2022 Budget Presentation

Workshop Day 3

2021 Budget Workshops: Day 3
Agenda

- **Service Development Budget**
  - CSDO Operating Budget
  - Capital Development
  - Capital Construction
  - Capital Assets and Project Controls
  - Real Estate- TOD

- **Planning and Engagement Budget**
  - CPEO Operating Budget
  - Planning (Strategic and Service)
  - Customer Experience
  - Customer Service
  - Innovative Mobility Solutions
  - Community Engagement

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2022 Budget Presentation

Service Development

Office of Service Development
2022 Key Initiatives

- Enhance service delivery through successful capital development, project controls, and construction project management.
- Create partnership fund with stimulus money to improve transit with local partners and stake holders
- Create pipeline projects for routine enhancements to keep the system in a state of good repair
- Finalize business plan for FrontRunner to create a system-wide service vision and define short- and long-term investments
- Create TOD managed reserve
- Work with People Office to develop a Capital project funding training aids to support apprenticeship program

2022 Proposed Service Development Operating Budget
Expenses by Department

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
CSDO Office	$518,467	$491,058	$(27,409)	-5.3%
Capital Development	2,131,572	2,155,494	23,922	1.1%
Capital Construction	2,632,580	2,254,524	(378,056)	-14.4%
Asset Mgmt/Project Ctrls	507,564	1,346,048	838,484	165.2%
Real Estate-TOD	1,484,056	1,534,689	50,633	3.4%
Totals	$7,274,239	$7,781,813	$507,574	7.0%

2021 Proposed Service Development Operating Budget
Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	**$4,088,457**	**$5,178,240**	**$1,089,783**	**26.7%**
Fringe	**1,755,916**	**2,294,221**	**538,305**	**30.7%**
Services	**2,279,995**	**1,741,600**	**(538,395)**	**-23.6%**
Capitalized Cost	**(1,257,024)**	**(2,205,000)**	**(947,976)**	**75.4%**
Other O&M	**406,895**	**772,752**	**365,857**	**89.9%**
Totals	**$7,274,239**	**$7,781,813**	**$507,574**	**7.0%**

Service Development FTE Summary
2021 Budget and 2022 Proposed Budget

Department	2021 Amended Budget	2022 Proposed Budget	Change FTE FY21 - FY22	Change FTE % FY21 - FY22
Capital Construction	12.0	14.0	2.0	16.7%
Real Estate	9.0	9.0	-	0.0%
Capital Development	16.0	18.0	2.0	12.5%
Capital & Project Controls	6.0	13.0	7.0	116.7%
Service Development	2.0	2.0	-	0.0%
Totals	45.0	56.0	11.0	24.4%

2- Project Managers

1- Inspector

1- Project Controls Specialist

6- Asset and SGR additions from the mid year budget adjustment

1- Environmental Specialist from mid-year budget adjustment

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Service Development
2022 Budget Changes

