

# Utah Transit

# Authority

# Tentative Budget

# 2024



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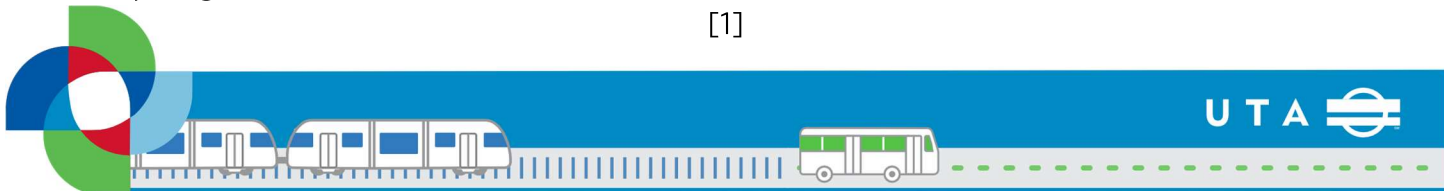
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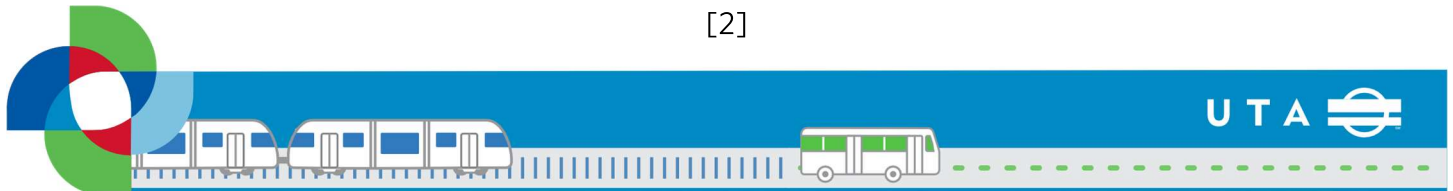
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## Message from the Executive Director



In 2023, the Utah Transit Authority began a fundamental shift in its course. This transformation occurred on several fronts - **strategy, safety, service, and partnership**. And our evolution as the largest transit agency in Utah, serving the citizens, communities, educational institutions, and businesses throughout the Wasatch Front, is running concurrently with unprecedented investment by our federal, state, and local stakeholders. Our success this year, and looking forward to 2024 and beyond, continues to be propelled by our outstanding OneUTA team of dedicated employees who live our mission - WE MOVE YOU - every trip and every day.

### Strategy

The UTA Board of Trustees adopted their 2030 UTA Strategic Plan in late 2022, refreshing our mission and vision, and defining UTA's five strategic priorities:

- Achieving organizational excellence
- Exceeding customer expectations
- Moving Utahns to a better quality of life
- Building community support
- Generating critical economic return

UTA employees now coordinate everything we do around these five priorities. Working with our executive team, we have an agency-wide focus built on a culture which embraces strategic alignment, continuous improvement, leadership engagement, and celebration of success.

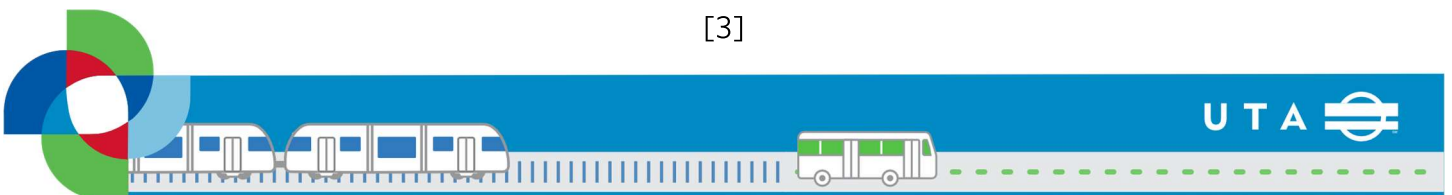
Looking to 2024, leadership development is foundational to promoting organizational culture consistent with our UTA Way, cascading across the enterprise to our frontline operations professionals. We will promote resources and opportunities in support of organizational excellence to ensure superior service delivery.

### Safety

Above all, UTA prioritizes safety. During 2023, we made game-changing investments and invested life-saving resources to enhance the safety of our customers and our employees.

The condition of our vehicles, rails, and other transit assets directly affects their safe operation. This year, we completed a major replacement of TRAX rail on 400 South in Salt Lake City as TRAX heads east to the University of Utah. This "S-Curve" section receives inordinate wear due to wheel friction. To decrease the cost and improve the process of future rail maintenance, UTA installed a type of removable rail assembly, rather than traditional rail installation in concrete.

To further customer safety, we increased the active presence of UTA employees on our system, with visible participation by UTA Ambassadors, Travel Trainers, and UTA Police. We also set up a new video security center to monitor and communicate across our system. Enhanced cameras monitor key rail crossings, and infrared technology helps detect trespassers even after daylight hours.



UTA practices the safety we preach to the public. New UTA employees receive safety training in their employee orientation. We train UTA employees to monitor their surroundings and safeguard the public. During 2023 we recognized several operations employees who went out of their way to help persons in need. One of these UTA heroes is a bus operator who stopped to rescue a woman being attacked by a vicious dog.

In a historic and appreciated acknowledgement during the 2023 session of the Utah Legislature, state lawmakers unanimously passed a resolution declaring the vital importance of keeping UTA operators safe as they serve the community. That legislative pronouncement also recognized that transit constitutes a community-connector lifeline essential to Utah's critical infrastructure.

Looking forward, in 2024 we will work to provide TRAX and bus operators with additional video and camera resources. We will also seek funding to procure advanced technology to improve inspection of UTA's rail network.

Our Maintenance of Way (MOW) employees maintain our rail corridors in challenging environments, especially when working around electrical lines and equipment. To improve the safety and efficiency of their efforts, UTA plans to create an MOW training yard that replicates the conditions of a live UTA work site.

Finally, in 2024 we will create a program to provide vaccination against Hepatitis B for employees whose work may put them at risk for infection.

## Service

The year saw fundamental changes in how UTA provides transit service to the community. In a time where Utah and our entire country struggled with labor shortages, UTA continued to meet the community's service demands. For our bus network, we achieved this through strategic service planning and optimizing corridors to ensure more direct and efficient routes. UTA is improving bus operator scheduling processes and working with operator representatives for all modes to achieve better working conditions.

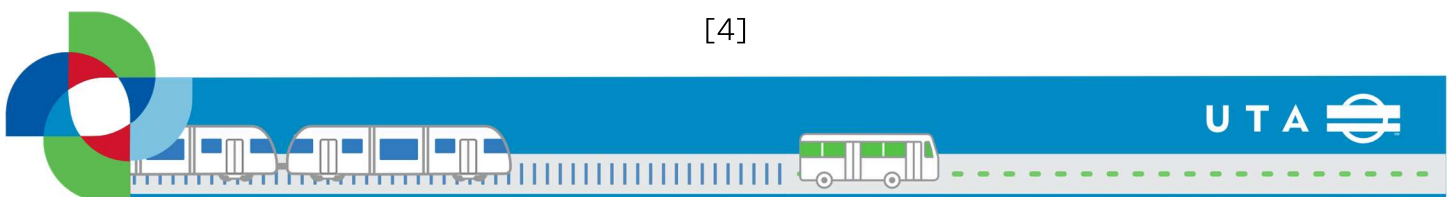
We continue to promote and expand our innovative and popular microtransit service, UTA On-Demand. This service has multiplied UTA's reach into growing suburban communities where transit access for lower housing densities may not adequately be supported by traditional fixed route service.

Faced with a nationwide shortage of CDL operators, we have seen dramatic results from new UTA hiring strategies. Compared with 2022, we achieved by mid-2023 a 120% increase per average month in bus operator applications, and a 197% increase in monthly bus operator trainee hires.

Exceeding customer expectations means improving the customer experience of riding UTA. We are doing this by installing new comfortable and resilient seats to replace old fabric seating on TRAX. And in 2024 we will continue to make wayfinding improvements including the development of digital, real-time in-transit messaging.

Next year, with support from our federal partners, we begin the process of replacing old high-floor TRAX Blue Line vehicles with level boarding cars. This will be a major improvement in safety and accessibility for our customers.

Also in 2024, we will begin construction on the Midvalley Bus Rapid Transit system, which will deliver a more efficient, train-like rider experience and increase west-east access for our customers. And, in support of our



quality-of-life priorities, UTA is budgeting additional funding for service planning tools and human resources to continue enhancing our capacity to serve a rapidly growing population.

## Partnership

During 2023, UTA achieved unprecedented progress in the level and impact of our partnership with the communities we serve. Transit-Oriented Communities and Transit-Oriented Development are now common phrases up and down the Wasatch Front. UTA supports communities with station area planning expertise and facilitation in over 30 cities.

UTA's partnership with UDOT promises to enhance travel options and improve service for millions of Utahns. The FrontRunner Strategic Double-Tracking project is moving forward with each agency contributing expertise and vision for a more frequent, reliable, and effective travel experience on UTA's 80-mile passenger rail spine.

UTA collaborates with universities, regional planning organizations, municipalities, advocacy groups, and other entities to forge a collaborative approach to Utah's collective challenges, including rapid population growth and air quality. We are increasing the number of electric buses in our fleet and adding electric charging infrastructure in three locations. This year we opened the Depot District, a state-of-the-art bus maintenance facility to service high-tech buses and train a new line of maintenance experts to keep them in top condition. And UTA is a member of a new statewide steering committee tasked with guiding transportation electrification throughout Utah.

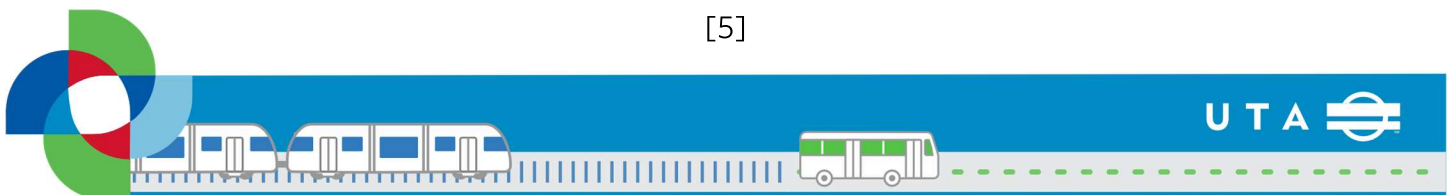
Finally, and in partnership with the entire region, UTA proudly welcomed and moved nearly 100,000 guests from around the world during the NBA All-Star week, treating visitors to a delightful and seamless transit experience. During those days, which I describe as our finest hours, we set the bar high as we prepare for the anticipated return of the Winter Olympic Games to Utah.

On the following pages I have highlighted a few of the key components of our 2024 operating budget and five-year capital plan. Those initiatives and projects, along with the valued work of our Board of Trustees and OneUTA team, demonstrate our public transportation pledge and strategic focus.

We Move You. Today and tomorrow!

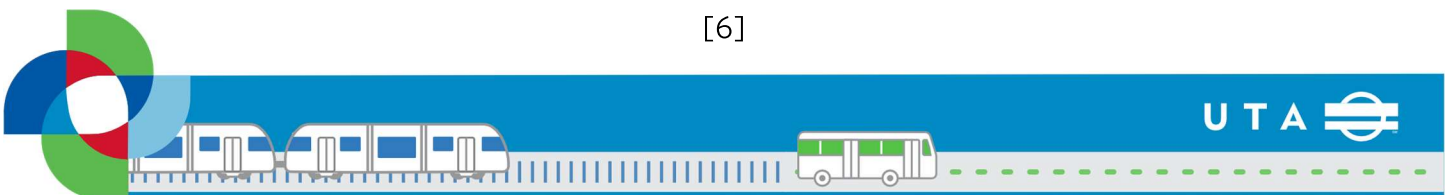


Jay M. Fox  
Executive Director



## 2024 Operating Budget Highlights

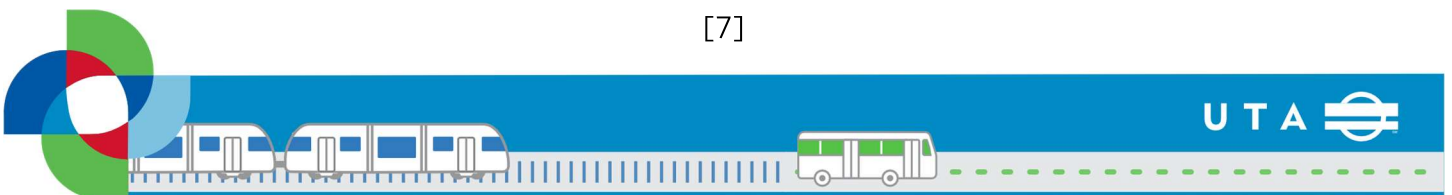
- Funding to support the growth of the popular On Demand service in South Salt Lake County and additional Frontrunner service.
- Funding for operator recruitment activity to meet the challenges of an ongoing tight labor market.
- Increased facilities service positions to help maintain system facilities in a clean and safe manner.
- Provision of funding for Hepatitis B vaccination of employees whose work may put them at risk for infection.
- Strengthens support for accounting and financial functions to provide the proper information and support required for enhanced compliance and decision making.
- Funds data integration and adds additional Transit app capabilities to help drive increased system efficiency and ease of customer use.
- Continued funding for a Transit Connection Program to foster efforts across UTA in addressing social issues, transit education, and connection with transit for our community through supportive response to incidents; Transit Ambassadors on TRAX trains; and training resources for communities accessing transit.
- Adds several positions to support UTA's social media and other communications with its customers.





## 2024 Capital Budget and \$1.3 billion 5-year Capital Plan Highlights

- Focus on safety, and security, reliability, and maintaining a state of good repair (SGR) for our revenue vehicles, infrastructure, and support systems.
- Invests \$815 million in State of Good Repair activities.
- Provides \$10 million in funding for the start of the replacement of older high-floor TRAX Blue Line vehicles with level boarding cars (2024). Projected total cost for this effort will be \$240 million (2024-2028).
- Continued investment in electric vehicles and electric charging infrastructure.
- Investment in equipment and technology to help enhance operator and customer safety.
- Begins construction of the Midvalley Bus Rapid Transit system with a \$10 million investment (2024). Projected total cost for 2024 to 2028 of \$101 million.
- Invests more than \$12 million in the replacement of UTA fare systems to meet the needs of our customers (2024).
- Provides \$39 million to support local partner's high priority projects (2024-2028)
- Addresses UTA's most pressing technology needs including system improvement to support a new UTA fare system, new radio communication system, and critical business system replacements (2024-2028)

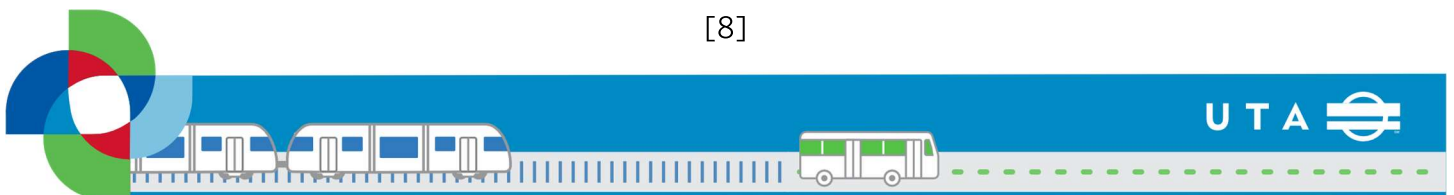


# Budget Summaries

## UTAH TRANSIT AUTHORITY 2024 OPERATING BUDGET October 5, 2023

### Exhibit A

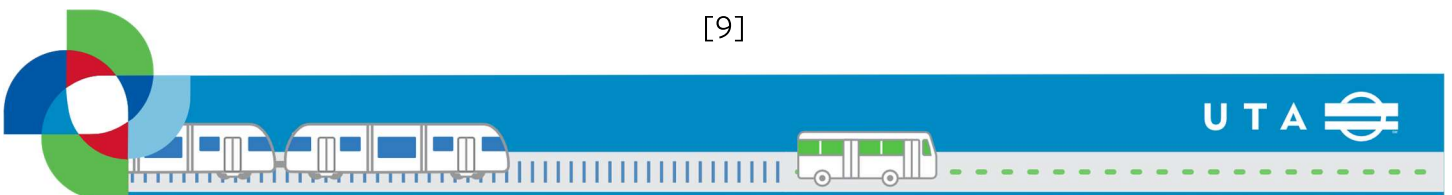
	<u>Revenue</u>	<u>2024 Budget</u>
1	Sales Tax	\$493,670,000
2	Federal Preventive Maintenance	96,960,000
3	Passenger Revenue	37,981,000
4	Advertising	2,328,000
5	Investment Income	5,625,000
6	Other Revenues	12,647,000
7	Stimulus Funding	-
8	<b>Total Revenue</b>	<b>649,211,000</b>
	<u>Operating Expense</u>	
9	Bus	142,703,000
10	Commuter Rail	38,028,000
11	Light Rail	64,530,000
12	Paratransit	29,154,000
13	Rideshare/Vanpool	4,012,000
14	Microtransit	12,949,000
15	Operations Support	64,424,000
16	Administration	54,515,000
17	Planning/Capital Support	13,228,000
18	Non-Departmental	1,000,000
19	<b>Total Operating Expense</b>	<b>424,543,000</b>
	<u>Debt Service, Contribution to Reserves, and Transfer to Capital</u>	
20	Principal and Interest	165,725,000
21	Bond Service Utah County for UVX BRT program	3,375,000
22	Contribution to Reserves	21,000,000
23	Transfer to Capital	34,568,000
24	<b>Total Debt Service, Reserves, Transfers</b>	<b>224,668,000</b>
25	<b>Total Expense</b>	<b>\$649,211,000</b>



**UTAH TRANSIT AUTHORITY**  
**2024 CAPITAL BUDGET**  
**October 5, 2023**

**Exhibit A-1**

<u>Funding Sources</u>		<u>2024 Budget</u>
1	UTA Current Year Funding	\$116,579,000
2	Grants	58,020,000
3	Local Partner Contributions	8,823,000
4	State Contribution	13,447,000
5	Leasing	27,234,000
6	Bonds	6,330,000
7	<b>Total Funding Sources</b>	<b><u>230,433,000</u></b>
<u>Expense</u>		
8	State of Good Repair	115,176,000
9	Mid Valley Connector	10,000,000
10	VW Battery Buses	7,391,000
11	Ogden/Weber State University BRT	5,600,000
12	HB322 Future Rail Car Purchase Payment	5,000,000
13	Capital Contingency	5,000,000
14	Other Capital Projects	82,266,000
15	<b>Total Expense</b>	<b><u>\$230,433,000</u></b>



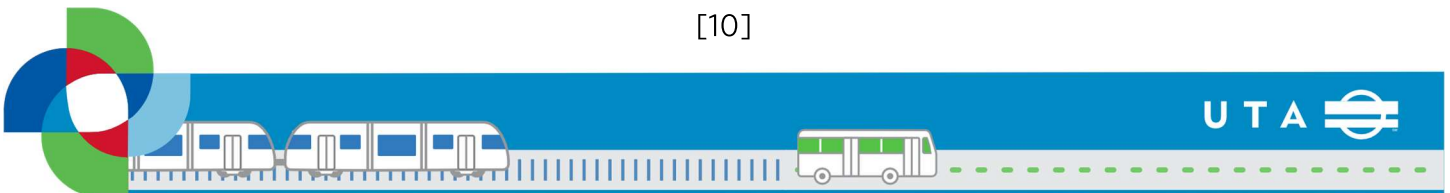
**UTAH TRANSIT AUTHORITY  
2024 OPERATING BUDGET  
October 5, 2023**

**Exhibit A-2**

<b>Revenue</b>		<b>2024 Budget</b>	
1	Sales Tax	\$	493,670,000
2	Federal Preventive Maintenance		96,960,000
3	Passenger Revenue		37,981,000
4	Advertising		2,328,000
5	Investment Income		5,625,000
6	Other Revenues		12,647,000
7	Stimulus Funding		-
8	<b>Total Revenue</b>	<b>\$</b>	<b>649,211,000</b>

<b>Operating Expense</b>		<b>FTE</b>		
9	Board of Trustees	\$	3,370,000	16.0
10	Executive Director		6,414,000	31.5
11	Communications		4,279,000	16.5
12	Operations		319,000,000	2,311.7
13	Finance		19,726,000	134.0
14	Service Development		7,471,000	59.0
15	Planning & Engagement		22,821,000	84.2
16	Enterprise Strategy		28,547,000	124.0
17	People Office		11,914,000	94.0
18	Non-Departmental		1,000,000	-
19	<b>Total Operations</b>		<b>424,543,000</b>	<b>2,870.9</b>
20	Debt Service		169,100,000	
21	Contribution to Reserves		21,000,000	
22	Transfer to Capital Budget		34,568,000	
23	<b>Total Tentative 2024 Operating Budget</b>	<b>\$</b>	<b>649,211,000</b>	<b>2,870.9</b>



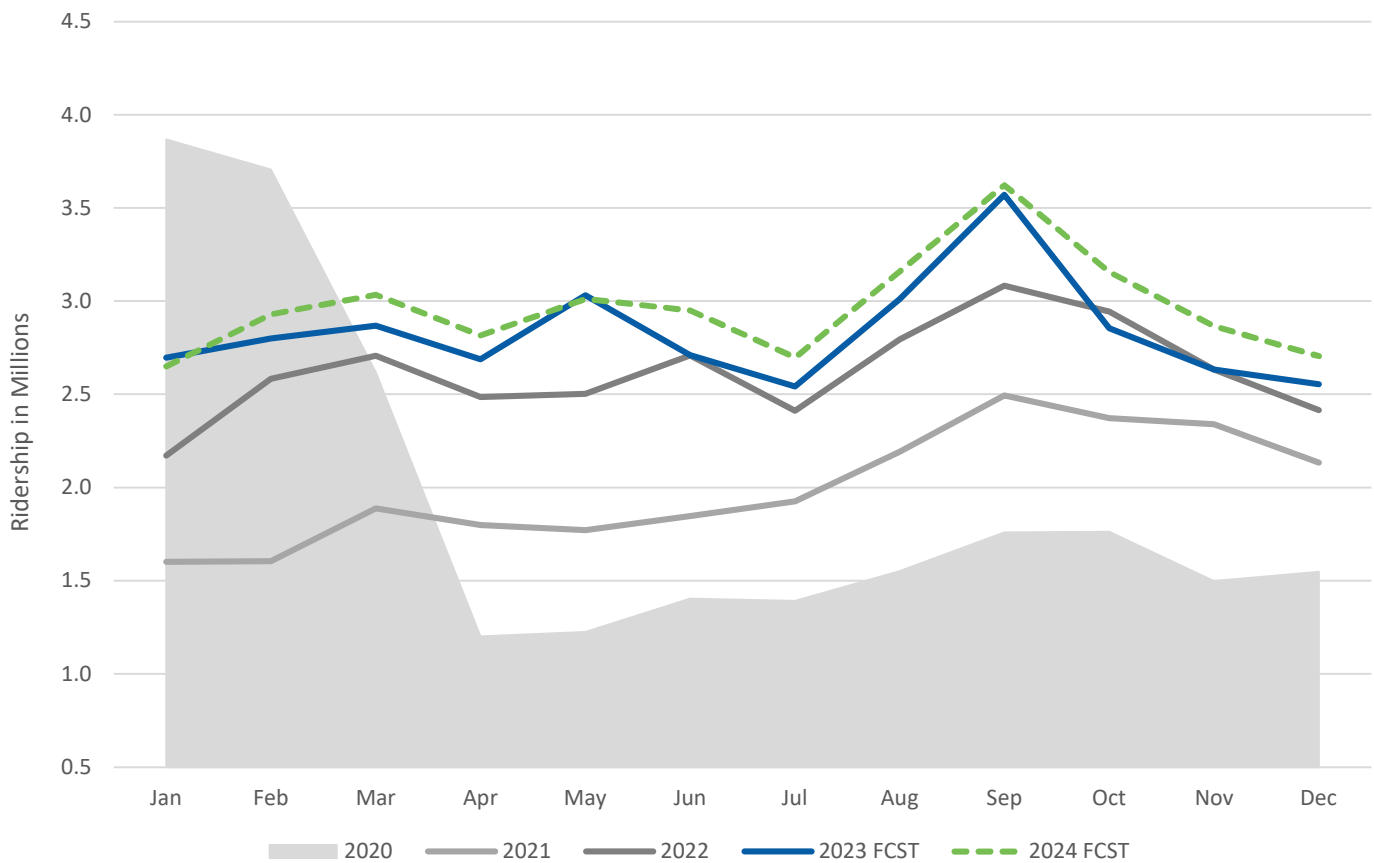
## 2024 Tentative Budget Overview

UTA's 2024 Budget and supporting 5-Year plan were developed as the Agency was coming out of a time of economic uncertainty. Inflation had reached a 40-year high and interest rates are approaching levels last seen during the Great Recession of 2008. Year-over-year growth for costs of fuel and power, goods and services, parts, utilities, construction materials and other of providing service is significantly higher than in the recent past.

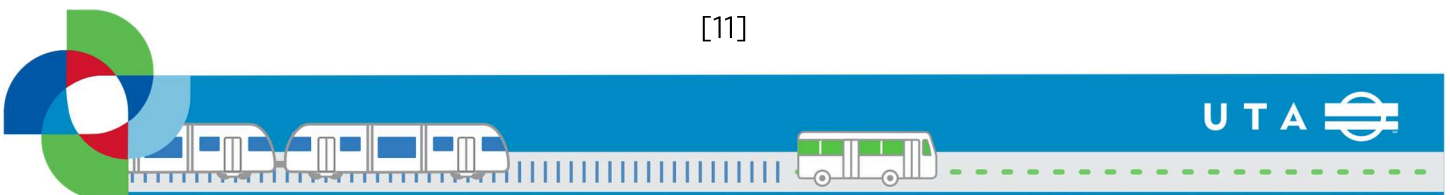
Offsetting these negative economic indicators, but creating a different and difficult challenge, are robust employment, historically low unemployment levels, and a resilient Utah economy. Recruiting and retaining employees in the competitive Utah economy is a challenge and an area of focus in this budget.

## Ridership

### Total System Ridership



[11]



2023 ridership is recovering better than projected in the 2023 adopted budget. Ridership through September 2023 is above forecast by approximately 5.1 percent. Steady monthly gains over 2021 ridership can also be seen on the chart above. In fact, 2023 ridership for the months January through August are about 10 percent over ridership for the same period in 2022 and 53% above 2021. Ridership recovery (post-pandemic) has been steady and varies by mode.

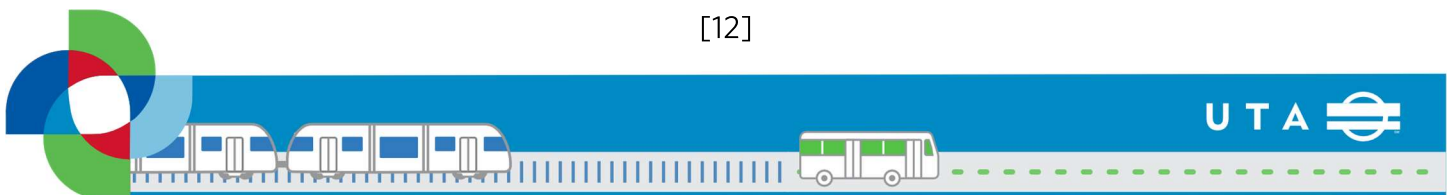
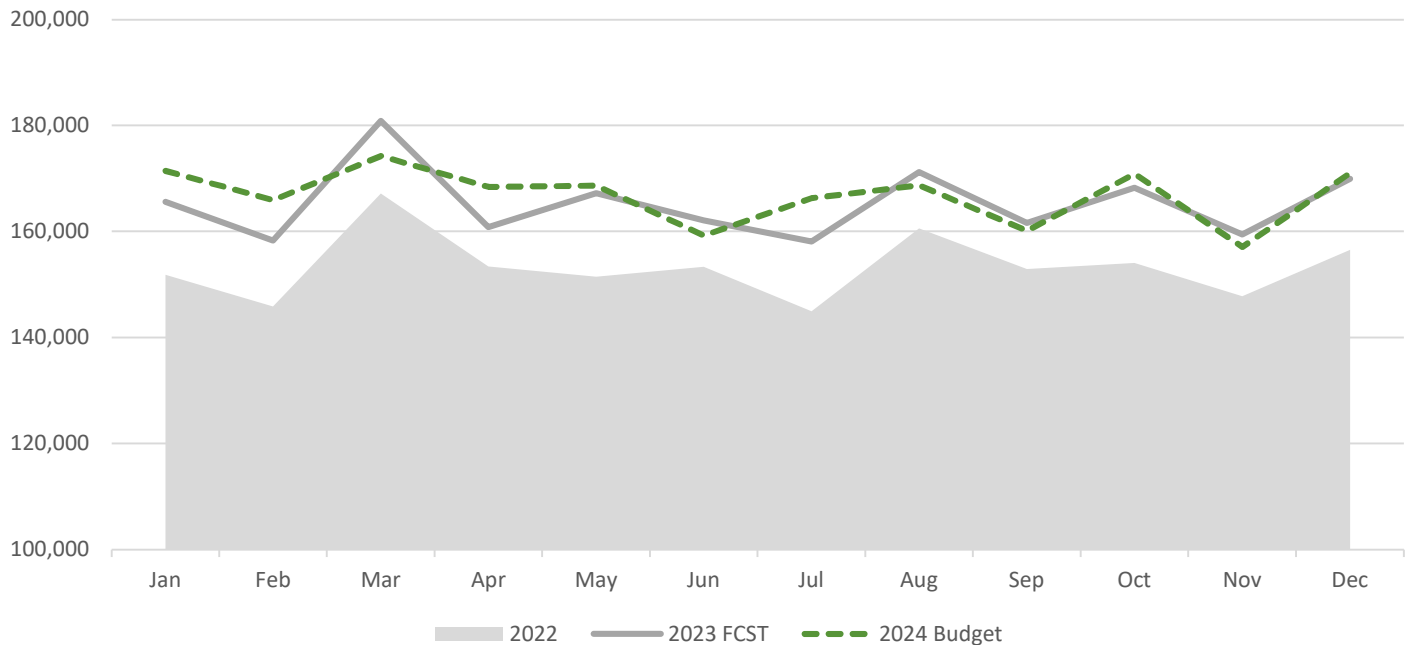
In 2024, UTA continued its targeted service change strategy focusing on route performance and emerging ridership trends, guided by UTA’s Service Guidelines. The August 2023 service-change reduced/replaced unproductive service, added service, and significantly expanded On Demand service.

The 2024 budget includes approximately 56,000 hours of service added in 2023 to implement Ogden Express – bus rapid transit service (OGX) and add light rail service on Saturdays.

