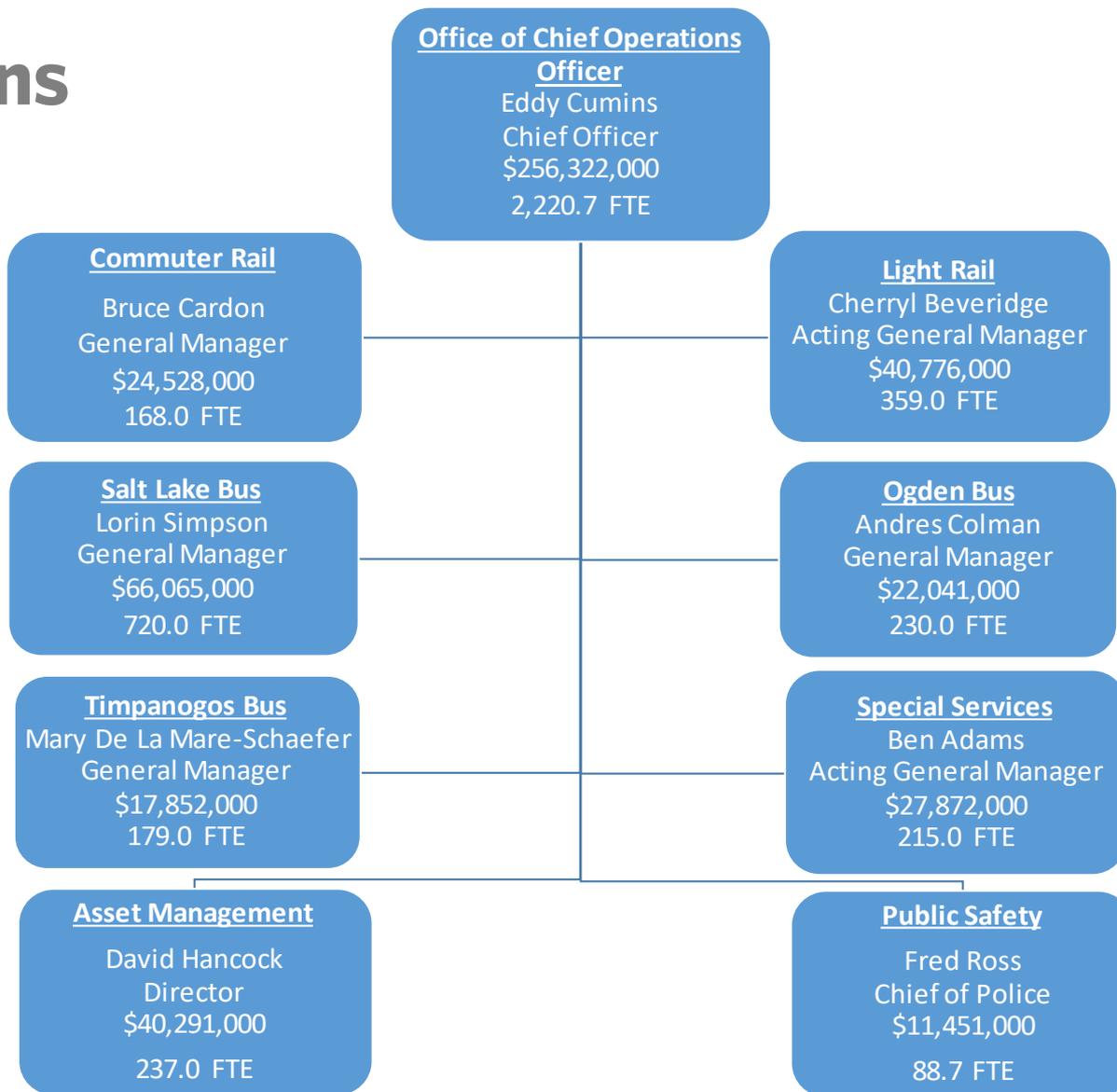




2021 Budget Presentation

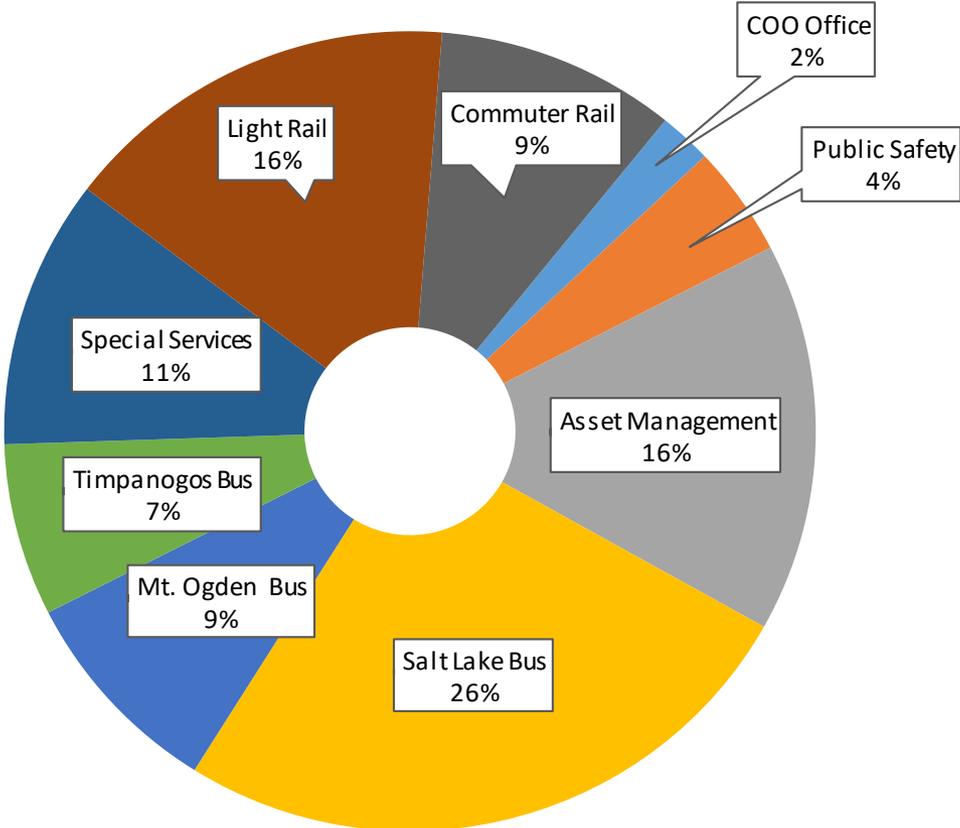
Operations

Operations



2021 Proposed Operations Budget

Expenses: \$256.3M



2021 Proposed Operations Budget

Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
COO Office	\$486,222	\$5,424,759	\$4,938,537
Public Safety	11,344,712	11,451,060	106,348
Asset Management	39,523,807	40,310,722	786,914
Salt Lake Bus	65,516,696	66,065,364	548,668
Mt. Ogden Bus	22,404,996	22,040,694	(364,302)
Timpanogos Bus	18,239,979	17,852,090	(387,889)
Special Services	28,185,337	27,872,420	(312,917)
Light Rail	38,092,266	40,775,968	2,683,702
Commuter Rail	26,005,780	24,528,441	(1,477,339)
Totals	\$249,799,796	\$256,321,518	\$6,521,722



2021 Proposed Operations Budget

Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Wages</i>	\$127,105,830	\$127,352,831	0.2%
<i>Fringe</i>	60,775,635	62,263,474	2.4%
<i>Services</i>	12,562,032	13,090,175	4.2%
<i>Fuel</i>	20,214,325	17,237,229	(14.7)%
<i>Parts</i>	19,472,143	20,442,354	5.0%
<i>Utilities</i>	11,172,180	11,162,053	(0.1)%
<i>Contingency</i>	145,446	4,562,491	3036.9%
<i>Capitalized Costs</i>	(10,496,754)	(8,427,602)	(19.7)%
<i>Other O&M</i>	8,848,958	8,638,513	(2.4)%
Totals	\$249,799,796	\$256,321,518	2.6%



