



2021 Budget Presentation *Workshop Day 3*

2021 Budget Workshops: Day 3

Agenda

- **Finance-** Bill Greene
 - Break
- **Service Development-** Mary DeLoretto
 - Break
- **Board of Trustees** – Carlton Christensen

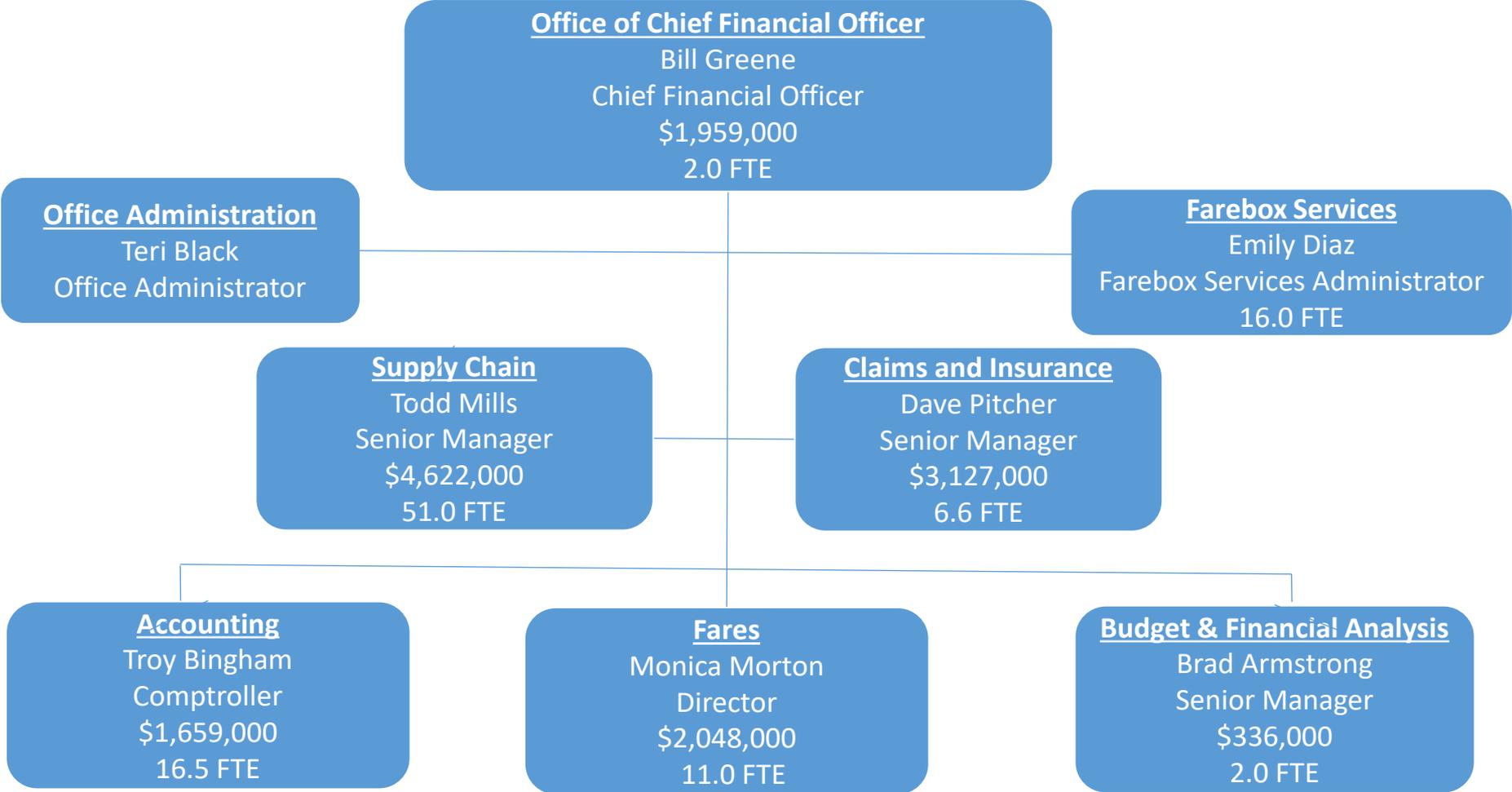




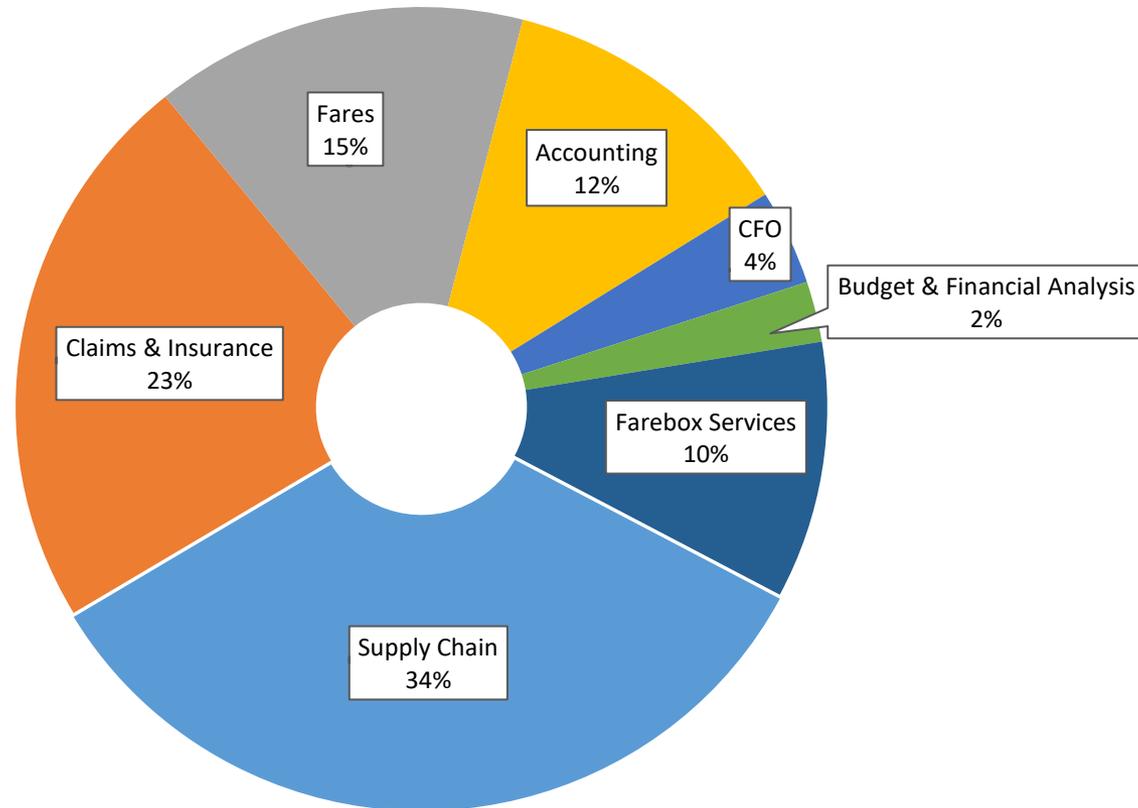
2021 Budget Presentation

Finance

Finance Organizational Chart



2021 Proposed Finance Operating Budget Expenses: \$13.8M



2021 Proposed Finance Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Supply Chain	\$4,511,379	\$4,621,625	\$110,246
Claims & Insurance	3,064,210	3,127,160	62,950
Fares	2,151,227	2,048,060	(103,167)
Accounting	1,663,383	1,659,115	(4,268)
CFO	643,164	529,895	(113,269)
Farebox Services	906,622	1,429,381	522,759
Budget	330,303	336,489	6,186
Totals	\$13,270,288	\$13,751,725	\$481,437



2021 Proposed Finance Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$6,632,164	\$6,541,126	(1.4)%
Fringe	3,100,260	2,897,131	(6.6)%
Insurance	2,361,742	2,382,060	0.9%
Services	532,958	1,214,088	127.8%
Other O&M	643,164	717,320	11.5%
Totals	\$13,270,288	\$13,751,725	3.6%