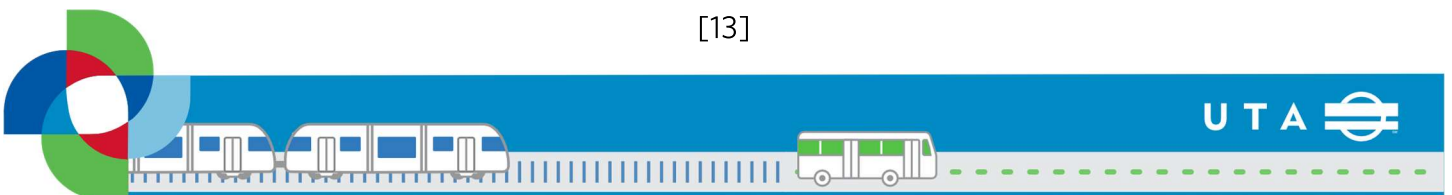
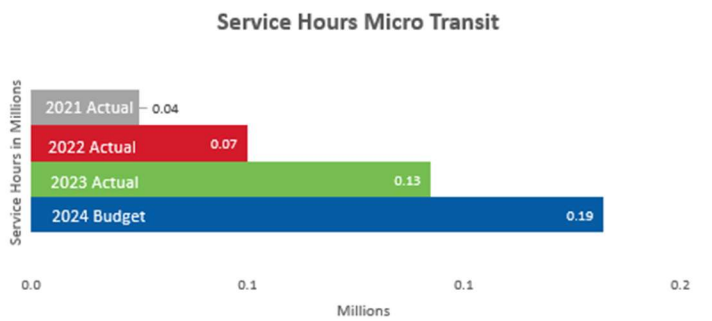
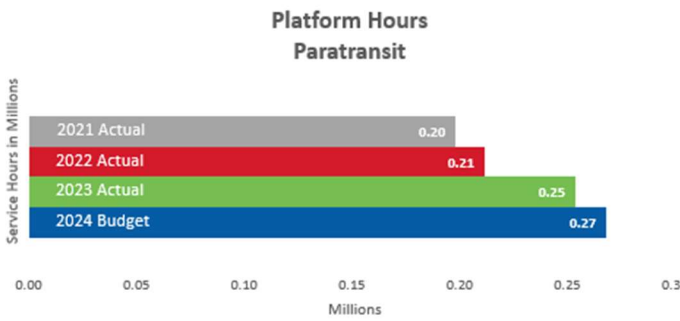
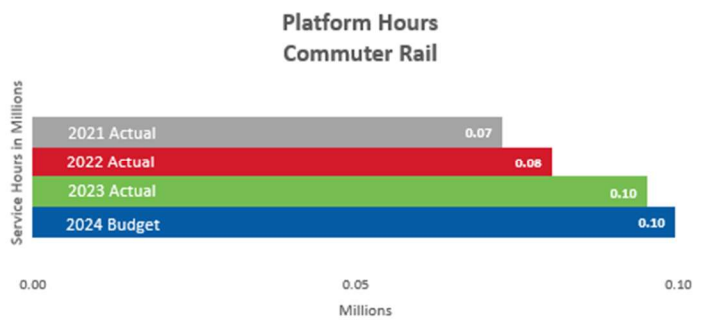
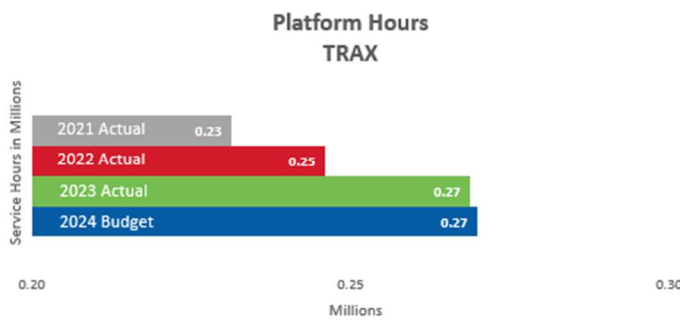
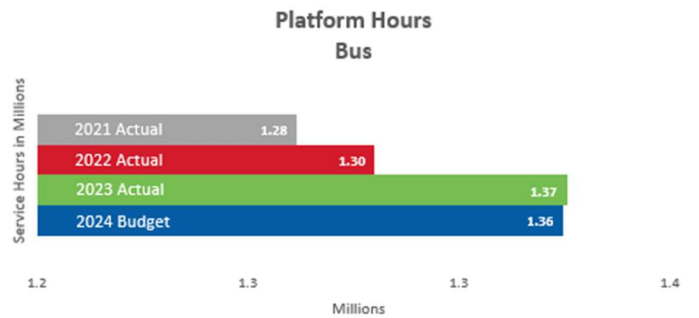
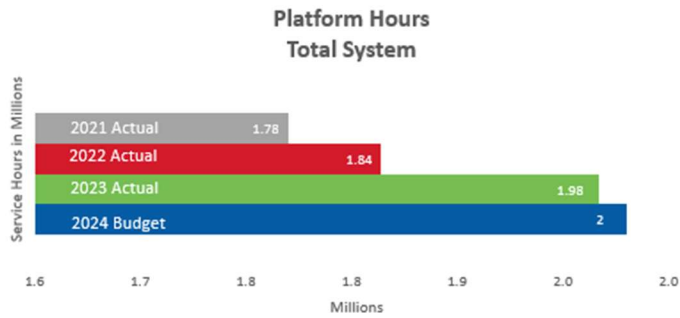
Microtransit/On Demand was introduced in 2019 on a pilot basis. Service additions in 2024, will provide approximately 190,000 platform hours across Salt Lake, Davis, and Weber Counties.

## Platform Hours

Total Platform Hours



# Platform Hours by Mode

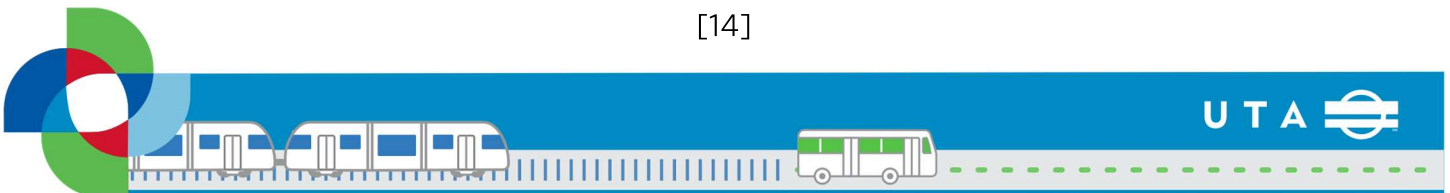
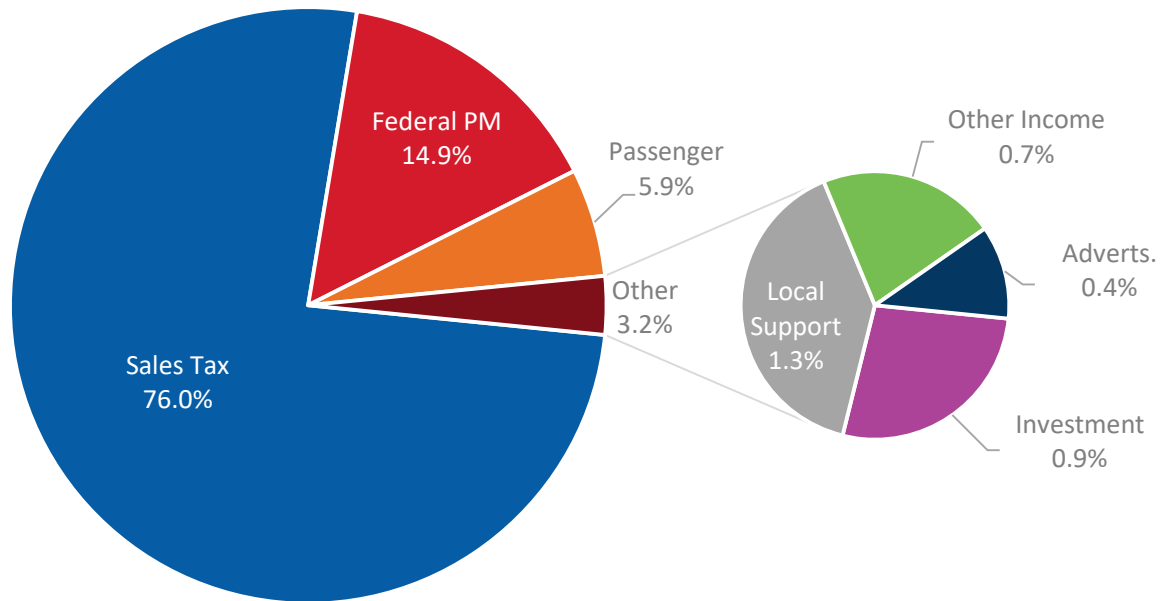


## 2024 Operating Revenue Summary

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 -operations and capital. Transfers from the enterprise fund to the Capital program are made as necessary to support investment in the system.

Sales tax revenue at \$494 million, or 76 percent of total revenues, represents the largest funding source for the 2024 budget. Federal preventive maintenance totals \$97 million, and passenger revenues total \$38 million. Other revenues include, in order of magnitude, local support, investment income, advertising, and other fees, resulting in a total revenue of \$649 million.

2024 Operating Revenue  
(\$649.2 million)



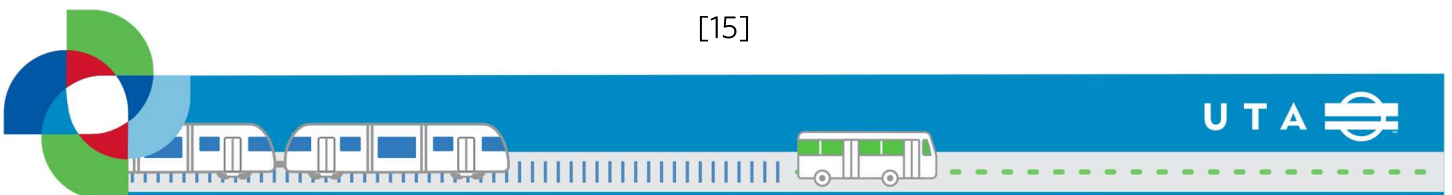
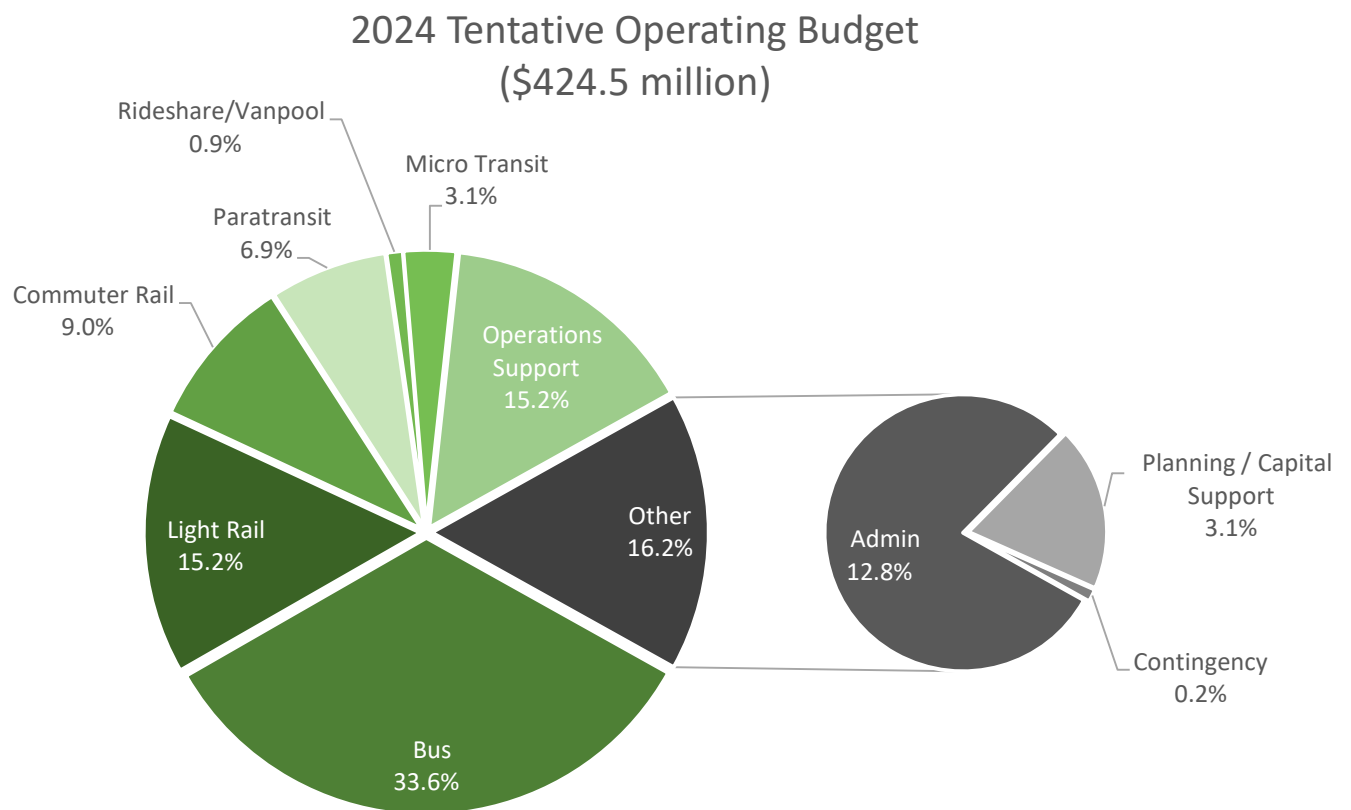


## 2024 Operating Expense Summary

The 2024 Tentative Operating Budget includes almost \$343 million for operations and maintenance of the system, or 84 percent of the 2024 operating budget request. These functions are represented in the green shaded segments in the graph below.

The “Other” functions (blue segments comprising 16 percent) include Management and Support, Planning/Capital Support and \$1.0 million set aside to fund emerging/emergency needs.

Management and Support includes executive leadership and support, human capital management, communications, payroll, accounting, purchasing, warehouse, fares, service development, information technology, strategic planning, continuous improvement, data management, and other functions that support the capital and operating programs at UTA.



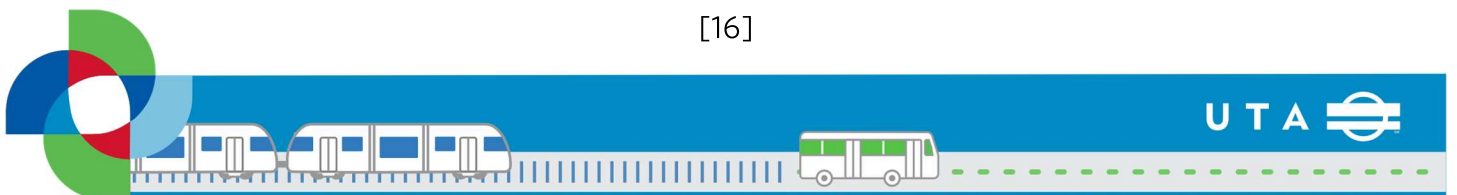
## 2024 Tentative Operating Expense Budget

### Summary by Mode

Mode	FY 2023 Budget	FY 2024 Budget	Change	% Change
Bus	\$139,267,000	\$142,703,000	\$3,436,000	2.5%
Commuter Rail	36,558,000	38,028,000	1,470,000	4.0%
Light Rail	62,982,000	64,530,000	1,548,000	2.5%
Paratransit	28,248,000	29,154,000	906,000	3.2%
Rideshare/Vanpool	4,015,000	4,012,000	(3,000)	-0.1%
Microtransit	9,164,000	12,949,000	3,785,000	41.3%
Operations Support	62,788,000	64,424,000	1,636,000	2.6%
Administration	51,114,000	54,515,000	3,401,000	6.7%
Planning/Capital Support	14,159,000	13,228,000	(931,000)	-6.6%
Non-Departmental	1,000,000	1,000,000	-	0.0%
<b>Total Division</b>	<b>\$409,295,000</b>	<b>\$424,543,000</b>	<b>\$15,248,000</b>	<b>3.7%</b>

### Summary by Office

Office	FY 2023 Budget	FY 2024 Budget	Change	% Change
Board	\$3,168,000	\$3,370,000	\$202,000	6.4%
Executive Director	6,023,000	6,414,000	391,000	6.5%
Operations	312,599,000	319,000,000	6,401,000	2.0%
Finance	17,461,000	19,726,000	2,265,000	13.0%
Capital Services	8,771,000	7,471,000	(1,300,000)	-14.8%
Planning & Engagement	18,817,000	22,821,000	4,004,000	21.3%
Enterprise Strategy	25,009,000	28,547,000	3,538,000	14.1%
People	12,487,000	11,914,000	(573,000)	-4.6%
Communication	3,962,000	4,279,000	317,000	8.0%
Non-Departmental	1,000,000	1,000,000	-	0.0%
<b>Total Division</b>	<b>\$409,295,000</b>	<b>\$424,543,000</b>	<b>\$15,248,000</b>	<b>3.7%</b>

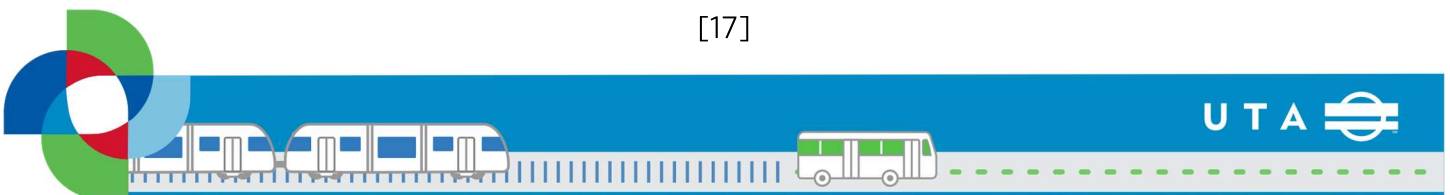


## Summary by Expense Category

Category	FY 2023 Budget	FY 2024 Budget	Change	% Change
Wages	\$193,688,000	\$200,950,000	\$7,262,000	3.7%
Fringe	97,858,000	100,146,000	2,288,000	2.3%
Services	39,960,000	45,260,000	5,300,000	13.3%
Fuel/Power	35,623,000	35,490,000	(133,000)	-0.4%
Parts	23,447,000	25,488,000	2,041,000	8.7%
Utilities	6,189,000	7,371,000	1,182,000	19.1%
Other O&M	24,400,000	22,468,000	(1,932,000)	-7.9%
Capitalized Costs	(11,869,000)	(12,630,000)	(761,000)	6.4%
<b>Total Budget</b>	<b>\$409,295,000</b>	<b>\$424,543,000</b>	<b>\$15,248,000</b>	<b>3.7%</b>

### Summary of budget changes

- Increase in wages and fringe benefits due to headcount increases, new Collective Bargaining agreement, COLA, and benefit increases.
- Increase in Contract Services for additional investment in UTA information systems and Microtransit services expansion.
- Minor decrease in Fuel due to service changes despite higher price per gallon vs 2023 levels (\$3.90/gal increased to \$4.03/gal). Also a contributing factor, is the higher utilization of electric buses in the place of diesel buses.
- Increase in Parts due to high inflation, with additional impacts from continued supply chain issues.
- Increase in Utilities expenses to reflect increase in costs for Facilities.
- The decrease in Other O&M is primarily a decrease in Operations Contingency for emerging needs.
- Increase in Capitalized Costs reflects increased investment in resources to support 2024-2026 capital program delivery.

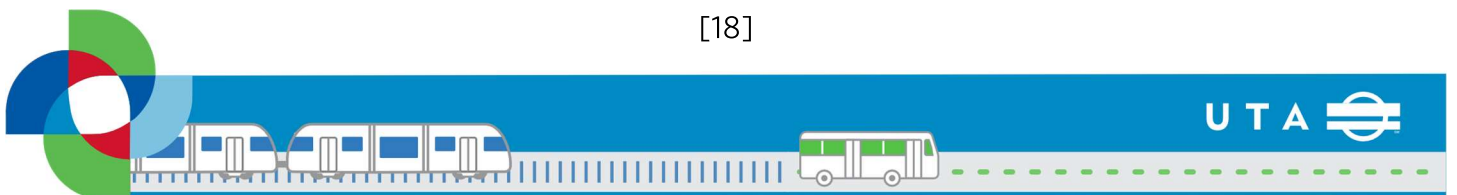


## FTE Summary by Office

Office	FY 2023 Budget	FY 2024 Budget	Change	% Change
Board	15.4	16.0	0.6	4.0%
Executive Director	32.0	31.5	(0.5)	-1.6%
Operations	2,334.2	2,311.7	(22.5)	-1.0%
Finance	124.0	134.0	10.0	8.1%
Capital Services	62.0	59.0	(3.0)	-4.8%
Planning & Engagement	81.2	84.2	3.0	3.7%
Enterprise Strategy	122.0	124.0	2.0	1.6%
Communications	15.0	16.5	1.5	10.0%
People	86.0	94.0	8.0	9.3%
<b>Total FTE</b>	<b>2,871.8</b>	<b>2,870.9</b>	<b>(0.9)</b>	<b>0.0%</b>

## FTE Summary by Mode

Mode	FY 2023 Budget	FY 2024 Budget	Change	% Change
Bus	1,242.5	1,219.0	(23.5)	-1.9%
Commuter Rail	201.5	201.5	-	0.0%
Light Rail	445.0	446.0	1.0	0.2%
Paratransit	205.0	203.0	(2.0)	-1.0%
Rideshare/Vanpool	11.0	11.0	-	0.0%
Microtransit	3.0	5.0	2.0	66.7%
Operations Support	481.9	488.4	6.5	1.3%
Administration	193.9	211.0	17.1	8.8%
Planning/Capital Support	88.0	86.0	(2.0)	-2.3%
Non-Departmental	-	-	-	-
<b>Total Division</b>	<b>2,871.8</b>	<b>2,870.9</b>	<b>(0.9)</b>	<b>0.0%</b>



## Key Assumptions and Sources and Uses

UTA contracts with the Economic Development Unit at the University of Utah to generate sales tax forecasts. The 2024 Tentative Budget was developed during a time of increasing ridership, easing inflation, and low unemployment. Consumer spending is seen as moderating and shifting away from discretionary spending.

This Tentative Budget and 5-year plan include assumptions from the University's August 2023 forecast. UTA will monitor the economic situation and work with the University of Utah to update its sales tax forecast in November to inform the 2024 Final Budget and 5-year plan.

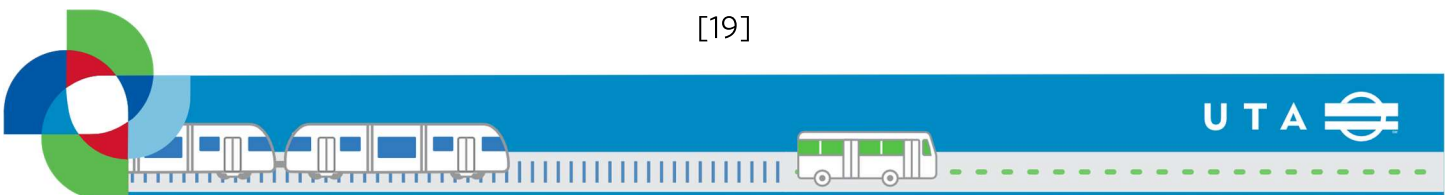
The key assumptions in the 2024 budget are provided below.

### Operating Expenses:

- Labor 2.5% Bargaining, 4% Admin
- Fringe 4% Bargaining, 10% Admin
- Parts - 1.5%
- Fuel:
  - Diesel - \$4.03
  - Gasoline - \$3.20
  - CNG DGE - \$1.90
- Other Expense – 3.6%

### Revenues:

- Sales Tax – 2.65%
- Passenger – 5.9%
- Bipartisan Infrastructure Act – \$23 million

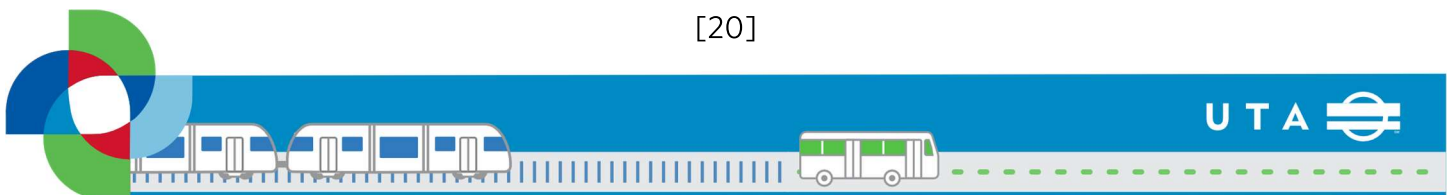


## Summary - 2024 Sources

Operating sources of funds total \$649.3 million, a decrease of \$38.7 million or (5.6%) from the FY 2023 forecast. The primary sources and changes are detailed below:

- The largest contributor to lower anticipated revenues is the result of UTA exhausting Federal Stimulus funds issued over the last two years. The CARES, CRRSAA, and ARPA funds have been used to supplement operations and maintenance over the last 2 years. UTA does not currently anticipate any additional Federal relief funding in 2024 and beyond.
- Sales Tax contributions of \$493.7 million are up \$13.7 million from FY2023. This assumes a 2.7% growth in sales tax over projected 2023 sales tax collections, in accordance with the **August 2023** forecasts provided by the University of Utah. **This forecast will be updated in November of 2023 and will inform the final 2024 Budget documents.** These funds are used for operations and maintenance, other agency support costs, debt service, reserves, and capital program support.
- Passenger revenue is \$37.9 million, up \$2.2 million from FY 2023. This modest growth in passenger revenues, despite a projected growth in ridership, are driven by lower pass revenues and increased subsidies for low-income riders.
- Federal formula funds dedicated to preventive maintenance and paratransit operations are programmed at \$96.9 million in 2024. This represents a \$53.1 million decrease from 2023. This decrease is primarily due to a reimbursement timing issue. Approximately \$50.3 million in 2022 formula funds were not received until the middle of 2023.
- Other revenue is \$20.6 million, slightly down from \$21.1 million in FY 2023 primarily due to a decrease in Investment income.

	2022 Actuals	2023 Forecast	2024 Budget	Change 2023 - 2024
Sales Tax	\$480.9	\$480.9	\$493.7	\$12.7
Federal Preventative Maint.	47.3	150.0	97.0	(53.0)
Stimulus Funds	167.8	0.0	0.0	0.0
Passenger	33.5	35.8	38.0	2.1
Salt Lake City	6.9	8.0	8.2	0.3
Investment	1.8	7.2	5.6	(1.6)
Advertising	2.2	2.3	2.3	0.0
Other	27.4	3.7	4.4	0.8
<b>Total Revenue (Millions)</b>	<b>\$767.8</b>	<b>\$687.9</b>	<b>\$649.2</b>	<b>(\$38.7)</b>



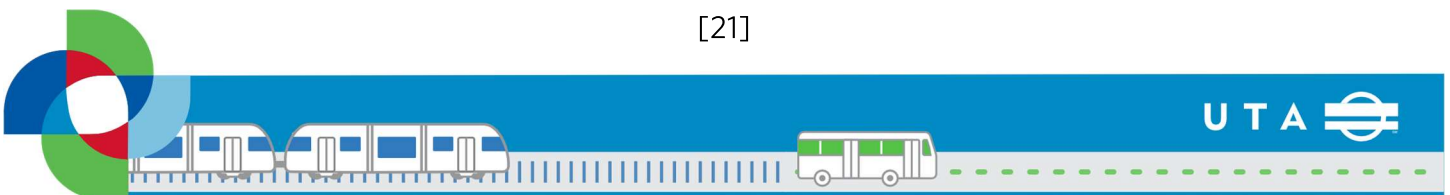
## Summary - 2024 Uses

Operating uses of funds are \$424.5 million, an increase of \$15.2 million or 3.7% over the FY 2023 budget. The primary uses are detailed below:

- Total employee compensation and benefits increased 3.7% and 2.3% respectively. These increases are due to staffing level increases and an assumed average wage increase of 3%, increased benefits and a new three-year collective bargaining agreement. The FY2024 budget anticipates no net additional FTE hires.
- Fuel/Power costs are budgeted at an overall decrease of 0.4%. The fuel budget has decreased by 2.6% based on the introduction of electric buses into the Salt Lake and Ogden fleets and changes in bus service. Fuel prices have increased due to supply chain and demand issues. The FY 2024 budget assumes \$4.03 per gallon for diesel, \$3.2 per gallon for gasoline, and \$1.90 CNG DGE for natural gas vehicles, compared to \$3.90 per gallon for diesel and \$3.10 per gallon for gasoline in FY 2023. Earlier this summer, prices were trending well below 2023 forecasted fuel costs but have started to increase again this fall. Propulsion power budget has increased 9.2% from 2023. This increase is due to a projected increase in electrical costs and an increase in overall propulsion power due to the introduction of electric buses into the fleet. UTA will monitor these costs closely and if necessary, adjust in the Final Budget document.
- Utilities costs are projected to increase by 19.1% due to an increase in projected usage associated with the new Depot District maintenance facility and higher forecasted rates.
- Parts represent an 8.7% increase primarily due to increases in prices for parts, increased shipping costs, and increased lead times driven by continued supply chain issues associated with the pandemic.

Capital uses of funds are \$320.4 million, this represents a decrease of about \$88.6 million from 2023 projected capital uses. The primary uses and changes are detailed below:

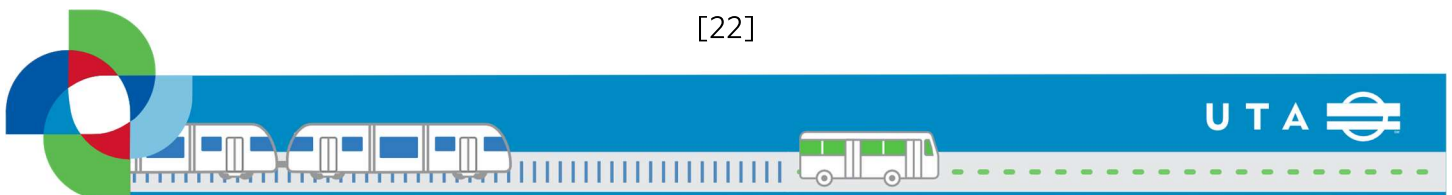
- Capital's main accomplishments in 2023 include: the opening of the Ogden BRT line in August 2023, the opening of the Depot District Bus maintenance facility in May 2023, and the replacement of the S-curve light rail track on the TRAX Red Line - University extension, finishing in July 2023. This contributed to a drop of approximately \$51 million in the drop in capital expense from 2023 to 2024. In addition, UTA also completed the purchase of a significant number of buses in 2023 which helped contribute about \$43 million to the drop.
- Major capital projects such as: \$10 million for the Mid-Valley Connector (BRT) in Salt Lake County, \$7.4 million for the VW Battery Buses, \$5.6 million Ogden/Weber State University BRT (OSX), and \$4.5 million to complete a new TRAX station in South Jordan.
- UTA has allocated \$115.2 million to continue efforts to achieve a steady state of good repair. This includes funding for vehicle replacements, technology replacements and upgrades, facility maintenance, rail vehicle overhauls and rail system preservation and replacements.
- Other capital projects consist of, but are not limited to, the TIGER program of projects, ROW & Facility Property funding, Public Partnership projects, 900 East UVX Station, Electronic Fares Systems Replacement, wayfinding signage, a new radio communication system, and ongoing video camera sustainability and expansion.



Debt service is cash that is required to cover the repayment of interest and principal on the debt related to UTA's outstanding bonds and its leasing program. Total combined debt service for FY 2024 is \$169.2 million, which includes Leasing debt of \$18.4 million.

## Debt Service Summary

Debt Service	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Budget
Cash Basis				
Principal	\$ 11,405,000	\$ 55,735,000	\$ 67,770,000	\$ 70,675,000
Interest	96,653,218	86,519,904	82,723,000	79,817,000
Build America Subsidies	(8,158,624)	(9,259,376)	(8,889,000)	(9,022,000)
Leasing	9,012,405	10,867,242	16,260,000	18,429,000
Utah County Debt	9,998,209	3,289,904	3,375,000	3,375,000
Other	1,800,008	83,420	79,000	90,000
	120,710,216	147,236,094	161,318,000	163,364,000
Restricted Reserves	173,235	7,999,765	7,590,000	7,837,000
	173,235	7,999,765	7,590,000	7,837,000
Full Accrual				
Principal			1,323,000	1,382,000
Interest	(367,809)	(10,031,569)	(19,235,000)	11,245,000
	(367,809)	(10,031,569)	(17,912,000)	12,627,000
<b>Total Debt Service</b>	<b>\$ 120,515,642</b>	<b>\$ 145,204,290</b>	<b>\$ 150,996,000</b>	<b>\$ 183,828,000</b>





## Operating Sources - 2024 Detail

### 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.

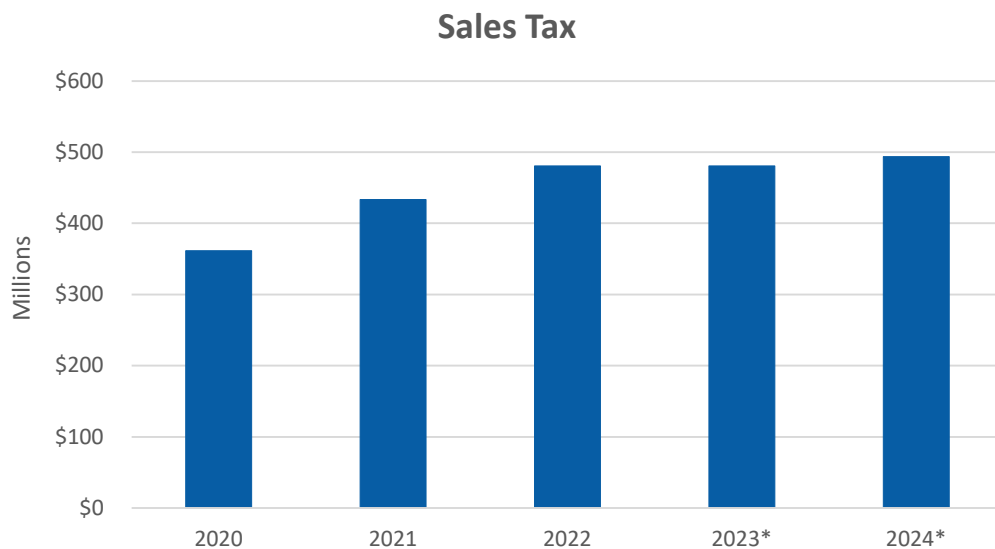
UTA's sales tax is applied by each jurisdiction within the service area to gross taxable sales within the service district. From 2004 through 2020, gross taxable sales have grown by an annual average of 7.0%. Sales tax forecasting is a priority for UTA, and in 2021 UTA engaged Stephen C. Bannister, PH.D. Associate Director of Economics at the University of Utah to provide more accurate sales tax revenue forecasts.