Operations FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>COO Office</i>	2.0	2.0	0.0	
<i>Public Safety</i>	109.7	110.7	1.0	
<i>Asset Management</i>	234.0	237.0	3.0	
<i>Salt Lake Bus</i>	727.5	720.0	(7.5)	
<i>Mt. Ogden Bus</i>	235.0	230.0	(5.0)	
<i>Timpanogos Bus</i>	183.0	179.0	(4.0)	
<i>Special Services</i>	219.0	215.0	(4.0)	
<i>Light Rail</i>	365.0	359.0	(6.0)	
<i>Commuter Rail</i>	183.5	168.0	(15.5)	
Totals	2,258.7	2,220.7	(38.0)	



2021 Proposed Office of the COO Operating Budget **Expenses by Category**

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Wages</i>	\$247,800	\$255,708	3.2%
<i>Fringe</i>	74,676	74,760	0.1%
<i>Supplies</i>	3,100	502,600	16112.9%
<i>Contingency</i>	132,446	4,562,491	3344.8%
<i>Other O&M</i>	28,200	29,200	3.5%
Totals	\$486,222	\$5,424,759	1015.7%



Office of the COO FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>Office of the COO</i>	2.0	2.0	0.0	
Totals	2.0	2.0	0.0	



Operations

2021 Budget Changes

- *Reduced miles and hours*
 - 3.2M fewer miles
 - 200K fewer hours
 - 940K fewer diesel gallons
- *Moved operational savings into service restoration fund \$4.4M*
- *Budgeted for pandemic supplies \$500K*
- *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 38 due to reduced service levels*
 - *Increased Service Employee 12 FTE*



Operations

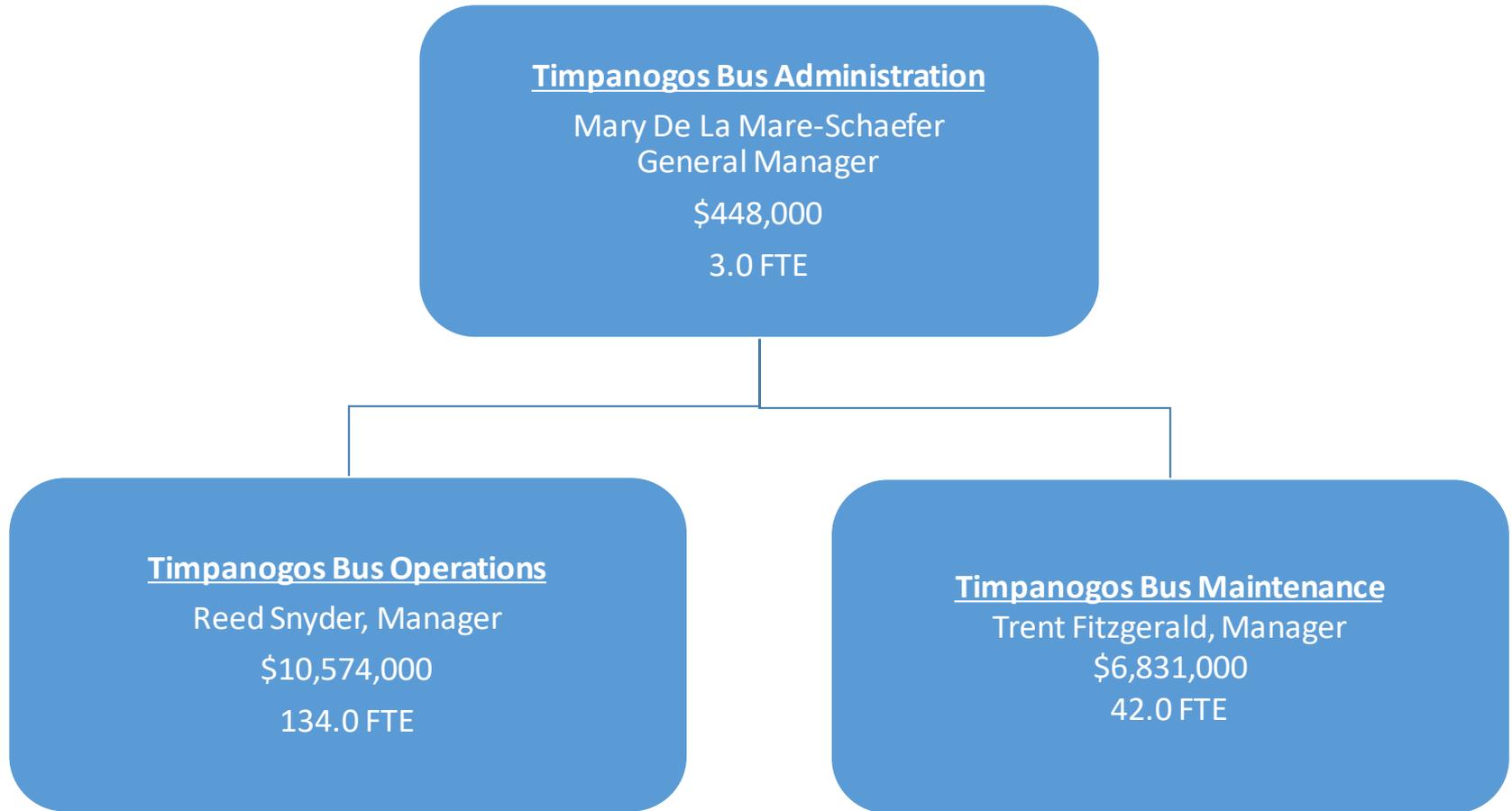
2021 Key Initiatives

- *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 regards to ridership, cost, and reliability and minimizing service interruptions (KPI's)*
- *Ensure safe and secure system with emphasis on avoidable accidents and police presence (KPI's)*
- *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*

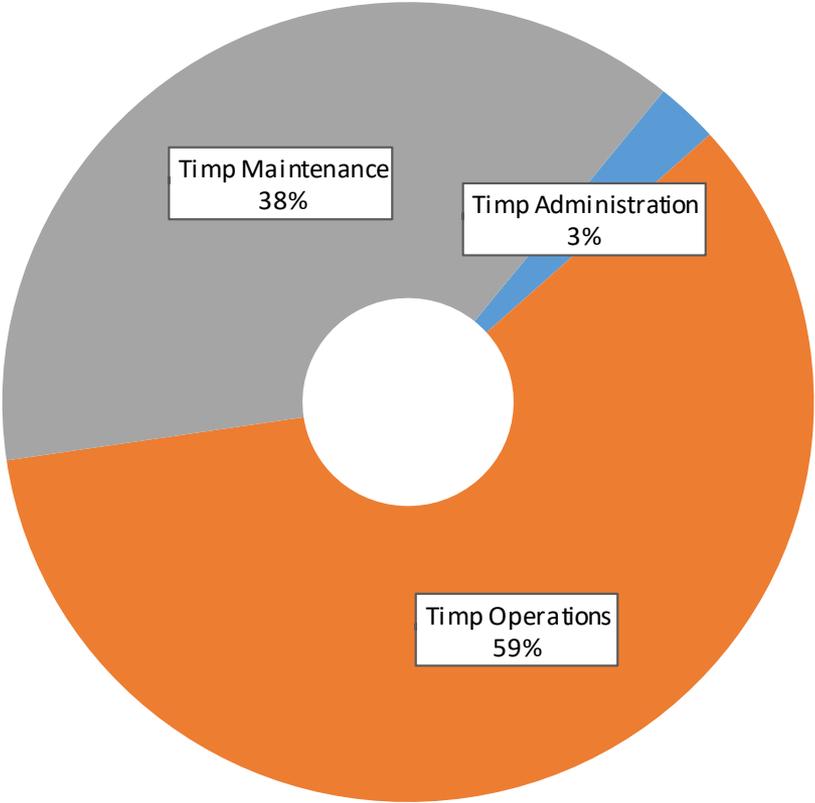


Timpanogos Service Unit

Total Funding \$17,852,000
FTE 179.0



2021 Proposed Timpanogos Operating Budget Expenses: \$17.9M



2021 Proposed Timpanogos Operating Budget **Expenses by Department**

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Timp Administration</i>	\$439,560	\$447,693	\$8,133
<i>Timp Operations</i>	10,762,272	10,573,829	(188,443)
<i>Timp Maintenance</i>	7,038,147	6,830,568	(207,579)
Totals	\$18,239,979	\$17,852,090	\$(387,889)



2021 Proposed Timpanogos Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed 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	1,919,496	(12.3)%
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	\$17,852,090	(2.1)%