Finance FTE Summary

2020 Budget and 2021 Proposed Budget

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



Office of Finance

2021 Budget Changes

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



Office of Finance

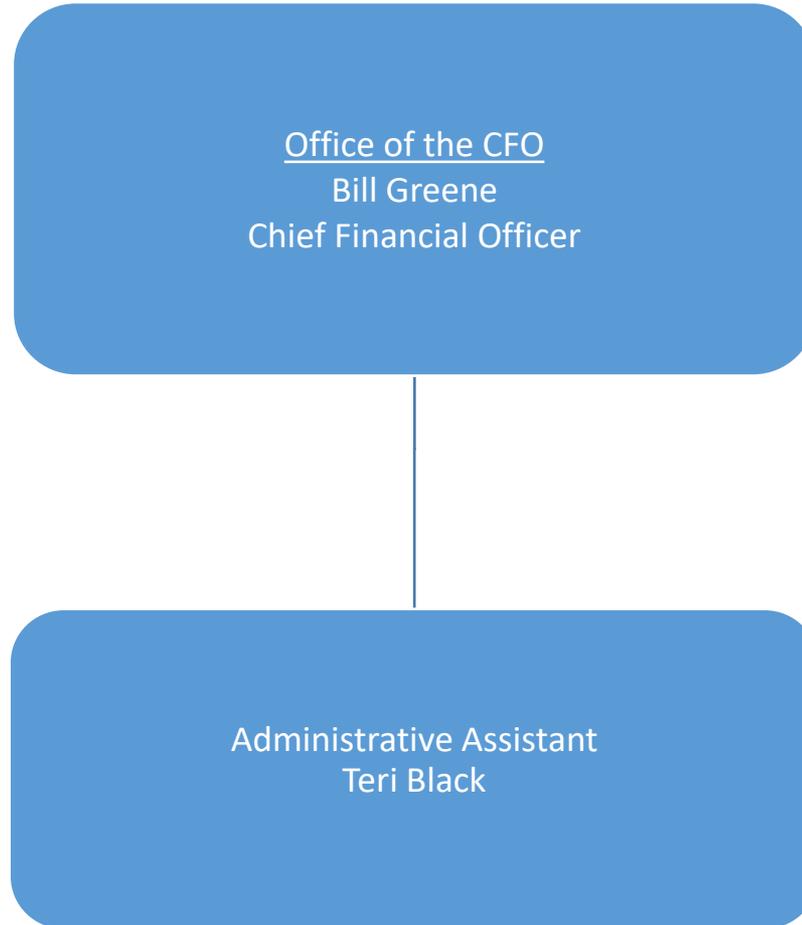
2021 Key Initiatives

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



Office of the CFO

Total Funding \$530,000
FTE 2



2021 Proposed Office of the CFO Operating Budget Expenses by Department

Department	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
CFO Administration	\$533,664	\$422,075	\$(111,589)
SLC Intermodal Hub	71,000	69,400	(1,600)
Ogden Intermodal Hub	38,500	38,420	(80)
Totals	\$643,164	\$529,895	\$(113,269)



2021 Proposed Office of the CFO Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$338,520	\$252,192	(25.5)%
Fringe	119,524	75,923	(36.5)%
Services	54,860	75,140	37.0%
Utilities	96,200	94,200	(2.1)%
Other O&M	34,040	32,440	(4.7)%
Totals	\$643,164	\$529,895	(17.6)%
FTE	3.0	2.0	(1.0)



Office of CFO FTE Summary

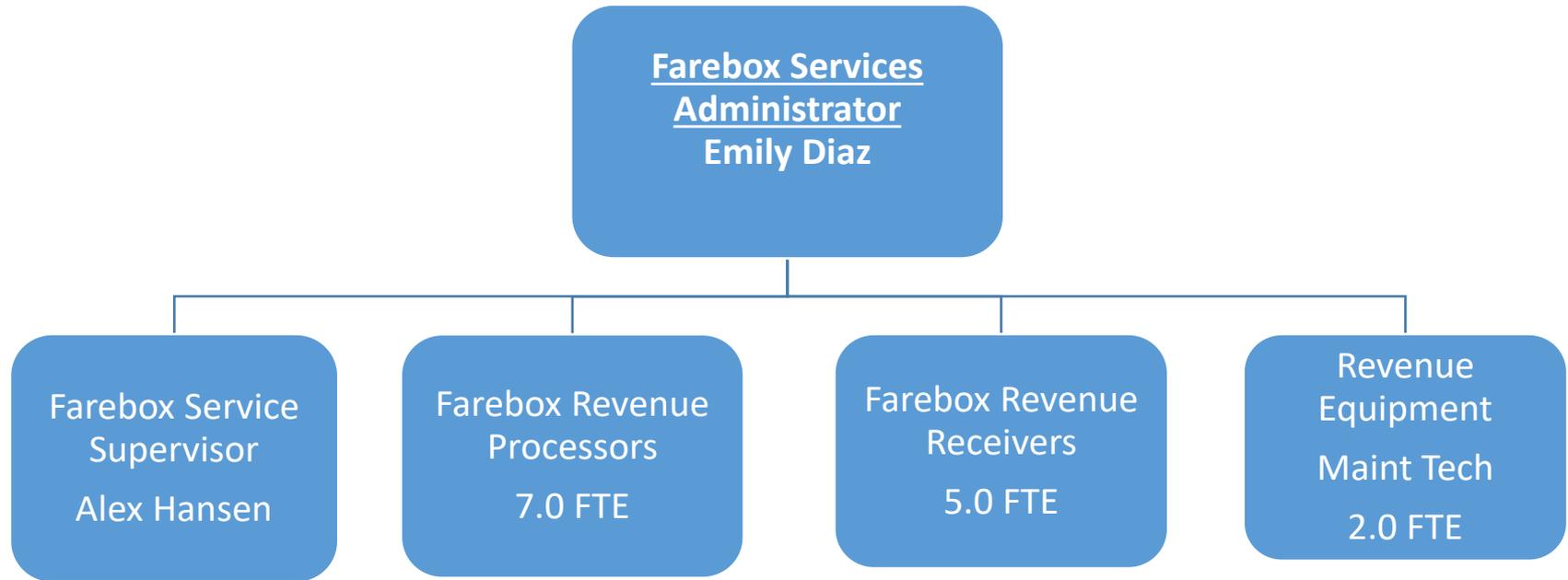
2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Office of CFO	3.0	2.0	(1.0)	
Totals	3.0	2.0	(1.0)	Transfer to Farebox Svcs



Farebox Services

Total Funding \$1,430,000
FTE 16



2021 Proposed Farebox Services Operating Budget Expenses by Department

Department	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Farebox Services	\$906,622	\$1,429,381	\$522,759
Totals	\$906,622	\$1,429,381	522,759



2021 Proposed Farebox Services Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$531,180	693,420	30.5%
Fringe	220,080	275,884	25.4%
Services	113,530	416,560	266.9%
Other O&M	41,832	43,517	4.0%
Totals	\$906,622	\$1,429,381	57.7%
FTE	15.0	16.0	1.0



Farebox Services

2021 Budget Changes

- Planned for increase in expenses for rekey of fare boxes (depending on the overall fare collection proposal in early 2021)
- Modernize fare box solutions for paratransit and FLEX buses