#### 2024 Sales Tax Revenues - \$493.7 million:

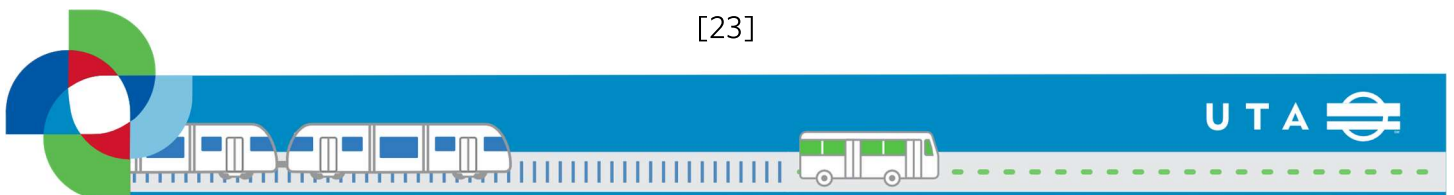
The 2024 Budget assumes a 2.7 percent increase over 2023 projected sales tax collections. The estimate is based on the University's Economic Development Unit (EDU), projected sales tax growth rates applied to an adjusted 2023 projection using actuals through August. The estimate is generated using EDU's econometric models. Sales tax forecasts will be updated by EDU in November and will inform the Final 2024 Budget and supporting 5-year Capital and financial plans.

Year	2020	2021	2022	2023*	2024*
Sales Tax	\$361,591,000	\$433,361,000	\$480,926,000	\$480,926,000	\$493,670,000

\*Budget/Projected



[23]

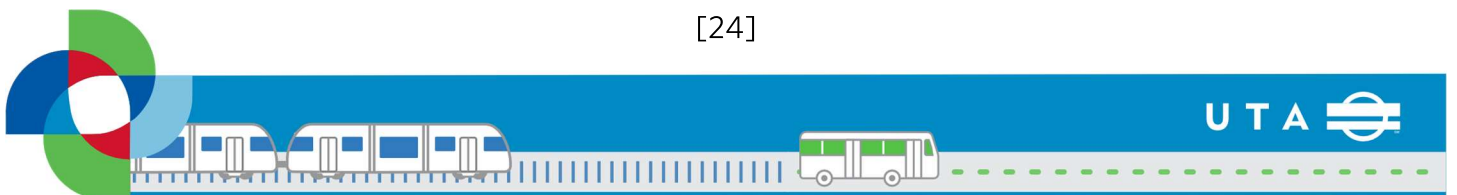
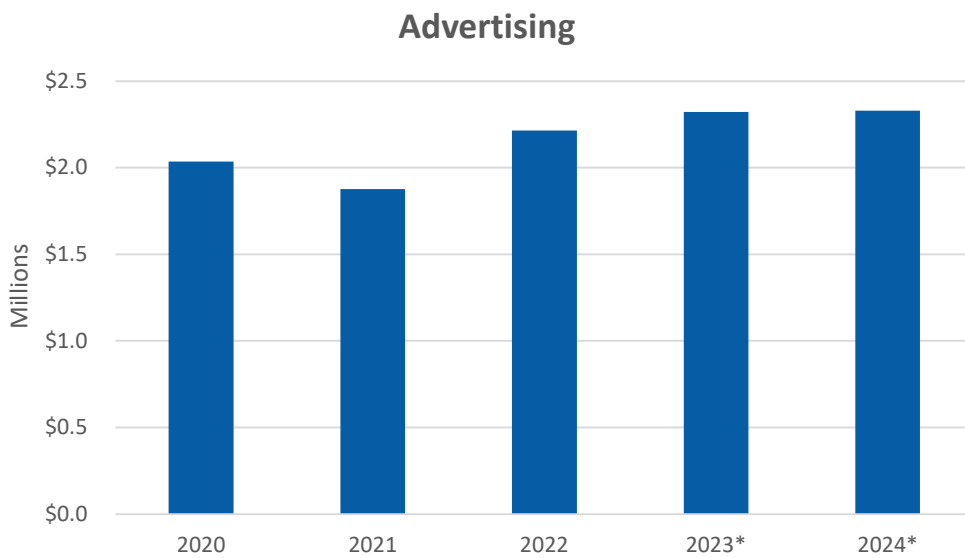


## Advertising

Advertising revenues for the Authority come from the lease of exterior space on the sides and rear of bus, light rail vehicles, and the signage inside of commuter rail cars. The annual growth rate for advertising is leveling off. Contract changes are currently underway, and the impact will be reassessed for the final budget.

Year	2020	2021	2022	2023*	2024*
Advertising	\$2,035,000	\$1,876,000	\$2,214,000	\$2,322,000	\$2,328,000

\* Budget/Projected



## Passenger Revenue

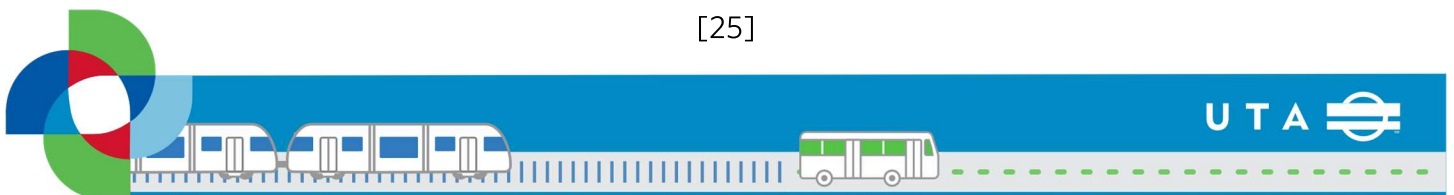
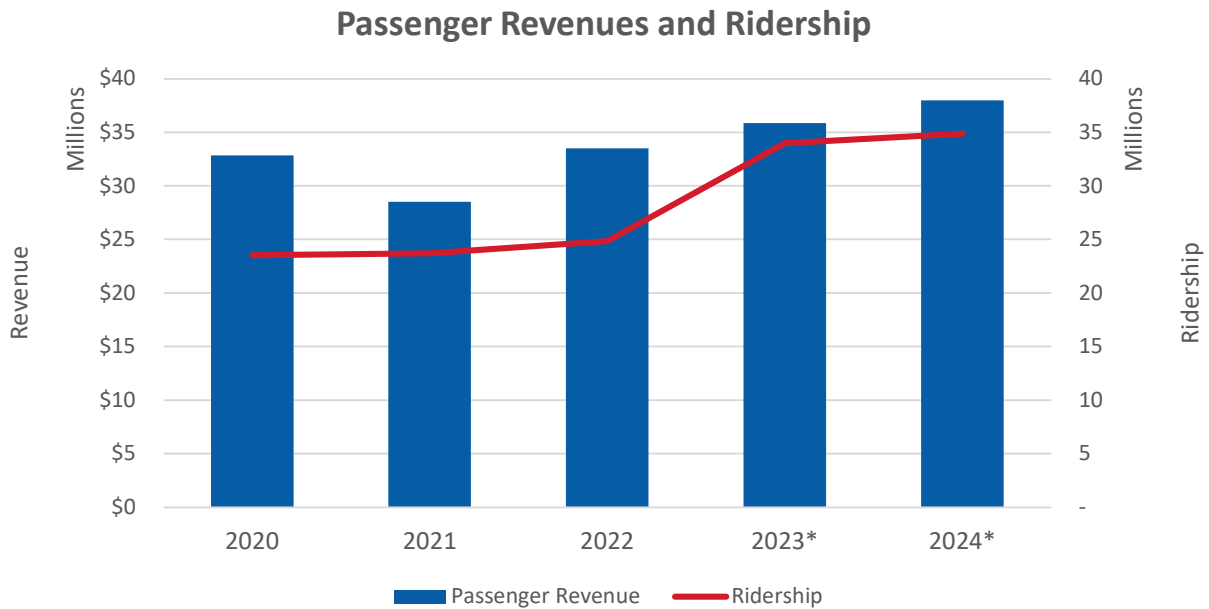
Since 2013, the Authority's base fare has been \$2.50. Fares range from \$1.25 for senior citizens to \$5.50 for premium express service. Low income and fares for social service agencies receive discounts of up to 75 percent over the base fares. Service increases planned in 2023, and continued population and employment growth, will all contribute to an increase in passenger revenues.

### 2024 Passenger Revenue - \$37.9 million:

Ridership and fares recovered roughly as projected in the 2023 budget. The 2024 budget assumes a 5.9 percent increase in passenger revenues, driven by continued recovery growth in ridership.

Year	2020	2021	2022	2023*	2024*
Passenger Revenue	\$32,845,000	\$28,510,000	\$33,499,000	\$35,850,000	\$37,981,000
Ridership	23,530,000	23,692,000	24,821,000	33,960,710	34,878,373

\* Budget/Projected



## Federal Preventive Maintenance Formula Grants

In 2016 the Transportation Bill, Fixing Americas' Surface Transportation (FAST) was approved by Congress. Since that time, the Authority has been able to use formula funds for preventive maintenance. These formula funds may be used to cover up to 80% of preventive maintenance costs. After operating additional TRAX lines/extensions for 7 years UTA qualified for additional formula funds on the green line.

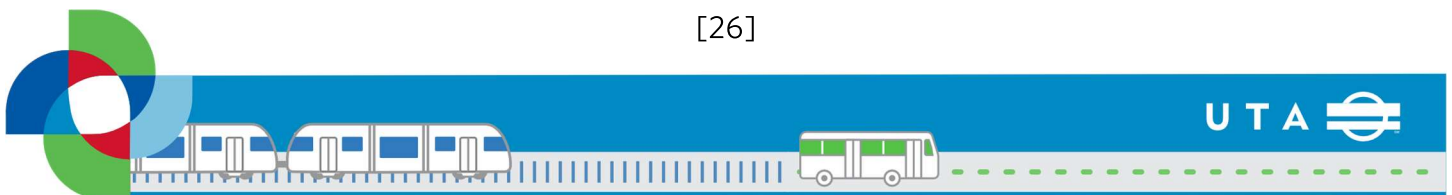
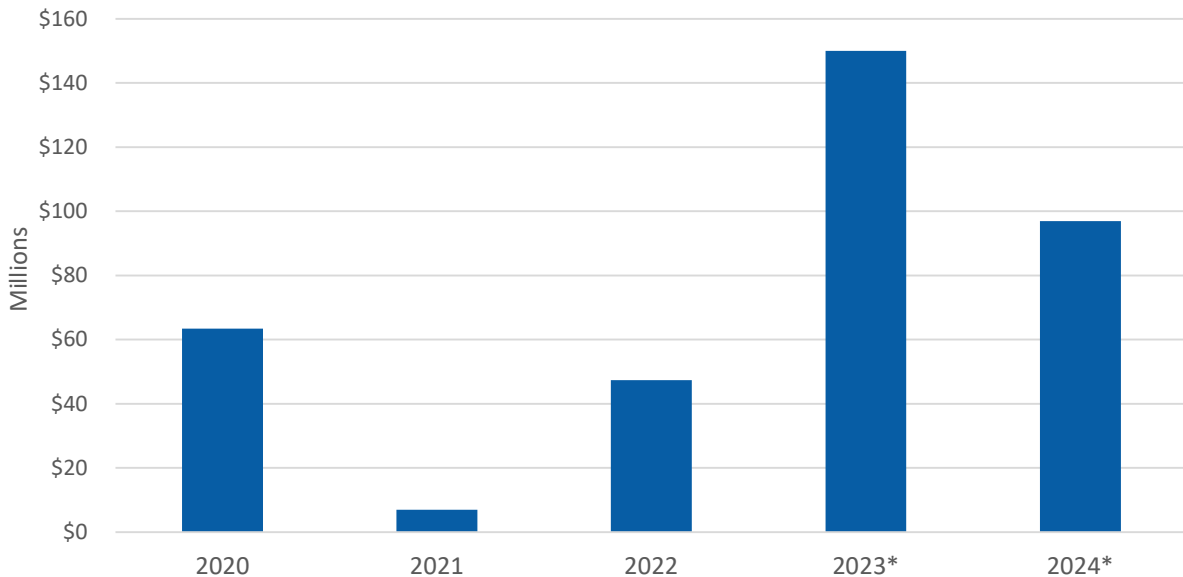
### 2024 Federal Preventive Maintenance - \$96.9 million

The financial plan assumes \$96.9 million in FTA formula funds to support the operating program (preventive maintenance and paratransit). This appears to be a decrease from 2023, but this is due to grant award delays for 2022 funds that will be expended in 2023 and the allocation of some formula funds to state of good repair projects in the capital program.

Year	2020	2021	2022	2023*	2024*
Operating Grants	\$63,351,000	\$6,968,000	\$47,287,000	\$150,000,000	\$96,960,000

\* Budget/Projected

**Federal Preventive Maintenance**



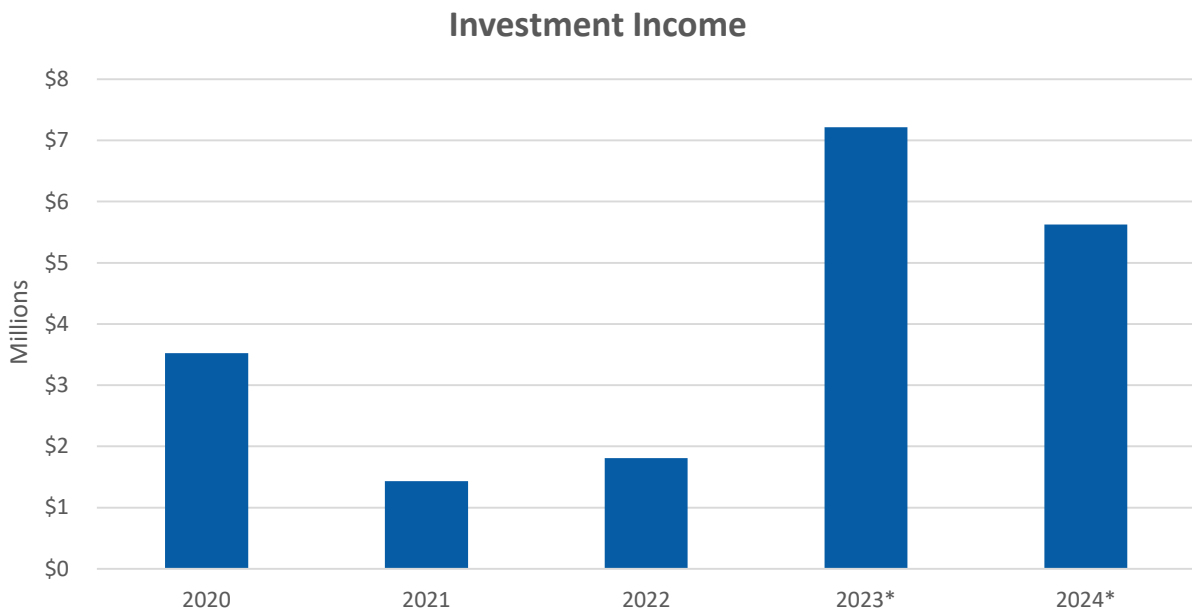
## Investment Income

Investment income consists of revenue generated from invested operating fund balances and reserves. Some of the Authority's funds are invested with the Public Treasurers Investment Fund managed by the State Treasurer's office; others are invested by UTA's Investment Management firm (Chandler Asset Management) in accordance with the State's Money Management Act<sup>1</sup>. These investments may yield a higher interest and are secure.

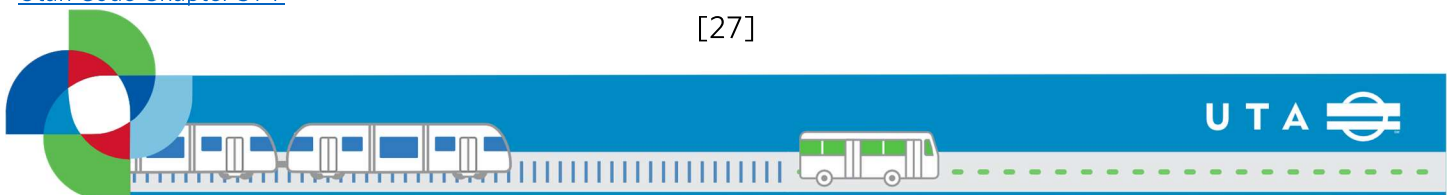
An approximate rate of 2.50% is applied to projected reserve account and cash balances in UTA's Operating Fund. Projected 2023 investment revenues are \$7.2 million with 2024 returns projected at \$5.6 million due to market volatility.

Year	2020	2021	2022	2023*	2024*
Investment Income	\$3,526,000	\$1,432,000	\$1,807,000	\$7,215,000	\$5,625,000

\* Budget/Projected



<sup>1</sup> [Utah Code Chapter 51-7](#)

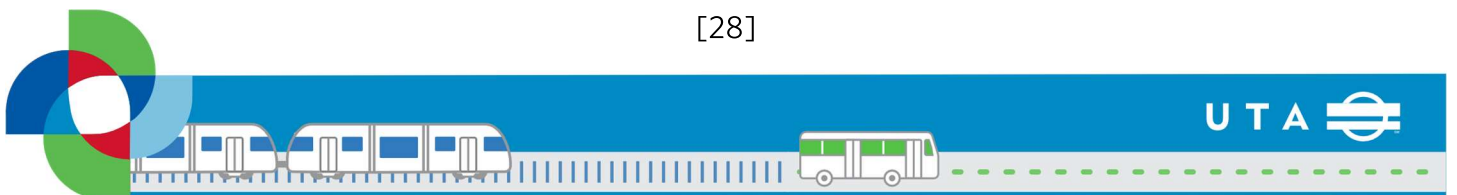
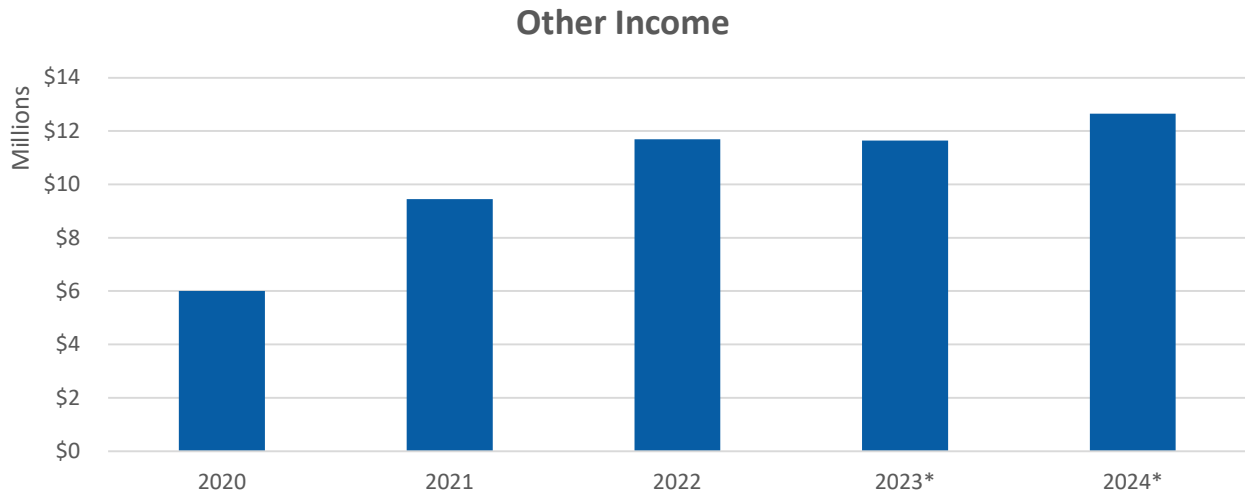


## Other Income

Other income for 2024 consists of \$8.2 million from Salt Lake City for enhanced bus service and Microtransit/On Demand services, a \$2.0 million sales tax distribution from the Utah Department of Transportation, \$1.8 million for enhanced transit services, and \$1.2 million from transit-oriented development revenues.

Year	2020	2021	2022	2023*	2024*
Other Income	\$9,443,000	\$9,824,000	\$11,692,000	\$11,634,000	\$12,605,000

\* Budget/Projected



## Operating Uses - 2024 Detail

### Employee Compensation and Benefits - \$301.1 million:

The 2024 budget reflects a 3.7 percent increase over the 2023 budget. The 2024 budget includes an estimated average increase of 3.7 percent for salaries and wages 2.3 percent for benefits.

### Utilities - \$7.4 million:

Includes electricity (excluding propulsion power), heat, light, data charges and other utilities. Costs are expected to increase 19.1 percent in 2024, driven by increased costs for the addition of the new Depot District garage, higher expected heating fuel usage and increased data charges. Like fuel, UTA staff will monitor utility costs and adjust the Final Budget if necessary.

### Parts - \$25.5 million:

This 2024 budget reflects a \$2.04 million (8.7 percent) increase over 2023 budget. Inflation continues to drive parts costs upwards, including freight costs and other supply chain components. Furthermore, the addition of electric buses in Salt Lake Service Unit and Ogden to run the OGX BRT route has added to the increase in the total parts budget for 2024, both in quantity and through higher costs of parts for the new type of vehicle.

### Services - \$45.3 million:

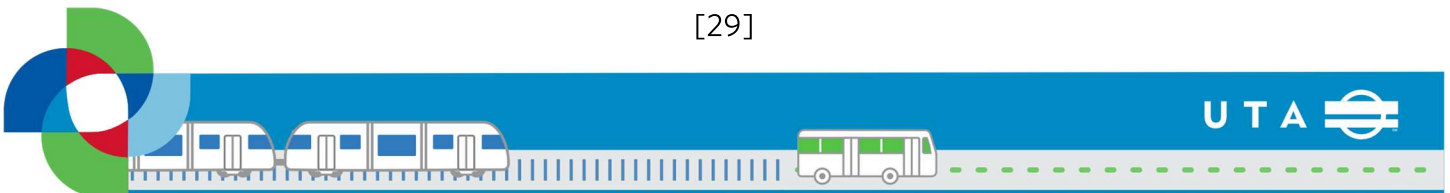
The 2024 Services budget is up \$5.30 million (13.3 percent) over 2023 levels. This increase is due to the expansion of Microtransit into the Tooele service area with electric vans (\$2.3 million), carryover from the Rail Apprenticeship Program (\$0.5 million), IT additions (\$0.7 million) for database and business intelligence tools with smaller amounts accounting for the balance.

### Other O&M Costs - \$22.5 million:

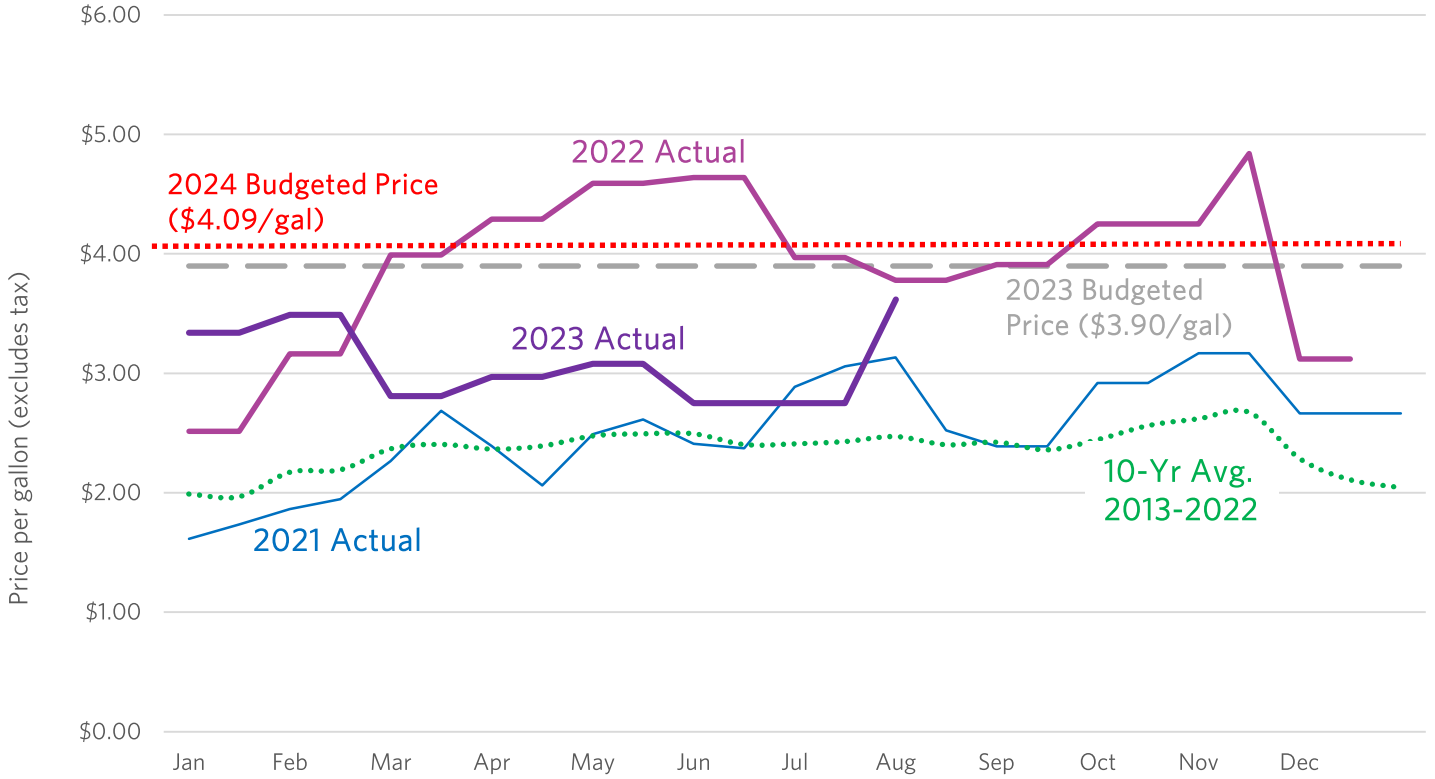
This 2024 budgeted amount represents a \$1.9 million (7.9 percent) decrease over 2023 levels. The decrease reflects some Contingencies reduction and other offsetting adjustments.

### Fuel and Propulsion Power - \$34.5 million:

Fuel is budgeted 0.4 percent or \$0.1 million lower in 2024 than 2023. This decline is predominantly due to diesel fuel usage reductions of over 400,000 gallons versus 2023 (\$1.6 million reduction in 2023 budgeted rate), driven by the increased use of electric buses in the Salt Lake and Mt. Ogden business units. Offsetting this somewhat were higher costs per gallon for diesel, cng and gasoline (approximately \$800,000) and increased propulsion power costs driven by additional electric buses (approximately \$600,000). The 2024 Tentative Budget assumes \$4.03 per gallon for diesel (vs \$3.90 in 2023), \$3.20 per gallon for gasoline (vs \$3.10 in 2023), and \$1.90 CNG. Fuel prices have continued to climb over the period that the Tentative Budget was being developed. Fuel prices will be re-evaluated prior to approval of the Final Budget and adjustments will be considered.

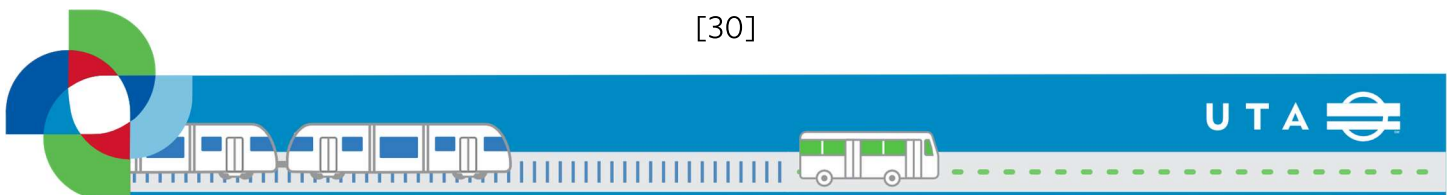


## Diesel Price Trends



**Capitalized Costs - minus \$12.6 million:**

Staff time in support of the capital program is initially charged to the operating program and is ultimately charged to capital through a reimbursable process. This \$12.6 million credit is the estimated cost of UTA operating costs being charged to the capital program and the Rail overhaul program.





# Sources and Uses

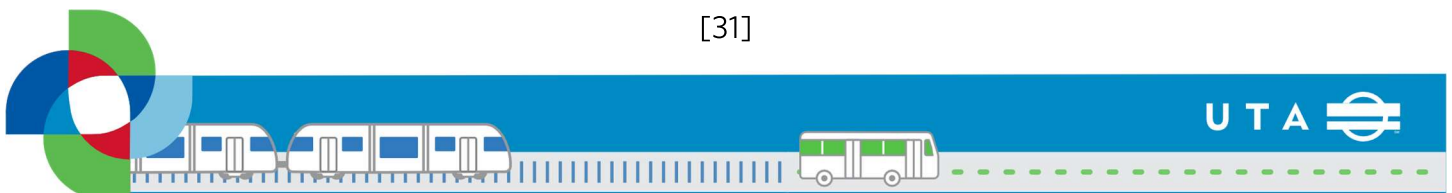
## 5-Year Sources & Uses

	Actuals 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
<b>Sources</b>							
A Beginning Balance	\$321.8	\$435.2	\$531.6	\$470.9	\$405.8	\$357.6	\$344.8
Sales Tax	\$480.9	\$480.9	\$493.7	\$518.5	\$543.3	\$568.2	\$593.0
PM Funds (FTA)	47.3	150.0	97.0	97.9	98.9	99.8	100.7
Stimulus Funds	167.8	-	-	-	-	-	-
Passenger Funds	33.5	35.8	38.0	39.2	40.2	40.9	42.0
B Capital Sources	109.5	204.4	113.9	207.0	167.3	131.9	188.1
Other Sources	38.3	21.2	20.6	19.7	19.3	19.8	18.1
C Total Sources	\$877.3	\$892.3	\$763.2	\$882.3	\$869.0	\$860.6	\$941.9
<b>Uses</b>							
D Operating Expense	\$421.2	\$392.2	\$424.4	\$444.1	\$466.0	\$481.2	\$507.7
E Capital Expense	205.3	214.3	230.4	325.9	263.4	194.6	257.6
F Debt Service	149.6	159.4	169.1	177.5	187.9	197.6	213.2
G Total Uses	\$776.1	\$765.9	\$823.9	\$947.4	\$917.2	\$873.3	\$978.5
H Net Change	101.2	126.4	(60.8)	(65.1)	(48.2)	(12.7)	(36.5)
I Cash Amended <sup>1</sup>	12.2	(30.0)	-	-	-	-	-
J Ending Balance	435.2	531.6	470.9	405.8	357.6	344.8	308.3
K Reserves	180.8	190.1	211.1	234.1	257.2	233.2	249.8
L Long-term Capital Exp. Investment	-	-	60.8	65.1	48.2	12.7	36.5
M Unrestricted Fund Balance	\$254.4	\$341.5	\$199.0	\$106.6	\$52.1	\$98.9	\$22.0

J = A + C - G + I

M = J - K - L

<sup>1</sup>Repayment of State funds



# 2024 Operating Budget Request Detail

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 409,295	\$ (8,460)	\$ 584	\$ 80	\$ 10,619	\$ 3,707	\$ 415,826	\$ 1,500	\$ 7,217	\$ 424,543

**One-time expenses:**

- 2023 Bargaining signing bonus: \$2.1 million
- 2024 Ramp Up Service Cost: \$1.5 million
- Executive Director Contingency: \$1.0 million
- COO Operating Contingencies: \$0.5 million
- Xpan HR system implementation: \$1.5 million
- Planning project completions: \$0.5 million
- Ambassador program startup: \$0.5 million

**Staffing Changes:**

- Board Analyst position (annualized cost)
- People Office Strategic Analyst (annualized cost)
- People Office Labor Relations Business Partner
- Finance Office Administrator (annualized cost)
- Mid-year promotions and wage adjustments

**Service Changes:**

- Ogden Local Service adjustments: -\$1.9 million
- Salt Lake Bus Service Adjustment: -\$0.3 million
- Special Services adjustments; \$0.1 million
- Trax Saturday service annualization: \$0.4 million
- Ogden OGX annualization: \$0.8 million

**Other Increases**

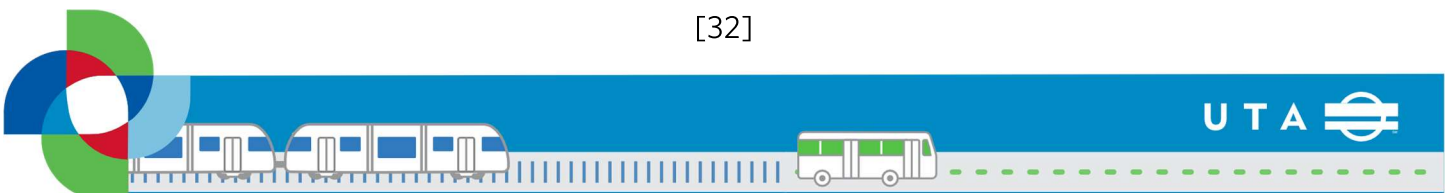
- Fuel Increases: \$0.9 million
- Parts Increases: \$0.3 million
- Other materials and services increases: \$2.5 million

**2023 Carry Forward:**

- Executive Director Contingency: \$1.0 million
- COO Service Contingency: \$0.5 million

**2024 Additions:**

- Microtransit South SL County Service: \$3.3 million
- Commuter Rail additional trips: \$0.6 million
- Finance Ops/HR Budget Analyst: \$131k
- Accounting Payroll Mgr: \$170k
- Accounting 2 FTE A/P Coordinators: \$150k
- Capital Accountant (partially capitalized) \$45k
- Contracted cleaning for Depot District garage: \$150k
- Facilities Service employees 2 FTE for additional stop cleaning: \$155k
- People MOW Trainer: \$125k
- People Data Entry clerk: \$79k
- People HR Specialist 0.5 FTE increase to full time: \$31k
- Recruitment marketing: \$100k
- Total Rewards temp help: \$40k
- Inclusion and Belonging consulting: \$50k
- Planning additional 2 FTE Planners: \$260k
- Communications Social Media Spec: \$102k
- Communications 0.5 FTE Graphics Specialist: \$48k
- IT Systems Integrator 1.0 FTE: \$140k
- Transit App Detour module: \$88k
- Maint cost new Claims system: \$75k
- Ent Strat Change Mgt Contract Svcs: \$100k
- Safety Hep B Immunization: \$150k
- Ex. Director Coaching/Org Dev Svcs: \$100k



## Service Strategy

The 2024 Tentative Budget request includes strategies to address ongoing recruiting difficulties, minor service additions, facility maintenance and safety measures, infrastructure improvements to support fleet electrification, and strengthening our internal systems and controls.