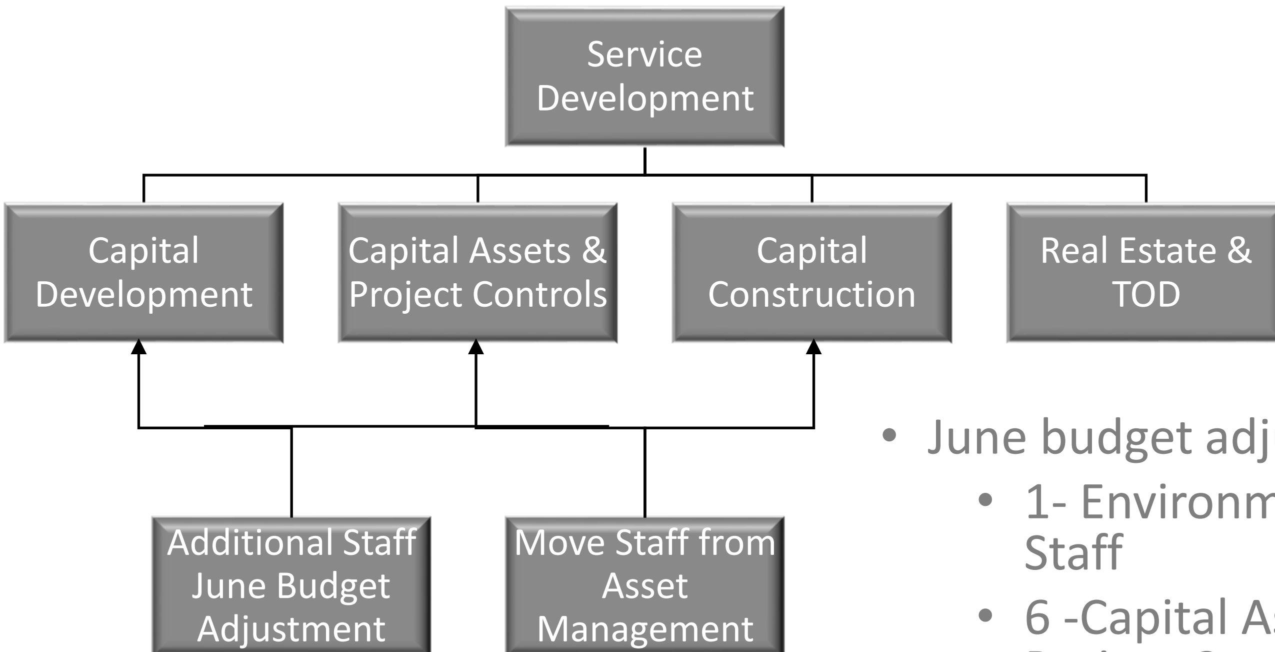
		2021 Additions		2022 Adjustments		2022 Budget		
Amended 2021 Budget	2021 One -Time Expenses	Staffing	Service	Wage and Fringe	Other	2022 Base	2022 Additions	2022 Budget Request
$ 7,274	$ (184)	$ 468	$ -	$ 213	$ 3	$ 7,774	$ 7	$ 7,782

- **The majority of the 2022 budget changes will be capitalized**
- **Small change in the operating budget in addition to the increased headcount that was received with the mid-year budget adjustment**

Office of Service Development
2021 Reorganization

- Moved Asset Management department from operations to service delivery and established the Asset Management and Project Controls department. This department consists of SGR , Capital Assets, and Project Controls.
- Established the Capital Construction department to manage all projects as they progress into the construction phase. This departments consists of project managers, rail infrastructure projects, systems engineering projects, and rail vehicle projects.
- Focused Capital Development department on managing all projects from planning into the environmental, grants, design, and procurement phases.
- Real Estate and TOD department did not change.

Office of Service Development
2021 Reorganization



- June budget adjustment
  - 1- Environmental Staff
  - 6 -Capital Assets and Project Controls Staff

Office of Service Development
2022 Focus on Delivery

- Right size staffing levels and capital support functions by capitalizing resources in order to deliver. Use 5-year capital plan to fund staffing changes needed to support project delivery
- Regular reporting on schedule and budget performance
- Develop a program master schedule to anticipate and mitigate roadblocks
- Update and standardize capital procedures to ensure consistent project delivery throughout the program

2022 CSDO Operating Budget
Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	**$236,052**	**$243,948**	**$7,896**	**3.3%**
Fringe	**101,220**	**109,610**	**8,390**	**8.3%**
Services	**164,895**	**120,000**	**(44,895)**	**-27.2%**
Other O&M	**16,300**	**17,500**	**1,200**	**7.4%**
Totals	**$518,467**	**$491,058**	**$(27,409)**	**-5.3%**
FTE	**2.0**	**2.0**	**0.0**	**0.0**

Capital Development
2022 Key Initiatives

- Develop and implement a comprehensive strategy for prioritizing pursuit of all grant and other funding opportunities, based in part on strategic financial planning scenario modeling
- Continue to work with state, counties, cities and towns to enhance their transit and transportation programs.
- **Focus on the Projects**
  - **Point of the Mountain** – Environmental review, preliminary engineering, and funding strategy
  - **Central Corridor** – Advance and refine preferred alternative design, traffic and transportation analysis, develop phasing and implementation plan, and strategy to move forward with environmental

Capital Development
2022 Key Initiatives

- **FrontRunner Forward-** Finalize business plan for FrontRunner, move South Valley Extension into environmental review, and advance corridor preservation in Weber/Davis county
- **S-Line Extension -** Finalize alignment, complete environmental assessment, funding strategy, ROW acquisiton, and designer/contractor procurement
- **Mid-Valley BRT-** Final design, small start grant, finalize funding, and contractor procurement

