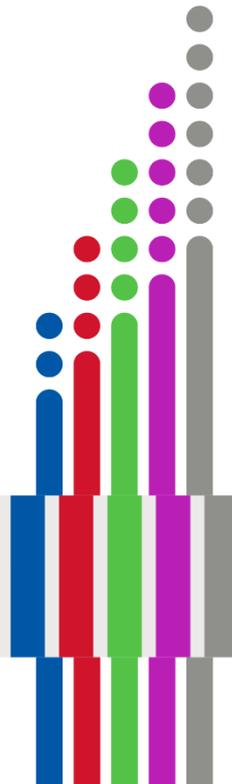


Acting Chief Service Development Officer

2020 Budget Presentation



Chief Service Development Office

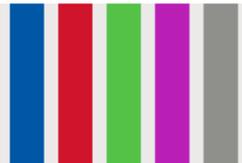
2019 Goals

- **Develop 5-year capital plan with associated funding strategies**
- **Ensure design and construction quality for all UTA projects**
- **Complete and utilize TOD System Analysis Tool**
- **Progress TOD through issuing RFPs and groundbreaking**
- **Complete Service Choices survey – then implement into 5-yr Mobility Plan**
- **Maximize resources to provide access to opportunity**
- **Meet the transit needs of current and future generations**



Chief Service Development Office

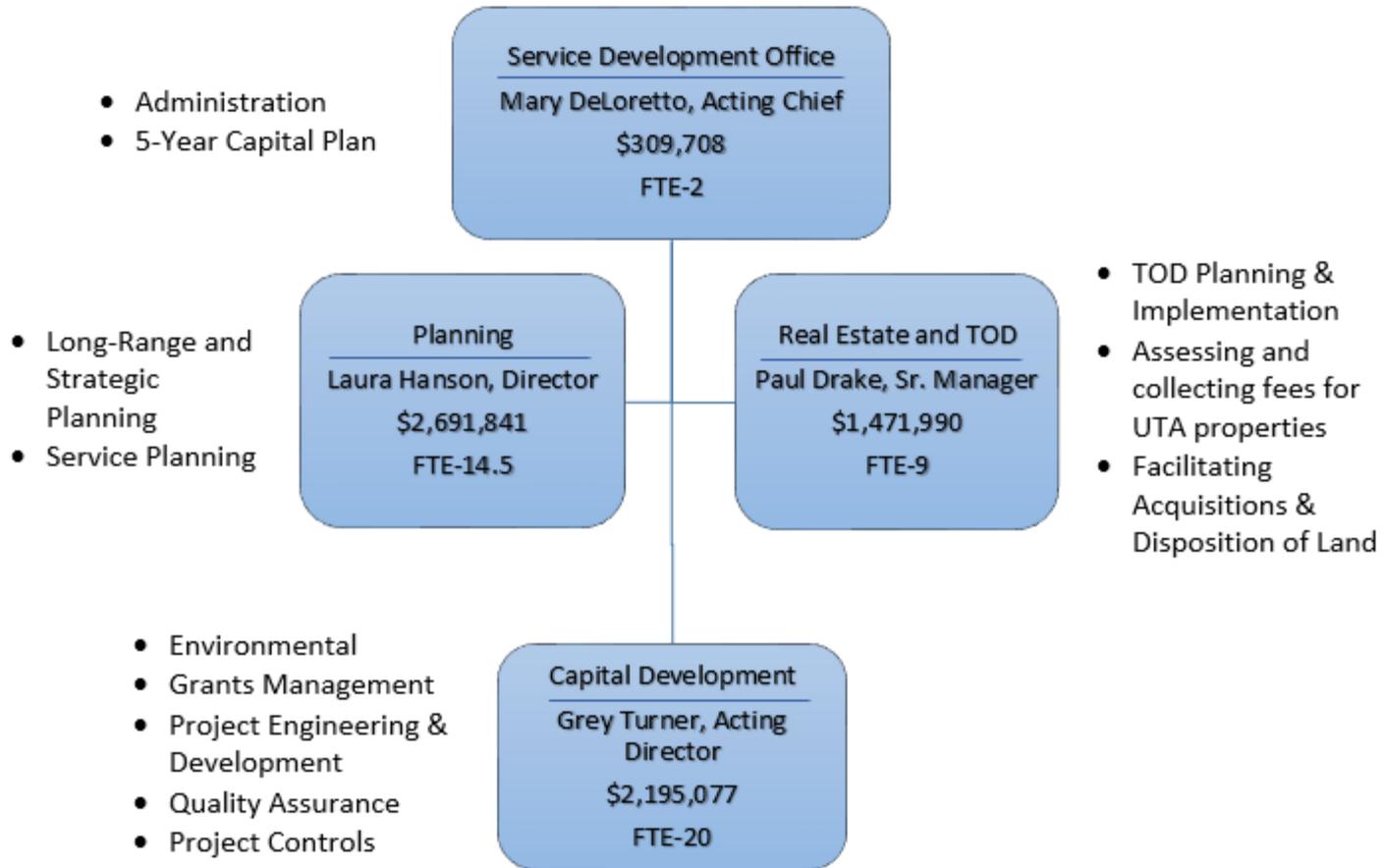
- **The Service Development Office takes transit projects from the initial concept phase to their ultimate implementation while ensuring integration within the community**
- **Having the Planning, Capital, and Real Estate/TOD departments housed in one office offers a seamless transition from planning to project construction and execution, whether it be service modifications or expansions, new facilities or corridor construction, or transit-oriented developments**
- **Inter-departmental support is provided by the real estate team for capital projects, by the quality team for both capital and TOD projects, and by the planning team providing strategies for future development opportunities**