UTA continues to have difficulty recruiting and retaining operators and other staff to support the operations and maintenance of the fleet. In addition to ongoing funding, the 2024 budget includes an additional \$100k for operator recruitment activity to meet the challenges of an ongoing tight labor market. Recruiting efforts will also be a focus for the new social and visual media positions requested.

Service additions for 2024 have been reduced to minimal levels due to staffing constraints. Those additions that remain are focused on areas that require little to no additional staff. The 2024 budget allocates \$3.3 million of funding to support growth of the popular On Demand service in South Salt Lake County, which will be operated by contract partners.

Safety is always a priority for UTA, supported by the 2024 budget through Hepatitis B vaccination funding for employees put at risk by their job duties, and two new facilities service positions that will improve stop hygiene measures.

With our growing electric bus fleet, UTA plans to invest \$275,000 in maintenance and training related to the vehicles and chargers.

The 2024 budget request significantly strengthens internal systems and controls support through the following:

- Multiple new Finance positions (2 A/P Coordinators, Payroll Manager, Capital accounting and budget staff, etc.) that will provide the support required for enhanced compliance and decision making.
- A new systems integration analyst position to administer and integrate UTA's many new systems.
- Data integration and additional Transit app capabilities to help drive increased system efficiency and ease of customer use.
- Two additional Planners to enhance UTA's service, long range, and interagency planning capabilities.

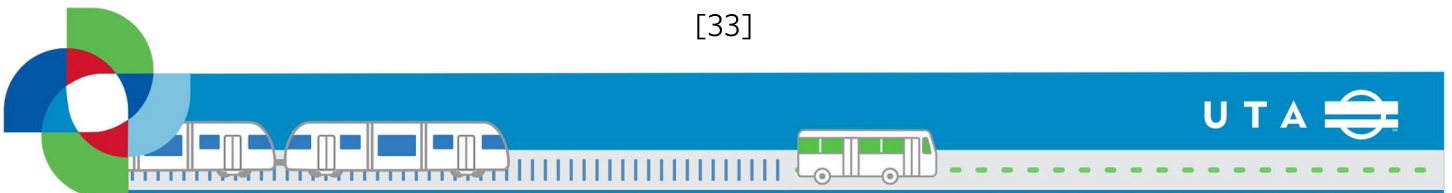
## Audit/Federal Compliance

### 2024 Audit/Federal Compliance

	FTE	Cost	Cumulative Cost
Capital & Lease Accountant (50% capitalized)	0.50	45,000	\$ 45,000
Hepatitis B Vaccine Initiative		150,000	195,000
<b>Subtotal Audit/Federal Compliance</b>	<b>0.50</b>	<b>195,000</b>	<b>195,000</b>

The capital & lease accountant will allow UTA to prepare financial documents required for audits. Making the Hepatitis B Vaccine available to staff members whose job duties at UTA put them at increased risk is both a moral imperative and a federal initiative.

[33]



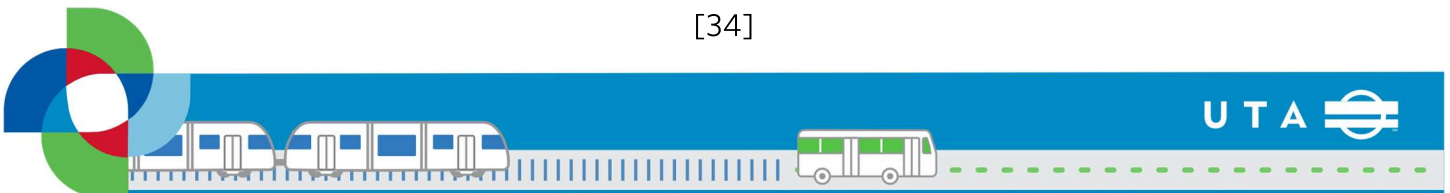
## Agency Requests

Budget Request	FTE	Cost
Contract Services to support Org Dev & Coaching		\$ 100,000
Full Time Social Media Strategist	1.00	101,500
Part Time Graphics/Visual Media position	0.50	47,850
MOW Trainer	1.00	125,000
Data Entry Position	1.00	79,000
Marketing for recruitment		100,000
Total Rewards & Talent Acquisition temporary help		40,000
Consulting funds for Inclusion & Belonging		50,000
Increase PT HR Specialist to FT to support LR/HR work	0.50	31,000
Operations Planners	2.00	260,000
Contract custodial to maintain DDCFTC shop/yard		150,000
Facilities Service Employees	2.00	154,222
Training for new technology of buses		25,000
ABB Maintenance Contract Electric Bus Chargers		250,000
Budget Analyst	1.00	131,250
Payroll Manager	1.00	170,000
Maintenance costs for Claims Management Software		75,000
A/P Coordinators	2.00	150,000
Module for Transit APP for Detour Tracking		87,600
People/Process Change & Project Management		100,000
Special Projects Manager (funded)	1.00	
Systems Integration Analyst	1.00	140,000
Government Relations Admin Increase to Full Time	0.60	34,000
Orchard Trail investment commitment		20,000
<b>Subtotal Agency Requests</b>	<b>14.60</b>	<b>\$ 2,421,422</b>

This \$2.4 million package of requests includes funding to improve financial oversight through additional staff in the Finance Office, including 2 AP coordinators, a Payroll Manager, and a Budget Analyst. Funding for 2 FTE Planning staff members is also included.

The request also focuses on enhancing UTA's electric bus charging infrastructure and supporting the training needed for staff to maintain these new systems effectively.

New hires and employee initiatives remain a focus this year through additional marketing, coaching services, change management, temporary staff, and inclusion & belonging consultant funding requests. In total, the agency is requesting 17.6 new positions in the 2024 budget, 2.5 of which will be funded through the Capital program (as seen in the following discussion).

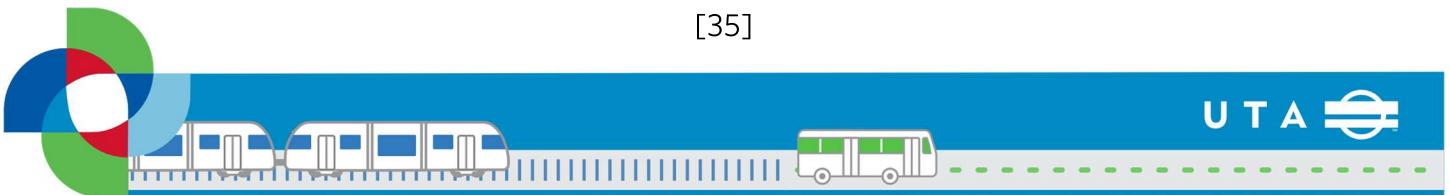


## Capital Position Requests

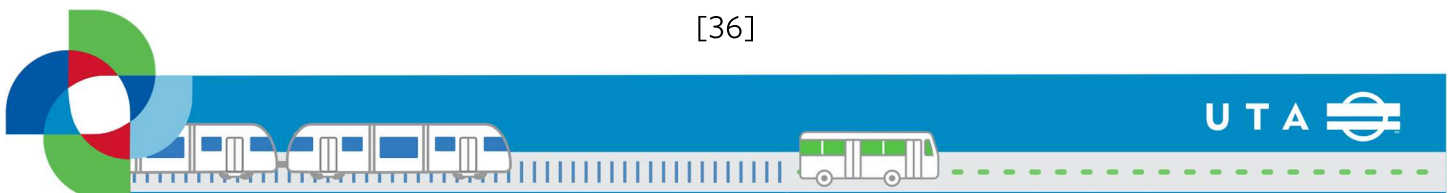
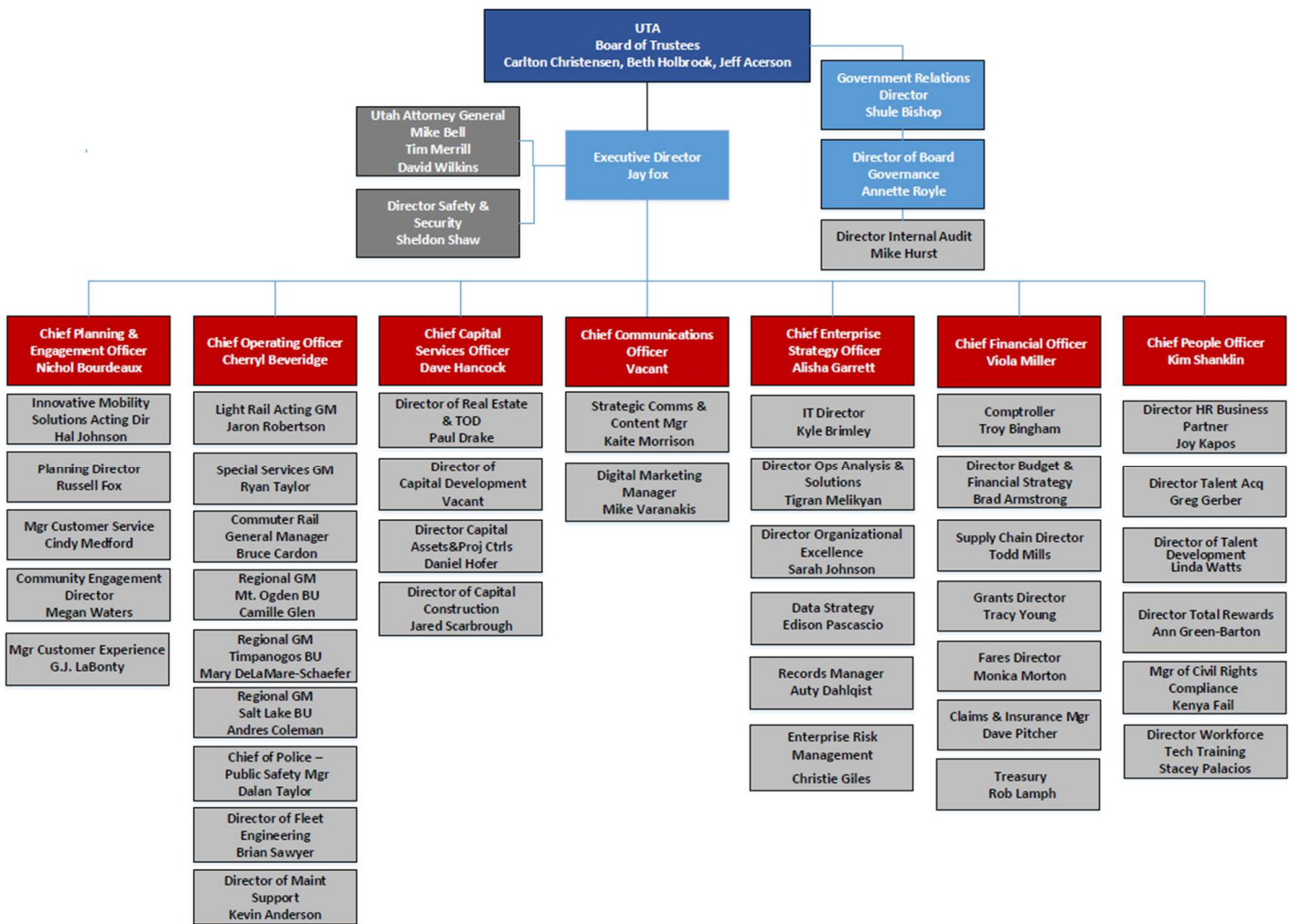
UTA approves all headcount in the Operating budget request. Capital staff will charge to the capital program through a reimbursable process. Funding for these 2.5 positions include start-up costs only (computer, supplies, office space, etc.).

	FTE	Cost
Capital & Lease Accountant (50% capitalized)	0.50	\$ 45,000
GIS Analyst	1.00	102,000
CFO: Capital Budget Analyst (cost offset by Capital)	1.00	131,250
<b>Subtotal Audit/Federal Compliance</b>	<b>2.50</b>	<b>\$ 278,250</b>

These positions will support the financial oversight and project management needs required by UTA's growing capital program.

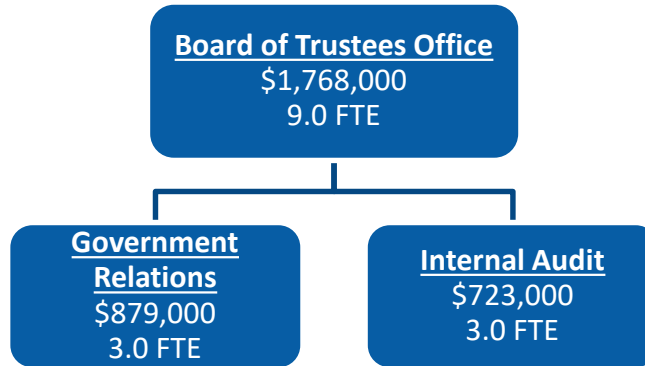


# Org Chart - 2024



# 2024 Operating Budget by Office, Cost Center, Category & FTE

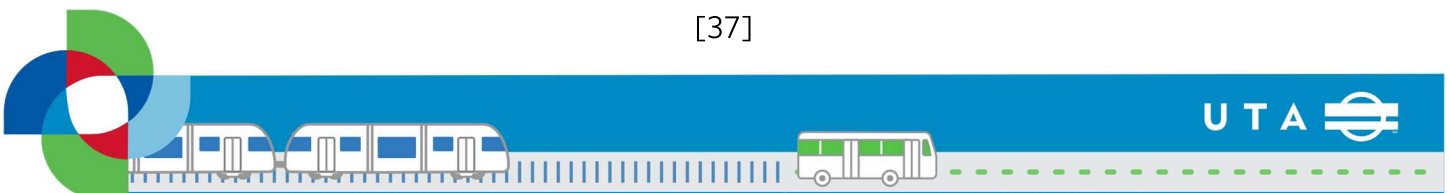
## UTA Board of Trustees



The UTA Board of Trustees are appointed by the Governor to represent their respective counties. The Trustees work closely with 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.* Provide leadership, fiscal oversight and support the Executive Director in the daily management of UTA's services.
- *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 Audit Committee.
- *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.



## 2024 Proposed Board of Trustees Operating Budget Expenses by Department

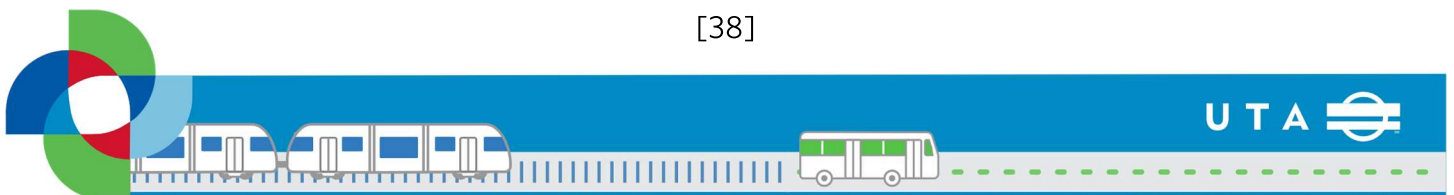
Department	FY 2023 Budget	FY 2024 Budget	Change
Board of Trustees	\$1,524,000	\$1,768,000	\$244,000
Government Relations	814,000	879,000	65,000
Internal Audit	829,000	723,000	(106,000)
<b>Totals</b>	<b>\$3,168,000</b>	<b>\$3,370,000</b>	<b>\$202,000</b>

## 2024 Proposed Board of Trustees Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$1,604,000	\$1,724,000	7.5%
Fringe	689,000	787,000	14.2%
Services	719,000	622,000	-13.5%
Utilities	6,000	10,000	66.7%
Other O&M	149,000	227,000	52.3%
<b>Totals</b>	<b>\$3,168,000</b>	<b>\$3,370,000</b>	<b>6.4%</b>

## Board of Trustees FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Board of Trustees	9.0	9.0	-
Government Relations	2.4	3.0	0.6
Internal Audit	4.0	4.0	-
<b>Totals</b>	<b>15.4</b>	<b>16.0</b>	<b>0.6</b>





## Summary of budget changes

		2023 Additions		2024 Adjustments		2024 Budget			
2023 Budget	2023 One-Time Expenses	Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 3,168	\$ (125)	\$ 133	\$ -	\$ 113	\$ 47	\$ 3,336	\$ -	\$ 34	\$ 3,370

**One-time expenses:**

Internal Audit contract services: \$125k

**2024 Additions:**

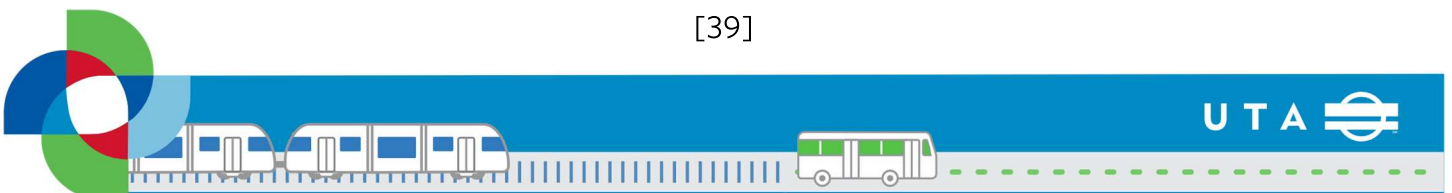
Government Relations increase admin position to full time \$34k

**Staffing Changes:**

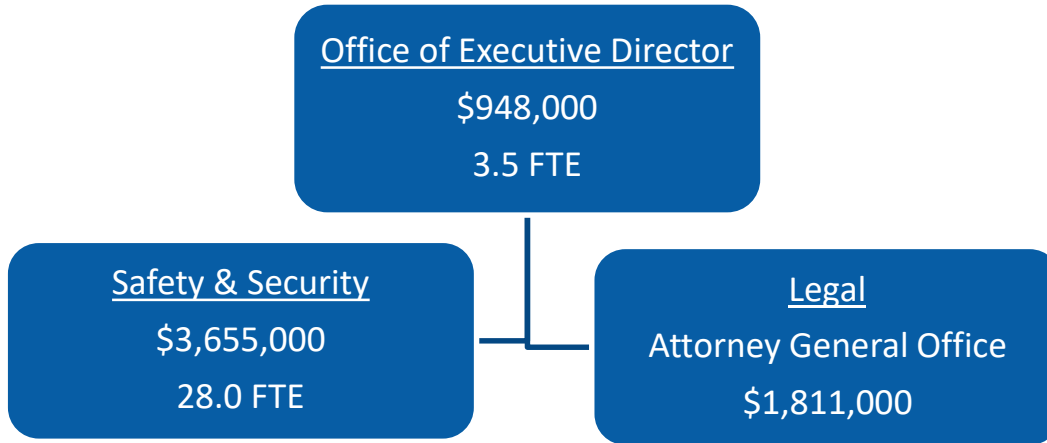
Board Analyst position (annualized cost)

**Other Increases:**

Other materials and services increases: \$47k



## Executive Director



The Executive Director’s Office focuses internally on running the day-to-day functions of the 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 and vision.

UTA Executive Office provides the following to meet the needs of the Agency:

- Executive Director. Provides leadership and daily management to UTA’s workforce.

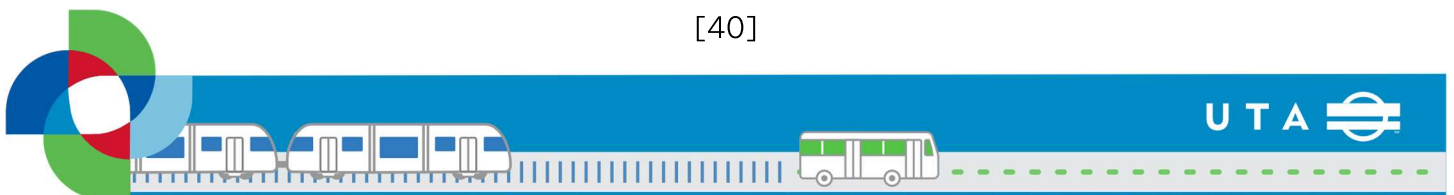
In addition to the seven chief offices, the Executive Director also oversees the following departments:

- *Safety & Security*. Focused on UTA safety and security practices and ensuring regulations are met.
- *Legal*. Works directly with our in-house representation from the Attorney General’s Office.

## 2024 Executive Director Operating Budget Expenses by Division

Department	FY 2023 Budget	FY 2024 Budget	Change
Executive Director*	\$794,000	\$948,000	\$154,000
Legal Services	1,859,000	1,811,000	(48,000)
Safety & Security	3,370,000	3,655,000	285,000
Non-Departmental	1,000,000	1,000,000	-
<b>Totals</b>	<b>\$7,023,000</b>	<b>\$7,414,000</b>	<b>\$391,000</b>

\*FY 2024 includes annualization of 2 FTE positions added in the FY 2023 Amended Budget.



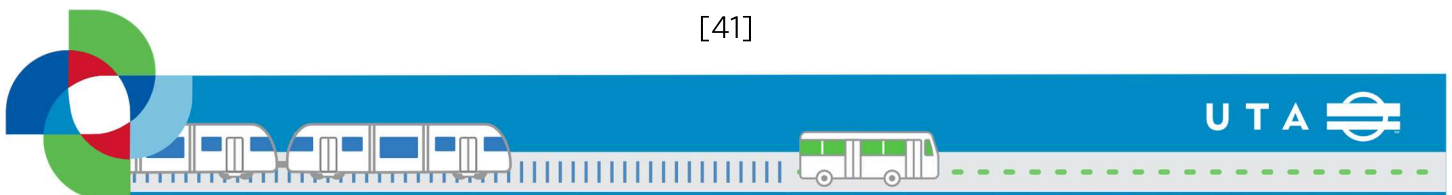
## 2024 Executive Director Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$2,023,000	\$2,121,000	4.8%
Fringe	916,000	989,000	8.0%
Services	3,038,000	3,021,000	-0.6%
Fuel/Power	8,000	14,000	75.0%
Utilities	12,000	12,000	0.0%
Parts	1,000	6,000	500.0%
Other O&M	245,000	251,000	2.4%
Capitalized Costs	-220,000	0	-100.0%
Non-Departmental*	1,000,000	1,000,000	0.0%
<b>Totals</b>	<b>\$7,023,000</b>	<b>\$7,414,000</b>	<b>5.6%</b>

\*Under the purview of the Executive Director is the non-departmental cost center which has \$1 million proposed in this budget to fund emerging/emergency needs.

## Executive Director FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Executive Director	3.5	3.5	-
Legal Services	-	-	-
Safety & Security	28.5	28.0	(0.5)
Non-Departmental	-	-	-
<b>Totals</b>	<b>32.0</b>	<b>31.5</b>	<b>(0.5)</b>



## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 7,023	\$ (1,000)	\$ 4	\$ -	\$ 149	\$ (13)	\$ 6,164	\$ 1,000	\$ 250	\$ 7,414

**One-time expenses:**

Executive Director Contingency: \$1.0 million

**2023 Carry Forward:**

Executive Director Contingency: \$1.0 million

**Other Increases:**

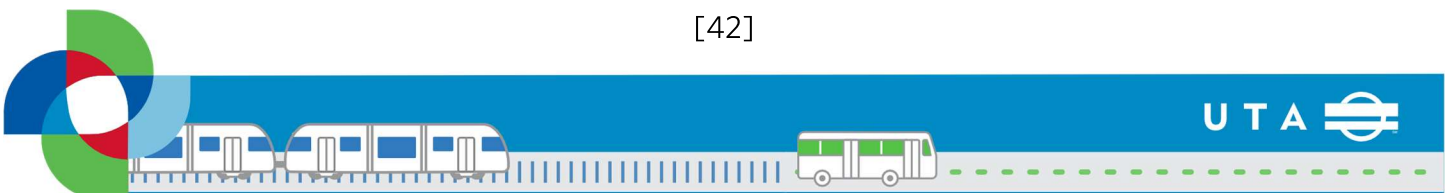
Other materials and services changes: \$113k

Savings from Legal Services reduced outsourcing \$-126k

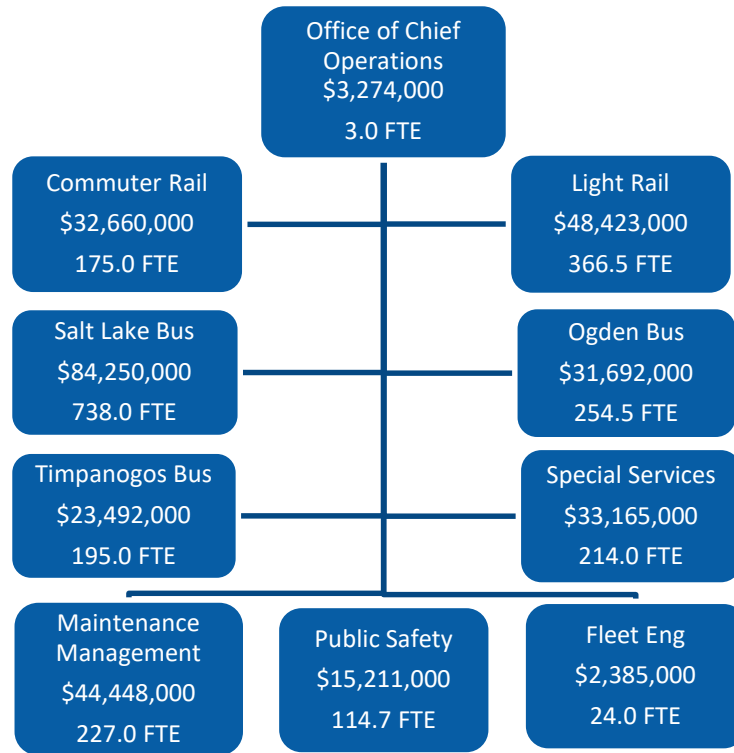
**2024 Additions:**

Safety Hep B Immunization: \$150k

Ex. Director Coaching/Org Dev Svcs: \$100k



## Operations



The Operations organization is comprised of nine service units covering UTA's service area and Public Safety (including Transit Communications Center), Fleet Engineering and Asset Management (Engineering & Support Maintenance) Departments. UTA Operations provides the following functions:

- *Office of the Chief.* Provides oversight, direction, and leadership for Operations.
- *Modal Offices.* Operates buses (3 business units), light rail, commuter rail, vanpool, and special services across the UTA service area in a safe and efficient manner.
- *Maintenance Management.* Maintain the buses, rail cars and rail right of way to allow the safe and comfortable operation of services to UTA's customers.
- *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. Includes *Transit Communications Center*.
- *Fleet Engineering.* Provides technical engineering expertise and quality assurance oversight to Bus and Rail Maintenance, Operation personnel and Capital acquisition.

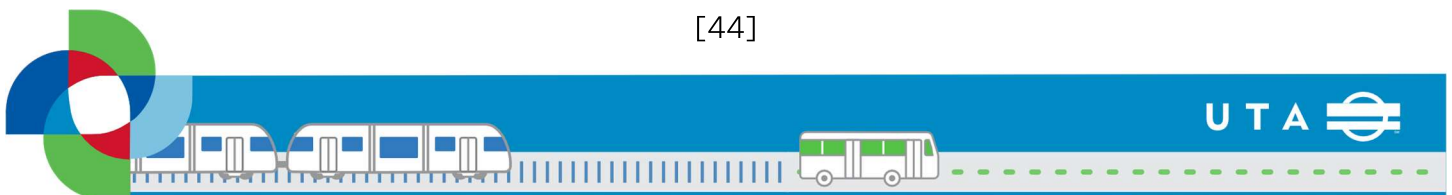
## 2024 Operations Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
COO Office*	\$23,349,000	\$20,870,000	(\$2,479,000)
Maintenance Mgt	43,185,000	44,448,000	1,263,000
Salt Lake Bus	82,805,000	84,250,000	1,445,000
Mt. Ogden Bus	30,166,000	31,692,000	1,526,000
Timpanogos Bus	23,086,000	23,492,000	406,000
Special Services	32,263,000	33,165,000	902,000
Light Rail	46,636,000	48,423,000	1,787,000
Commuter Rail	31,110,000	32,660,000	1,550,000
<b>Totals</b>	<b>\$312,599,000</b>	<b>\$319,000,000</b>	<b>\$6,401,000</b>

\*Includes Public Safety, Transit Comms Center, and Fleet Engineering

## 2024 Operations Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$152,427,000	\$156,109,000	2.4%
Fringe	79,365,000	79,934,000	0.7%
Services	11,598,000	13,320,000	14.8%
Fuel/Power	35,219,000	34,952,000	-0.8%
Parts	23,114,000	25,259,000	9.3%
Utilities	5,108,000	5,845,000	14.4%
Non-Departmental	5,876,000	2,432,500	-58.6%
Other O&M	8,811,000	9,307,500	5.6%
Capitalized Costs	(8,919,000)	(8,158,000)	-8.5%
<b>Totals</b>	<b>\$312,599,000</b>	<b>\$319,000,000</b>	<b>2.0%</b>



## Operations FTE Summary: 2023 Budget and 2024 Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
COO Office	3.0	3.0	0.0
Public Safety	114.7	114.7	0.0
Fleet Engineering	24.0	24.0	0.0
Maintenance Mgt	225.0	227.0	2.0
Salt Lake Bus	750.0	738.0	(12.0)
Mt. Ogden Bus	265.0	254.5	(10.5)
Timpanogos Bus	196.0	195.0	(1.0)
Special Services	216.0	214.0	(2.0)
Light Rail	365.5	366.5	1.0
Commuter Rail	175.0	175.0	0.0
<b>Totals</b>	<b>2,334.2</b>	<b>2,311.7</b>	<b>(22.5)</b>

## 2024 Operations Budget Changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 312,599	\$ (4,114)	\$ (254)	\$ (820)	\$ 7,627	\$ 2,098	\$ 317,135	\$ 500	\$ 1,365	\$ 319,000

### One-time expenses:

2023 Bargaining signing bonus: \$2.1 million  
 2024 Ramp Up Service Cost: \$1.5 million  
 COO Operating Contingencies: \$0.5 million

### Other Increases:

Fuel Increases: \$0.8 million  
 Parts Increases: \$0.3 million  
 Other materials and services increases: \$1.0 million

### Staffing Changes:

Transfer out of Special Projects Director from COO to Ent Strat

### 2023 Carry Forward:

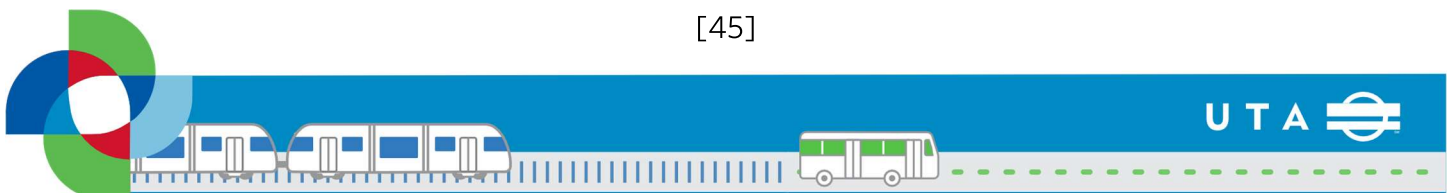
COO Service Contingency: \$0.5 million

### Service Changes:

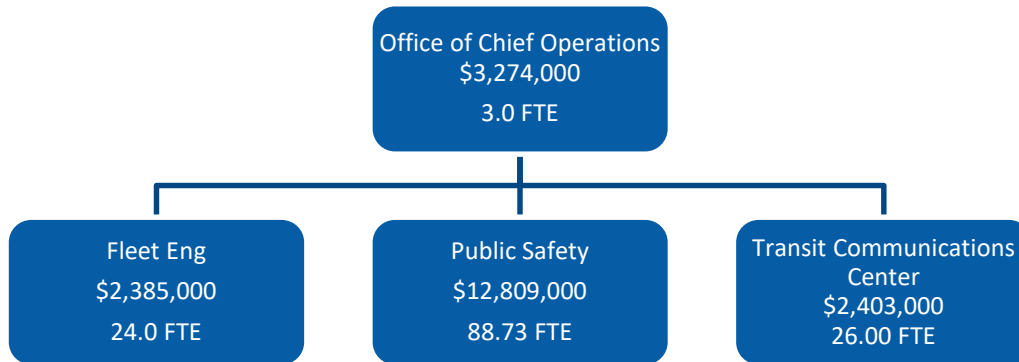
Ogden Local Service adjustments: -\$1.9 million  
 Salt Lake Bus Service Adjustment: -\$0.3 million  
 Special Services adjustments; \$0.1 million  
 Trax Saturday service annualization: \$0.4 million  
 Ogden OGX annualization: \$0.8 million