Timpanogos FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>Timpanogos Administration</i>	3.0	3.0	0.0	
<i>Timpanogos Operations</i>	140.0	134.0	(6.0)	
<i>Timpanogos Maintenance</i>	40.0	42.0	2.0	
Totals	183.0	179.0	(4.0)	



Timpanogos

2021 Budget Changes

- *Reduced miles and hours*
 - 199K fewer miles
 - 19.5K fewer hours
- *Service changes- Net Decrease of \$388K*
 - UVX
 - 10 minute all weekday frequency
 - *Increased service*
 - Route 821 moved to 30 minute headway all day
 - *Reduced service*
 - Route 833 and Route 834
 - *Suspended service*
 - Route 809 Route 864
- *Net decrease of 4 FTE*



Timpanogos

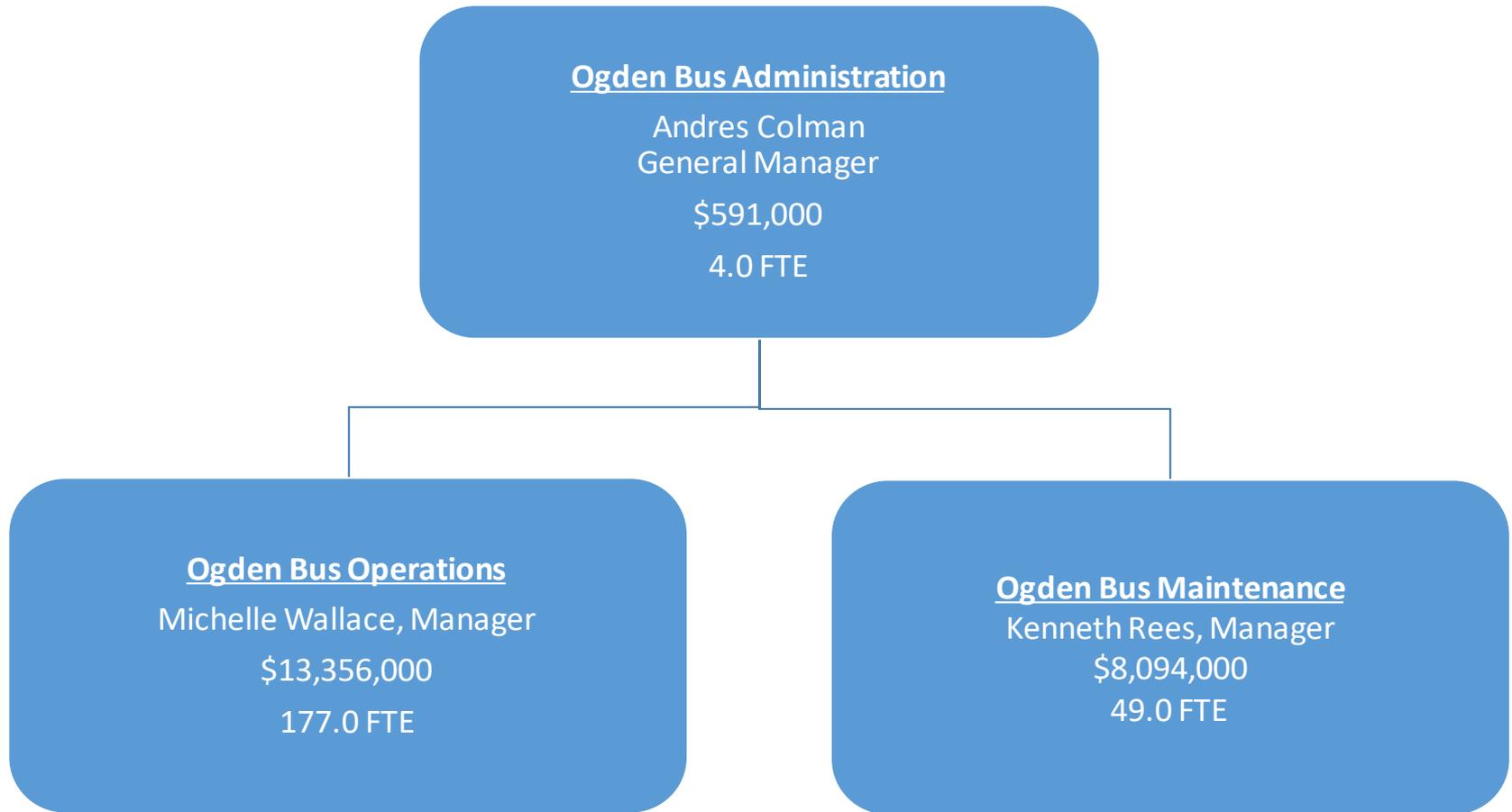
2021 Key Initiatives

- *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*

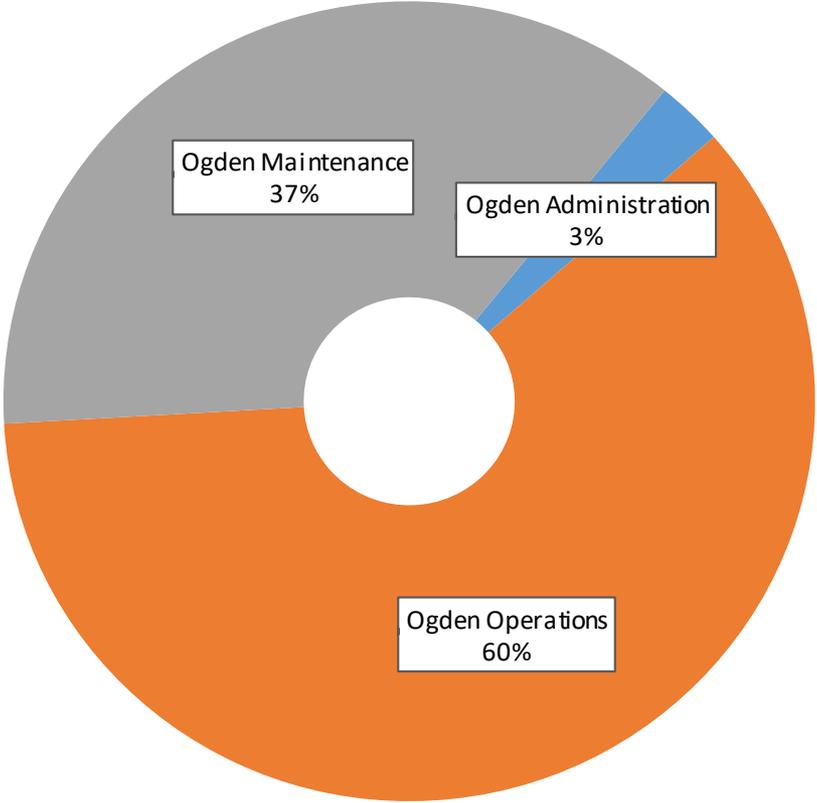


Ogden Service Unit

Total Funding \$22,041,000
FTE 230.0



2021 Proposed Mt. Ogden Operating Budget Expenses: \$22.0M



2021 Proposed Mt. Ogden Operating Budget **Expenses by Department**

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Ogden Administration</i>	\$487,002	\$590,920	\$103,918
<i>Ogden Operations</i>	13,532,596	13,355,563	(177,033)
<i>Ogden Maintenance</i>	8,385,398	8,094,211	(291,187)
Totals	\$22,404,996	\$22,040,694	(\$364,302)



2021 Proposed Mt. Ogden Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed 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	2,604,213	2,211,019	(15.1)%
Parts	749,325	652,875	(12.9)%
Utilities	14,000	12,700	(9.3)%
Other O&M	696,318	634,302	(8.9)%
Totals	\$22,404,996	\$22,040,694	(1.6)%



Mt. Ogden FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>Ogden Administration</i>	3.0	4.0	1.0	
<i>Ogden Operations</i>	185.0	177.0	(8.0)	
<i>Ogden Maintenance</i>	47.0	49.0	2.0	
Totals	235.0	230.0	(5.0)	



Mt. Ogden

2021 Budget Changes

- *Reduced miles and hours*
 - *756K fewer miles*
 - *25K fewer hours*
- *2021 budget is 1.63% Below 2020 (\$364K)*
- *Net Decrease of 5 FTE*
 - *Added one Operations Planner*
 - *Increased Service Employee headcount by two*
 - *Decreased Operator headcount by eight*