Farebox Services

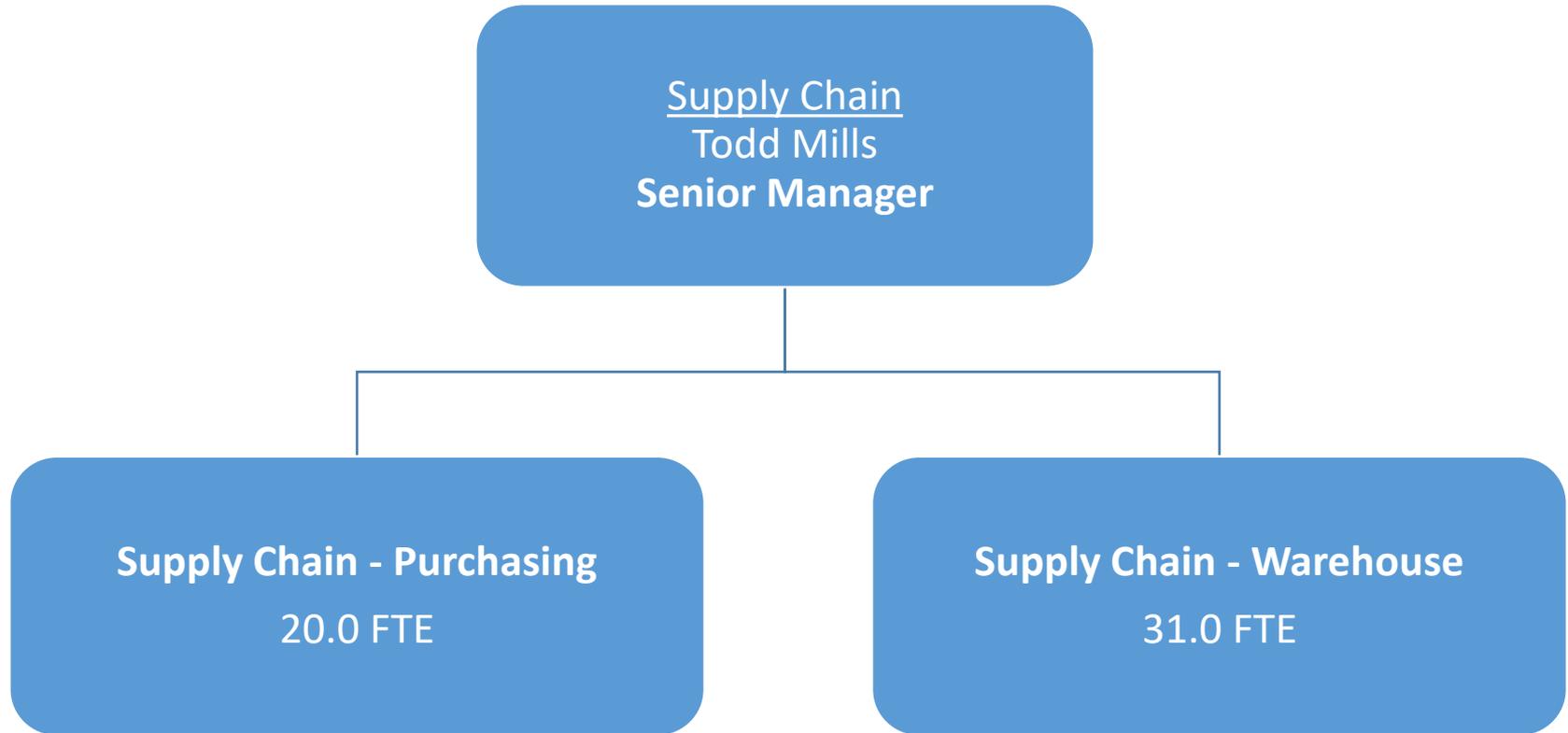
2021 Key Initiatives

- Continue to implement and address outstanding findings of the 2019 RSM Farebox Service Audit
- Fully integrate fare box assets in JDE to create a work order system and standard of care for fare boxes



Supply Chain

Total Funding \$4,622,000
FTE 51



2021 Proposed Supply Chain Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Purchasing	\$2,133,421	\$2,321,285	\$187,864
Warehouse	2,377,958	2,300,340	(77,618)
Totals	\$4,511,379	\$4,621,625	\$110,246



2021 Proposed Supply Chain Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$2,959,392	\$2,978,754	0.7%
Fringe	1,481,448	1,380,626	(6.8)%
Other O&M	138,539	332,245	139.8%
Expense Transfer to Capital	(68,000)	(70,000)	(2.9)%
Totals	\$4,511,379	\$4,621,625	2.4%
FTE	51.0	51.0	0.0



Supply Chain FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
Purchasing	20.0	20.0	0.0	
Warehouse	31.0	31.0	0.0	
Totals	51.0	51.0	0.0	



Supply Chain

2021 Budget Changes

- Increase contractual services \$100K to improve technology capabilities and streamline requisition to purchase order process at UTA
- \$24K increase to freight charges for centralizing the UPS/FedEx in response to A/P internal audit findings



Supply Chain

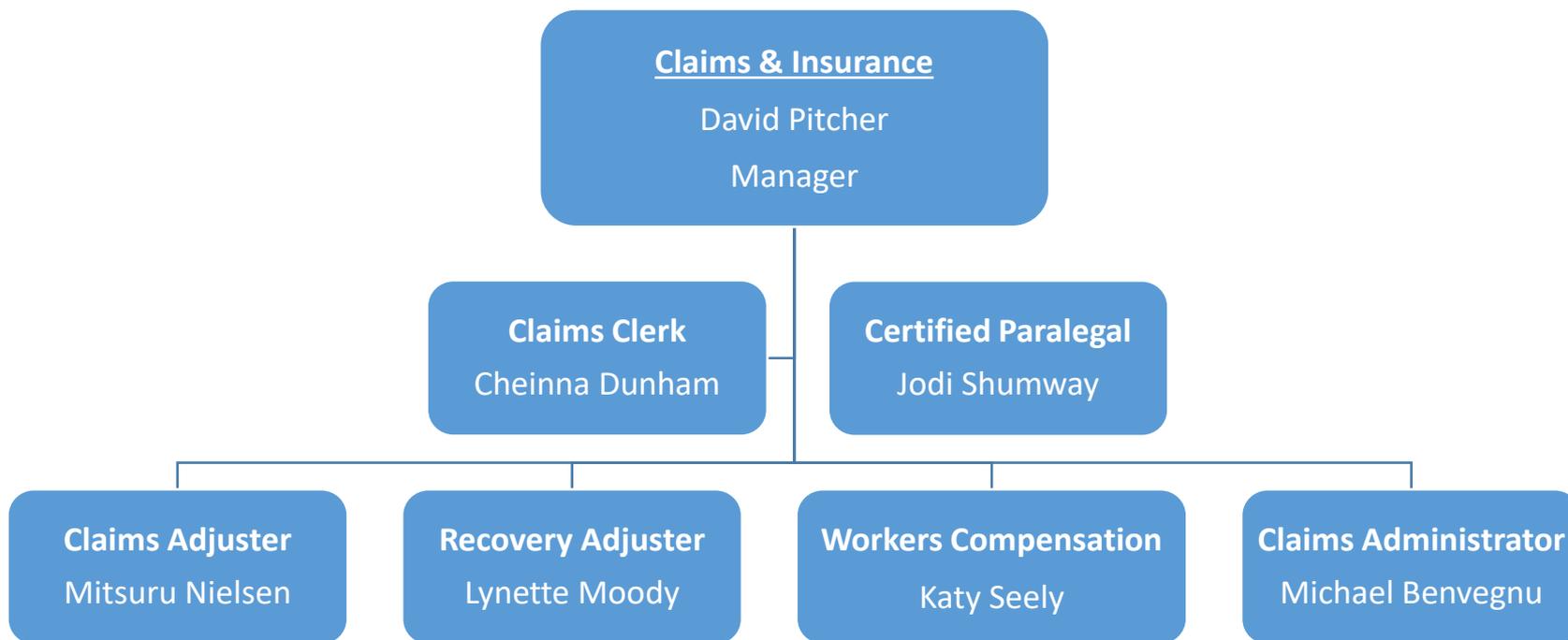
2021 Key Initiatives

- Explore technologies and 3rd party services to improve the bidding process by vendors
- Centralize freight charges to the warehouse to provide better management and oversight of charges



Claims & Insurance

Total Funding \$3,127,000
FTE 6.6



2021 Proposed Claims & Insurance Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$423,948	\$445,044	5.0%
Fringe	182,220	200,956	10.3%
Claims Paid	1,350,000	1,156,999	(14.3)%
Recovery	(950,000)	(1,100,000)	(15.8)%
Services	80,000	80,000	0.0%
Other O&M	1,978,042	2,344,161	18.5%
Total	\$3,064,210	\$3,127,160	2.1%
FTE	6.6	6.6	0.0