2022 Proposed Capital Development Operating Budget
Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	$1,599,963	$1,717,020	$117,057	7.3%
Fringe	656,716	727,774	71,058	10.8%
Services	339,000	275,000	(64,000)	-18.9%
Capitalized Costs	(587,375)	(715,000)	(127,625)	21.7%
Other O&M	123,268	150,700	27,432	22.3%
Totals	$2,131,572	$2,155,494	$23,922	1.1%
FTE	16.0	18.0	2.0	12.5%

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Capital Construction
2022 Key Initiatives

- Focus on aging and delivering the projects included in the 2022 budget
- Develop clear “hand off” process for progressing projects from planning and design into Construction
- Manage construction project risk by focusing the construction team on four core project areas:
  - Project Specific Safety
  - Project Related Quality Items
  - Project Risks
  - Project Controls

2022 Proposed Capital Construction Operating Budget
Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	$1,213,557	$1,412,844	$199,287	16.4%
Fringe	556,953	624,180	67,227	12.1%
Services	1,435,000	1,000,000	(435,000)	-30.3%
Capitalized Cost	(636,430)	(870,000)	(233,570)	36.7%
Other O&M	63,500	87,500	24,000	37.8%
Totals	$2,632,580	$2,254,524	$(378,056)	-14.4%
FTE	12.0	14.0	2.0	16.7%

Capital Assets & Project Controls
2022 Key Initiatives

- Successfully onboard new employees
- Complete required 2022 TAM Plan update
- Review SGR, Capital Asset, and Project Controls procedures and identify opportunities for streamlining and efficiency gains
- Maintain 2 year project look-ahead schedule for larger capital projects
- Continue to develop Project Controls SharePoint site to support standardized project delivery efforts

2022 Proposed Capital Assets & Project Controls Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	$371,601	$1,080,792	$709,191	190.8%
Fringe	169,182	516,156	346,974	205.1%
Services	-	60,000	60,000	0%
Capitalized Cost	(33,219)	(620,000)	(586,781)	1766.4%
Other O&M	-	309,100	309,100	
Totals	$507,564	$1,346,048	$838,484	165.2%
FTE	6.0	13.0	7.0	117.7%

Real Estate and TOD
2022 Key Initiatives

- Select private development partners and begin design and entitlements for Ogden and Salt Lake Central TODs
- Finalize right-of-way acquisition for Ogden-Weber State BRT
- Complete Station Area Plans in Draper, Lehi, Springville, Spanish Fork, and Payson
- Complete construction of Seven Skies development at the Sandy Civic Center TOD
- Begin construction of new development phases at Clearfield and Jordan Valley Stations
- Support FrontRunner Forward effort
- Solidify property rights for Utah County projects

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2022 Proposed Real Estate and TOD Operating Budget
Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	$667,284	$723,636	$56,352	8.4%
Fringe	271,845	316,501	44,656	16.4%
Services	341,100	286,600	(54,500)	-16.0%
Leases	162,000	162,000	-	0.0%
Other O&M	25,227	29,352	4,125	16.4%
Totals	$1,484,056	$1,534,689	$50,633	3.4%
FTE	9.0	9.0	0.0	0.0%

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2022 Budget Presentation

Planning & Engagement

Planning & Engagement
2022 Key Initiatives

- Major Planning and Engagement Office Initiatives
  - UTA On Demand
  - 5-year Service Plan
  - Long Range Transit Plan
  - CRM technology enhancements
  - Art in Transit
- Other Key Initiatives:
  - Complete agency community engagement assessment
  - Planning document suite alignment
  - Elevate Membership and Sponsorship program through staff participation and DE& I goals

2022 Proposed Planning & Engagement Operating Budget

Expenses by Department

Category	FY2021 Budget	FY 2022 Budget	Change	%
Planning & Engagement	$735,064	$1,234,236	$499,172	67.9%
Community Engagement	430,317	515,774	85,457	19.9%
Customer Experience	330,253	429,812	99,559	30.1%
Customer Service	3,043,022	3,185,611	142,589	4.7%
Innovative Mobility	3,098,852	4,951,255	1,852,403	59.8%
Service Planning	1,058,247	1,174,694	116,447	11.0%
Strategic Planning	1,953,284	1,594,896	(358,388)	-18.3%
Totals	$10,649,039	$13,086,278	$2,437,239	22.9%