Mt. Ogden

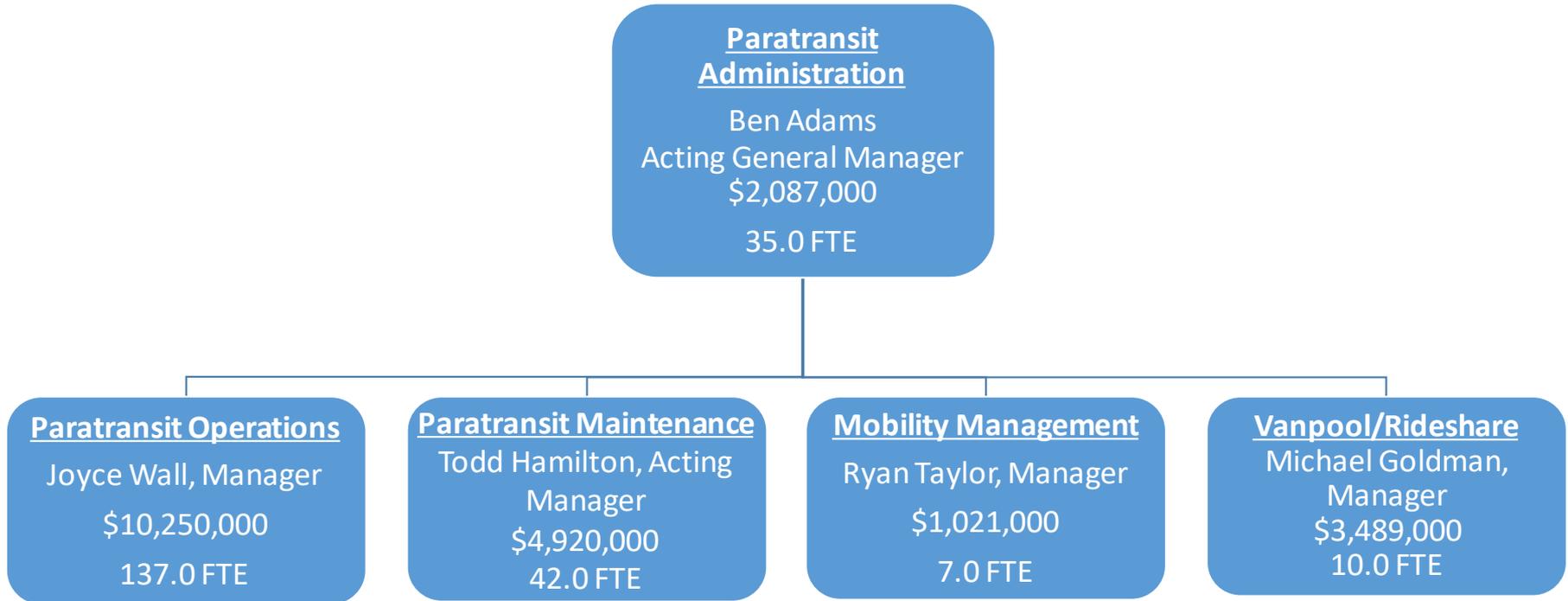
2021 Key Initiatives

- *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*

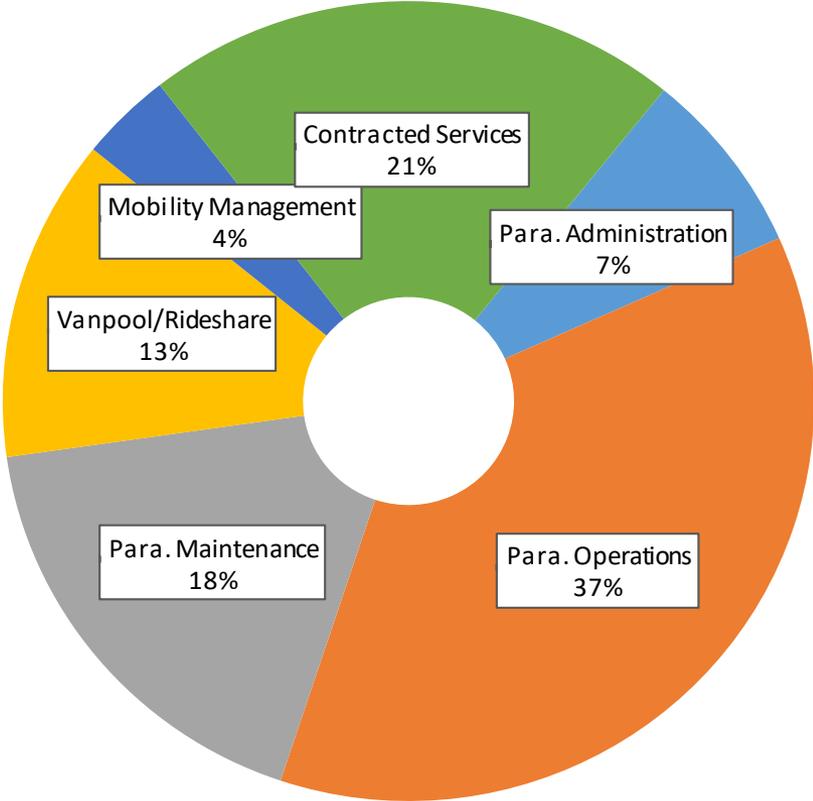


Special Services Service Unit

Total Funding \$27,872,000
FTE 215



2021 Proposed Special Services Operating Budget Expenses: \$27.9M



2021 Proposed Special Services Operating Budget **Expenses by Department**

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Paratransit Administration</i>	\$2,034,964	\$2,087,229	\$52,265
<i>Paratransit Operations</i>	10,728,252	10,250,227	(478,025)
<i>Paratransit Maintenance</i>	5,199,707	4,919,567	(280,140)
<i>Vanpool/Rideshare</i>	3,298,190	3,644,685	346,495
<i>Mobility Management</i>	1,276,863	1,020,616	(256,247)
<i>Contracted Services</i>	5,647,361	5,950,096	302,735
Totals	\$28,185,337	\$27,872,420	\$(312,917)



2021 Proposed Special Services Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Wages</i>	\$11,486,900	\$11,292,000	(1.7)%
<i>Fringe</i>	5,790,708	5,714,587	(1.3)%
<i>Services</i>	6,684,703	6,526,537	(2.4)%
<i>Fuel</i>	2,209,988	2,344,743	6.1%
<i>Parts</i>	357,697	325,504	(9.0)%
<i>Supplies</i>	129,447	114,976	(11.2)%
<i>Other O&M</i>	1,525,894	1,554,073	1.8%
Totals	\$28,185,337	\$27,872,420	(1.1)%



Special Services FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>Paratransit Administration</i>	26.0	27.0	1.0	
<i>Paratransit Operations</i>	142.0	137.0	(5.0)	
<i>Paratransit Maintenance</i>	34.0	35.0	1.0	
<i>Vanpool/Rideshare</i>	10.0	10.0	0.0	
<i>Mobility Management</i>	7.0	7.0	0.0	
Totals	219.0	216.0	(3.0)	



Special Services

2021 Budget Changes

- *Reduced miles and hours*
 - *536K fewer miles*
 - *21.5K fewer hours*
- *Increased Vanpool insurance \$183K*
- *Increased contracted Paratransit \$575K*
- *Net Decrease of 3 FTE*
 - *Added one Radio Control Coordinator and assumed dispatching responsibilities for northern Paratransit service area*
 - *Added one service employee*
 - *Reduced five operators*