Office of Service Development

Total Office Funding: \$6,668,616

FTE Total: 45.5



CSDO Budget Factors

- **One of the major budget changes for 2020 is the creation of the new Service Development Office**
- **The 2020 budget includes the new Chief Officer position and an Administrative Assistant**
- **The Administrative Assistant position will be moved from the Capital Department and will support the Chief, as well as all three departments in the office**



CSDO 2019 YTD BUDGET (Jan – Jul)

Division	YTD Actuals	YTD Budget	YTD Variance	YTD %
CSDO	77,970	0	(77,970)	
REAL ESTATE AND TOD	612,645	783,769	171,124	22%
SERVICE PLANNING	503,020	496,307	(6,713)	-1%
STRATEGIC PLANNING	1,143,447	1,554,623	411,176	26%
CAPITAL DEVELOPMENT	1,051,424	1,165,781	114,357	10%
GRAND TOTAL	3,388,506	4,000,480	611,974	15%



CSDO Headcount

Division	Adopted 2019	Proposed 2020	Change
CSDO	1.00	2.00	1.00
REAL ESTATE AND TOD	8.00	9.00	1.00
SERVICE PLANNING	8.50	8.50	-
STRATEGIC PLANNING	6.00	6.00	-
CAPITAL DEVELOPMENT	21.00	20.00	(1.00)
GRAND TOTAL	44.50	45.50	1.00