2022 Proposed Planning & Engagement Operating Budget
Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	**$4,007,500**	**$4,217,808**	**$210,308**	**5.2%**
Fringe	**1,778,561**	**1,972,816**	**194,255**	**10.9%**
Services	**4,274,448**	**5,756,086**	**1,481,638**	**34.7%**
Other O&M	**588,530**	**1,139,568**	**551,038**	**93.6%**
Totals	**$10,649,039**	**$13,086,278**	**$2,437,239**	**22.9%**

Planning & Engagement FTE Summary
2021 Budget and 2022 Proposed Budget

Department	FY2021 Amended Budget	FY 2022 Proposed Budget	Change	%
Planning & Engagement	3.0	3.0	-	0%
Community Engagement	3.0	3.0	-	0%
Customer Experience	3.0	3.0	-	0%
Customer Service	46.0	46.7	0.7	1.5 %
Innovative Mobility	2.0	3.0	1.0	50%
Service Planning	8.5	8.5	-	0%
Strategic Planning	6.0	6.0	-	0%
Totals	71.5	73.2	1.7	2%

Planning & Engagement
2022 Budget Changes

		2021 Additions		2022 Adjustments		2022 Budget		
Amended 2021 Budget	2021 One -Time Expenses	Staffing	Service	Wage and Fringe	Other	2022 Base	2022 Additions	2022 Budget Request
$ 10,649	$ (468)	$ 28	$ 910	$ 226	$ 149	$ 11,494	$ 1,592	$ 13,086

- Innovative Mobility Service additions and contingency
- Customer Service added FTE's for the airport station
- Budget changes due to the reorganization of staff and resource within the department

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2022 Proposed Planning & Engagement Office Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	**$315,144**	**$323,688**	**$8,544**	**2.7%**
Fringe	**110,020**	**117,648**	**7,628**	**6.9%**
Services	**115,000**	**180,000**	**65,000**	**56.5%**
Memberships	**180,000**	**190,000**	**10,000**	**5.6%**
Other O&M	**14,900**	**422,900**	**418,000**	**2805.4%**
Totals	**$735,064**	**$1,234,236**	**$499,172**	**67.9%**
FTE	**3.0**	**3.0**	**0.0**	**0.0%**

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Strategic Planning
2022 Key Initiatives

- Develop the RFP and complete the contract for a UTA Long-Range Plan to increase agency alignment, inform regional planning efforts, and guide UTA decision-making
- Develop the Bus Network Optimization Plan
- Leverage UTA resources through the Joint Projects Committee with UDOT, MAG and WFRC to partner on joint initiatives slated for 2021
- Complete Phase II of the Future of Light Rail Study

2022 Proposed Strategic Planning Budget
Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	$486,900	$495,588	$8,688	1.8%
Fringe	159,333	179,324	19,991	12.5%
Services	1,284,651	897,584	(387,067)	-30.1%
Other O&M	22,400	22,400	0	0
Totals	$1,953,284	$1,594,896	$(358,388)	-18.3%
FTE	6.0	6.0	0.0	0.0%

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Strategic Planning
2022 Budget Changes

- The Services budget decrease reflects the completion of one-time projects in 2021.

Service Planning
2022 Key Initiatives

- Oversee the Change Day Process and associated tasks for August 2022 Change Day
- Update and implement the Five-Year Service Plan for 2023-2027
- Update and implement the Bus Stop Master Plan
- Complete small area plans to inform the Five-Year Service Plan
- Complete development of the Geographic and Temporal Coverage metric
- Complete the Market Segmentation Study

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2022 Proposed Service Planning Operating Budget
Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	$608,112	$624,456	$16,344	2.7%
Fringe	286,135	296,238	10,103	3.5%
Services	-	90,000	90,000	0
Other O&M	164,000	164,000	-	0.0%
Totals	$1,058,247	$1,174,694	$116,447	11.0%
FTE	8.5	8.5	0.0	0.0%

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Service Planning
2022 Budget Changes

- The Operating Planning budget increase of $90,000 in contract services funds two small area transportation studies.