Special Services

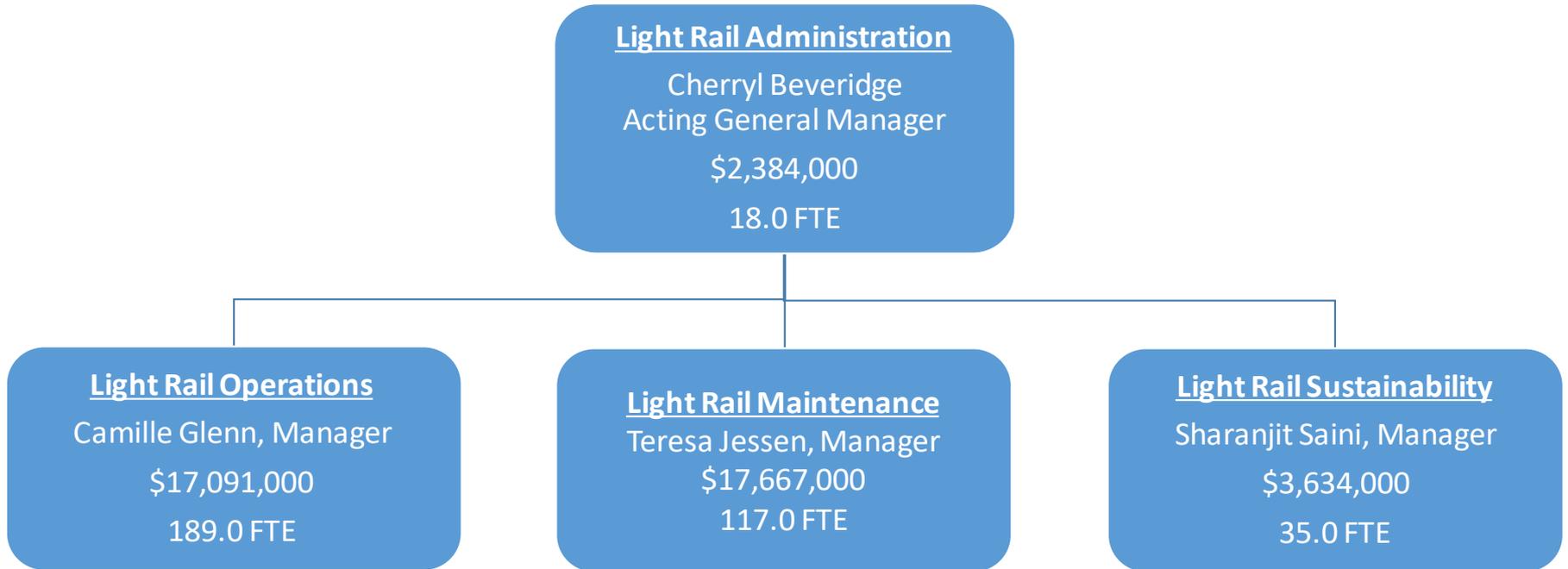
2021 Key Initiatives

- *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*

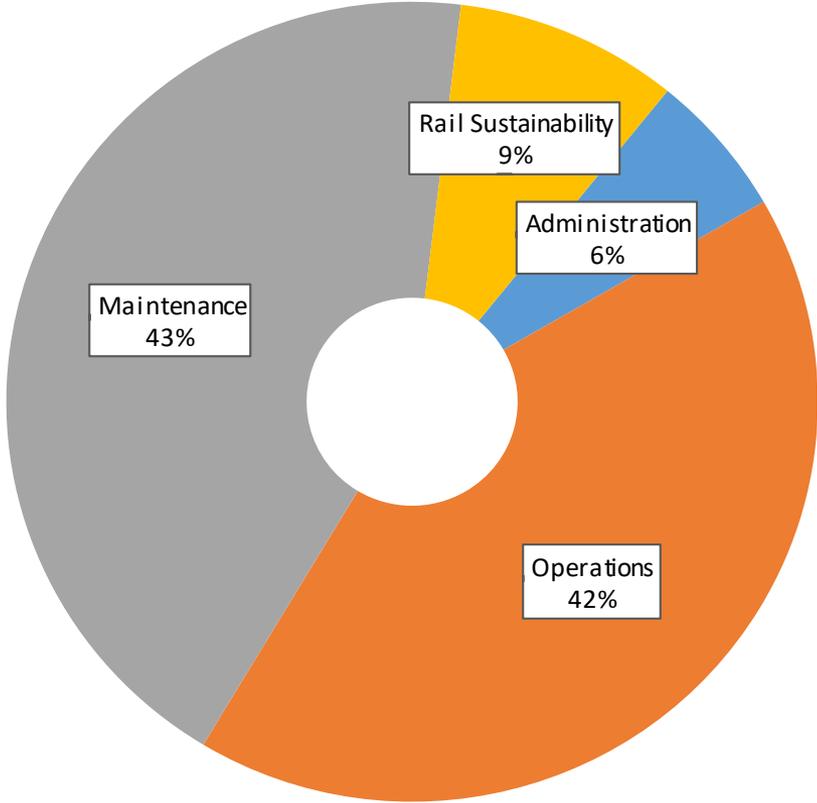


Light Rail Service Unit

Total Funding \$40,776,000
FTE 359



2021 Proposed Light Rail Operating Budget Expenses: \$40.8M



2021 Proposed Light Rail Operating Budget Expenses by Department

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



2021 Proposed Light Rail Operating Budget Expenses by Category

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



Light Rail FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>Light Rail Administrative</i>	20.0	18.0	(2.0)	
<i>Light Rail Operations</i>	193.0	189.0	(4.0)	
<i>Light Rail Maintenance</i>	117.0	117.0	0.0	
<i>Rail Sustainability</i>	35.0	35.0	0.0	
Totals	365.0	359.0	(6.0)	



Light Rail

2021 Budget Changes

- *Reduced hours*
 - *44K fewer hours*
- *Operationalized overhaul labor budget—transferred funding from capital \$3M*
- *Increased services contract budget for enhanced cleaning \$200K*
- *Increased Maintenance parts budget \$1.3M*
- *Net decrease of 4 FTE*
 - *Moved 2 FTE from Light Rail Admin to Light Rail Operations*
 - *Decrease of 6 FTE in Operations*



Light Rail

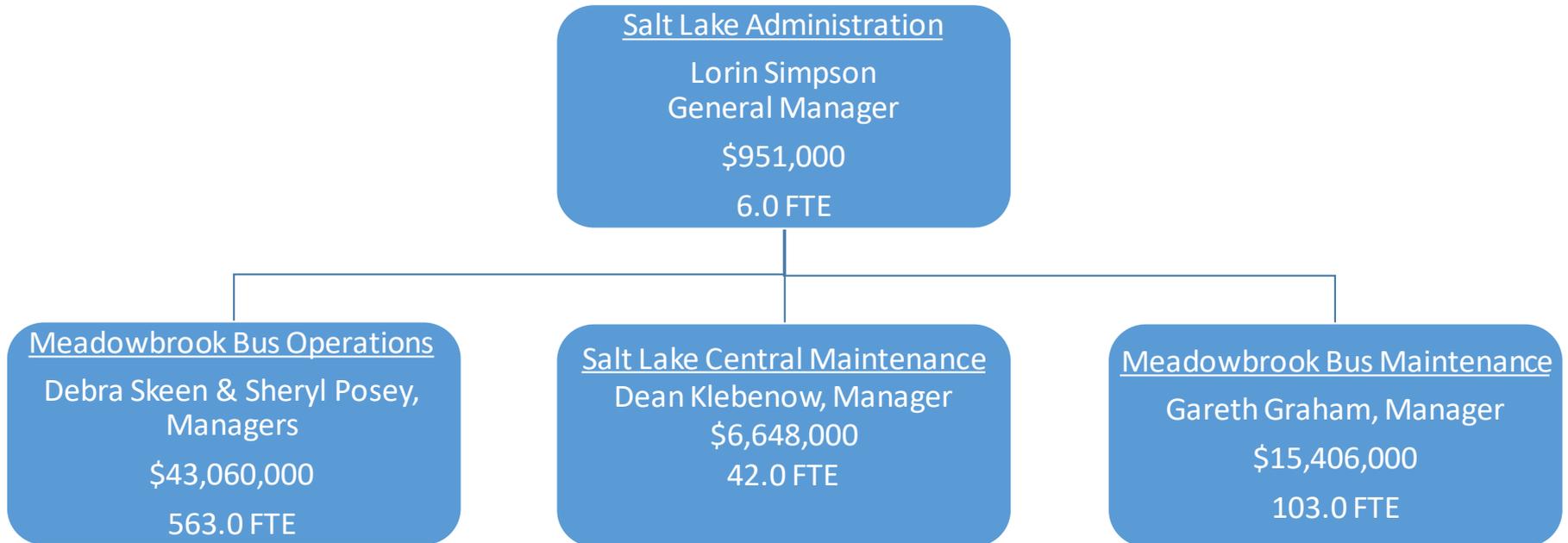
2021 Key Initiatives

- *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- Future plans for system-wide sensor design*
- *Continue Light Rail overhaul program*
- *Conduct campaigns to minimize weather-related delays*
- *Investigate use of HVAC UV lights and pursue funding source*