Claims and Insurance

2021 Budget Changes

- Increased Premiums \$358K
- Overall net budget change of \$63K



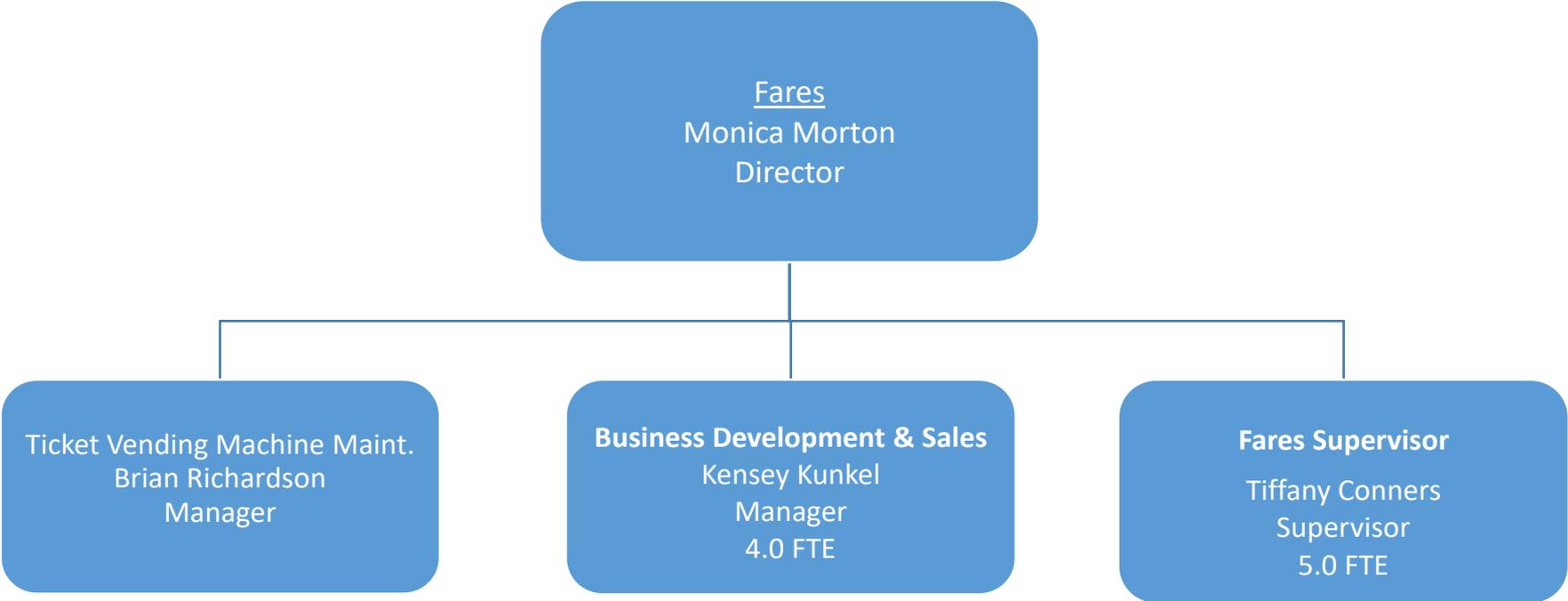
Claims and Insurance

2021 Key Initiatives

- Develop Insurance Portfolio Handbook
- Develop a catastrophic loss protocol



Fares



2021 Proposed Fares Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Fare Strategy & Operations	\$789,476	\$789,632	\$156
TVM Maintenance	715,497	595,949	(119,548)
Business Development & Sales	475,440	487,817	12,377
Fares Director	170,814	174,662	3,848
Totals	\$2,151,227	\$2,048,060	\$(103,167)



2021 Proposed Fares Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$1,117,508	\$900,816	(19.4)%
Fringe	546,240	408,524	(25.2)%
Services	153,000	405,320	164.9%
Parts	172,467	172,467	0.0%
Other O&M	162,012	160,933	(0.7)%
Totals	\$2,151,227	\$2,048,060	(4.8)%
FTE	15.0	11.0	(4.0)



Fares FTE Summary

2020 Budget and 2021 Draft Budget

	2020 Budget	2021 Proposed	Change	Reason
Electronic Strategy & Operations	5.0	5.0	0.0	
TVM Maintenance	5.0	1.0	(4.0)	Transfers
Product Development & Sales	4.0	4.0	0.0	
Fares Director	1.0	1.0	0.0	
Totals	15.0	11.0	(4.0)	



Fares

2021 Budget Changes

- Enhance TVM Maintenance with a contracted vendor



Fares

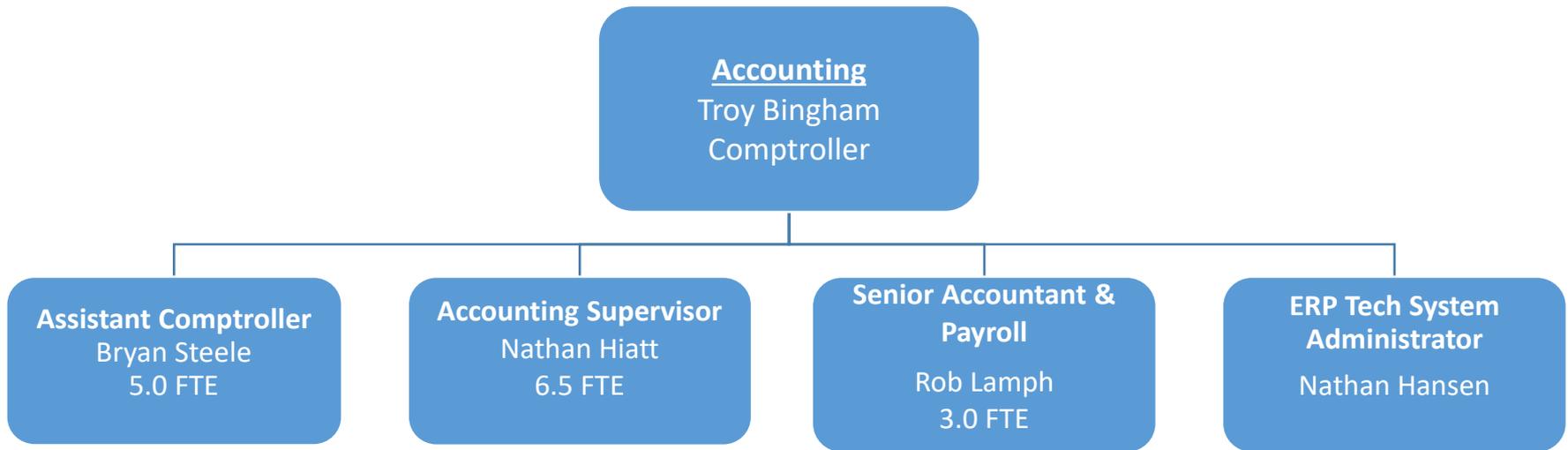
2021 Key Initiatives

- Evaluate base fare rates and create a fare policy to include processes and procedures for future fare changes
- Review, evaluate, and implement pricing parameters for pass programs to aid in the creation of a resolution authorizing reduced fare agreements



Accounting

Total Funding \$1,659,000
FTE 16.5



2021 Proposed Accounting Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$1,040,048	\$1,043,680	0.3%
Fringe	471,108	473,624	0.5%
Services	83,100	85,900	3.4%
Other O&M	69,127	55,911	(19.1)%
Totals	\$1,663,383	\$1,659,115	(0.3)%
FTE	16.5	16.5	0.0



Accounting

2021 Budget Changes

- Shifting cost for paper/envelopes and postage to banking fees as we continue to move vendors and employees to ACH
- Audit contract is new for 2021 and the charges are slightly higher



Accounting

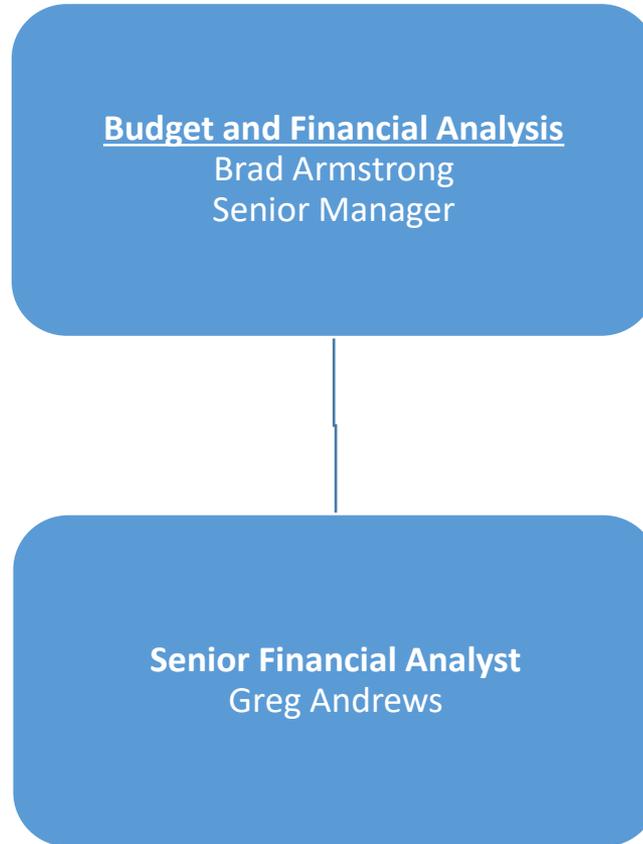
2021 Key Initiatives

- Enhance current JDE functionality to automate more processes in the Enterprise Resource Planning environment
- Resolve remaining outstanding Internal Audit findings and federal monitoring comments



Budget and Financial Analysis

Total Funding \$336,000
FTE 2



2021 Proposed Budget & Financial Analysis

Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$221,568	\$227,220	2.6%
Fringe	79,620	81,594	2.5%
Services	10,000	10,000	0.0%
Other O&M	19,115	17,675	(7.5)%
Totals	\$330,303	\$336,489	1.9%
FTE	2.0	2.0	0.0