Customer Experience
2022 Key Initiatives

- Roll out new system maps
- Work with Fares and IT on the next phase of fare collection technologies
- Continue implementation of Bus Stop Master Plan
- Complete Digital Bus Stop Signage Pilot
- Continue to partner with Transit app to improve the customer experience
- Adopt on-board announcement and customer communication SOP
- Roll out bus interior signage program with a consistent look and feel
- Begin UTA Public Art Maintenance Plan

2022 Proposed Customer Experience Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	**$224,412**	**$231,132**	**$6,720**	**3.0%**
Fringe	**91,341**	**100,980**	**9,639**	**10.6%**
Services	**12,000**	**79,000**	**67,000**	**558.3%**
Other O&M	**2,500**	**18,700**	**16,200**	**648.0%**
Totals	**$330,253**	**$429,812**	**$99,559**	**30.1%**
FTE	**3.0**	**3.0**	**0.0**	**0.0%**

Customer Experience
2022 Budget Changes

- System Art Maintenance program added to contract and services
- Engineering & Design Services for wayfinding program
- Transit App Partnership - integration with new UTA On Demand services, customer appreciation surveys and rate my ride.

Customer Service
2022 Key Initiatives

- Implement additional innovations and technology tools for agents to communicate with customers, e.g. Chatbots
- Automation of Customer Service processes
- Improved training for continuous improvement

2022 Proposed Customer Service Operating Budget
Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	$1,935,928	$1,995,912	$59,984	3.1%
Fringe	965,884	1,049,414	83,530	8.6%
Other O&M	121,110	118,235	(2,875)	-2.4%
Totals	$3,043,022	$3,185,611	$142,589	4.7%
FTE	46.0	46.7	0.7	1.6%

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Customer Service
2022 Budget Changes

- Customer Support at the airport station
- Department reorganization for reallocation of duties

Innovative Mobility Solutions
2022 Key Initiatives

- South Salt Lake County UTA On Demand Microtransit operations
- Rose Park, Poplar Grove, Glendale UTA On Demand Microtransit operations
- South Davis County UTA On Demand Microtransit launch and operations
- Tooele County UTA On Demand Microtransit launch and operations
- Paratransit Forward study for system wide improvements (AOPP grant)
- Expanded Transit Signal Priority (UTA & UDOT Partnership)
- Transit Network Company partnership and pilot programs

2022 Proposed Innovative Mobility Solutions Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	**$225,960**	**$337,788**	**$111,828**	**49.5%**
Fringe	**92,292**	**149,028**	**56,736**	**61.5%**
Services	**2,764,000**	**4,344,452**	**1,580,452**	**57.2%**
Fuel	**-**	**107,287**	**107,287**	
Other O&M	**16,600**	**12,700**	**(3,900)**	**-23.5%**
Totals	**$3,098,852**	**$4,951,255**	**$1,852,403**	**59.8%**
FTE	**2.0**	**3.0**	**1.0**	**50.0%**

Innovative Mobility Solutions
2022 Budget Changes

- New IMS Program Manager hired
- South Davis County Microtransit
- Tooele County Microtransit

Community Engagement
2022 Key Initiatives

- Continue to implement a comprehensive engagement strategy
- Support robust, meaningful, and inclusive public engagement opportunities and processes across all UTA departments
- Coordinate UTA Community Advisory Committee
- Build, **maintain**, and strengthen partnerships with the community through participation in events, sponsorships, memberships
- Strengthen community connection and ownership of transit:
  - Art in Transit, Adopt-a-Stop, school program, additional community & youth-based engagement
- Uplift diversity, equity, and inclusion through community engagement
  - Support language access in UTA resources and information

2022 Proposed Community Engagement Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	**$211,044**	**$209,244**	**$(1,800)**	**-0.9%**
Fringe	**73,556**	**80,184**	**6,628**	**9.0%**
Services	**78,697**	**143,000**	**64,303**	**81.7%**
Other O&M	**67,020**	**83,346**	**16,326**	**24.4%**
Totals	**$430,317**	**$515,774**	**$85,457**	**19.9%**
FTE	**3.0**	**3.0**	**0.0**	**0.0%**

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Community Engagement
2022 Budget Changes

- The Community Engagement budget increase is due to the addition of the following initiatives:
  - Community Engagement Support (Contracted Services)
  - Art in Transit Projects
  - Translation Services
  - Community Engagement Interns