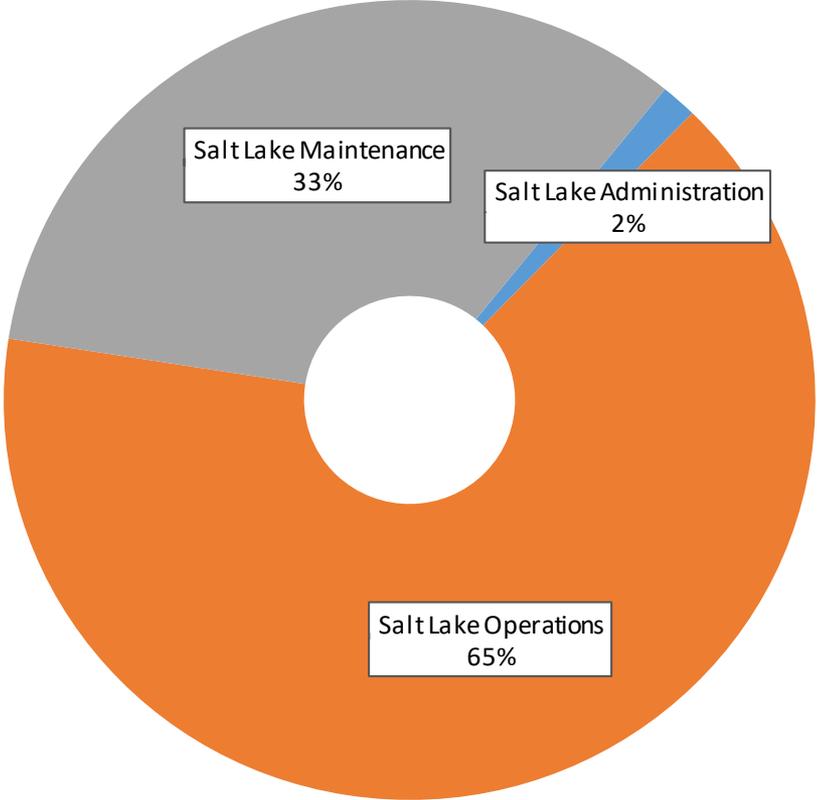


Salt Lake Service Unit

Total Funding \$66,065,000
FTE 720



2021 Proposed Salt Lake Operating Budget Expenses: \$66.1M



2021 Proposed Salt Lake Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Salt Lake Administration</i>	\$1,071,699	\$950,796	\$(120,903)
<i>Salt Lake Operations</i>	41,831,952	43,060,256	1,228,304
<i>Salt Lake Maintenance</i>	22,613,045	22,054,312	(558,733)
Totals	\$65,516,696	\$66,065,364	\$548,668



2021 Proposed Salt Lake Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Wages</i>	\$36,869,224	\$37,454,487	1.6%
<i>Fringe</i>	18,116,528	19,157,588	5.7%
<i>Services</i>	366,387	521,288	42.3%
<i>Fuel</i>	5,985,192	5,173,534	(13.6)%
<i>Parts</i>	2,367,080	2,066,882	(12.7)%
<i>Supplies</i>	513,364	472,626	(7.9)%
<i>Other O&M</i>	1,298,921	1,218,959	(6.2)%
Totals	\$65,516,696	\$66,065,364	0.8%



Salt Lake FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>Salt Lake Administration</i>	7.0	6.0	(1.0)	
<i>Salt Lake Operations</i>	577.0	563.0	(14.0)	
<i>Salt Lake Maintenance</i>	143.5	151.0	7.5	
Totals	727.5	720.0	(7.5)	



Salt Lake

2021 Budget Changes

- *Reduced miles and hours*
 - *756K fewer miles*
 - *25K fewer hours*
- *Net Decrease of 7.5 FTE*
 - *Increased Service Employee FTE by 7*
 - *Reduced 15.5 Operator FTEs to reflect reduced service level/attrition*
 - *Shifted wage/benefits from Admin to Operations to reflect organizational structure change -\$116K*
- *Increased budget for Smart Drive to reflect 2020 actual - \$115K*



Salt Lake

2021 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

Total Funding \$24,528,000
FTE 168

Commuter Rail Administration

Bruce Cardon
General Manager

\$593,000

4.0 FTE

Commuter Rail Operations

Zachary Thomas, Manager

\$8,093,000

98.0 FTE

Commuter Rail Maintenance

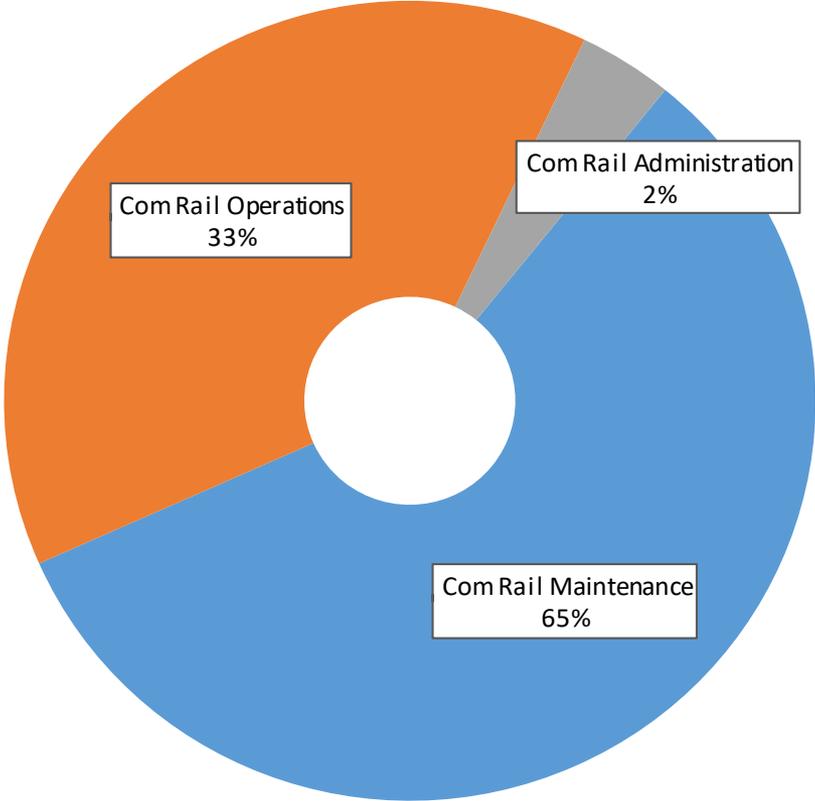
Brian Brooks, Jon Salazar, Managers

\$15,843,000

66.0 FTE



2021 Proposed Commuter Rail Operating Budget Expenses: \$24.5M



2021 Proposed Commuter Rail Operating Budget **Expenses by Department**

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Com. Rail Administration</i>	\$633,252	\$592,870	\$(40,382)
<i>Com. Rail Operations</i>	8,486,175	8,092,897	(393,278)
<i>Com. Rail Maintenance</i>	16,886,353	15,842,674	(1,043,679)
Totals	\$26,005,780	\$24,528,441	\$(1,477,339)



2021 Proposed Commuter Rail Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed 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	5,017,877	(23.8)%
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	\$24,528,441	(5.7)%



Commuter Rail FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>Com. Rail Administrative</i>	5.0	4.0	(1.0)	
<i>Com. Rail Operations</i>	113.5	98.0	(15.5)	
<i>Com. Rail Maintenance</i>	65.0	66.0	1.0	
Totals	183.5	168.0	(15.5)	



Commuter Rail

2021 Budget Changes

- *Reduced miles and hours*
 - *317K fewer miles*
 - *10K fewer hours*
 - *Decreased fuel budget by \$1.5M*
- *Increased services contract budget for enhanced cleaning \$134K*
- *Net Decrease of 15 FTE*
 - *Added Dispatcher headcount previously funded under PTC Capital Project*
 - *Decreased Operators 15.5 FTE*
 - *Moved positions between departments*