### 2024 Additions:

Commuter Rail additional trips: \$0.6 million  
 Contracted cleaning for Depot District garage: \$150k  
 Facilities Service employees 2 FTE for additional stop cleaning: \$155k  
 Bus Charger Maintenance Contract and tech training: \$275k



## COO Office



## 2024 Proposed COO Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
COO Office	\$6,429,000	\$3,274,000	(\$3,155,000)
Transit Comms Center	2,272,000	2,403,000	131,000
Public Safety	12,429,000	12,809,000	380,000
Fleet Engineering	2,219,000	2,385,000	166,000
<b>Totals</b>	<b>\$23,349,000</b>	<b>\$20,870,000</b>	<b>(\$2,479,000)</b>

## 2024 Proposed COO Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$11,639,000	\$12,047,000	3.5%
Fringe	5,413,000	5,740,000	6.0%
Services	245,000	249,000	1.6%
Fuel/Power	263,000	253,000	-3.8%
Utilities	153,000	173,000	0.0%
Non-Departmental	5,876,000	2,432,500	0.0%
Other O&M	669,000	858,500	0.0%
Capitalized Costs	-908,000	-883,000	-2.8%
<b>Totals</b>	<b>\$23,349,000</b>	<b>\$20,870,000</b>	<b>-10.6%</b>



## COO FTE Summary: 2023 Budget and 2024 Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Operations	3.0	3.0	-
Public Safety	88.7	88.7	-
Transit Comms Center	26.0	26.0	-
Fleet Engineering	24.0	24.0	-
<b>Totals</b>	<b>141.7</b>	<b>141.7</b>	<b>-</b>

## Summary of budget changes

		2023 Additions		2024 Adjustments		2024 Budget			
2023 Budget	2023 One-Time Expenses	Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 23,349	\$ (2,038)	\$ (223)	\$ (1,905)	\$ 760	\$ 153	\$ 20,095	\$ 500	\$ 275	\$ 20,870

### One-time expenses:

2024 Ramp Up Service Cost: \$1.5 million  
COO Operating Contingencies: \$0.5 million

### Other Increases:

Other materials and services increases: \$0.2 million

### Service Changes:

Ogden Local Service contingency adjustments: -\$1.9 million

### 2023 Carry Forward:

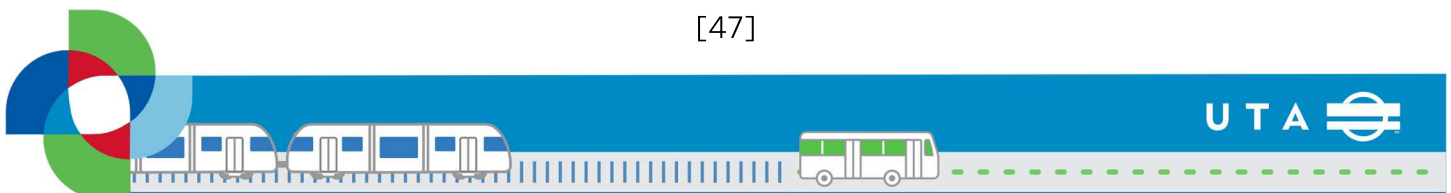
COO Service Contingency: \$0.5 million

### 2024 Additions:

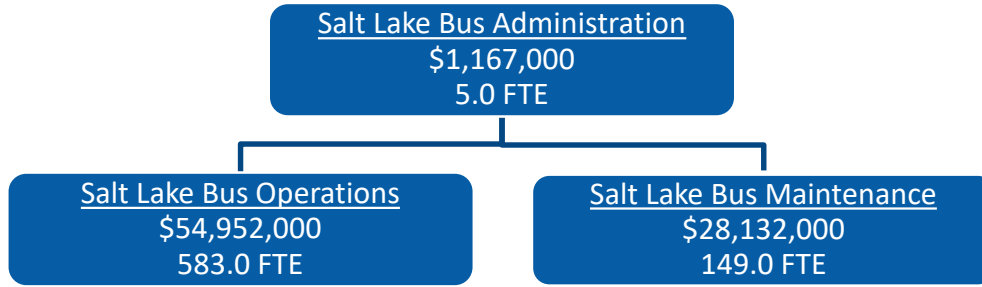
Bus Charger Maintenance Contract and tech training: \$275k

### Operations Contingency:

Supervisor ratios: \$1.6 million  
Operator Retention: \$350k



## Salt Lake Service Unit



## 2024 Proposed Salt Lake Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Salt Lake Administration	\$899,000	\$1,167,000	\$268,000
Salt Lake Operations	54,541,000	54,952,000	411,000
Salt Lake Maintenance	27,365,000	28,132,000	767,000
<b>Totals</b>	<b>\$82,805,000</b>	<b>\$84,250,000</b>	<b>\$1,445,000</b>

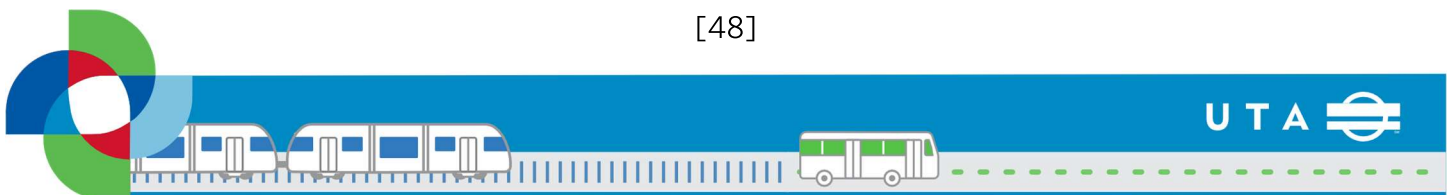
## 2024 Proposed Salt Lake Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$45,357,163	\$46,274,150	2.0%
Fringe	24,539,064	24,430,143	-0.4%
Services	149,500	335,500	124.4%
Fuel/Power	8,318,018	7,871,217	-5.4%
Utilities	113,000	113,000	0.0%
Parts	3,013,373	3,596,270	19.3%
Other O&M	1,314,484	1,629,763	24.0%
<b>Totals</b>	<b>\$82,805,000</b>	<b>\$84,250,000</b>	<b>1.7%</b>

## Salt Lake FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Salt Lake Administration	6.0	6.0	-
Salt Lake Operations	595.0	583.0	(12.0)
Salt Lake Maintenance	149.0	149.0	-
<b>Totals</b>	<b>750.0</b>	<b>738.0</b>	<b>(12.0)</b>

[48]



## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 82,805	\$ (728)	\$ -	\$ (308)	\$ 2,006	\$ 326	\$ 84,100	\$ -	\$ 150	\$ 84,250

**One-time expenses:**

2023 Bargaining signing bonus

**Service Changes:**

Salt Lake County Service misc adjustments

**Other Increases:**

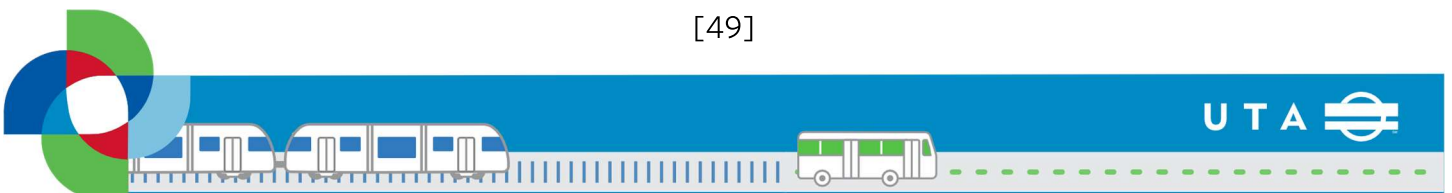
Fuel Increases: \$250k

Parts Increases: \$0.1 million

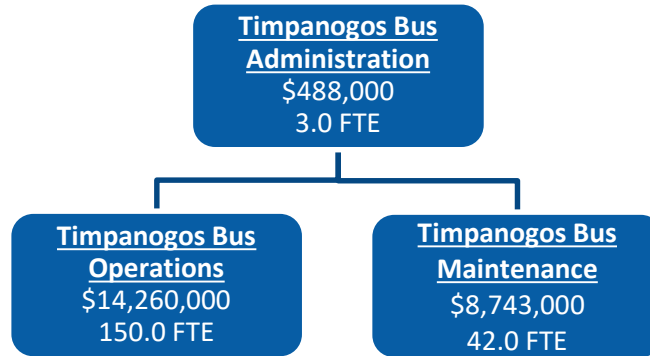
Other materials and services increases: \$0.1 million

**2024 Additions:**

Contracted cleaning for Depot District garage: \$150k



## Timpanogos Service Unit

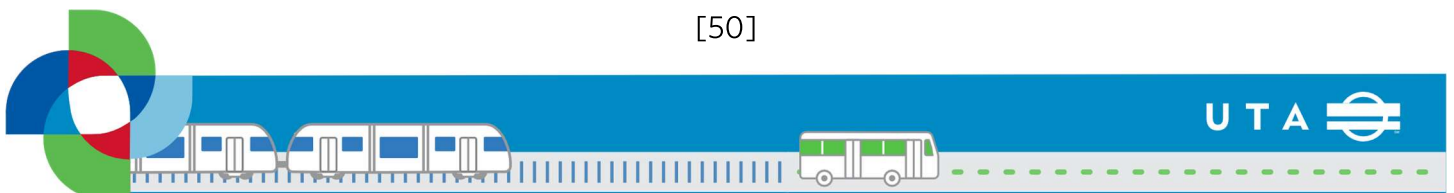


### 2024 Proposed Timpanogos Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Timpanogos Administration	\$455,000	\$488,000	\$33,000
Timpanogos Operations	13,965,000	14,260,000	295,000
Timpanogos Maintenance	8,665,000	8,743,000	78,000
<b>Totals</b>	<b>\$23,086,000</b>	<b>\$23,492,000</b>	<b>\$406,000</b>

### 2024 Proposed Timpanogos Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$12,099,000	\$12,432,000	2.8%
Fringe	6,475,000	6,432,000	-0.7%
Services	59,000	50,000	-15.3%
Fuel/Power	3,144,000	3,230,000	2.7%
Utilities	14,000	15,000	7.1%
Parts	1,060,000	1,015,000	-4.2%
Other O&M	284,000	318,000	12.0%
Capitalized Costs	(49,000)	-	-
<b>Totals</b>	<b>\$23,086,000</b>	<b>\$23,492,000</b>	<b>1.8%</b>



## Timpanogos FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Timp Administration	3.0	3.0	-
Timp Operations	151.0	150.0	(1.0)
Timp Maintenance	42.0	42.0	-
<b>Totals</b>	<b>196.0</b>	<b>195.0</b>	<b>(1.0)</b>

## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2023 Carry Forward	2024 Additions	2024 Budget Request	
\$ 23,086	\$ (226)	\$ -	\$ (17)	\$ 529	\$ 121	\$ 23,492	\$ -	\$ -	\$ 23,492

**One-time expenses:**

2023 Bargaining signing bonus

**Service Changes:**

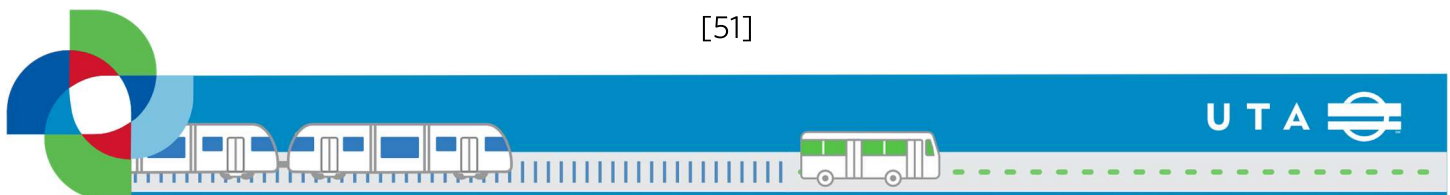
Timpanogos misc service adjustments

**Other Increases:**

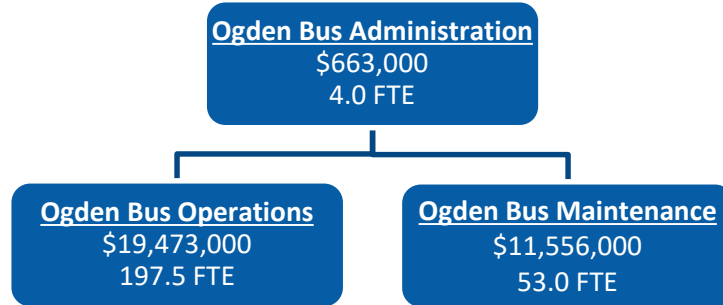
Fuel Increases: \$98k

Parts Increases: \$10k

Other materials and services increases: \$29k



## Mt. Ogden Service Unit

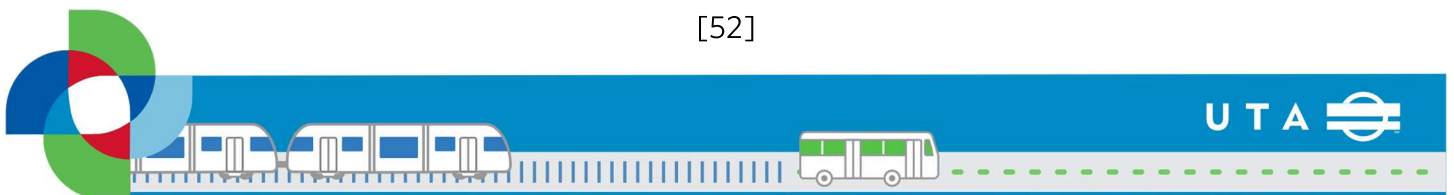


## 2024 Proposed Mt. Ogden Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Ogden Administration	\$642,000	\$663,000	\$21,000
Ogden Operations	18,334,000	19,473,000	1,139,000
Ogden Maintenance	11,190,000	11,556,000	366,000
<b>Totals</b>	<b>\$30,166,000</b>	<b>\$31,692,000</b>	<b>\$1,526,000</b>

## 2024 Proposed Mt. Ogden Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$15,857,000	\$16,860,000	6.3%
Fringe	8,547,000	8,727,000	2.1%
Services	126,000	113,000	-10.3%
Fuel/Power	3,741,000	4,062,000	8.6%
Utilities	15,000	20,000	33.3%
Parts	1,336,000	1,428,000	6.9%
Other O&M	544,000	481,000	-11.6%
<b>Totals</b>	<b>\$30,166,000</b>	<b>\$31,692,000</b>	<b>5.1%</b>



## Mt. Ogden FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Ogden Administration	4.0	4.0	-
Ogden Operations	208.0	197.5	(10.5)
Ogden Maintenance	53.0	53.0	-
<b>Totals</b>	<b>265.0</b>	<b>254.5</b>	<b>(10.5)</b>

### Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2023 Carry Forward	2024 Additions	2024 Budget Request	
\$ 30,166	\$ (247)	\$ -	\$ 848	\$ 749	\$ 176	\$ 31,692	\$ -	\$ -	\$ 31,692

**One-time expenses:**

2023 Bargaining signing bonus

**Service Changes:**

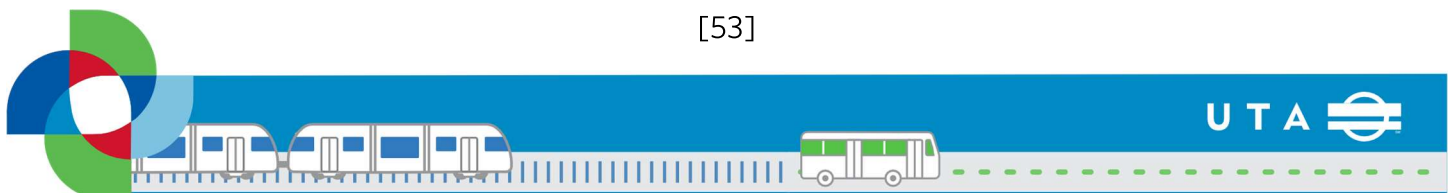
OGX annualized service: \$0.8 million

**Other Increases:**

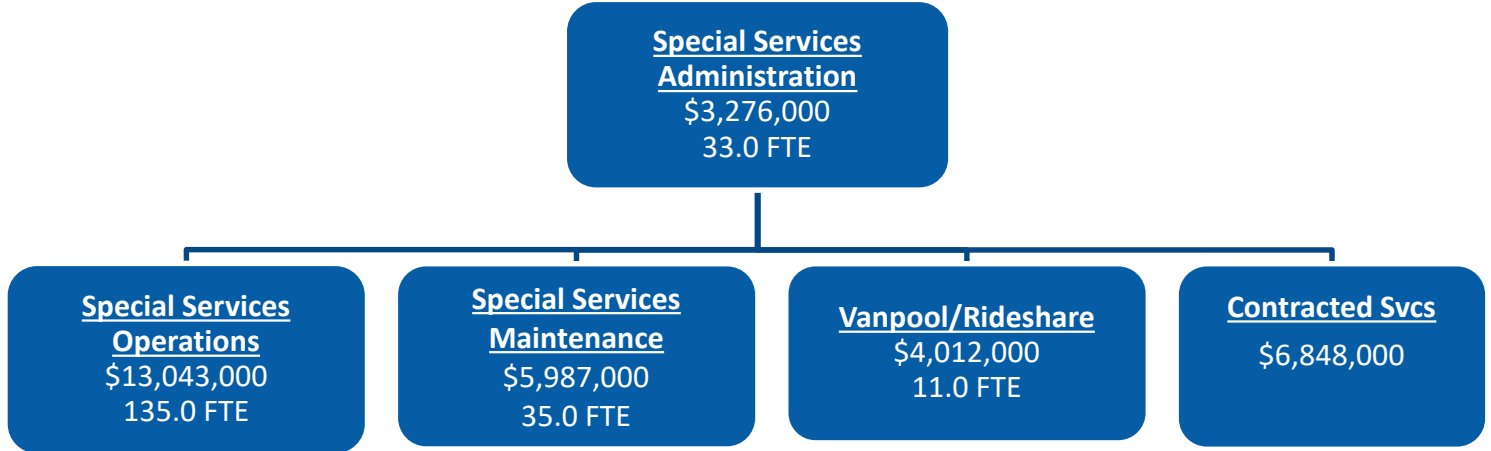
Fuel Increases: \$115k

Parts Increases: \$13k

Other materials and services increases: \$45k

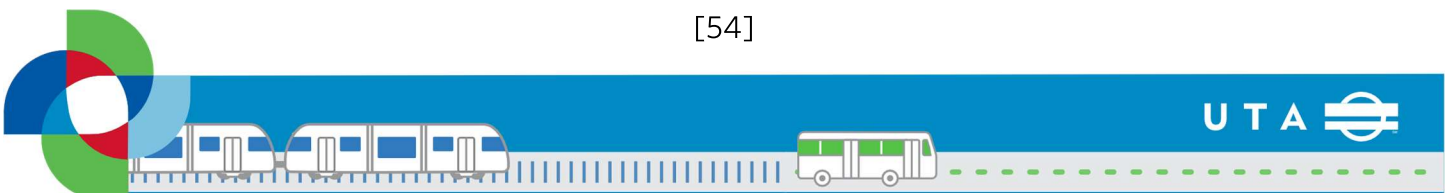


## Special Services Service Unit



## 2024 Proposed Special Services Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Special Svcs Administration	\$3,187,000	\$3,276,000	\$89,000
Special Svcs Operations	13,353,000	13,043,000	(310,000)
Special Svcs Maintenance	5,815,000	5,987,000	172,000
Vanpool/Rideshare	4,015,000	4,012,000	(3,000)
Contracted Services	5,893,000	6,848,000	955,000
<b>Totals</b>	<b>\$32,263,000</b>	<b>\$33,165,000</b>	<b>\$902,000</b>





## 2024 Proposed Special Services Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$13,743,000	\$13,746,000	0.0%
Fringe	7,347,000	7,246,000	-1.4%
Services	6,051,000	7,014,000	15.9%
Fuel/Power	3,235,000	3,241,000	0.2%
Utilities	22,000	18,000	-18.2%
Parts	445,000	448,000	0.7%
Other O&M	1,419,000	1,453,000	2.4%
<b>Totals</b>	<b>\$32,263,000</b>	<b>\$33,165,000</b>	<b>2.8%</b>

## Special Services FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Special Svcs Administration	33.0	33.0	-
Special Svcs Operations	137.0	135.0	(2.0)
Special Svcs Maintenance	35.0	35.0	-
Vanpool/Rideshare	11.0	11.0	-
Contracted Services	-	-	-
<b>Totals</b>	<b>216.0</b>	<b>214.0</b>	<b>(2.0)</b>

## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 32,263	\$ (194)	\$ -	\$ 123	\$ 712	\$ 261	\$ 33,165	\$ -	\$ -	\$ 33,165

### One-time expenses:

2023 Bargaining signing bonus

### Service Changes:

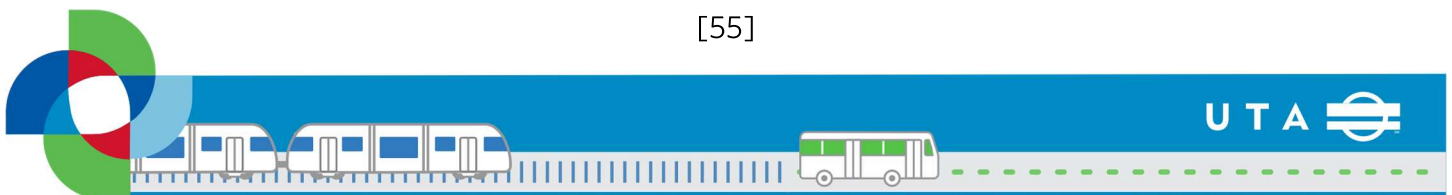
Special Services adjustments; \$0.1 million

### Other Increases:

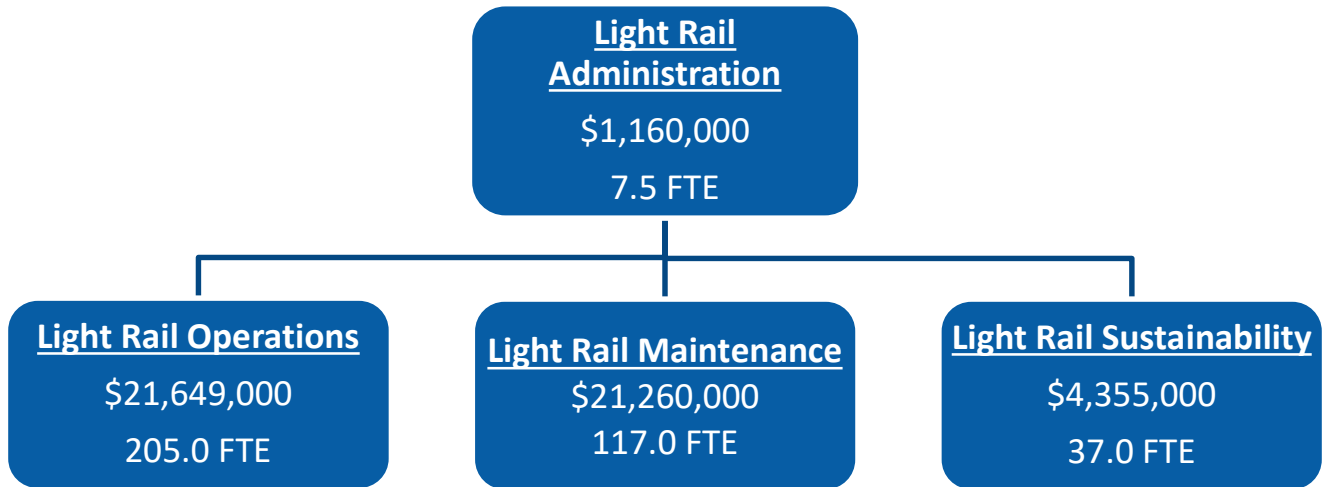
Fuel Increases: \$103k

Parts Increases: \$4k

Other materials and services increases: \$278k



## Light Rail Service Unit

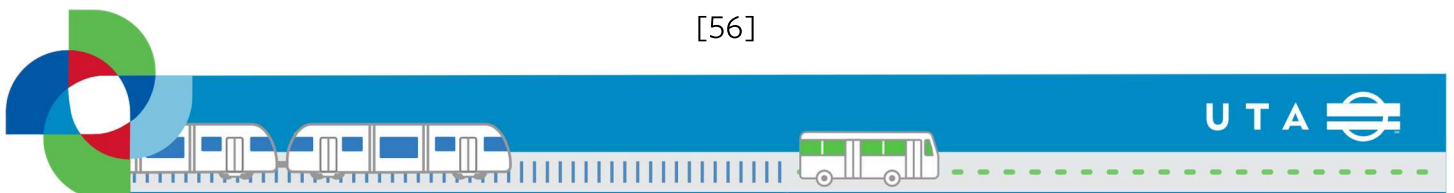


## 2024 Proposed Light Rail Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Light Rail Administration	\$1,195,000	\$1,160,000	(\$35,000)
Light Rail Operations	20,964,000	21,649,000	685,000
Light Rail Maintenance	20,243,000	21,260,000	1,017,000
Light Rail Sustainability	4,234,000	4,355,000	121,000
<b>Totals</b>	<b>\$46,636,000</b>	<b>\$48,423,000</b>	<b>\$1,787,000</b>

## 2024 Proposed Light Rail Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$25,507,000	\$26,060,000	2.2%
Fringe	12,907,000	12,918,000	0.1%
Services	1,355,000	1,373,000	1.3%
Fuel/Power	121,000	110,000	-9.1%
Utilities	53,000	53,000	0.0%
Parts	12,337,000	12,938,000	4.9%
Other O&M	1,712,000	1,666,000	-2.7%
Capitalized Costs	(7,357,000)	(6,695,000)	-
<b>Totals</b>	<b>\$46,636,000</b>	<b>\$48,423,000</b>	<b>3.8%</b>



## Light Rail FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Light Rail Administration	6.5	7.5	1.0
Light Rail Operations	205.0	205.0	-
Light Rail Maintenance	117.0	117.0	-
Light Rail Sustainability	37.0	37.0	-
<b>Totals</b>	<b>365.5</b>	<b>366.5</b>	<b>1.0</b>

## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2023 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 46,636	\$ (330)	\$ (32)	\$ 439	\$ 1,258	\$ 452	\$ 48,423	\$ -	\$ -	\$ 48,423

### Staffing Changes:

2023 Bargaining signing bonus

### Service Changes:

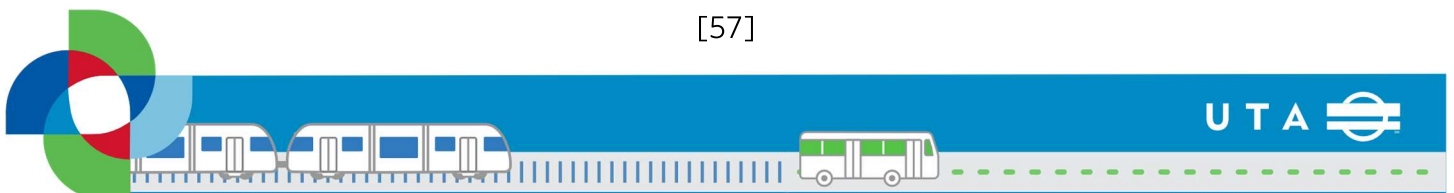
Annualized Increased Saturday Service: \$452k

### Other Increases:

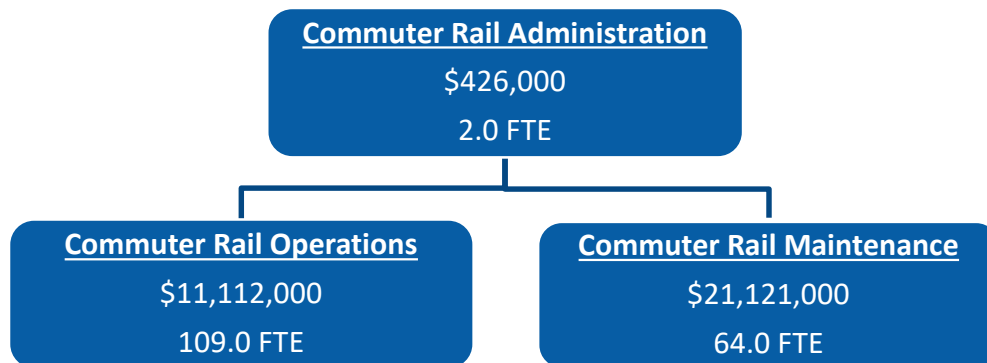
Fuel Increases: \$4k

Parts Increases: \$183k

Other materials and services increases: \$118k



## Commuter Rail Service Unit

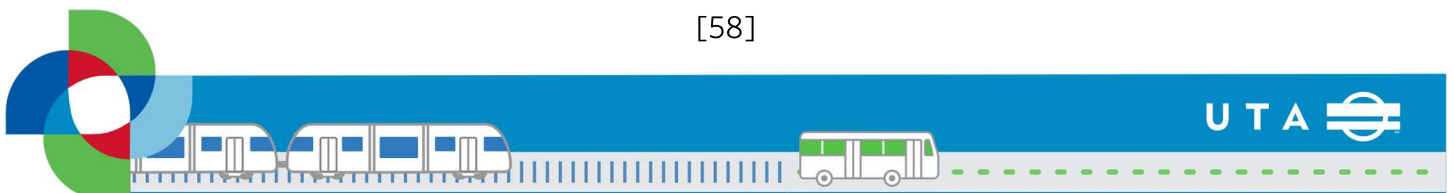


### 2024 Proposed Commuter Rail Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Com. Rail Administration	\$566,000	\$426,000	(\$140,000)
Com. Rail Operations	10,424,000	11,112,000	688,000
Com. Rail Maintenance	20,119,000	21,121,000	1,002,000
<b>Totals</b>	<b>\$31,110,000</b>	<b>\$32,660,000</b>	<b>\$1,550,000</b>

### 2024 Proposed Commuter Rail Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$11,644,000	\$12,275,000	5.4%
Fringe	5,761,000	5,874,000	2.0%
Services	466,000	700,000	50.2%
Fuel/Power	9,265,000	9,257,000	-0.1%
Utilities	305,000	314,000	3.0%
Parts	3,328,000	3,996,000	20.1%
Other O&M	841,000	863,000	2.6%
Capitalized Costs	(500,000)	(620,000)	24.0%
<b>Totals</b>	<b>\$31,110,000</b>	<b>\$32,660,000</b>	<b>5.0%</b>



## Commuter Rail FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Com. Rail Administration	3.0	2.0	(1.0)
Com. Rail Operations	108.0	109.0	1.0
Com. Rail Maintenance	64.0	64.0	-
<b>Totals</b>	<b>175.0</b>	<b>175.0</b>	<b>-</b>

### Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2023 Carry Forward	2024 Additions	2024 Budget Request	
\$ 31,110	\$ (127)	\$ -	\$ -	\$ 620	\$ 499	\$ 32,101	\$ -	\$ 559	\$ 32,660