Budget and Financial Analysis

2021 Budget Changes

- No substantive changes from 2020



Budget and Financial Analysis

2021 Key Initiatives

- Update Transit Financial Plan Forecast
- Update Financial Equity Model





2021 Budget Presentation

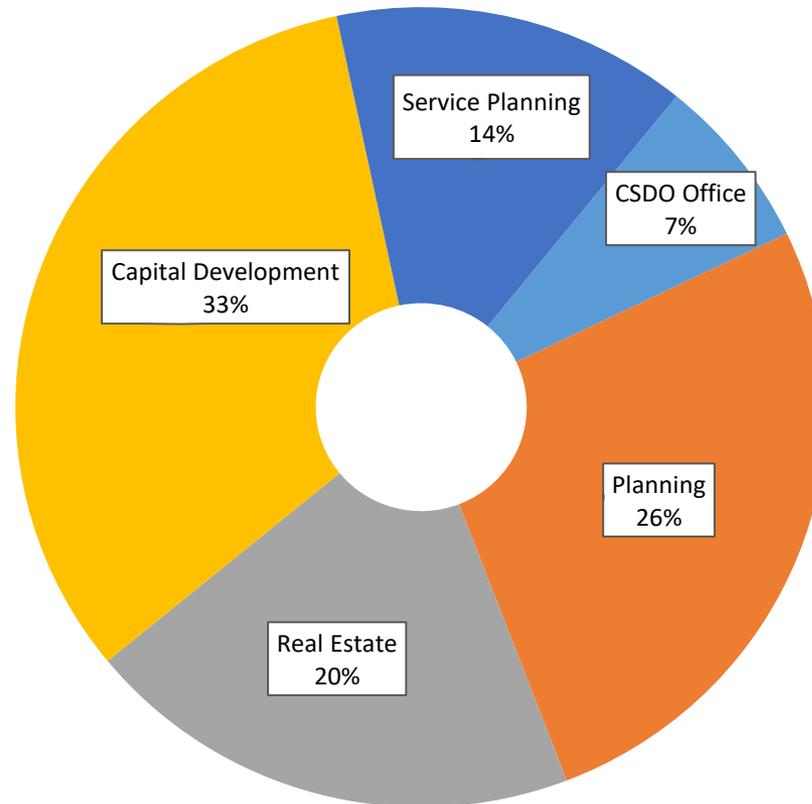
Service Development

Office of Service Development

Total Funding \$7,460,000
FTE 46.5



2021 Proposed Service Development Operating Budget Expenses: \$7.5M



2021 Proposed Service Development Operating Budget Expenses by Department

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
CSDO Office	\$376,020	\$523,572	\$147,552
Capital Development	2,429,761	2,432,312	2,551
Planning	2,133,333	1,963,184	(170,149)
Service Planning	1,068,512	1,058,247	(10,265)
Real Estate	1,504,762	1,484,056	(20,706)
Totals	\$7,512,388	\$7,461,371	\$(51,017)



2021 Proposed Service Development Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$3,800,820	\$3,976,152	4.6%
Fringe	1,554,552	1,627,697	4.7%
Services	2,138,811	2,137,051	(0.1)%
Leases	180,500	162,000	(10.2)%
Capitalized Cost	(585,293)	(807,024)	37.9%
Other O&M	422,998	365,495	(13.6)%
Totals	\$7,512,388	\$7,461,371	(0.7)%



Service Development FTE Summary

2020 Budget and 2021 Proposed Budget

	2020 Budget	2021 Proposed	Change	Reason
CSDO Office	2.0	2.0	0.0	
Capital Development	20.0	21.0	1.0	Interns
Planning	6.0	6.0	0.0	
Service Planning	8.5	8.5	0.0	
Real Estate	9.0	9.0	0.0	
Totals	45.5	46.5	1.0	



2021 Chief Service Development Office Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$220,008	\$236,052	7.3%
Fringe	66,312	101,220	52.6%
Services	70,200	170,000	142.2%
Other O&M	19,500	16,300	(16.4)%
Totals	\$376,020	\$523,572	39.2%
FTE	2.0	2.0	0.0



Chief Service Development Officer

2021 Budget Changes

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



Office of Service Development

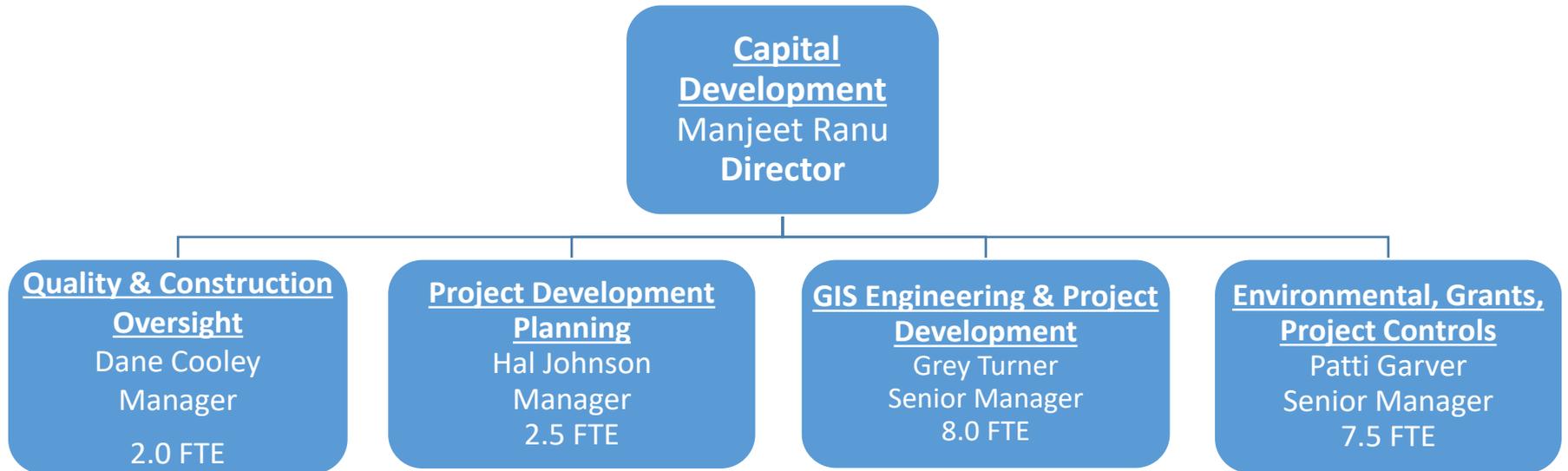
2021 Key Initiatives

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



Capital Development

Total Funding \$2,432,000
FTE 21



2021 Proposed Capital Development Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$1,835,208	\$1,970,340	7.4%
Fringe	760,896	806,728	6.0%
Services	311,300	339,000	8.9%
Capitalized Costs	(585,293)	(807,024)	37.9%
Other O&M	107,650	123,268	14.5%
Totals	\$2,429,761	\$2,432,312	0.1%
FTE	20.0	21.0	1.0



Capital Development

2021 Budget Changes

- Addition of 1.0 FTE for two part-time interns
- Funding for updates to commuter rail, light rail and bus rapid transit technical and design standards
- Warm Springs seismic study, second phase
- Additional allocation of staff project time charged to capital project budgets