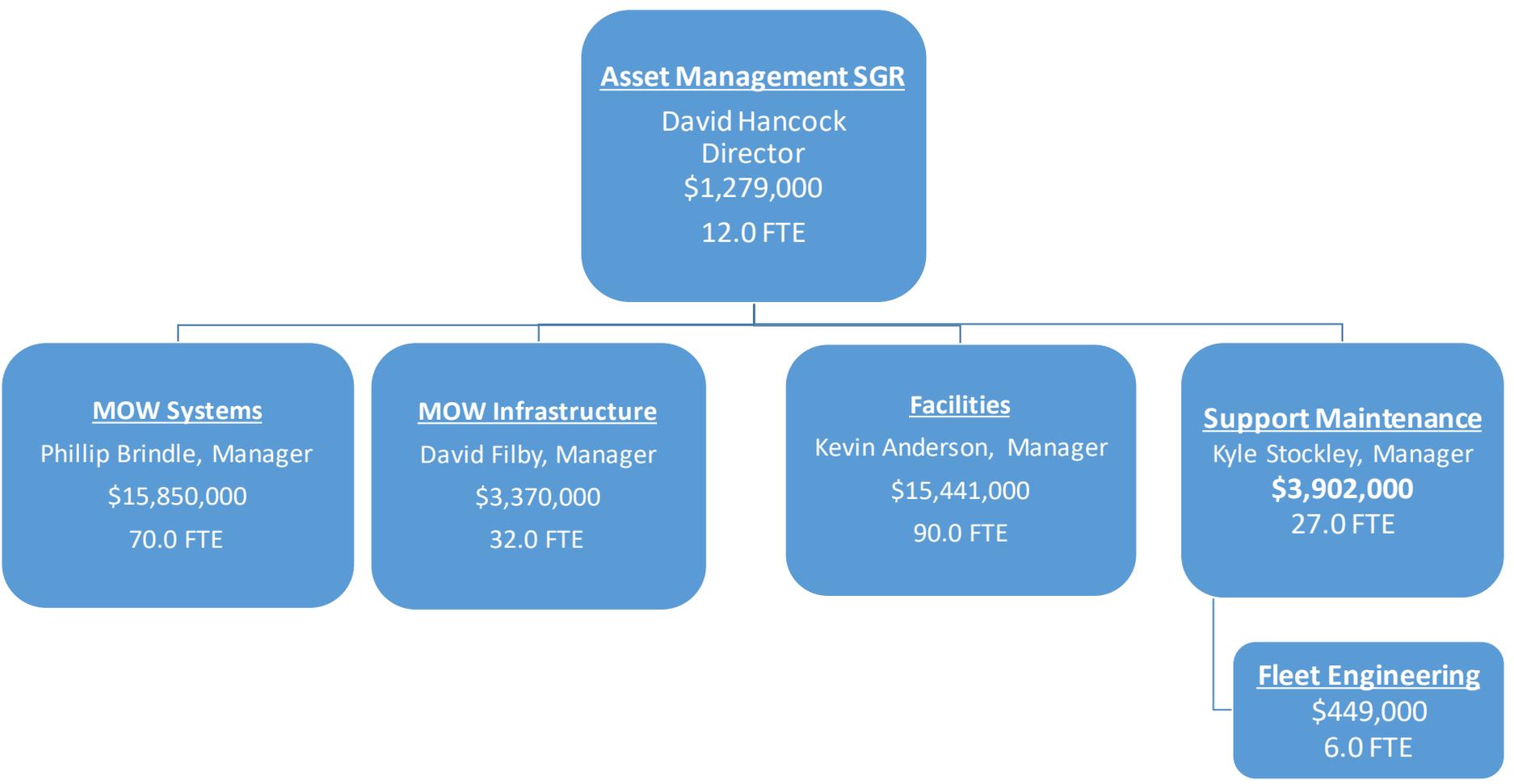
Commuter Rail

2021 Key Initiatives

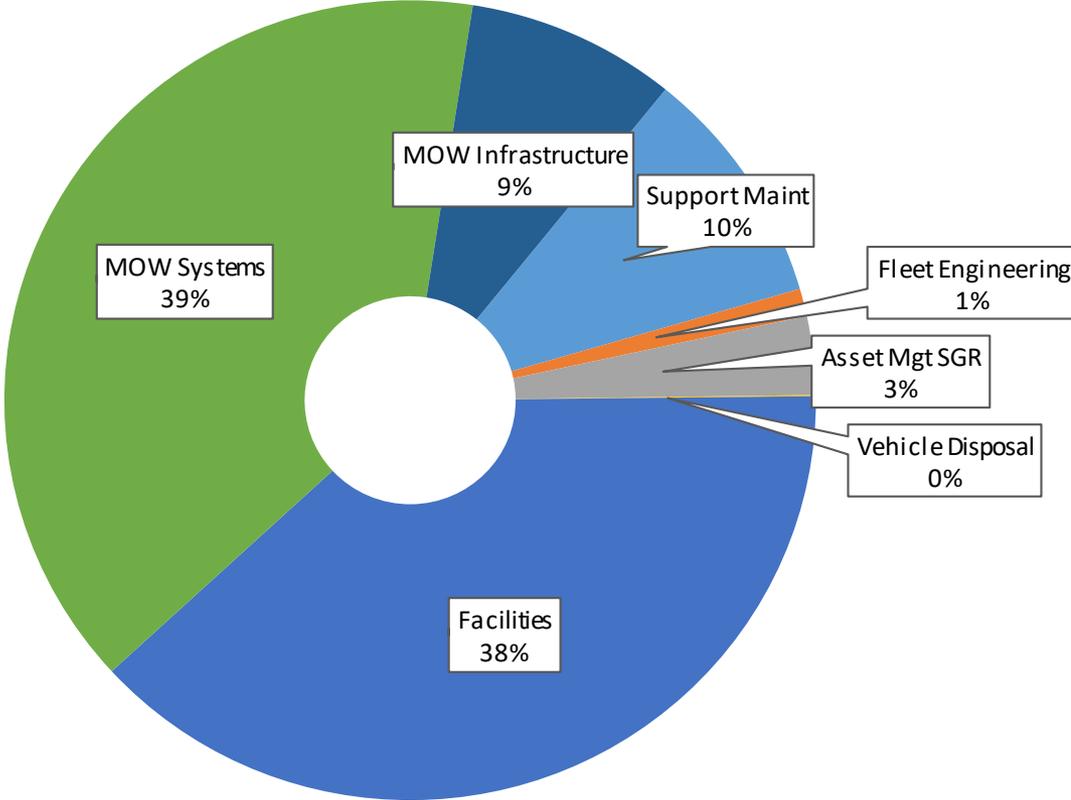
- *Continue locomotive overhaul*
 - *Complete four locomotives annually*
- *Establish long-term car replacement/overhaul program plan*
- *Begin implementation of CR Maintenance Apprenticeship Program*
- *Vineyard Station Implementation*
- *Investigate use of HVAC UV lights and pursue funding source*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



Asset Management Service Unit FTE 237



2021 Proposed Asset Management Operating Budget Expenses: \$40.3M



2021 Proposed Asset Management Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Support Maintenance</i>	\$3,890,934	\$3,902,259	\$11,325
<i>Fleet Engineering</i>	437,290	448,565	11,275
<i>Asset Management- SGR</i>	1,125,924	1,278,868	152,944
<i>Vehicle Disposal</i>	19,500	19,500	-
<i>Facilities</i>	15,227,913	15,441,426	213,513
<i>MOW - Systems</i>	15,538,974	15,850,220	311,245
<i>MOW - Infrastructure</i>	3,283,272	3,369,884	86,612
Totals	\$39,523,807	\$40,310,722	\$786,914



2021 Proposed Asset Management Operating Budget **Expenses by Category**

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Wages</i>	\$15,495,343	\$16,274,024	5.0%
<i>Fringe</i>	7,247,239	7,440,488	2.7%
<i>Services</i>	3,078,350	3,335,034	8.3%
<i>Parts</i>	1,876,200	2,002,692	6.7%
<i>Supplies</i>	1,303,490	733,250	(43.7)%
<i>Utilities</i>	10,827,830	10,773,069	(0.5)%
<i>Capitalized Costs</i>	(1,012,000)	(1,210,000)	19.6%
<i>Other O&M</i>	707,355	962,165	36.0%
Totals	\$39,523,807	\$40,310,722	2.0%