**Service Changes:**

2023 Bargaining signing bonus

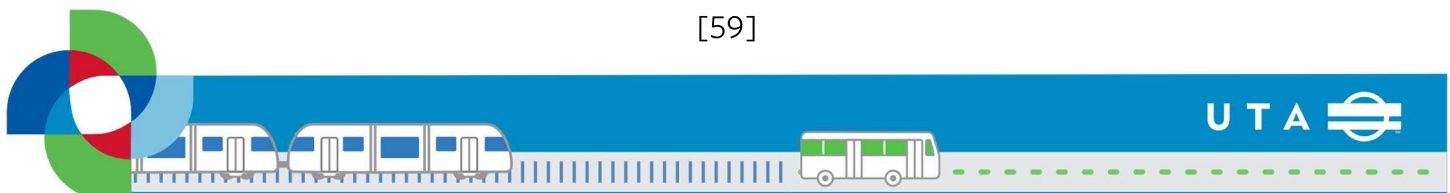
**2024 Additions:**

**Other Increases:**

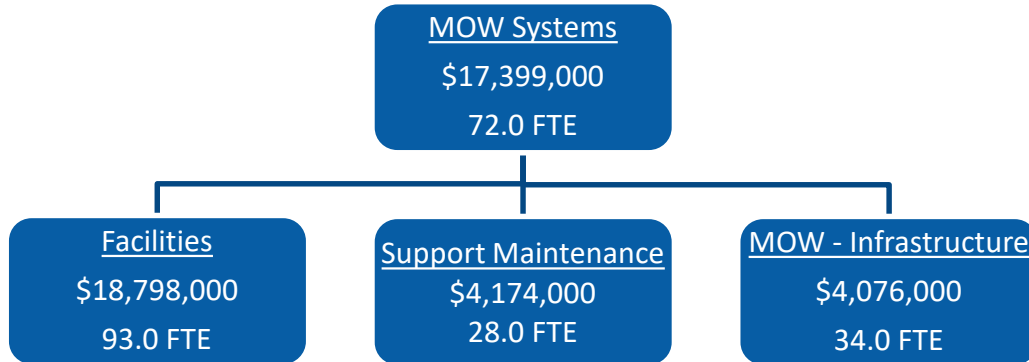
Fuel Increases: \$290k

Parts Increases: \$47k

Other materials and services increases: \$160k

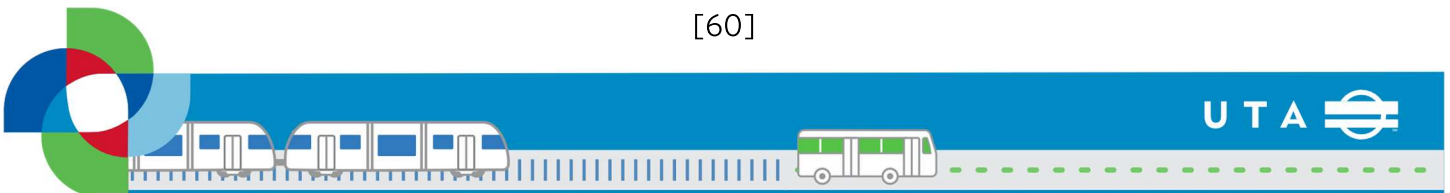


## Maintenance Management Service Unit



### 2024 Proposed Maintenance Management Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Support Maintenance	\$3,940,000	\$4,174,000	\$234,000
Facilities	17,450,000	18,798,000	1,348,000
MOW - Systems	17,533,000	17,399,000	(134,000)
MOW - Infrastructure	4,262,000	4,076,000	(186,000)
<b>Totals</b>	<b>\$43,185,000</b>	<b>\$44,448,000</b>	<b>\$1,263,000</b>

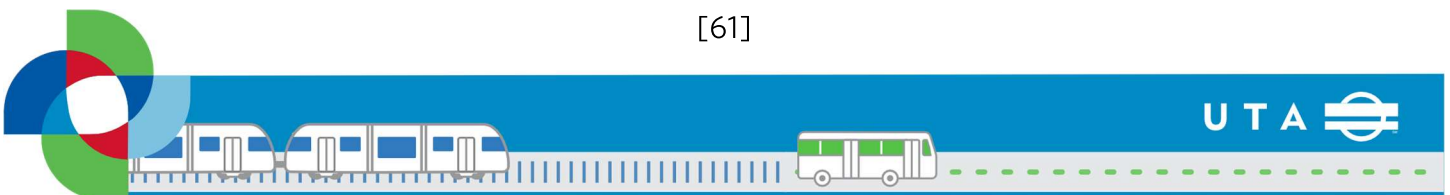


## 2024 Proposed Maintenance Management Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$16,580,000	\$16,414,000	-1.0%
Fringe	8,376,000	8,567,000	2.3%
Services	3,147,000	3,485,000	10.7%
Fuel/Power	7,132,000	6,926,000	-2.9%
Utilities	4,433,000	5,138,000	15.9%
Parts	1,594,000	1,839,000	15.4%
Other O&M	2,028,000	2,038,000	0.5%
Capitalized Costs	(105,000)	40,000	-138.1%
<b>Totals</b>	<b>\$43,185,000</b>	<b>\$44,448,000</b>	<b>2.9%</b>

## Maintenance Management FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Support Maintenance	28.0	28.0	-
Facilities	91.0	93.0	2.0
MOW - Systems	72.0	72.0	-
MOW - Infrastructure	34.0	34.0	-
<b>Totals</b>	<b>225.0</b>	<b>227.0</b>	<b>2.0</b>



## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 43,185	\$ (223)	\$ -	\$ -	\$ 994	\$ 63	\$ 44,018	\$ -	\$ 429	\$ 44,448

**One-time expenses:**

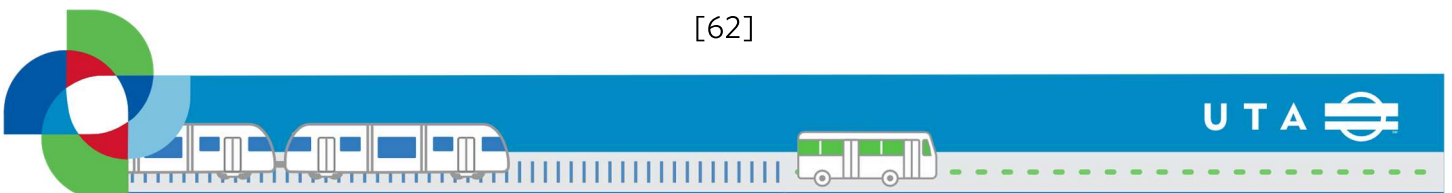
2023 Bargaining signing bonus

**2024 Additions:**

Facilities Service employees 2 FTE for additional stop cleaning: \$155k  
 Bus Charger Maintenance Contract and tech training: \$275k

**Other Increases:**

Fuel Increases: \$12k  
 Parts Increases: \$23k  
 Other materials and services increases: \$63k





## Communications & Marketing

**Office of  
Communication**  
 \$4,279,000  
 16.5 FTE

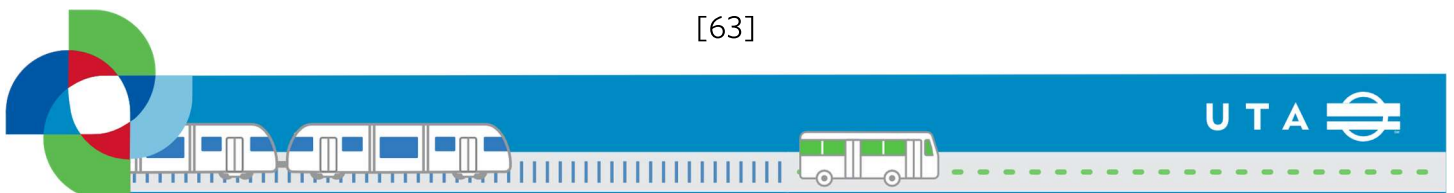
The Communications and Marketing Office (CMO) maintains and strengthens the brand identity of the Utah Transit Authority, building internal and external trust in UTA with the ultimate goal of attracting customers and increasing awareness and understanding of the value of transit in our service area.

In fulfillment of our purpose, the CMO team delivers the following services:

- *Communications Strategy.* CMO Strategists guide and support the communications and marketing needs of all UTA departments and service units, providing communications strategy and support for events, campaigns, content, materials, tools, and related efforts.
- *Media Relations.* CMO consults with UTA leadership on media relations strategy and tactics, and interfaces with broadcast media representatives, building media relationships, reinforcing UTA’s brand, and delivering official messages and responses to media inquiries.
- *Graphics and Design.* CMO sets and maintains graphic design standards for UTA’s brand, providing guidance and graphics project/task support on visual materials that represent UTA to internal and external audiences.
- *Digital Media.* CMO manages UTA’s presence and activity in the digital media sphere including social channels, advertising (including print advertising on UTA assets), marketing (including direct and experiential customer marketing), and other campaigns that strengthen UTA’s brand and services.
- *Internal Communications.* CMO oversees agency communications to employees including designing and managing the UTA internal communications app, providing strategy and support for employee engagement, development, and success in alignment with UTA strategy.
- *Executive Communications.* CMO directly supports the communications and marketing needs of the UTA Board of Trustees, Executive Director, and other senior leaders for events, speeches, presentations, stakeholder relations, and other communications strategy and consultation.

### 2024 Communication Operating Budget Expenses by Division

Department	FY 2023 Budget	FY 2024 Budget	Change
Office of Communication & Marketing	\$3,962,000	\$4,279,000	\$561,000
<b>Totals</b>	<b>\$3,962,000</b>	<b>\$4,279,000</b>	<b>\$561,000</b>



## 2024 Communication Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$1,387,000	\$1,539,000	11.0%
Fringe	613,000	744,000	21.4%
Services	1,025,000	1,087,000	6.0%
Fuel/Power	-	1,000	0.0%
Utilities	4,000	5,000	25.0%
Other O&M	933,000	903,000	-3.2%
<b>Totals</b>	<b>\$3,962,000</b>	<b>\$4,279,000</b>	<b>8.0%</b>

## 2024 Communication FTE Summary

Department	FY 2023 Budget	FY 2024 Budget	Change
Office of Communication & Marketing	15.0	16.5	1.5
<b>Totals</b>	<b>15.0</b>	<b>16.5</b>	<b>1.5</b>

## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2023 Carry Forward	2024 Additions	2024 Budget Request	
\$ 3,962	\$ -	\$ -	\$ -	\$ 99	\$ 68	\$ 4,128	\$ -	\$ 149	\$ 4,278

**One-time expenses:**

None

**Other Increases:**

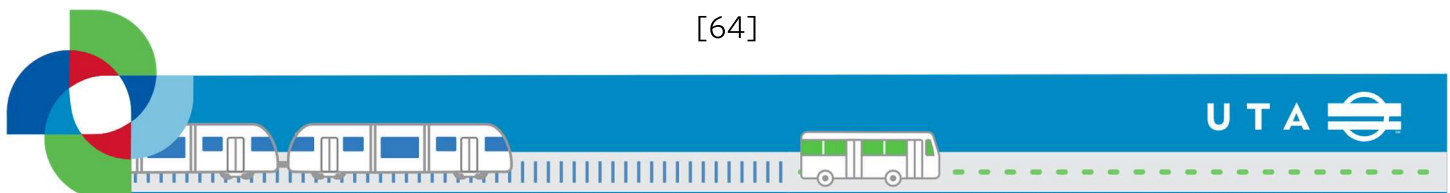
Inflation adjustments for contract services and other items

**Staffing Changes:**

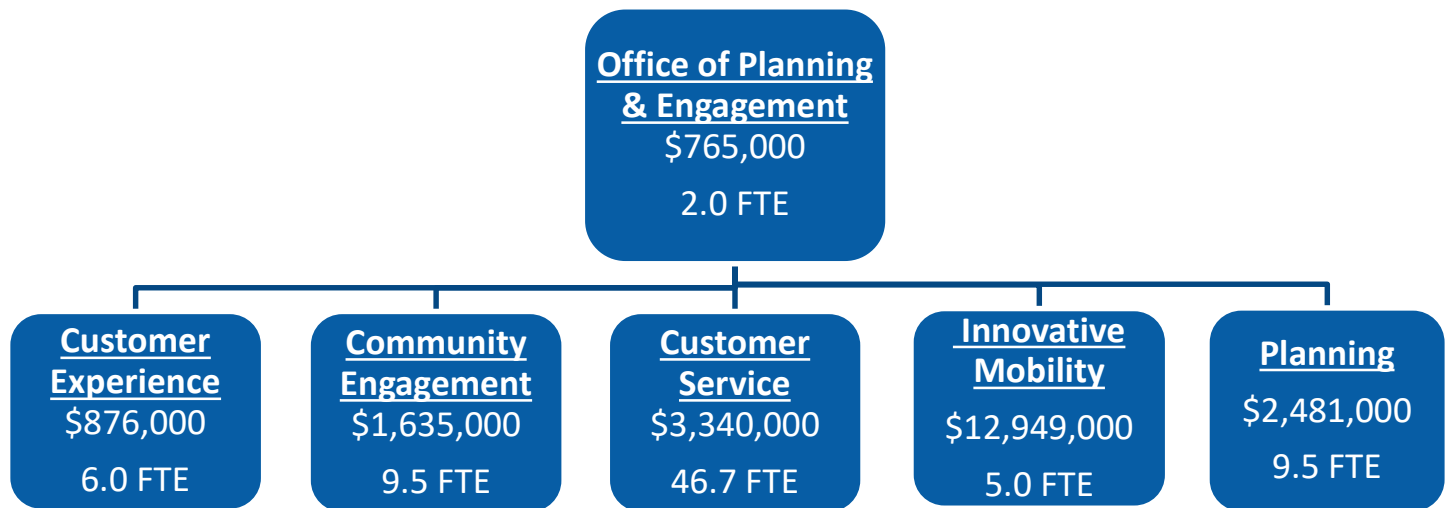
None

**2024 Additions:**

Communications Social Media Spec: \$102k  
 Communications 0.5 FTE Graphics Specialist: \$48k



## Planning & Engagement



The Office of Planning & Engagement 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:

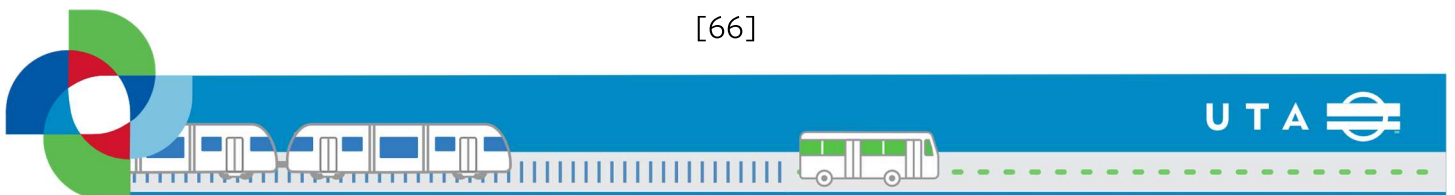
- *Planning.* The Planning Department's role is to ensure that UTA is prepared to meet the needs of the future. This includes working with local governments, regional and state agencies to anticipate future growth and development and find the right transit solutions to meet those needs.
- *Customer Service.* The Customer Service teams provide information about UTA services, receive and process customer feedback, provide rider information through the Gov Delivery system and social media outlets, sell UTA fare media and handle the lost and found items found on public transit. They are responsible to ensure that customers can maneuver throughout the service areas with confidence in UTA's service districts and service types.
- *Community Engagement.* This team serves as a trusted resource and a catalyst for effective partnerships with UTA's riders, key stakeholders, and community. Acts as a facilitator/access point for public hearings and community events/activities.
- *Customer Experience.* Evaluates UTA's system focused on the impact ease of the customer journey. Partners with service units to ensure consistency across the service area, optimizing customer experience.
- *Innovative Mobility.* Manages the On Demand program for UTA and identifies opportunities and tests new ideas that can improve transit service.

## 2024 Proposed Planning & Engagement Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Chief Planning & Engagement	\$709,000	\$765,000	\$56,000
Service Planning	863,000	775,000	-88,000
Planning	2,720,000	2,481,000	-239,000
Community Engagement	1,494,000	1,635,000	141,000
Customer Experience	465,000	876,000	411,000
Customer Service	3,401,000	3,340,000	-61,000
Innovative Mobility	9,164,000	12,949,000	3,785,000
<b>Totals</b>	<b>\$18,817,000</b>	<b>\$22,821,000</b>	<b>\$4,004,000</b>

## 2024 Proposed Planning & Engagement Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$4,849,000	\$5,345,000	10.2%
Fringe	2,300,000	2,531,000	10.0%
Services	10,765,000	13,363,000	24.1%
Fuel/Power	315,000	446,000	41.6%
Utilities	25,000	23,000	-8.0%
Other O&M	581,000	1,151,000	98.1%
Capitalized Costs	-18,000	-38,000	111.1%
<b>Totals</b>	<b>\$18,817,000</b>	<b>\$22,821,000</b>	<b>21.3%</b>



## Planning & Engagement FTE Summary

Department	FY 2023 Budget	FY 2024 Budget	Change
Chief Planning & Engagement	2.0	2.0	-
Service Planning	5.5	5.5	-
Planning	11.5	9.5	(2.0)
Community Engagement	9.5	9.5	-
Customer Experience	3.0	6.0	3.0
Customer Service	46.7	46.7	-
Innovative Mobility	3.0	5.0	2.0
<b>Totals</b>	<b>81.2</b>	<b>84.2</b>	<b>3.0</b>

## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			2024 Budget Request
		Staffing	Service	Wage and Fringe	Other	2023 Carry Forward	2024 Additions	2024 Budget	
\$ 18,817	\$ (830)	\$ 22	\$ -	\$ 388	\$ 362	\$ 18,759	\$ -	\$ 4,062	\$ 22,821

### One-time expenses:

Planning project completions: \$0.3 million  
 Ambassador program startup: \$0.5 million

### Staffing Changes:

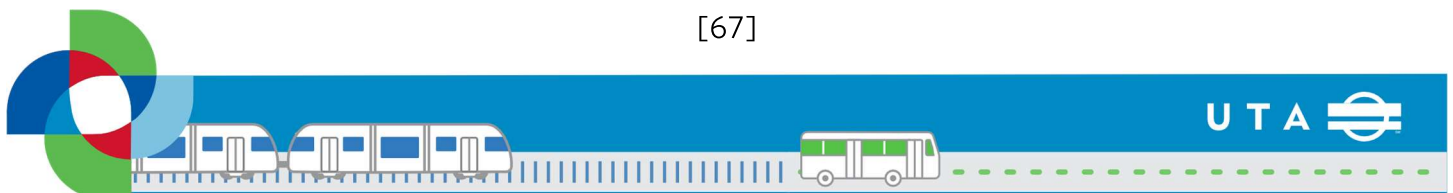
Planner move from Capital Services (partial year adjustment)

### Other Increases:

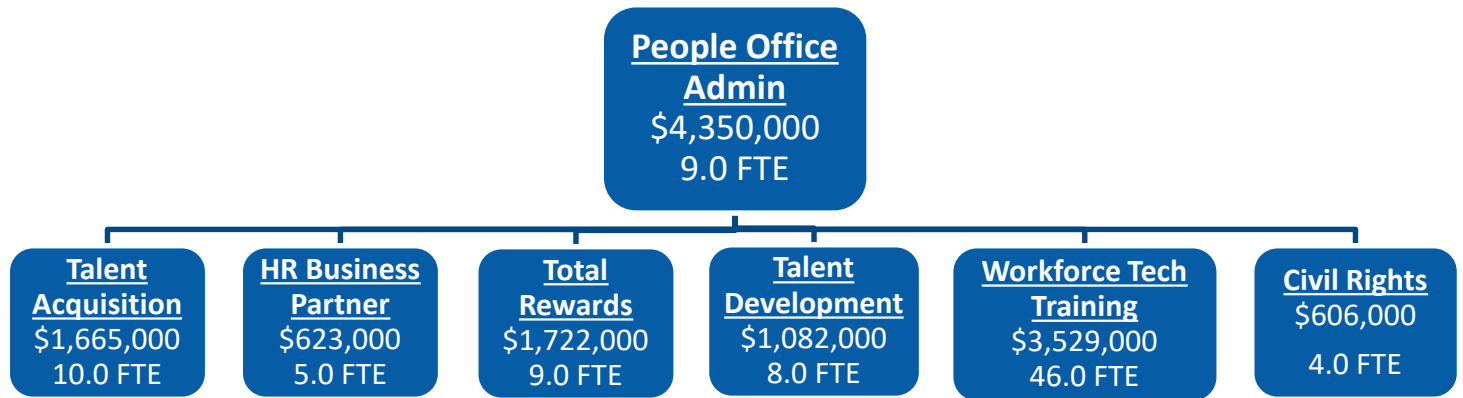
Other materials and services increases: \$0.4 million

### 2024 Additions:

South Salt Lake County Microtransit increased service  
 2 FTE Planners: \$260k



## People Office



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 Agencies objectives and goals.

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

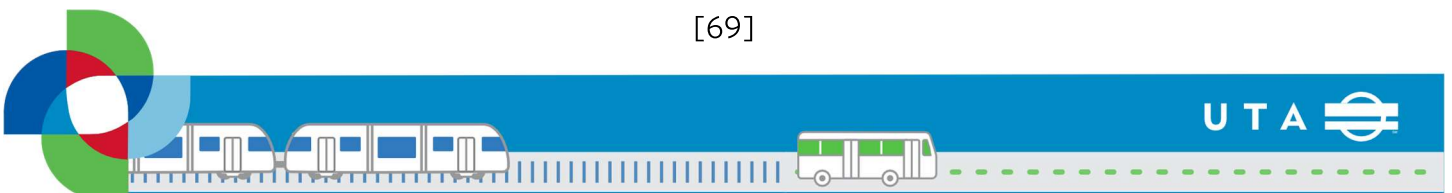
- *Talent Acquisition.* In partnership with hiring officials, the team analyzes current & future staffing needs and identifies effective strategies for sourcing, recruiting, and onboarding.
- *HR Business Partners.* From daily HR transactions to long-term talent goals, HR & Labor Relations collaborates with employees and leaders to fulfil 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 leave administration.
- *Talent Development & Workforce Technical Training.* An internal resource to UTA providing technical, professional, regulatory/compliance training and leadership development that support the UTA Way.
- *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 UTA's ADA & DBE teams.
- *Compensation/Analytics.* Embedded within the People Office are also a Compensation Analyst and Strategic Analyst who focus on use data, best practices, and benchmarking to ensure UTA has competitive and fair pay practices and use data to continuously improve compensation practices and impact across the Agency.

## 2024 Proposed People Office Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Chief People Officer	\$2,286,000	\$2,582,000	\$296,000
Talent Acquisition	1,455,000	1,665,000	210,000
Talent Development	1,059,000	1,082,000	23,000
HR Business Partner	642,000	728,000	86,000
Workforce Technical Training	4,901,000	3,529,000	(1,372,000)
Civil Rights	628,000	606,000	(22,000)
Total Rewards	1,516,000	1,722,000	206,000
<b>Totals</b>	<b>\$12,487,000</b>	<b>\$11,914,000</b>	<b>(\$573,000)</b>

## 2024 Proposed People Office Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$5,925,000	\$6,716,000	13.4%
Fringe	2,571,000	2,706,000	5.3%
Services	2,585,000	924,000	-64.3%
Fuel/Power	4,000	4,000	0.0%
Utilities	20,000	23,000	15.0%
Other O&M	1,383,000	1,542,000	11.5%
<b>Totals</b>	<b>\$12,487,000</b>	<b>\$11,914,000</b>	<b>-4.6%</b>



## People FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Chief People Officer	10.0	11.0	1.0
HR Business Partner	5.0	6.0	1.0
Talent Development	7.0	8.0	1.0
Workforce Technical Training	42.0	46.0	4.0
Talent Acquisition	10.0	10.0	-
Total Rewards	8.0	9.0	1.0
Civil Rights	4.0	4.0	-
<b>Totals</b>	<b>86.0</b>	<b>94.0</b>	<b>8.0</b>
Trainees (included above)	22.0	27.0	5.0

## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2023 Carry Forward	2024 Additions	2024 Budget Request	
\$ 12,487	\$ (1,805)	\$ 338	\$ -	\$ 400	\$ 69	\$ 11,489	\$ -	\$ 425	\$ 11,914

### One-time expenses:

Xpan HR system implementation: \$1.5 million  
 Workforce Planning Tool: \$100k  
 Succession Planning: \$117k  
 Training hardware: \$60k  
 Other small items: \$28k

### Staffing Changes:

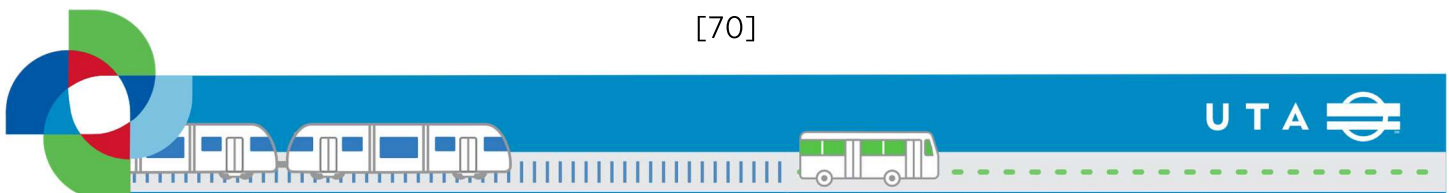
Strategic Analyst (annualized cost)  
 Transfer In 0.5 FTE from Security for Admin/Budget mgt

### 2024 Additions:

MOW Trainer: \$125k  
 Data Entry Specialist: \$79k  
 HR Specialist 0.5 FTE increase to full time: \$31k  
 ESL Trainer 1.0 FTE  
 Recruitment marketing: \$100k  
 Total Rewards temp help: \$40k  
 Inclusion and Belonging consulting: \$50k

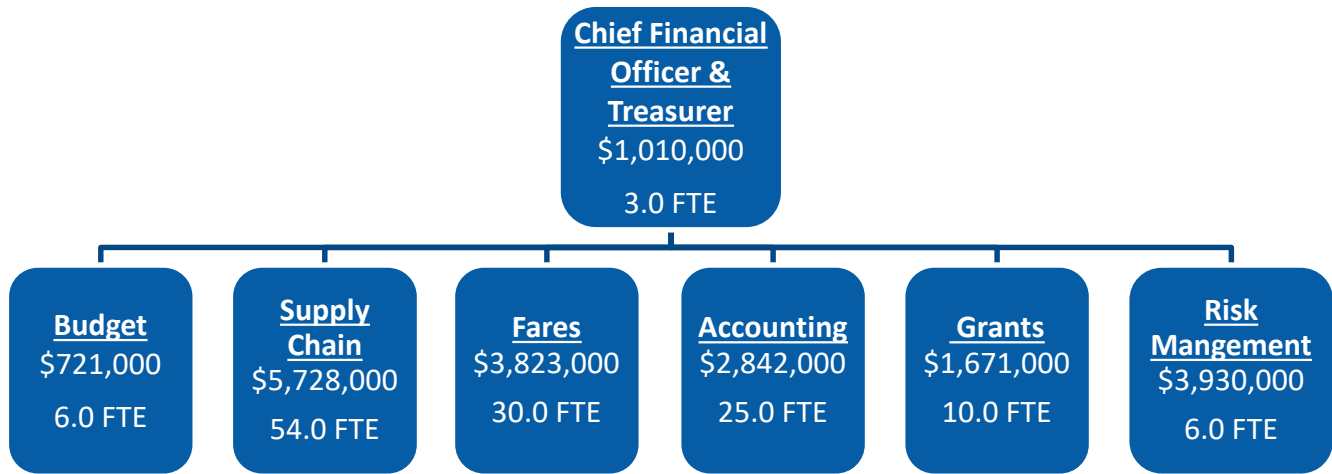
### Other Increases:

Other materials and services increases: \$0.1 million





## Finance Office



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:

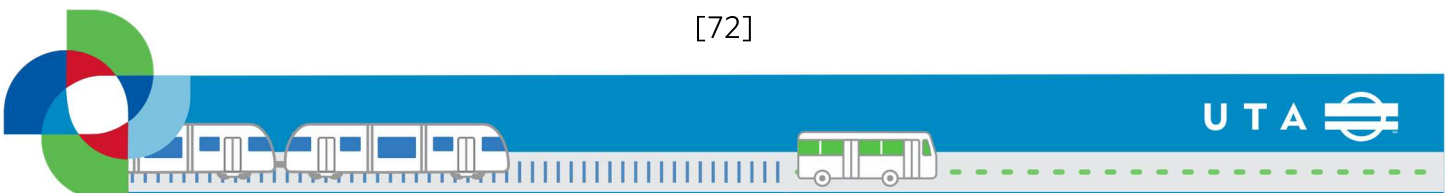
- *Treasury.* Responsible for investment forecasting, planning, reporting, and analysis.
- *Budget and Financial Strategy.* Responsible for financial analysis, forecasting and planning, budget development, management, and monitoring/reporting on budget execution.
- *Supply Chain.* Supply Chain manages procurement, contracting, inventory, warranty claims, shipping & receiving, central warehouse operations and production control processes in support of TRAX, FrontRunner, and all administrative functions.
- *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. Responsible for repairing, maintaining, and keeping all fare collection machines in proper working order and a state of good repair.
- *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.
- *Grant Management.* The 2023 Operating Budget consolidates all grant functions at UTA in Finance. This includes the Program Grant section formerly housed in Service Development and the 5310 Mobility Management section formerly housed in Operations. Grant Strategy, Acquisition, Management and Administration is now consolidated in Finance.
- *Risk Management.* 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.