Capital Development

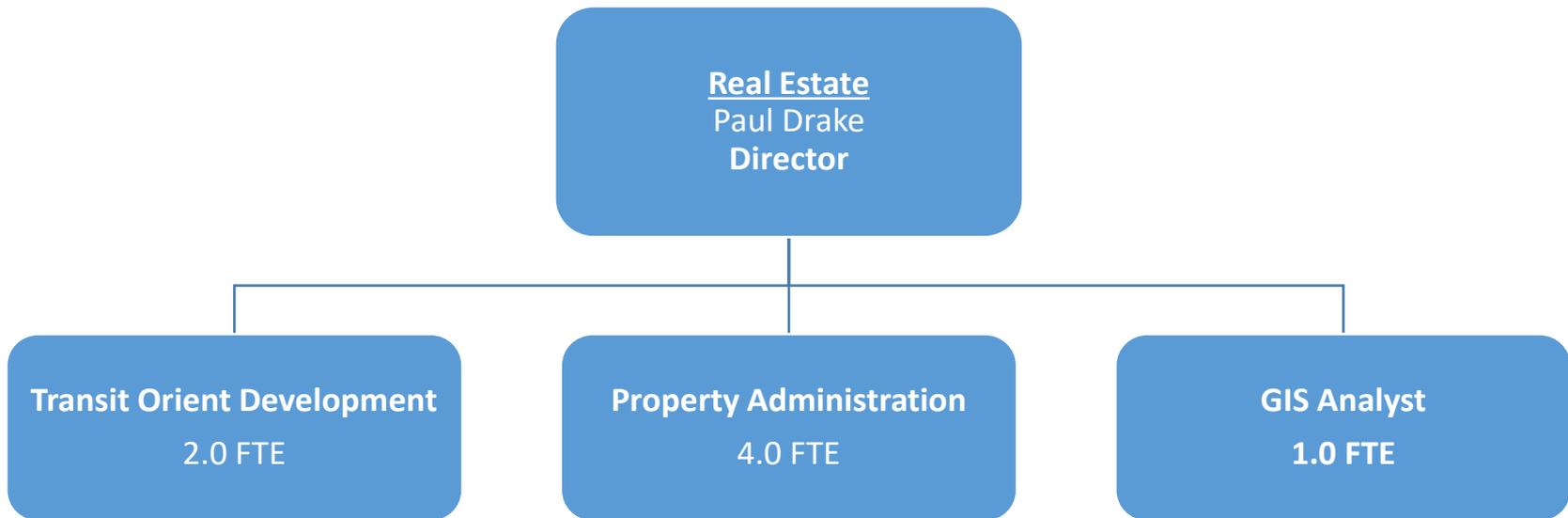
2021 Key Initiatives

- Initiate a multi-step program to identify and deliver a strategy to grow the capacity of FrontRunner
- Receive an interim authorization and Small Starts Grant Agreement for the Ogden-Weber BRT, allowing construction to commence
- Commence federal environmental review for the Point of the Mountain and Central Corridor transit corridors
- Complete a feasibility study for rail extensions within the western area of downtown Salt Lake City
- Articulate a comprehensive strategy for prioritizing pursuit of federal funding opportunities, based in part on strategic financial planning scenario modeling



Real Estate & TOD

Total Funding \$1,484,000
FTE 9



2021 Proposed Real Estate Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$667,452	\$667,284	0.0%
Fringe	282,912	271,845	(3.9)%
Services	336,550	341,400	1.4%
Leases	180,500	162,000	(10.2)%
Other O&M	37,348	41,527	11.2%
Totals	\$1,504,762	\$1,484,056	(1.4)%
FTE	9.0	9.0	0.0



Real Estate and TOD

2021 Budget Changes

- (\$25K) reduction for Airport Welcome Center lease
- (\$30K) of maintenance for South Jordan garages moved to Facilities
- \$25K increase in maintenance obligations for Garfield Spur
- \$17K in additional professional services (appraisals, designs, financial reviews)



Real Estate and TOD

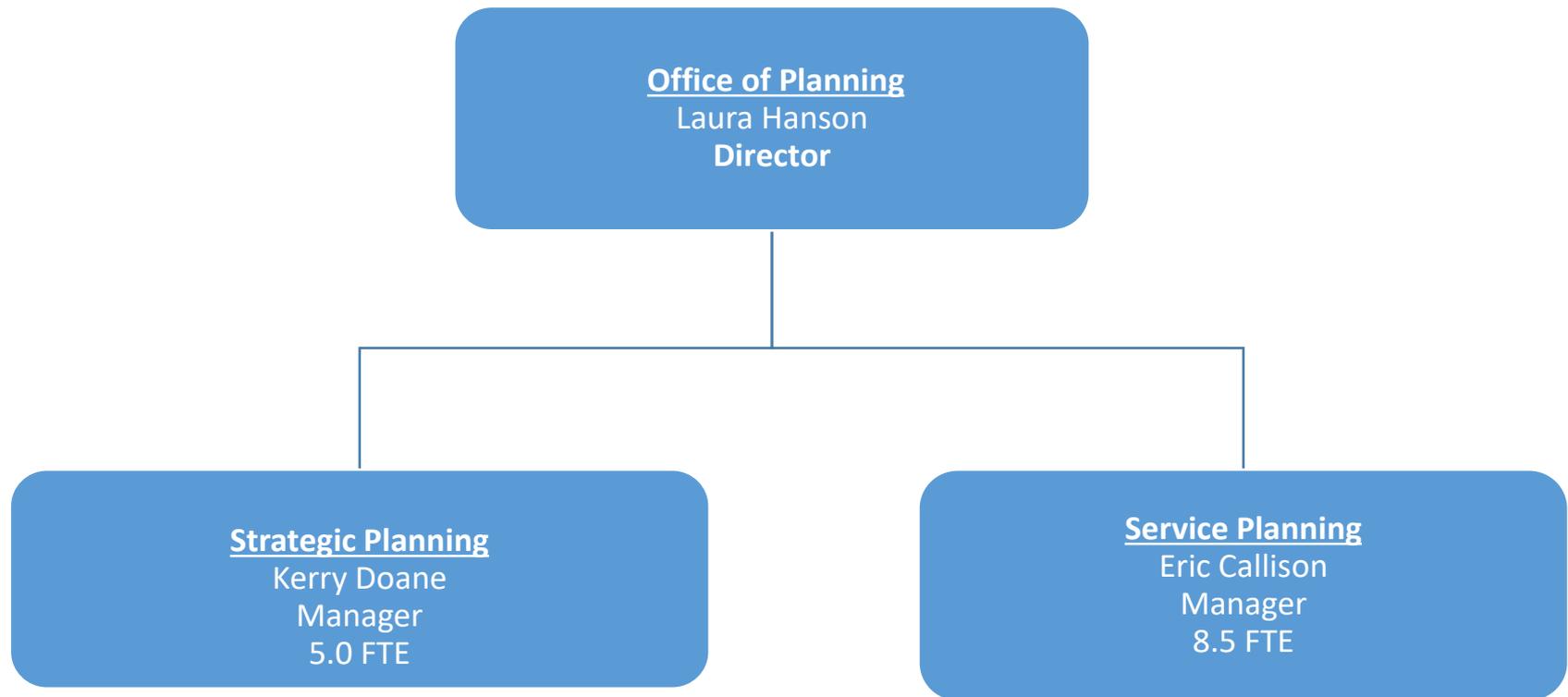
2021 Key Initiatives

- Collaborate with cities to complete Station Area Plans
- Further the implementation of board-selected TOD sites
- Continue design for new UTA administrative office
- Acquire corridor for upcoming capital projects
- Develop policy to improve access to transit network
- Establish 10-year strategy for TOD projects and revenue
- Refine tool to determine readiness of TOD sites



Planning

Total Funding \$3,021,000
FTE 14.5



2021 Proposed Planning Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$1,078,152	\$1,102,476	2.3%
Fringe	444,432	447,904	0.8%
Services	1,420,761	1,286,651	(9.4)%
Supplies	223,300	150,000	(32.8)%
Other O&M	35,200	34,400	(2.3)%
Totals	\$3,201,845	\$3,021,431	(5.6)%
FTE	14.5	14.5	0.0



Planning

2021 Budget Changes

- The 2021 Planning Budget is approximately \$200K less than 2020
- This entire reduction falls in the Professional and Technical Services account and is the result of fewer and less-expensive consulting contracts being undertaken by the department in 2021



Planning

2021 Key Initiatives

- Begin implementation of the UTA Five-Year Service Plan
- Develop a UTA Long-Range Plan to increase agency alignment, inform regional planning efforts, and guide UTA decision-making
- Leverage UTA resources through the Joint Projects Committee with UDOT, MAG and WFRC to partner on joint initiatives slated for 2021
- Complete the South Utah County Transit Analysis
- Complete the Future of Light Rail Study
- Update the UTA Market Segmentation analysis
- Support UDOT, WFRC and MAG in conducting the Decennial Household Travel Survey (year 1 of 2)