Asset Management FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>Support Maintenance</i>	27.0	27.0	0.0	
<i>Fleet Engineering</i>	6.0	6.0	0.0	
<i>Asset Mgt SGR</i>	8.0	12.0	4.0	
<i>Facilities</i>	89.0	90.0	1.0	
<i>MOW Systems</i>	71.0	70.0	(1.0)	
<i>MOW Infrastructure</i>	33.0	32.0	(1.0)	
Totals	234.0	237.0	3.0	



Asset Management

2021 Budget Changes

- *Increased MOW parts budget to account for increased maintenance needs on FrontRunner and TRAX \$100K*
- *Added 1 facilities FTE to maintain increased number of bus stops*
- *Moved systems engineering team from MOW to SGR to consolidate SGR project management team. Neutral impact.*



Asset Management

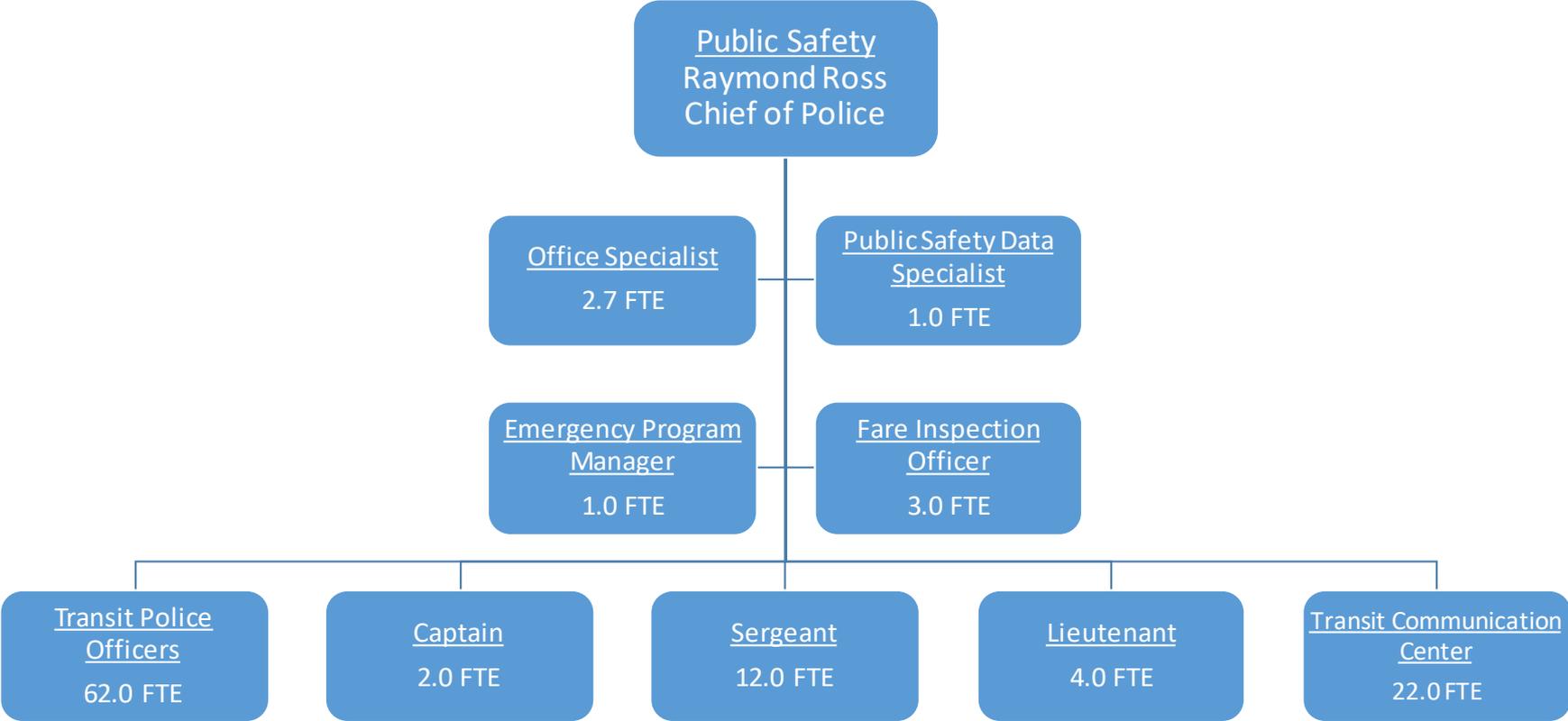
2021 Key Initiatives

- *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, preventative 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*

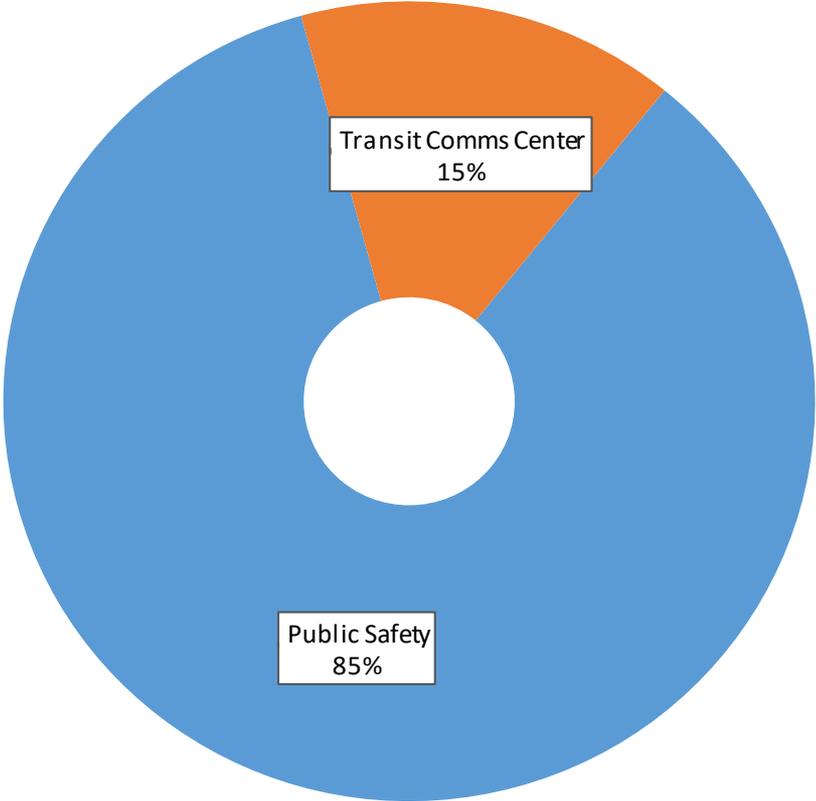


Public Safety

Total Funding \$11,451,000
FTE 88.7



2021 Proposed Public Safety Operating Budget Expenses: \$11.5M



2021 Proposed Public Safety Operating Budget **Expenses by Department**

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Transit Comms Center</i>	\$1,638,809	\$1,732,973	\$94,164
<i>Public Safety</i>	9,705,903	9,718,087	12,184
Totals	\$11,344,712	\$11,451,060	\$106,348



2021 Proposed Public Safety Operating Budget **Expenses by Category**

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 - FY21
<i>Wages</i>	\$6,961,120	\$7,170,040	3.0%
<i>Fringe</i>	3,538,608	3,453,575	(2.4)%
<i>Services</i>	225,328	230,120	2.1%
<i>Other O&M</i>	619,656	597,325	(3.6)%
Totals	\$11,344,712	\$11,451,060	0.9%



Public Safety FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
<i>Transit Comms. Center</i>	22.0	22.0	0.0	
<i>Public Safety</i>	87.7	88.7	1.0	<i>Transfer from Safety</i>
Totals	109.7	110.7	1.0	



Public Safety

2021 Budget Changes

- *Moved temporary part-time Office Specialist to permanent part-time*
- *Transferred Emergency Management position and program from Safety \$137K*
- *Minor budget adjustments between other expense line items (\$20K)*



Public Safety

2021 Key Initiatives

- *Represent UTA through positive interactions while keeping the system safe and secure*
- *Utilize best practices, technology, and collaborative enforcement strategies to encourage increased ridership*
- *Training and employee development*
- *Focus on enhancing organizational diversity*
- *Strengthen our connections to the community and passengers*