## 2024 Proposed Finance Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Accounting	\$2,096,000	\$2,842,000	\$746,000
Budget	529,000	721,000	192,000
Fares	3,642,000	3,823,000	181,000
Finance	598,000	1,010,000	412,000
Grants	1,637,000	1,671,000	34,000
Risk Management	3,507,000	3,930,000	423,000
Supply Chain	5,451,000	5,728,000	277,000
<b>Totals</b>	<b>\$17,461,000</b>	<b>\$19,726,000</b>	<b>\$2,265,000</b>

## 2024 Proposed Finance Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$8,838,000	\$10,061,000	13.8%
Fringe	4,218,000	4,844,000	14.8%
Services	1,045,000	1,352,000	29.4%
Fuel/Power	45,000	42,000	-6.7%
Utilities	86,000	74,000	-14.0%
Parts	278,000	169,000	-39.2%
Other O&M	3,433,000	3,990,000	16.2%
Capitalized Costs	(482,000)	(806,000)	67.2%
<b>Totals</b>	<b>\$17,461,000</b>	<b>\$19,726,000</b>	<b>13.0%</b>



## Finance FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Accounting	17.0	25.0	8.0
Budget	4.0	6.0	2.0
Fares	30.0	30.0	-
Finance	3.0	3.0	-
Grants	10.0	10.0	-
Risk Management	6.0	6.0	-
Supply Chain	54.0	54.0	-
<b>Totals</b>	<b>124.0</b>	<b>134.0</b>	<b>10.0</b>

## Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			2024 Budget Request
		Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	
\$ 17,461	\$ (32)	\$ 368	\$ -	\$ 636	\$ 797	\$ 19,230	\$ -	\$ 496	\$ 19,726

### One-time expenses:

Bargaining Signing Bonus: \$25k  
Fares Contract Svcs: \$6k

### Staffing Changes:

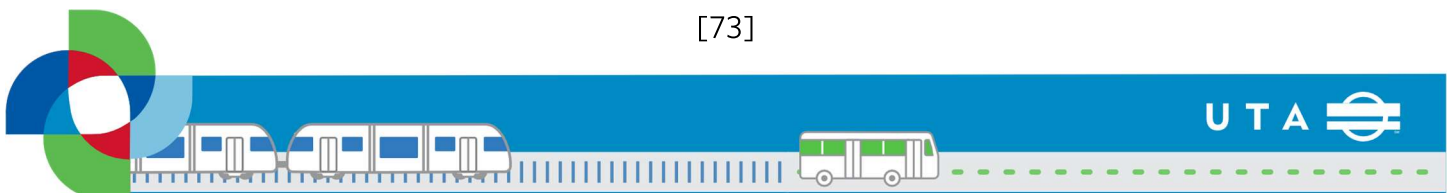
Finance Office Administrator (annualized cost)  
Upgrade of Treasury position from Admin to Asst Treasurer  
Transfer of Capital Accounting staff to Finance from Capital Svcs

### Other Increases:

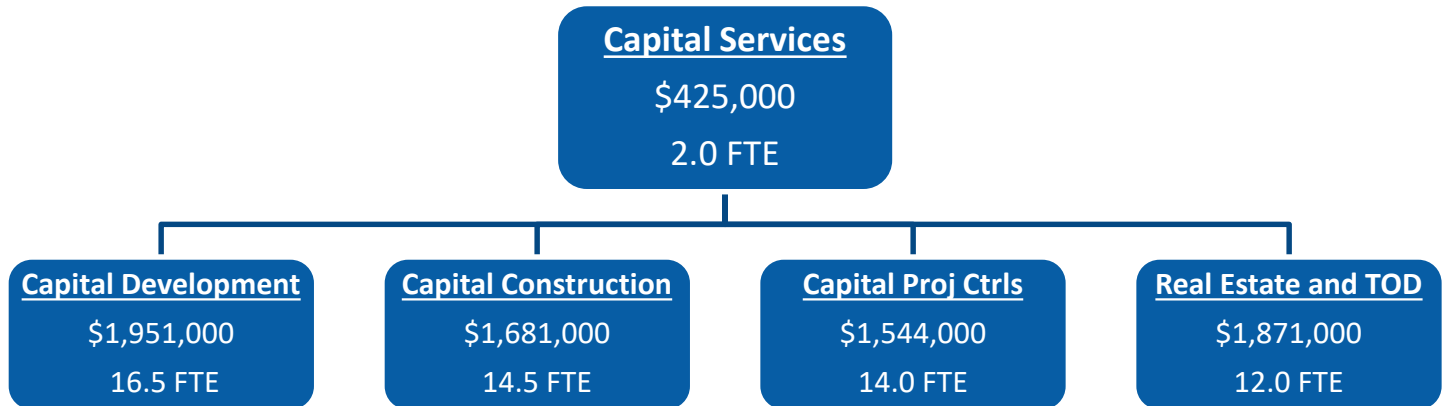
Inflation adjustments for contract services and other items: \$800k

### 2024 Additions:

Finance Ops/HR Budget Analyst: \$131k  
Accounting Payroll Mgr: \$170k  
Accounting 2 FTE A/P Coordinators: \$150k



## Capital Services



This office oversees UTA's 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:

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

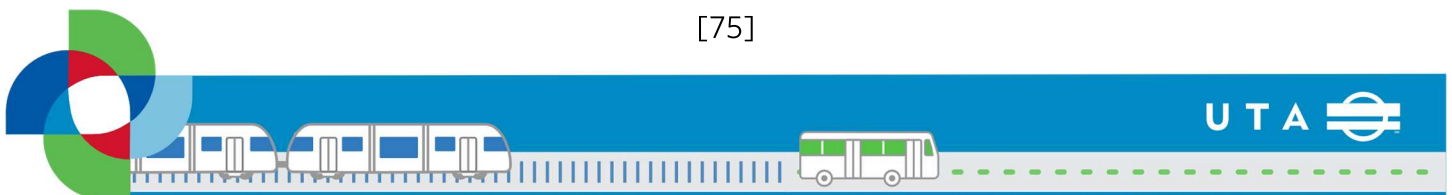
## 2024 Proposed Service Development Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Capital Construction	\$2,394,000	\$1,681,000	(\$713,000)
Capital Development	1,980,000	1,951,000	(29,000)
Capital Projects & Controls	2,131,000	1,544,000	(587,000)
Capital Services	492,000	425,000	(67,000)
Real Estate & TOD	1,773,000	1,871,000	98,000
<b>Totals</b>	<b>\$8,771,000</b>	<b>\$7,471,000</b>	<b>(\$1,300,000)</b>

## 2024 Proposed Service Development Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$5,803,000	\$5,991,000	3.2%
Fringe	2,702,000	2,760,000	2.1%
Services	1,557,000	1,772,000	13.8%
Fuel/Power	18,000	17,000	-5.6%
Utilities	20,000	98,000	390.0%
Parts	1,000	1,000	0.0%
Other O&M	900,000	461,000	-48.8%
Capitalized Costs	-2,230,000	-3,629,000	62.7%
<b>Totals</b>	<b>\$8,771,000</b>	<b>\$7,471,000</b>	<b>-14.8%</b>

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## Service Development FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Capital Construction	16.5	14.5	(2.0)
Capital Development	14.5	16.5	2.0
Capital Projects & Controls	17.0	14.0	(3.0)
Capital Services	2.0	2.0	-
Real Estate & TOD	12.0	12.0	-
<b>Totals</b>	<b>62.0</b>	<b>59.0</b>	<b>(3.0)</b>

### Summary of budget changes

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			
		Staffing	Service	Wage and Fringe	Other	2024 Base	2023 Carry Forward	2024 Additions	2024 Budget Request
\$ 8,771	\$ (514)	\$ (226)	\$ -	\$ 431	\$ (1,010)	\$ 7,451	\$ -	\$ 20	\$ 7,471

**One-time expenses:**

Contract Services: \$255k  
 Transfer of computer maint costs to IT: \$205k  
 New employee setup costs: \$55k

**Staffing Changes:**

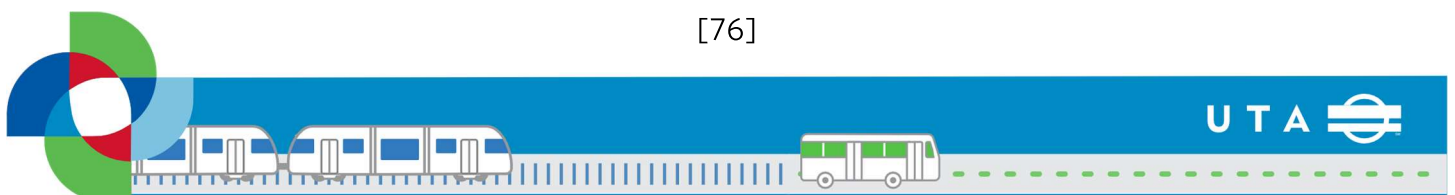
Transfer of Capital Account staff to Finance

**Other Increases:**

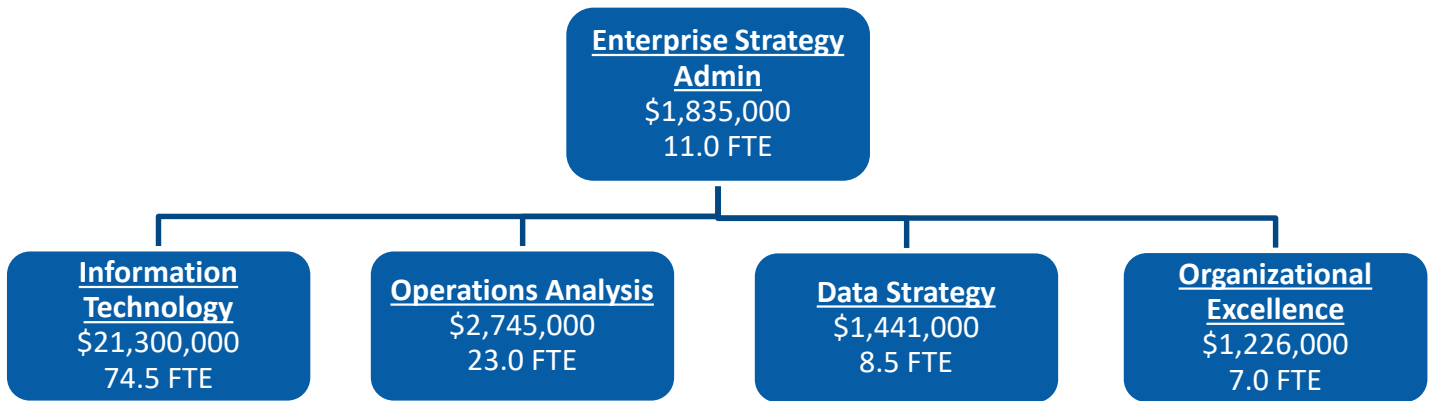
Other materials and services increases: \$0.1 million  
 Revision of methodology charging labor to capital programs

**2024 Additions:**

Orchard Trail contributions: \$20k



# Enterprise Strategy

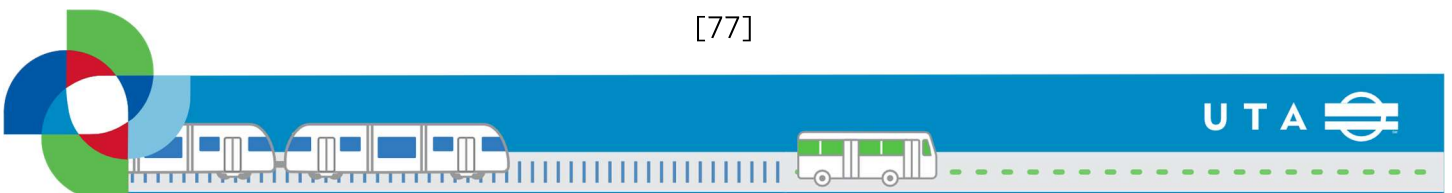


This Office brings together an Enterprise-wide view of UTA’s critical systems that drive Agency performance. UTA Enterprise Strategy office provides the following to make the UTA System work:

- *Information Technology*: Provides ongoing support for and improvements to applications, data network needs, telephone communication, on-board technologies, radio communication, passenger information, and administrative systems.
- *Operations Analysis & Solutions (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.
- *Data Strategy*: Evaluates and implements processes (i.e., records management, etc.) and oversees our UTA Policies and Agency standard operating procedures and ensure support of our long-term Agency strategies and goals.
- *Organizational Excellence*: Oversees the design, development, and deployment of UTA’s cultural initiatives and organizational development. Implements continuous improvement tools and concepts which support and align with UTA’s goals and culture model - the UTA Way.

## 2024 Proposed Enterprise Strategy Operating Budget Expenses by Department

Department	FY 2023 Budget	FY 2024 Budget	Change
Enterprise Strategy	\$1,165,000	\$1,835,000	\$670,000
IT Director	18,605,000	21,300,000	2,695,000
Ops Analysis	2,580,000	2,745,000	165,000
Data Strategy	1,408,000	1,441,000	33,000
Organizational Excellence	1,250,000	1,226,000	(24,000)
<b>Totals</b>	<b>\$25,009,000</b>	<b>\$28,547,000</b>	<b>\$3,539,000</b>



## 2024 Proposed Enterprise Strategy Operating Budget Expenses by Category

Category	FY 2023 Budget	FY 2024 Budget	Change
Wages	\$10,831,000	\$11,344,000	4.7%
Fringe	4,483,000	4,851,000	8.2%
Services	7,629,000	9,800,000	28.5%
Fuel/Power	16,000	15,000	-6.3%
Utilities	909,000	1,281,000	40.9%
Parts	53,000	53,000	0.0%
Other O&M	1,089,000	1,204,000	10.6%
<b>Totals</b>	<b>\$25,009,000</b>	<b>\$28,547,000</b>	<b>14.1%</b>

## Enterprise Strategy FTE Summary: 2023 Budget and 2024 Proposed Budget

Department	FY 2023 Budget	FY 2024 Budget	Change
Enterprise Strategy	9.0	11.0	2.0
IT Director	73.5	74.5	1.0
Ops Analysis	23.0	23.0	-
Data Strategy	8.5	8.5	-
Organizational Excellence	8.0	7.0	(1.0)
<b>Totals</b>	<b>122.0</b>	<b>124.0</b>	<b>2.0</b>

## Summary of budget changes:

2023 Budget	2023 One-Time Expenses	2023 Additions		2024 Adjustments		2024 Budget			2024 Budget Request
		Staffing	Service	Wage and Fringe	Other	2023 Carry Forward	2024 Additions	2024 Base	
\$ 25,009	\$ (40)	\$ 165	\$ -	\$ 776	\$ 2,235	\$ 28,145	\$ -	\$ 403	\$ 28,547

### One-time expenses:

Windows Server Migration: \$0.1 million

### Staffing Changes:

Transfer in of Special Projects Director from COO

### Other Increases:

Other materials and services increases: \$0.8 million

### Other:

Increased Contract Service Costs: \$2.1 million

Other materials and services increases: \$0.1 million

### 2024 Additions:

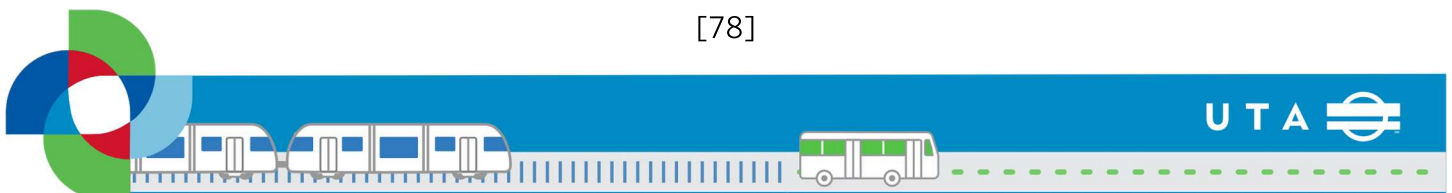
IT Systems Integrator 1.0 FTE: \$140k

Transit App Detour module: \$88k

Maint cost new Claims system: \$75k

Ent Strat Change Mgt Contract Svcs: \$100k

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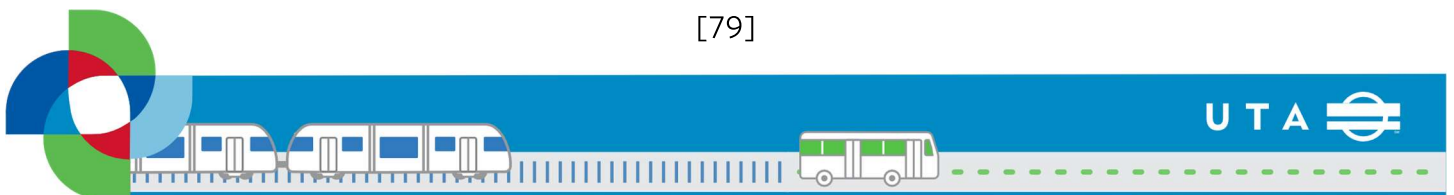


## 2024 Capital Budget and 5-Year Plan

The following tables are developed with reference to the 5-Year Capital Plan documents produced by Project Controls in the Service Development Office. The capital revenue in this section is listed on an accrual-basis such that projects balance in each year of work. Note that the capital revenue listed in financials reconciling at the organization-wide level (including opening and closing cash balances) are listed on a cash-basis. This may result in some discrepancies for state funds received in years prior to their actual usage.

### 2024 Capital Budget Project Summary

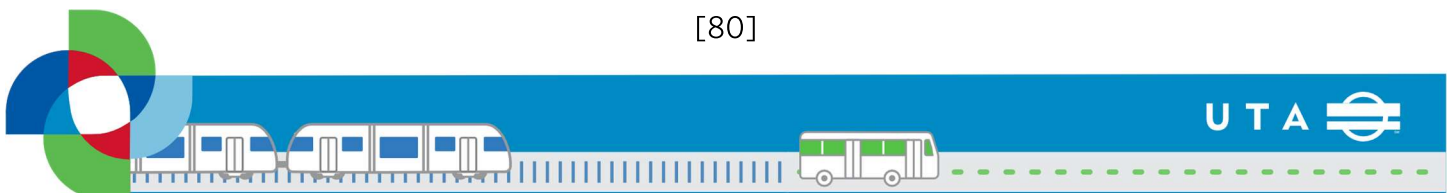
Reporting Group	2024 Total Budget	2024 Grants & Lease	2024 State & Local	2024 UTA Funds	2024 Bonds
5310 Projects	\$6,278,000	\$ -	\$200,000	\$6,078,000	\$5,151,000
Capital Projects	62,408,000	21,430,000	16,503,000	24,475,000	36,232,000
Charging Infrastructure	1,141,000	-	231,000	910,000	231,000
Facilities	25,557,000	-	25,557,000	-	11,339,000
Information Technology	21,411,000	-	21,411,000	-	21,411,000
Infrastructure SGR Projects	50,202,000	56,000	27,346,000	22,800,000	50,146,000
Planning	1,950,000	-	741,000	1,209,000	1,661,000
Property/TOC	1,989,000	-	870,000	1,119,000	1,861,000
Revenue/Service Vehicles	48,835,000	287,000	38,380,000	10,168,000	33,579,000
Safety and Security	10,662,000	-	10,578,000	84,000	4,662,000
<b>Grand Total</b>	<b>\$230,433,000</b>	<b>\$21,773,000</b>	<b>\$141,817,000</b>	<b>\$66,843,000</b>	<b>\$166,273,000</b>



## 2024 State of Good Repair Summary

Highlighted Projects	2024 Total Budget	2024 Grants & Lease	2024 UTA Funds	2024 Bonds
<b>Infrastructure SGR Projects</b>	<b>\$45,679,000</b>	<b>\$22,800,000</b>	<b>\$ 22,879,000</b>	<b>\$ -</b>
TPSS Component Replacement	16,000,000	12,800,000	3,200,000	-
Rail Switches & Trackwork Controls Rehab/Replacement	7,000,000	-	7,000,000	-
Rail Replacement Program	6,100,000	4,880,000	1,220,000	-
Train Control Rehab & Replacement	6,062,000	-	6,062,000	-
OCS Rehab/Replace	3,400,000	2,720,000	680,000	-
Fiber Rehab/Replacement	3,352,000	-	3,352,000	-
Grade Crossing Replacement Program	3,000,000	2,400,000	600,000	-
Bridge Rehabilitation & Maintenance	400,000	-	400,000	-
Ballast and Tie replacement	300,000	-	300,000	-
Other Infrastructure SGR Projects	65,000	-	65,000	-
<b>Revenue/Service Vehicles</b>	<b>\$ 34,001,000</b>	<b>\$ 5,000,000</b>	<b>\$ 24,001,000</b>	<b>\$ 5,000,000</b>
SD100/SD160 Light Rail Vehicle Replacement	10,000,000	5,000,000	-	5,000,000
Light Rail Vehicle Rehab	9,500,000	-	9,500,000	-
Paratransit Replacements	5,581,000	-	5,581,000	-
Commuter Rail Engine Overhaul	3,400,000	-	3,400,000	-
Van Pool Van Replacements	2,305,000	-	2,305,000	-
Other Revenue/Service Vehicles	3,215,000	-	3,215,000	-
<b>Information Technology</b>	<b>\$ 12,894,000</b>	<b>\$ -</b>	<b>\$ 12,894,000</b>	<b>\$ -</b>
ICI222- Fares Systems Replacement Program	12,141,000	-	12,141,000	-
Other	753,000	-	753,000	-
<b>Facilities</b>	<b>\$ 11,387,000</b>	<b>\$ -</b>	<b>\$ 10,057,000</b>	<b>\$ 1,330,000</b>
Jordan River #2 Remodel	5,500,000	-	5,500,000	-
Other	5,887,000	-	4,557,000	1,330,000
<b>Safety and Security</b>	<b>\$ 8,105,000</b>	<b>\$ -</b>	<b>\$ 8,105,000</b>	<b>\$ -</b>
Replacement Non-Revenue Support Vehicles	6,000,000	-	6,000,000	-
Other	2,105,000	-	2,105,000	-
<b>Other</b>	<b>\$ 3,110,000</b>	<b>\$ -</b>	<b>\$ 3,110,000</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 115,176,000</b>	<b>\$ 27,800,000</b>	<b>\$ 81,046,000</b>	<b>\$ 6,330,000</b>

No State or Local funding is planned for the SGR projects scheduled in 2024.



## 2024 Major Project Summary

Non-SGR projects with the top 10 highest 2024 budgets:

Highlighted Projects	2024 Total Budget	2024 Grants & Lease	2024 State & Local	2024 UTA Funds
Mid-Valley Connector	\$10,000,000	\$ -	\$10,000,000	\$ -
VW Battery Buses	7,391,000	3,268,000	625,000	3,498,000
Ogden/Weber State Uni BRT	5,600,000	4,935,000	140,000	525,000
HB322 Future Rail Car Purchase	5,000,000	-	-	5,000,000
Capital Contingency	5,000,000	-	-	5,000,000
New TRAX platform S Jordan	4,500,000	-	4,500,000	-
MOW Training Yard	4,245,000	-	-	4,245,000
S-Line Extension	4,000,000	-	4,000,000	-
Red Signal Enforcement	3,956,000	-	-	3,956,000
TOD Working Capital	3,554,000	8,203,000	19,265,000	22,224,000
<b>Grand Total</b>	<b>\$53,246,000</b>	<b>\$16,406,000</b>	<b>\$38,530,000</b>	<b>\$44,448,000</b>

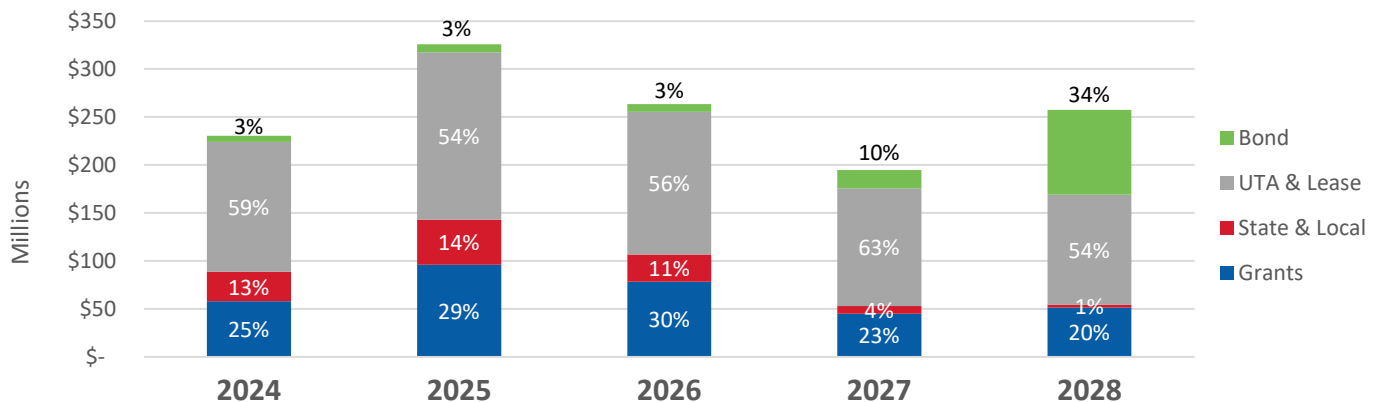
No Bond funding is planned for the non-SGR projects scheduled in 2024.

## 5-Year Plan: 2024-2028\*

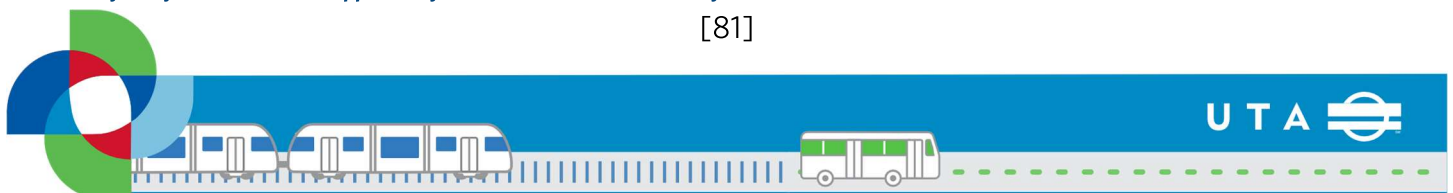
Year	Total Budget	Grants & Lease	State & Local	UTA Funds	Bonds
2024	\$230,433,000	\$58,020,000	\$30,596,000	\$135,487,000	\$6,330,000
2025	325,959,000	95,903,000	47,028,000	174,673,000	8,355,000
2026	263,352,000	78,357,000	28,232,000	148,743,000	8,020,000
2027	194,589,000	44,832,000	8,185,000	122,622,000	18,950,000
2028	257,565,000	51,281,000	3,000,000	114,587,000	88,697,000
<b>Grand Total</b>	<b>\$1,271,898,000</b>	<b>\$328,393,000</b>	<b>\$117,041,000</b>	<b>\$696,112,000</b>	<b>\$130,352,000</b>

\*Preliminary: Subject to review and approval by UTA Board and Local Advisory Council

## Capital Revenues\*



\*Preliminary: Subject to review and approval by UTA Board and Local Advisory Council

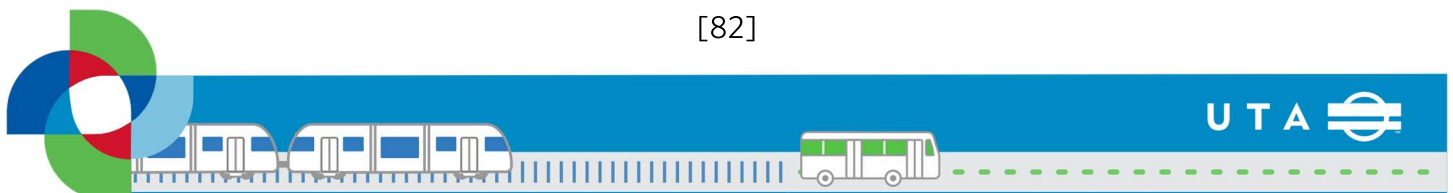


## Capital Sources & Uses\*

Sources	2024	2025	2026	2027	2028	Total	%
UTA Local	\$108,253	\$110,910	\$95,864	\$62,182	\$68,417	\$445,626	35%
Grants	58,020	95,903	78,357	44,832	51,281	328,393	26%
Lease	27,234	63,763	52,879	60,440	46,170	250,486	20%
Bond	6,330	8,355	8,020	18,950	88,697	130,352	10%
State	21,773	44,632	28,190	8,185	3,000	105,780	8%
Local Partner	8,823	2,396	42	-	-	11,261	1%
<b>TOTAL (in \$USD Thousands)</b>	<b>\$230,433</b>	<b>\$325,959</b>	<b>\$263,352</b>	<b>\$194,589</b>	<b>\$257,565</b>	<b>\$1,271,898</b>	<b>100%</b>

Uses	2024	2025	2026	2027	2028	Total	%
LR Vehicle Replacement	\$10,000	\$36,000	\$36,000	\$37,900	\$120,000	\$239,900	19%
Replacement Buses	100	30,000	30,000	30,000	30,000	120,100	9%
Mid-Valley Connector	10,000	45,700	44,987	-	-	100,687	8%
Light Rail Vehicle Rehab	9,500	11,000	9,000	9,000	9,000	47,500	4%
Train Ctrl Rehab/Replace	6,062	10,900	9,467	9,900	10,400	46,729	4%
Revenue/Service Vehicles	29,235	26,233	21,606	17,379	17,609	112,062	9%
Capital Projects	52,408	67,656	38,742	25,367	16,625	200,798	16%
Infrastructure SGR Projects	44,140	28,134	23,959	20,300	21,448	137,981	11%
Facilities	25,557	32,077	21,454	25,051	9,964	114,103	9%
Information Technology	21,411	21,234	13,063	5,752	9,256	70,716	6%
Safety and Security	10,662	8,836	6,825	6,816	6,409	39,548	3%
5310 Projects	6,278	4,020	3,456	4,359	4,089	22,202	2%
Charging Infrastructure	1,141	2,889	3,943	2,065	2,065	12,103	1%
Planning	1,950	1,130	700	700	700	5,180	0%
Property/TOC	1,989	150	150	-	-	2,289	0%
<b>TOTAL (in \$USD Thousands)</b>	<b>\$230,433</b>	<b>\$325,959</b>	<b>\$263,352</b>	<b>\$194,589</b>	<b>\$257,565</b>	<b>\$1,271,898</b>	<b>100%</b>

\*Preliminary: Subject to review and approval by UTA Board and Local Advisory Council



## Debt

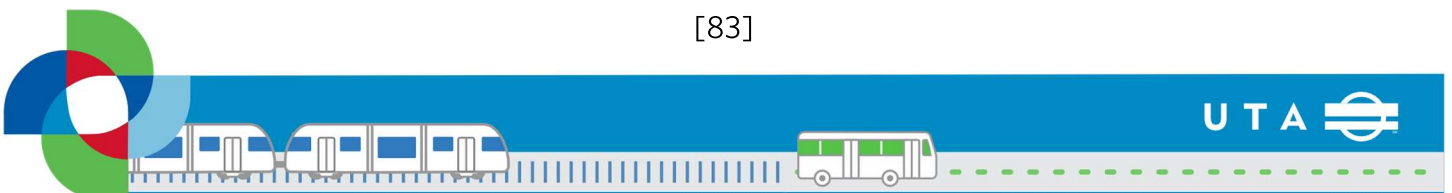
UTA does not use short-term debt to bridge the gap between the timing of expenditures and the receipt of revenues. The current 5-year Capital Plan does forecast additional bonds being issued in 2025 and 2028. All these bonds have been executed under the General Indenture of Trust created in 2002.

## 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 does not issue General Obligation Bonds as a Transit District in the State of Utah.

UTA issues Sales Tax Revenue Bonds, which do not have any statutory limits as to legal debt limitations. Sales Tax Revenue Bonds are constrained by UTA's ability to repay the principal 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.

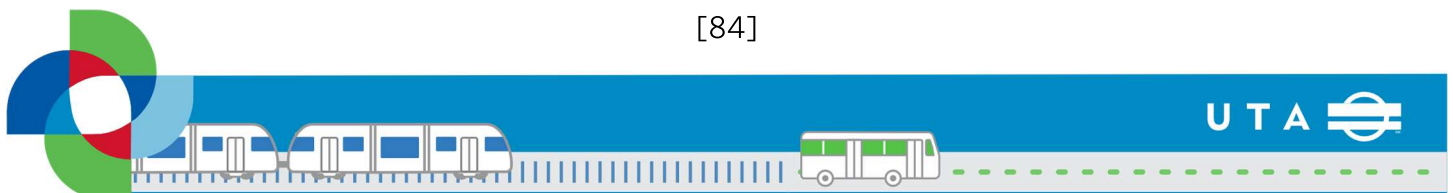
Debt Service Coverage Ratio (DSCR)	Policy Minimum DSCR Requirements	Lowest DSCR Forecasted	Year of Lowest
Senior Lien	2.0x	4.09x	2024
Subordinate Lien	1.5x	5.36x	2040



UTA's net debt service coverage ratio is expected to be at its lowest rate of 2.83 in 2024 and is projected to increase steadily over the life of the existing debt portfolio. Adherence to other minimum debt service coverage ratios specific to the lien are detailed on the table below.

Year	Projected Pledged Sales Taxes	Senior Lien Debt Payments	Senior Lien Projected Debt Service Coverage Ratio	Sub. Lien Debt Payments	Sub. Lien Projected Debt Service Coverage Ratio	Total Debt Payments	Total Projected Debt Service Coverage Ratio
2024	425,270,224	104,045,687	4.09	46,446,219	9.16	150,491,906	2.83
2025	446,671,589	105,978,989	4.21	46,447,174	9.62	152,426,163	2.93
2026	468,072,958	105,981,667	4.42	46,451,771	10.08	152,433,438	3.07
2027	489,474,333	101,946,084	4.80	56,198,041	8.71	158,144,125	3.10
2028	510,875,711	101,941,964	5.01	56,188,017	9.09	158,129,981	3.23
2029	530,850,951	104,906,327	5.06	62,439,403	8.50	167,345,730	3.17
2030	551,607,224	102,048,307	5.41	62,415,895	8.84	164,464,202	3.35
2031	573,175,066	102,055,492	5.62	62,439,893	9.18	164,495,385	3.48
2032	595,586,211	101,802,153	5.85	62,439,607	9.54	164,241,760	3.63
2033	618,873,632	124,060,994	4.99	40,077,991	15.44	164,138,985	3.77
2034	643,071,591	124,064,926	5.18	40,080,199	16.04	164,145,125	3.92
2035	668,215,690	124,062,891	5.39	40,078,514	16.67	164,141,405	4.07
2036	694,342,924	127,429,814	5.45	34,962,723	19.86	162,392,537	4.28
2037	721,491,732	125,833,888	5.73	36,563,777	19.73	162,397,665	4.44
2038	749,702,059	123,415,219	6.07	38,980,308	19.23	162,395,527	4.62
2039	779,015,409	99,960,375	7.79	62,436,883	12.48	162,397,258	4.80
2040	809,474,912	11,657,724	69.44	150,946,856	5.36	162,604,580	4.98
2041	841,125,381	79,316,687	10.60	66,369,476	12.67	145,686,163	5.77
2042	874,013,383	122,206,633	7.15	23,475,140	37.23	145,681,773	6.00
2043	908,187,307	4,445,000	204.32			4,445,000	204.32
2044	943,697,430	4,439,300	212.58			4,439,300	212.58

UTA's 2024-2028 Transit Financial Plan (TFP) does call for debt in 2025 and 2028, which is debt associated with light rail vehicle replacements and the Mount Ogden Administration Building.