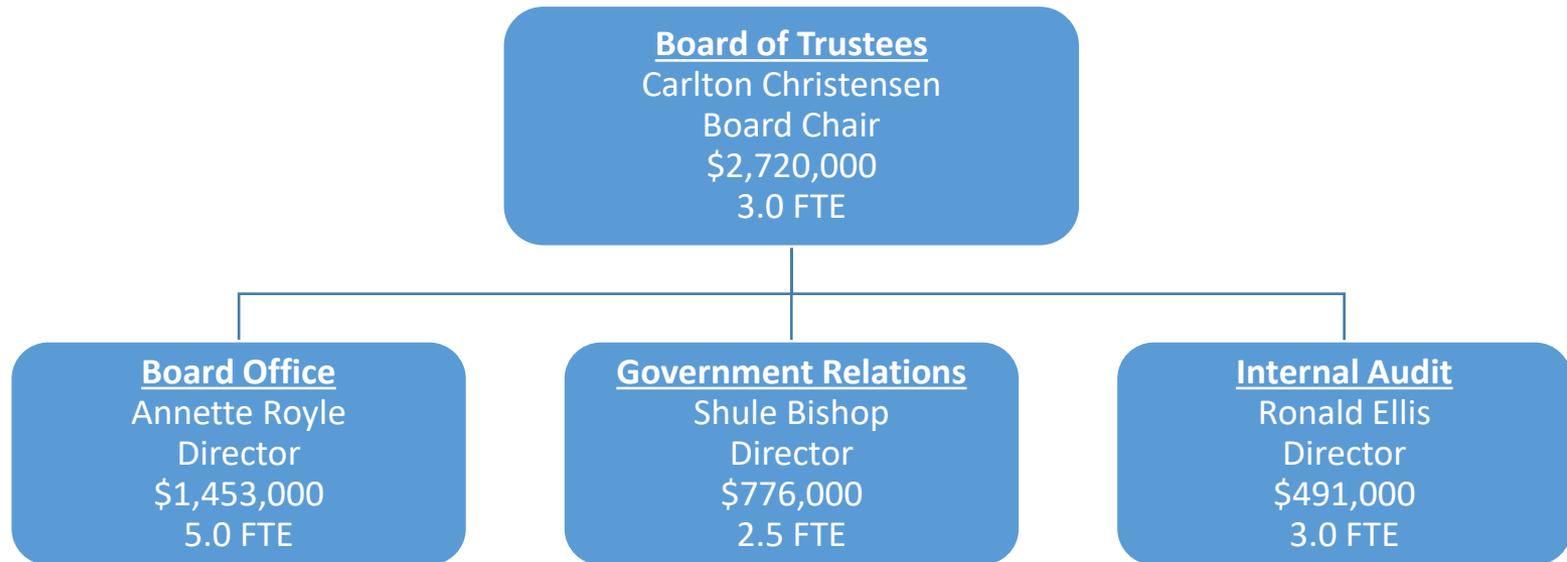


2021 Budget Presentation

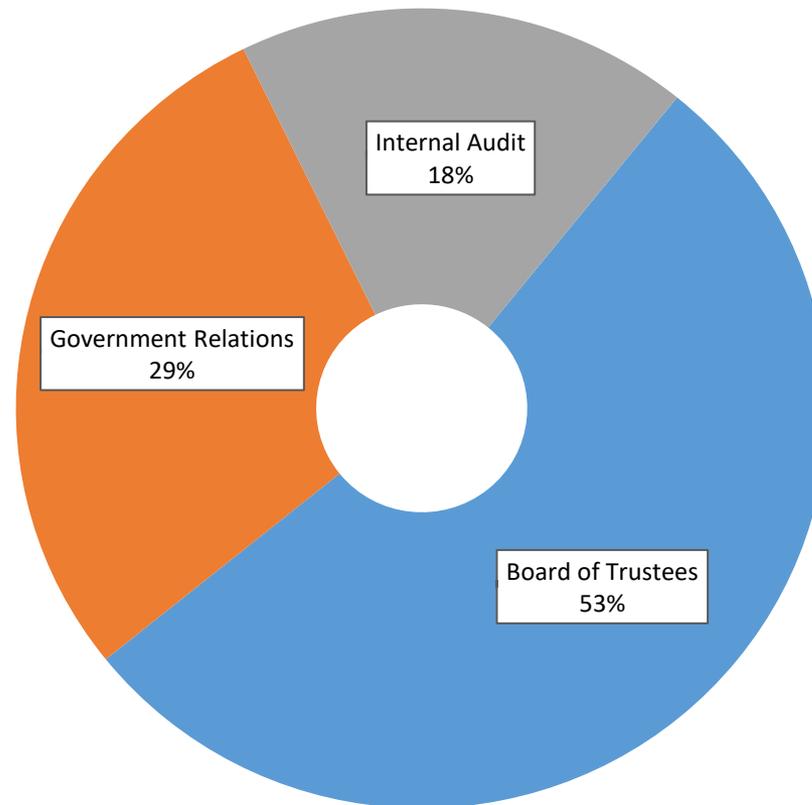
Board Office

UTA Board of Trustees

Total Funding \$2,720,000
FTE 13.5



2021 Proposed Board of Trustees Operating Budget Expenses: \$2.7M



2021 Proposed Board of Trustees Operating Budget Expenses by Department

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



2021 Proposed Board of Trustees Operating Budget Expenses by Category

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



Board of Trustees FTE Summary

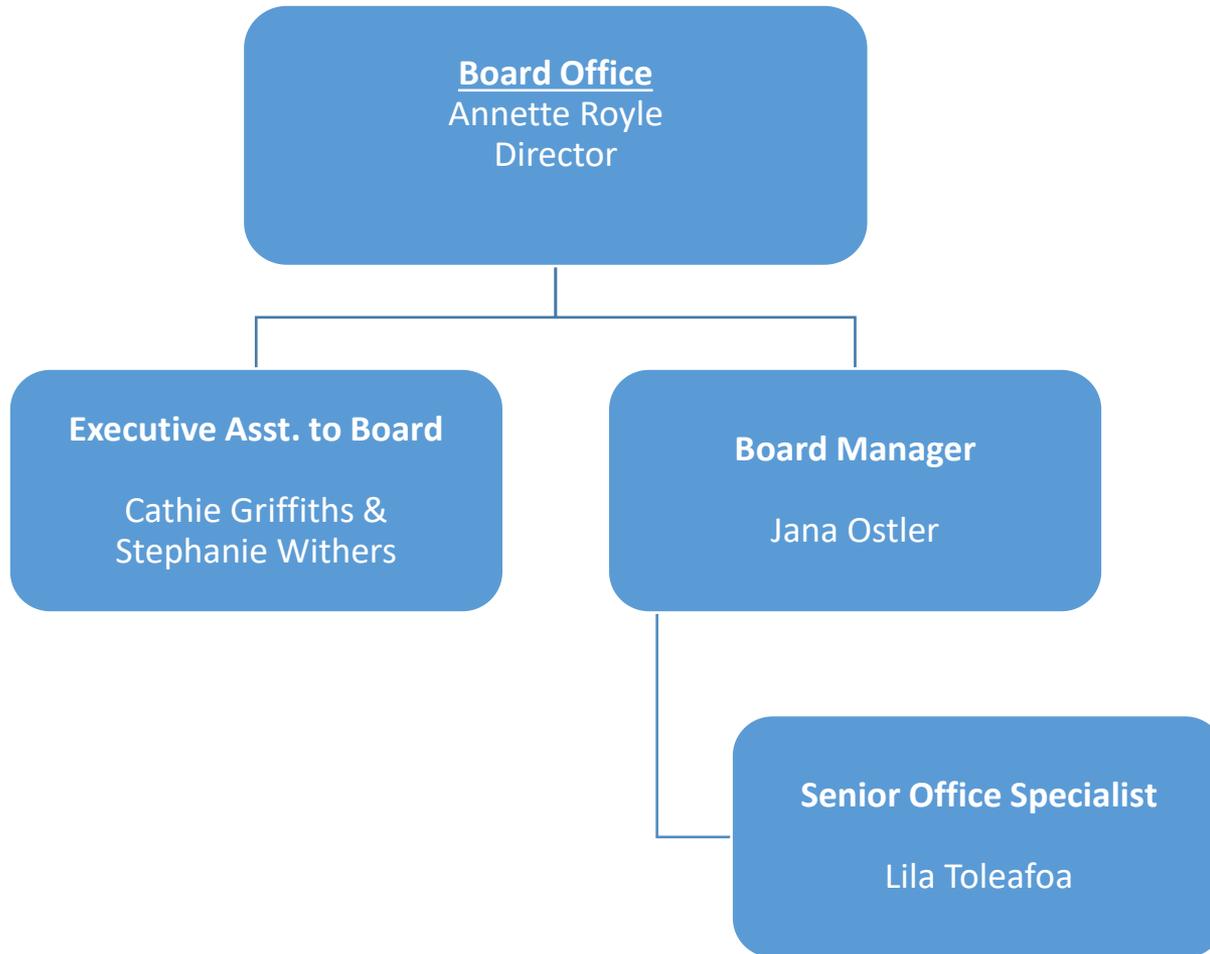
2020 Budget and 2021 Proposed Budget

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



UTA Board Office

Total Funding \$1,453,000
FTE 8



2021 Proposed Board Office Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$858,888	\$838,764	(2.3)%
Fringe	326,544	324,020	(0.8)%
Services	207,964	145,000	(30.3)%
Other O&M	134,360	144,966	7.9%
Totals	\$1,527,756	\$1,452,750	(4.9)%
FTE	8.0	8.0	0.0



Board Office 2021 Budget Changes

- Salesforce CRM moved to IT Budget (\$78K)



Board Office

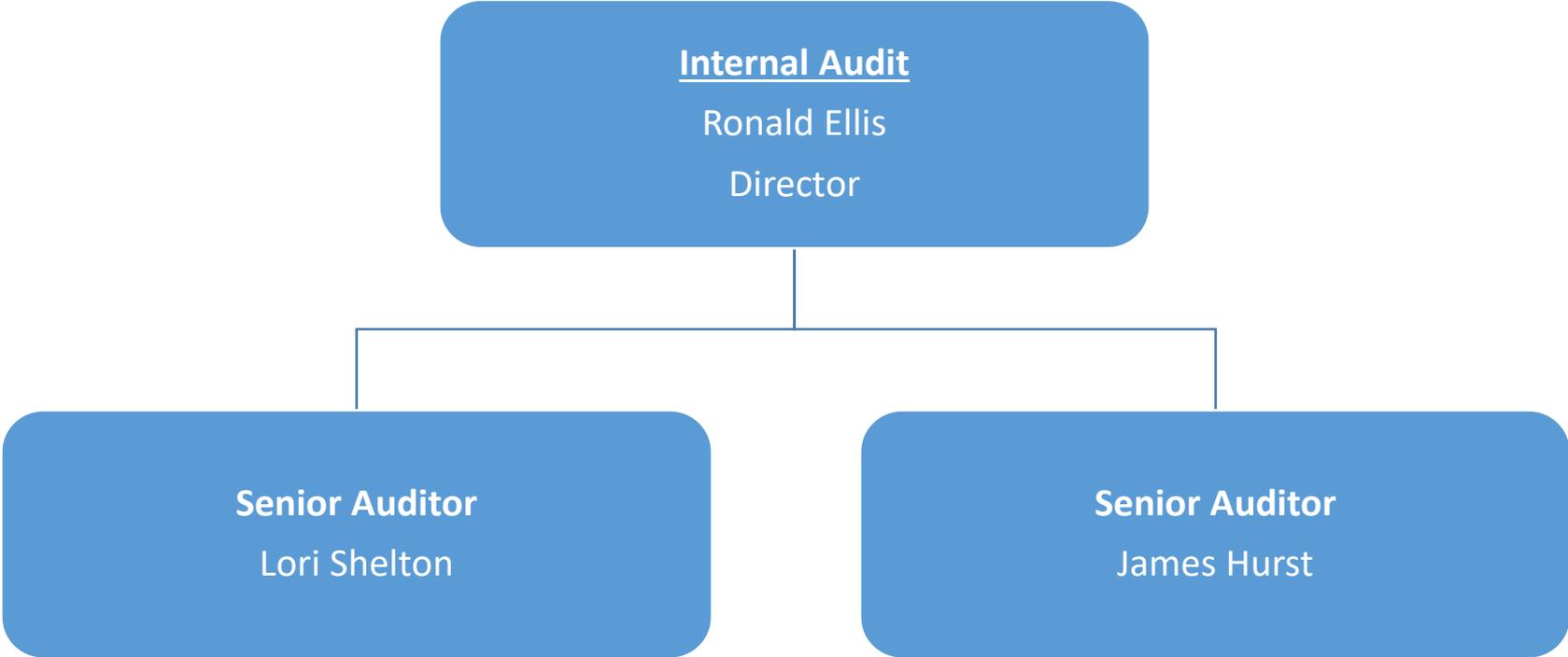
2021 Key Initiatives

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



Internal Audit

Total Funding \$491,000
FTE 3



2021 Proposed Internal Audit Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	314,928	296,328	(5.9)%
Fringe	95,928	94,734	(1.2)%
Services	55,000	75,000	36.4%
Other O&M	22,720	24,826	9.3%
Totals	488,576	490,888	0.5%
FTE	3.0	3.0	0.0



Internal Audit 2021 Budget Changes

- Technology Contract Services moved to IT (\$6K)
- IDEA Software Analytics acquisition moved to IT (\$14K)
- Contingency for unexpected investigations



Internal Audit

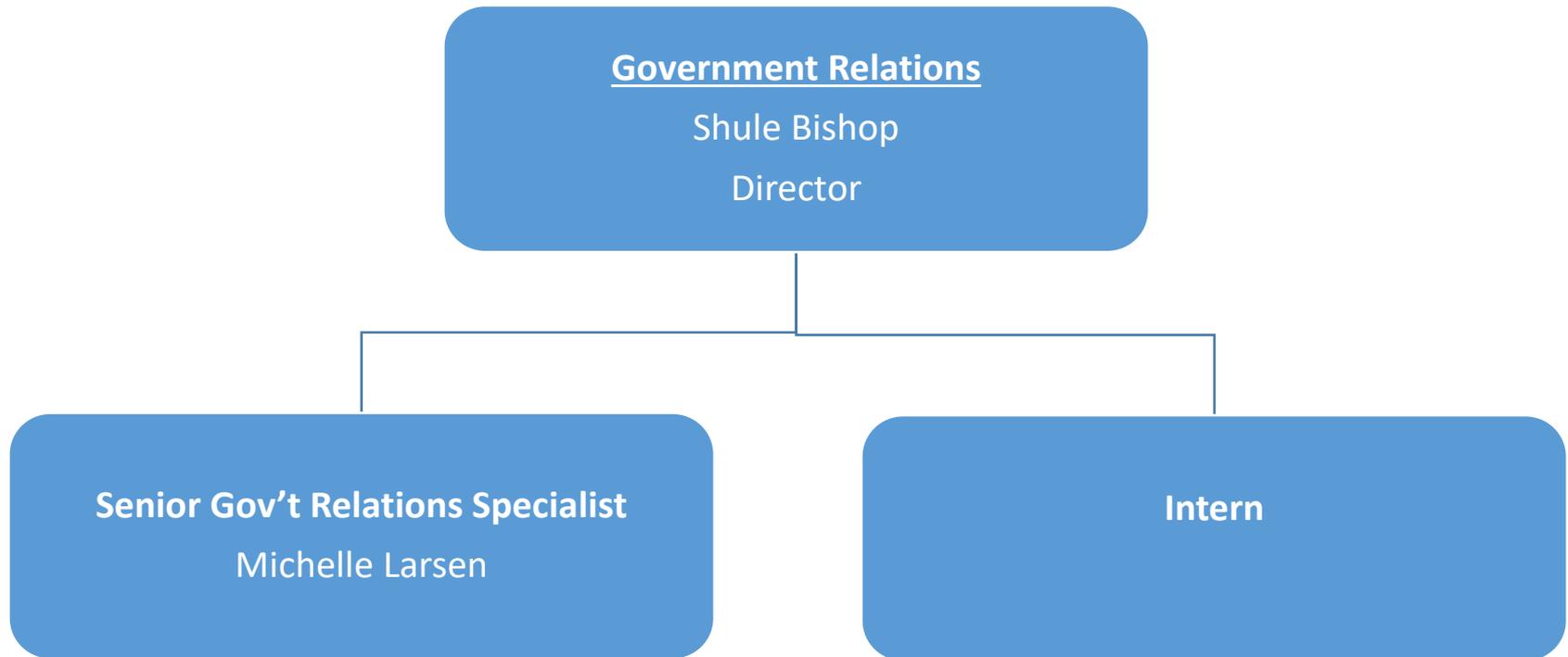
2021 Key Initiatives

- Update Risk Analysis with Key Management Personnel
- Ongoing Ethics Program
- Focus on Technology Assisted Risk Based Auditing with acquisition of IDEA
- Co-Sourcing to supplement in-house talent



Total Funding \$776,000
FTE 2.5

Government Relations



2021 Proposed Government Relations Operating Budget Expenses by Category

Category	2020 Amended Budget	2021 Proposed Budget	Change FY20 – FY21
Wages	\$236,856	\$235,356	(0.6)%
Fringe	82,092	82,080	0.0%
Services	340,000	350,000	2.9%
Other O&M	111,500	109,000	(2.2)%
Totals	\$770,448	\$776,436	0.8%
FTE	3.0	2.5	(0.5)



Government Relations

2021 Budget Changes

- Services Prof & Tech increased \$10K
- Computer Supplies decreased (\$2.5K)



Government Relations

2021 Key Initiatives

- FrontRunner double track support from the Utah State Legislature
- Capital Investment Grant for Ogden BRT project