## 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:

### Moody's Investors Service

#### Senior Lien

**Aa2**

OUTLOOK	DATE
Stable	September 2023

[Rating Report](#)

[Ratings History](#)

#### Analyst

Marcia Van Wagner  
(212) 553-2952  
marcia.vanwagner@moodys.com

#### Subordinate Lien

**Aa3**

OUTLOOK	DATE
Stable	March 2023

[Rating Report](#)

[Ratings History](#)

#### Analyst

Kenneth Kurtz  
(415) 274-1737  
kenneth.kurtz@moodys.com

### S&P Global Ratings

#### Subordinate Lien

**AA**

OUTLOOK	DATE
Stable	March 2023

[Rating Report](#)

#### Analyst

Jennifer Hansen  
(415) 371-5035  
jen.hansen@spglobal.com

#### Senior Lien

**AA+**

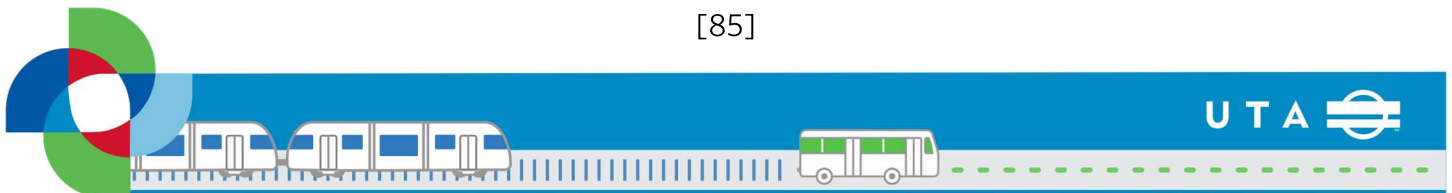
OUTLOOK	DATE
Positive	September 2023

[Rating Report](#)

[Ratings History](#)

#### Analyst

Andrew Bredeson  
(303) 721-4825  
andrew.bredeson@spglobal.com



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# Fitch Ratings

## Senior Lien



OUTLOOK | DATE  
Stable | September 2023  
[Rating Report](#)  
[Ratings History](#)

## Subordinate Lien

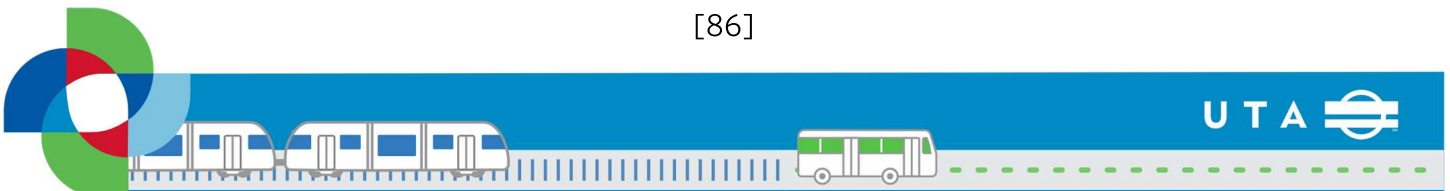


OUTLOOK | DATE  
Stable | October 2021  
[Rating Report](#)

## Analyst

Laura Porter  
(212) 908-0500

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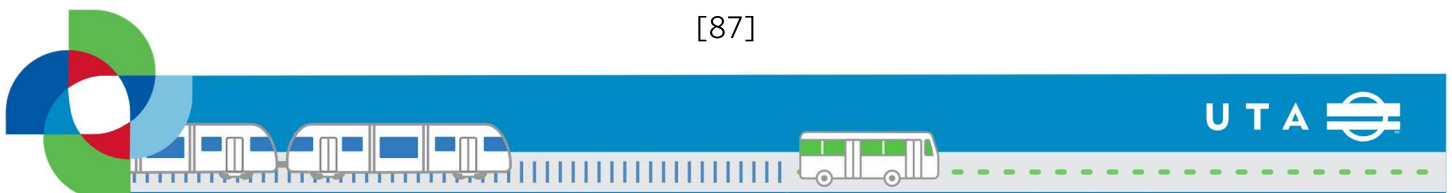




## 2024 Debt Service Detail

2024 Debt Service (000's)	Cash Basis	Full Accrual Basis
Principal on Bonds	70,675	\$ 72,058
Interest on Bonds	79,817	79,817
Interest Subsidy (Build America Bonds)	(9,022)	(9,022)
Premium/Discount Amortization		(7,207)
Refunding Gains/Losses Amortization		17,647
Accrued Interest on 2016 CAB		805
Net Interest Expense	70,795	82,040
Net Bond Principal and Interest	141,470	154,098
On-going Bond Sale Cost	90	90
Principal on 2016 Utah County Debt	1,645	1,645
Interest on 2016 Utah County Debt	1,730	1,730
Restricted Reserves for 2029 Principal 4th Quarter Cent in Utah County	3,375	7,837 11,211
Principal on Existing Leases	10,891	10,891
Interest on Existing Leases	2,464	2,464
Principal & Interest on 2023 Leases for \$28.6M starting Dec. 2023	3,188	3,188
Principal & Interest on 2024 Leases for \$16.5M starting Jan. 2024	1,386	1,386
Lease Principal & Interest on 2024 Leases	500	500
Net Lease Principal and Interest	18,429	18,429
<b>Total 2024 Debt Service</b>	<b>\$163,364</b>	<b>\$ 183,828</b>

UTA continues to look for opportunities to refund/tender bonds when possible. In October 2023, UTA completed a bond tendering. The net present value savings from the 2023 tendering was approximately \$6 million. Given market conditions, UTA was able to reduce the total debt principal by \$20M between the amount tendered and amount needed for the 2023 Bond.



# Financial Structure

## Accounting Method

UTA 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.

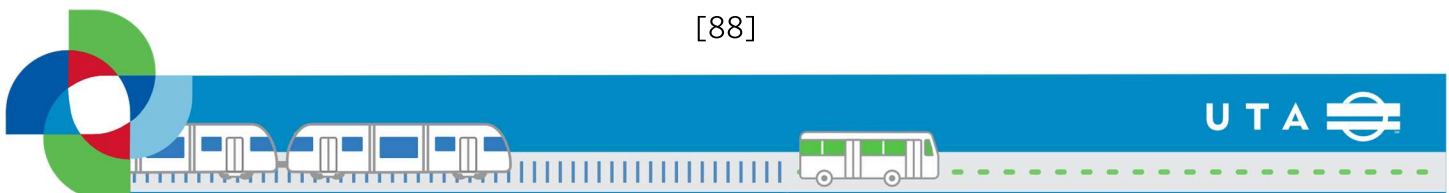
## Department /Fund Relationship

Within the enterprise fund, UTA maintains two budgets - one for operations and one for capital. Within the operations budget, expenses are tracked by type of service mode (bus, light rail, commuter rail, paratransit, or rideshare/vanpool) as well as operations support, administrative, non-operating, and debt service.

Departments within operations and operations support by type of service are:

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

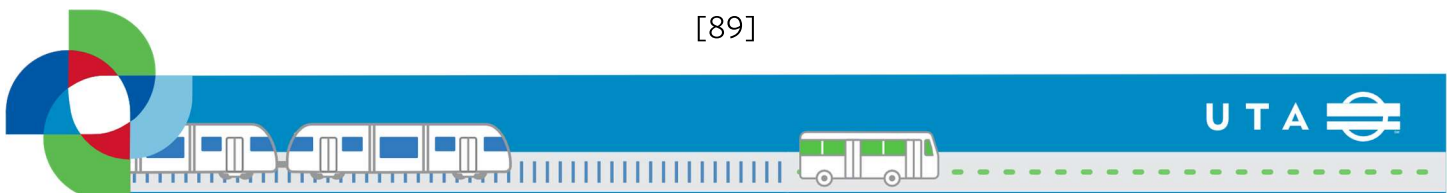
Departments within the operations support, and administrative classifications are provided on the following page.



Operations Support
Asset Management - State of Good Repair
Bus Communications
Customer Service
Data Quality & Ridership
Facilities
Fare Strategy & Operations
Farebox Service
Fleet Engineering
Operations Analysis & Solutions
Public Safety
Radio & Rail Communications
Safety & Security
Supply Chain - Purchasing
Supply Chain - Warehousing
Support Maintenance
Talent Development
Ticket Vending Machine Maintenance
Vehicle Disposal

Administrative
Accounting
Application Development
Applications Support
Board of Trustees
Budget & Financial Analysis
Capital Projects & Development
Civil Rights
Communications & Deployment
Corporate Support
Customer Experience
Enterprise Strategy
Executive Director
Fares
Finance
Government Relations
Grant Management
Grant Management
Human Resources and Labor Relations
Innovative Mobility Services
Intermodal Center - Ogden
Intermodal Center - SLC
Internal Audit
Legal
Network Support
Operations Office
People Office
Planning
Planning & Engagement
Product Development & Sales
Public Relations & Marketing
Quality Assurance
Real Estate
Risk Management
Service Development
Technology Security
Total Rewards
Workforce Planning

Within the capital budget, expenses are tracked by discrete projects, Safety & Security, State of Good Repair (capital maintenance to the transit infrastructure), and Information Technology. More detail about capital investments is provided in the Capital and Debt section.



## Basis of Budgeting

Budgeting is based upon the accrual basis with these exceptions:

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

## Financial Information and Policies

### Basis of Accounting

The Authority reports as a single enterprise fund and uses the accrual method of accounting. 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

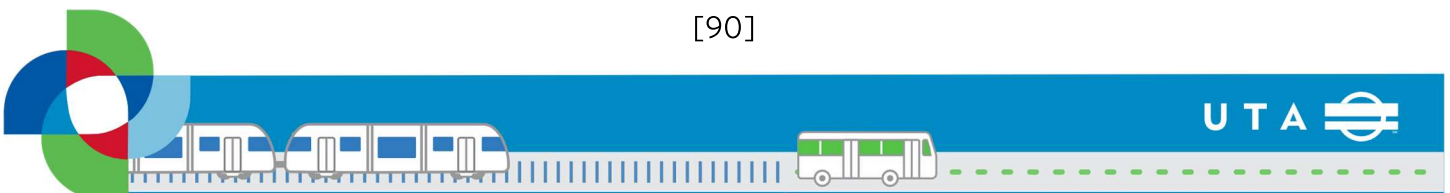
Federal planning assistance grants received from the Federal Transit Administration (FTA) and preventive maintenance grants are recognized as revenue and receivable during the period in which the related expenses are incurred and eligibility requirements are met. The current reauthorizations act, Fix America's Surface Transportation (FAST), allows for the replacement and repair of aging infrastructure. Congress is engaged in negotiations on the next Transportation Act at the time this document was printed.

### Federal Grants for Capital Expenses

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

### 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 and Policies (Budget Related)

### ARTICLE VII - CONDUCTING BUSINESS

#### Section 1 Resolutions, Orders and Ordinance - Vote Recorded

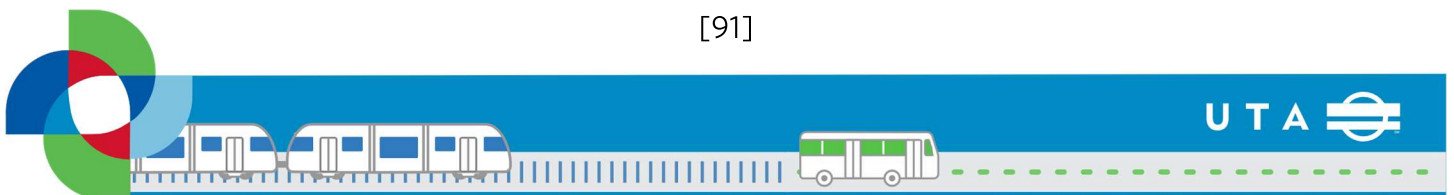
Each and every formal action by the Board and Advisory Council shall be taken by the passage of a resolution, order or ordinance by the Board or Advisory Council. Resolutions and ordinances shall be by roll call vote with each affirmative and negative vote recorded. Proposed resolutions and ordinances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

#### Section 2 Adoption and Amendment of Bylaws

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

#### Section 3 Fiscal Year

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



#### Section 4 Principal Place of Business

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

#### Section 5 Budget

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

#### Section 6 Audit Reports

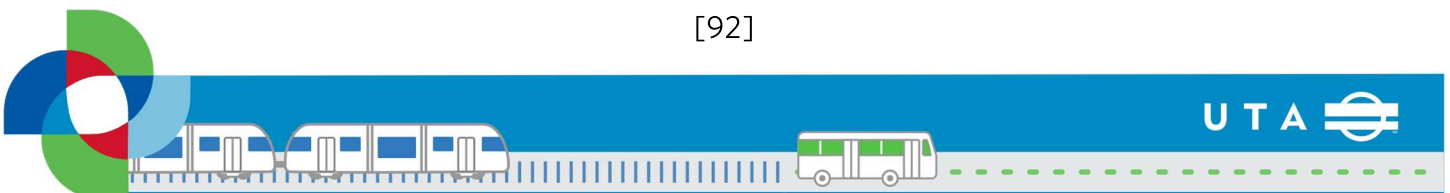
- A. Annual Audit - The Board shall cause an annual audit of the Authority's financial statements to be conducted in accordance with general accepted auditing standards following the end of each fiscal year and in compliance with the Act. The audit shall be performed by an independent certified public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

## BUDGET

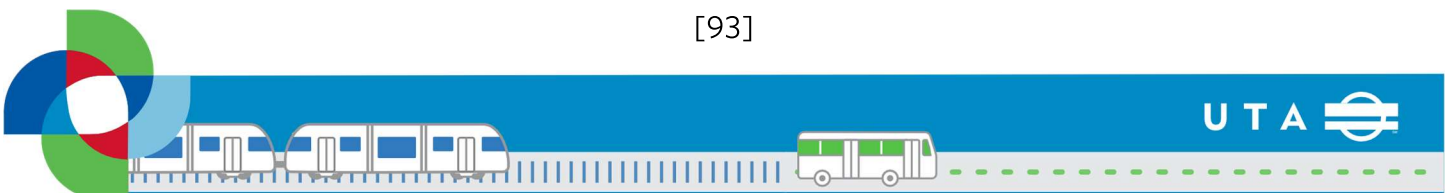
### Board of Trustees Policy No. 2.3

#### Application: Board of Trustees and Local Advisory Council

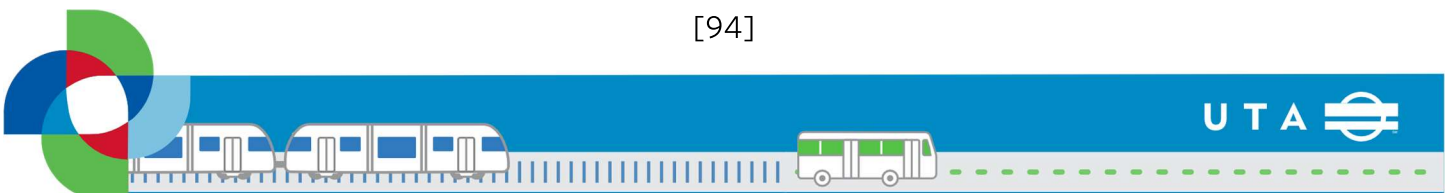
- I. Purpose: The purpose of this policy is to define the requirements, duties, and responsibilities for developing, proposing, and amending annual budgets of the Authority.
- II. Definitions:
  - A. "Annual Budget" means a financial plan for the fiscal year which includes estimates of operating revenues and expenses, capital revenue and expenses, debt service, required reserves, undesignated cash balance, and the projected Fund Balance at the beginning and end of the fiscal year.
  - B. "Authority" means the Utah Transit Authority or UTA.



- C. "Board of Trustees" or "Board" means the UTA Board of Trustees established in Utah's Public Transit District Act (17B-2a-801 et seq.)
- D. "Budget Amendment" means an adjustment that increases the appropriation authority of the Annual Budget.
- E. "Capital Budget" means the budget for capital projects including preservation of the system to keep it in a state of good repair, purchase of capital equipment (including vehicles), construction of new facilities, equipment, maintenance machinery, information technology, system expansion and improvement, and off-site improvements as approved in the Capital Plan required in Board Policy 2.1 Financial Management. The Capital Budget tracks discrete projects, Safety & Security, State of Good Repair (preservation of the transit infrastructure), expansion of and improvements to the system, and Information Technology.
- F. "Capital Carryforward" means unexpended or encumbered capital funds that have been authorized by the Board of Trustees through a Technical Budget Adjustment to extend appropriation authority to the following fiscal year.
- G. "Constituent Entity" means any county, city, or town that levies taxes for transit within the geographic boundaries of the Authority's transit district.
- H. "Contingency" or "Unallocated Expense" means funds held in Operating or Capital Budgets that have not been allocated for a defined purpose or project, and that require a Technical Budget Adjustment to receive appropriation authority.
- I. "Executive or Chief Office" means the Office of the Board of Trustees, the Office of the Executive Director, or any office of a Chief Officer who is a direct report to the Executive Director.
- J. "Fiscal Year" means January 1 through December 31 of each calendar year, as defined in the Authority's Bylaws.
- K. "Final Budget" means the Annual Budget approved by the Board of Trustees after completion of the public comment period and consultation by the Local Advisory Council.
- L. "Fund Balance" means the definition given under generally accepted accounting principles as reflected in the Uniform Accounting Manual for Special Districts.



- M. "Local Advisory Council" means the UTA Local Advisory Council established in Utah's Public Transit District Act (17B-2a-801 et seq.)
  - N. "Mode" means type of transit service including bus, light rail, commuter rail, paratransit, rideshare/vanpool, on-demand, or any future type of transit service that the Authority adopts.
  - O. "Operating Budget" means the budget that tracks operating expenses by Mode as well as direct operations support, general management and support, and administration. The budget also tracks operating expenses by Executive or Chief Office classification. The Operating Budget should outline expenditures and revenue sources in support of current operations. The Operating Budget does not include debt service, capital, or reserve monies.
  - P. "Public Engagement Report" means a document comprising all public comments received during the public comment period for the Authority's annual budget.
  - Q. "Technical Budget Adjustment" means the process of allocating contingency or unallocated expenses to an approved capital project or line item in the operating budget, or an action that reallocates funds from one executive or chief office classification to another.
  - R. "Tentative Budget" means the annual budget approved by the Board of Trustees before the public comment period and consultation by the Local Advisory Council. The Tentative Budget is replaced by the Final Budget after that is adopted by the Board of Trustees.
- III. Policy: The development, review and approval of the Authority's Annual Budget will proceed as follows:
- A. Budget Development
    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 Local Advisory Council, will approve the budget prior to the end of each fiscal year.
    2. The budget will be developed in compliance with Chapter 1, Part 7 of the Special Districts Act.
    3. The agency will incorporate the following plans while developing the Annual Budget:

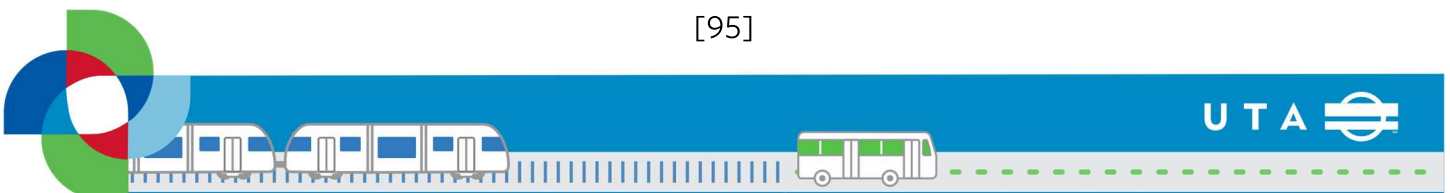




- a. UTA's Strategic Plan; and
  - b. UTA's Long-Term Financial Plan (as required in Board Policy 2.1. Financial Management); and
  - c. UTA's Five-Year Capital Plan (as required in Board Policy 2.1 Financial Management). The Annual Budget will reflect the first year of the approved Capital Plan as adopted annually or amended.
4. The Tentative and Final Operating Budgets will include detailed summaries of revenue by source, operating expense by Mode, operating expense by Executive or Chief Office classification, full-time employee (FTE) equivalent by Mode, FTE equivalent by Executive or Chief Office classification, debt service, contribution to reserves, and transfer to capital.
  5. Tentative and Final Capital Budgets will include detailed summaries of revenue by source, major capital expense categories, and capital expense by project and project category.

B. Budget Review and Approval

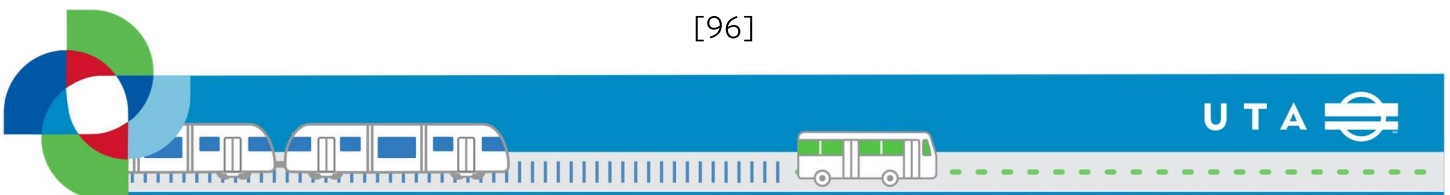
1. A Tentative Budget will be presented to the Board of Trustees for discussion in a public meeting prior to the Tentative Budget being presented to the Board for approval. The Tentative Budget will be adopted by resolution.
2. Following the Board's adoption of the Tentative Budget:
  - a. The Authority will distribute the Tentative Budget for feedback from constituent and customer entities as required in Chapter 1, Part 7 of the Special Districts Act.
  - b. The Tentative Budget will be presented at a public meeting of the Local Advisory Council for their consultation to the Board.
  - c. A public budget hearing will be held with the Board of Trustees within 30-days of the adoption of the Tentative Budget and at least 30-day before the Board adopts a Final Budget.



3. A Final Budget will be presented to the Board of Trustees in a public meeting for discussion, along with a Public Engagement Report, prior to the Final Budget being presented to the Board for approval. The Final Budget will be adopted by resolution prior to the end of the fiscal year.
4. A copy of the final budget will be sent to the Office of the State Auditor within 30 days after its adoption.

C. Budget Adjustments and Amendments

1. The Board of Trustees may amend or supplement the budget at any time after its adoption as follows:
  - a. Technical Budget Adjustment – the Authority may request the Board’s approval to reallocate existing resources in the Annual Budget when the request does not increase budget authority. A Technical Budget Adjustment must be placed on a public meeting agenda for the Board’s action by a voice vote.
  - b. Contingency and Unallocated Resources in the Annual Budget will require the Board’s approval through a Technical Budget Adjustment to provide appropriation authority for those funds.
  - c. Budget Amendment – after consulting with the Local Advisory Council, the Board may authorize a Budget Amendment for the current fiscal year to increase the Annual Budget appropriation authority. A Budget Amendment will be adopted in a public meeting by resolution.
2. The Executive Director may make administrative adjustments to an adopted budget without Board approval under the following circumstances:
  - a. The Executive Director may make Operating Budget adjustments within the same Mode or Executive or Chief Office.
  - b. The Executive Director may make a Capital Budget adjustment within the same respective Capital project in the approved Capital Plan.

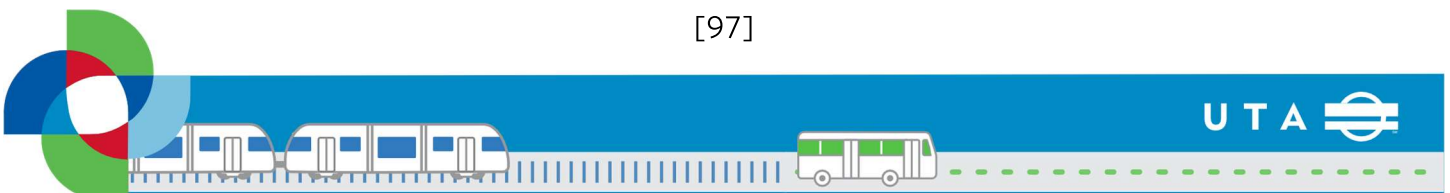


- c. The Executive Director may reassign existing headcount approved in the Annual Budget to another Mode, Executive or Chief Office as long there is a neutral (net zero) impact to the Annual Budget, and the Board is notified of the adjustment.
- d. The administrative adjustments authorized in this section will not have a significant policy impact or affect budgeted year-end Fund Balances.
- e. Excluding the circumstances authorized above, administrative adjustments which seek to reallocate funds across Mode, Executive and Chief Offices, or between capital projects will be brought to the Board for a Technical Budget Adjustment consideration.

D. Lapse of Appropriation

1. All unexpended or unencumbered appropriations, except capital project fund appropriations, lapse at the end of the fiscal year to the Fund Balance.
2. Unexpended capital appropriations may be authorized, by project, for Capital Carryforward through a Technical Budget Adjustment approved by the Board in the following fiscal year.

Cross References: Utah Public Transit District Act, Utah Code §17B-2a-801 et seq.; Utah Special Districts Act, Part 7, Utah Code §17B-1-701 et seq.; UTA Bylaws; Board Policy 1.3 Executive Relationships and Meetings; Board Policy 2.1 Financial Management.



## Utah's Provisions Applicable to All Local Districts

### 17B-1-702 Local District to Submit Budgets

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

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

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

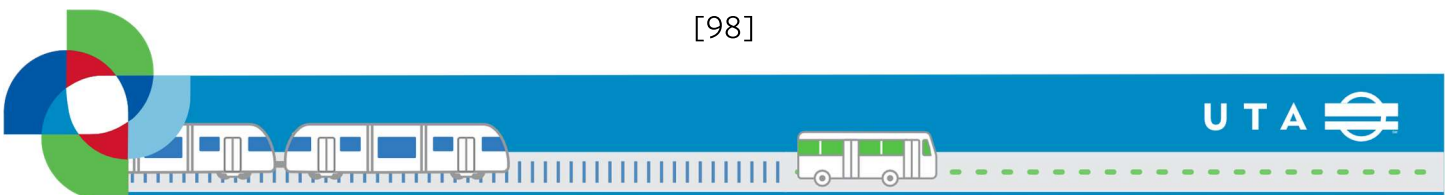
Each constituent entity and each customer agency that receives the tentative budget shall review the tentative budget submitted by the district and either 1) sign the signature sheet and return it to the district; or 2) attend the budget hearing or other meeting scheduled by the district to discuss the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

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

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

### Utah's Provisions Applicable to All Local District 17-B-1-1102 Limitation on Bonds

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

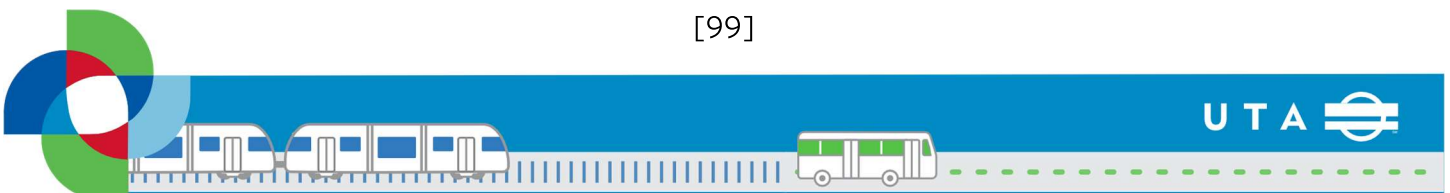


Board of Trustees Policy No. 2.1

Financial Management – Key Budget Provisions (~December 2022)

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.
  - e. Self-insurance/catastrophic reserve established annually through the budget process to reflect claims outstanding from risk management and estimable and presumed liability on open legal cases through the attorney general’s office. The amount in this reserve is reported to the Department of Public Safety annually. An element of the reserve will fund a catastrophic loss reserve for vanpool claims over existing insurance coverage. The funding of the catastrophic loss reserve may be funded by vanpool fees to mitigate large claims.
  - f. Debt reduction reserve fund for the purpose of retiring outstanding bonds or long-term obligations, with advance approval by the Board of Trustees, may be used to supplement the general operating reserve.
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, or debt reduction reserve 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. Long-term Financial Planning

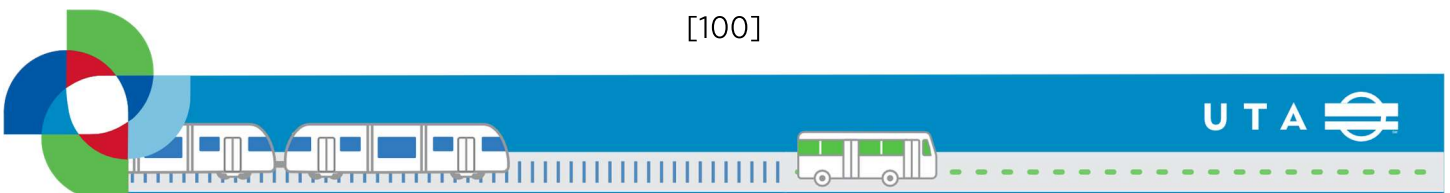
1. The Executive Director will develop a long-term (5 years or longer) financial plan incorporating the Board of Trustees' strategic plan, identifying the Authority's long-term financial challenges and proposed solutions based upon reasonable projections of revenue and expense including operations and 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.

#### C. 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 Trustee approval as long as those changes will not have a significant policy impact or affect budgeted year-end fund balances.

#### Capital

The Executive Director will develop a Five-Year Capital Plan to be approved by the Board of Trustees annually after consultation with the Local Advisory Council where they approve and recommended adoption by the Board of Trustees. The plan will be updated 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.



## 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 2024 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.

Preparation of the annual budget is intertwined and coordinated with input from various updates of the Agency's financial plan. There are four stages in the annual budget process:

1. Budget Planning
2. Establishing the Base Budget
3. Identification, prioritization, and selection of Budget Initiatives from Budget Planning phase or other processes for inclusion in the Tentative Budget
4. Preparation, and approval of Tentative and Final Budgets

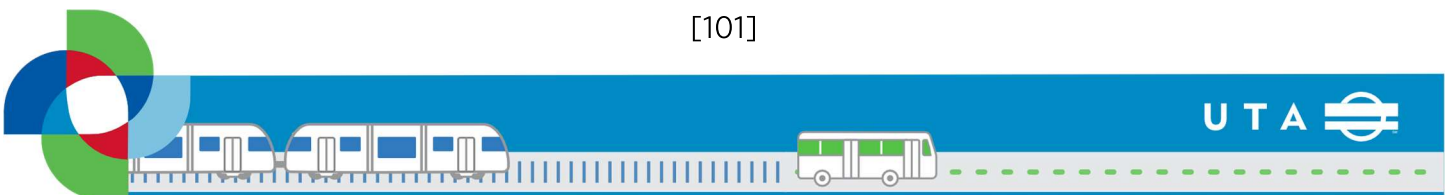
The annual process starts in the Spring with the Authority's Executive Team and staff assessing estimates for revenues, operating expenses, and capital projects. Budget priorities are discussed, and a preliminary five-year capital plan is developed.

Budget Planning starts the Budget Development process. Budget Plans provide key information for UTA's decision-making process around resource allocation. They clearly articulate Office/Department objectives, business, or operating environment, change drivers, change initiatives, prioritization criteria and connection to the UTA Way and Strategic Framework. Budget Plans are an input to the budget outlook process and form the foundation for potential Budget Initiatives.

After a preliminary budget outlook is reviewed with the Board of Trustees, the Executive Director develops and distributes budget preparation instructions for Authority staff.

Changes in assumptions are incorporated into the 5-Year financial plan and a Base Operating Budget (Base Budget) for the upcoming year is calculated. One-time costs are eliminated, current year technical budget adjustments, mid-year service changes, and known labor cost changes, fuel and power cost change projections, and inflationary factors are applied to the current adopted budget to arrive at a Base Budget at the account code level for each Office. The Base Budget is then projected over the 5-year planning horizon and the agency determines if the Base Budget is sustainable.

The next phase of the Budget Development process is the development of new Budget Initiatives. Budget Initiatives are informed by the Budget Planning process, emerging factors, and are aligned with UTA's Strategic Plan. This is the process to identify priority investments in the Operating program or, if the Base Budget is not sustainable, initiatives are identified to bring the financial plan back into balance. Budget Initiatives are reviewed and prioritized by the Executive Team for inclusion in the budget request.



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.

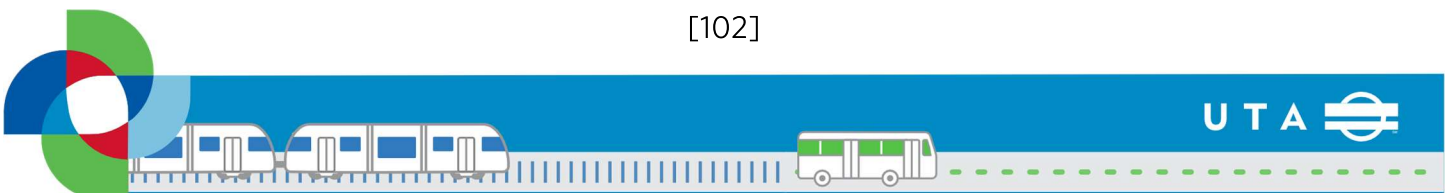
In August each Chief Officer submits an operating budget which includes the Base Budget level and any approved Budget Initiatives. The Executive Team reviews the operating budgets and makes any adjustments it deems necessary. Preliminary budgets are reviewed with the Board of Trustees in September. Any modifications to the budget are completed by early October.

In late October or early November, the Executive Director presents the 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. Input from the Local Advisory Council on the Tentative Budget is sought following Board approval.

In early December, the Executive prepares and presents the 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 (Tentative Budget) for such year shall be in effect for such fiscal year until the annual budget is adopted.

Please refer to the 2024 UTA Budget Preparation Schedule at the end of this section.





## Annual Budget Schedule:

Task	Completion Date
Budget Office Distributes Budget Memo	Apr. 17, 2023
Executive Team Reviews & Approves Base Targets	May 30, 2023
Executive Team Reviews and Approves Draft Tentative Budget	Aug. 8, 2023
Board Budget Work Sessions	Sep. 11 to Sep. 20, 2023
Board Reviews 2024 Tentative Budget	Oct. 11, 2023
Board approves 2024 Tentative Budget and November public hearing date	Oct. 25, 2023
Budget Review and Comment Period	Nov. 1 to Dec. 1, 2023
Local Advisory Council approves 5-Year Capital Plan and Consults on 2024 Ops. Budget	Nov. 29, 2023
2024 Budget Open House/Public Hearing	Nov. 1, 2023
Board of Trustees reviews public comments, LAC input, and 2024 final budget	Dec. 6, 2023
Final Public Engagement report (including comments received after 12/1) due to board office	Dec. 8, 2023
Board of Trustees considers approval of the 2024 Final Budget and 5-Year Capital Plan	Dec. 20, 2023
Staff submits Final Budget to State Auditor	Dec. 30, 2023
Staff prepares, prints, and distributes 2024 Budget Document to the Board of Trustees, Operating Departments and interested parties	Dec. 30, 2023