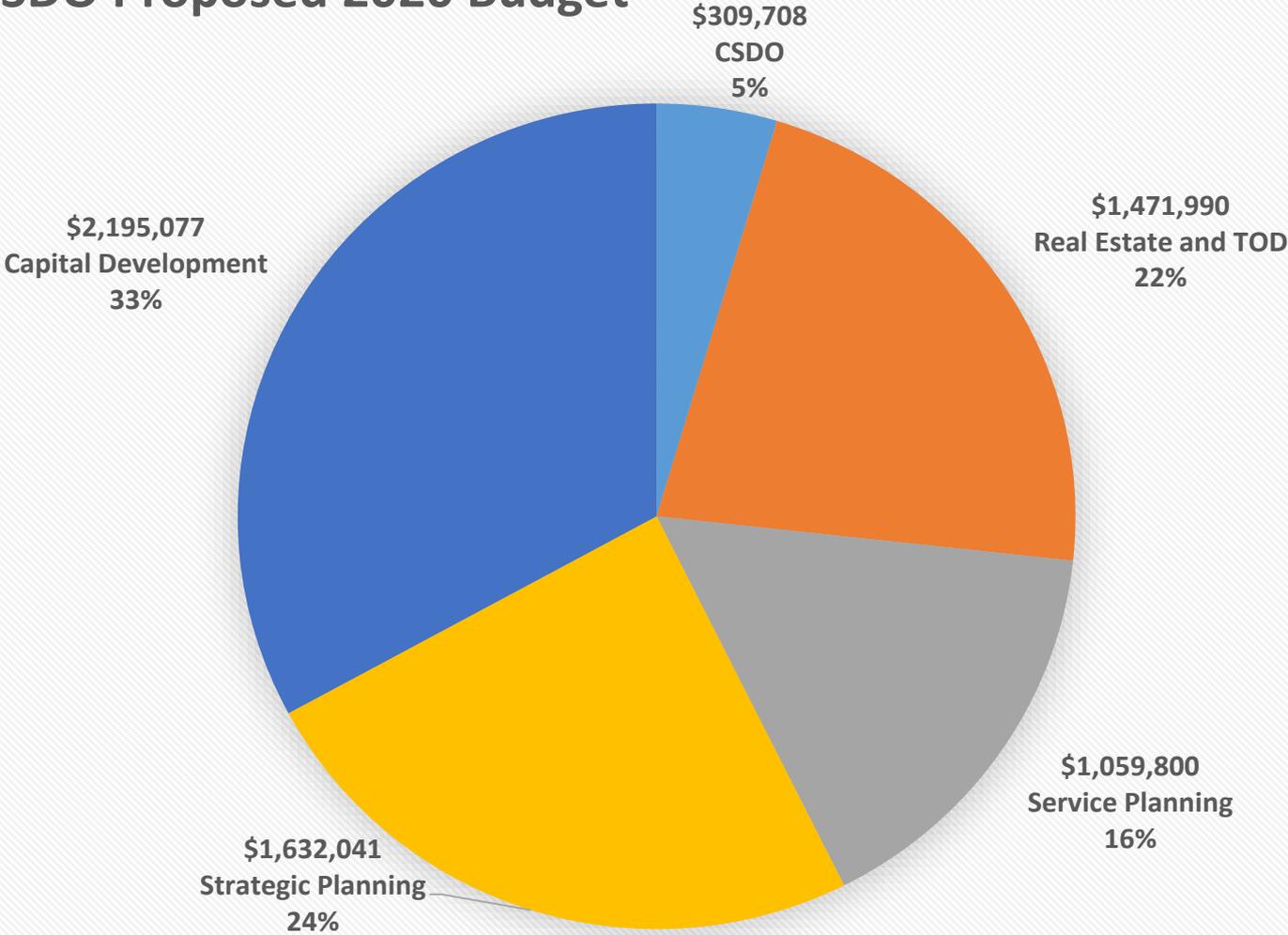


CSDO BUDGET

Divison	Amended 2019	Proposed 2020	\$ Difference	% Difference
CSDO	\$ -	\$ 309,708	\$ 309,708	
REAL ESTATE AND TOD	\$ 1,392,220	\$ 1,471,990	\$ 79,770	5.73%
SERVICE PLANNING	\$ 850,812	\$ 1,059,800	\$ 208,988	24.56%
STRATEGIC PLANNING	\$ 2,262,705	\$ 1,632,041	\$ (630,664)	-27.87%
CAPITAL DEVELOPMENT	\$ 2,032,382	\$ 2,195,077	\$ 162,695	8.01%
GRAND TOTAL	\$ 6,538,119	\$ 6,668,616	\$ 130,497	2.00%



CSDO Proposed 2020 Budget



Real Estate and Transit-Oriented Development 2020 Budget Presentation



Real Estate & TOD

The Real Estate Department (RED) is responsible for the acquisition, lease, management, disposition, and development of UTA real property. We seek to protect UTA's property interests, generate revenue for transit service, and uphold UTA's objectives of supporting the regional growth vision and building communities.

The RED manages nearly 2,300 acres of property worth approximately \$430 million. These properties are located throughout UTA's service area, including 150 miles of active rail, 50 miles of preserved corridor, and 24 miles of trails. The RED also partners with communities and private developers to plan and implement transit-oriented development (TOD).



REAL ESTATE & TOD HEADCOUNT

REAL ESTATE AND TOD	Adopted 2019	Proposed 2020	Change
5900 - REAL ESTATE	8.00	9.00	1.00
TOTAL	8.00	9.00	1.00



REAL ESTATE & TOD BUDGET

Department	Amended 2019	Proposed 2020	\$ Change	% Change
REAL ESTATE AND TOD				
5900 - REAL ESTATE	1,392,220	\$ 1,471,990	\$ 79,770	5.73%
TOTAL	\$ 1,392,220	\$ 1,471,990	\$ 79,770	5.73%

Department	Amended 2019	Proposed 2020	\$ Change	% Change
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Initiatives and Challenges

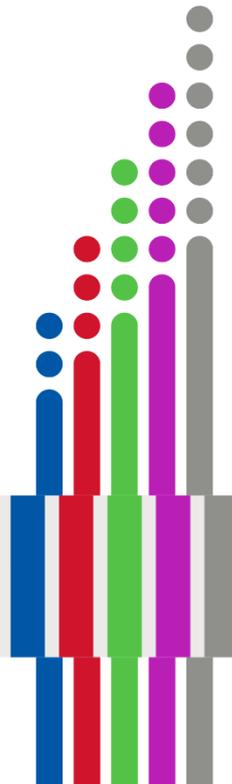
Initiatives

- Collaborate with cities to complete Station Area Plans
- Complete preparatory work on board-selected TOD sites
- Move TOD construction projects toward completion
- Georeference property data and documentation
- Preserve corridor for upcoming capital projects

Challenges

- Property and labor costs continue to increase
- Labor supply cannot keep up with the demand
- Uncertainty in the market affects availability of loan funding
- Statutory limit on TOD projects hampers community motivation

Planning Department 2020 Budget Presentation



PLANNING DEPARTMENT

Each of the divisions within the Planning Department have a unique set of core functions and responsibilities that contribute to the overall success of UTA and its role in the region.

Strategic Planning

- Collaborate with MPOs on long-range transit planning
- Develop UTA strategic plans
- Researching and evaluating local data and industry best practices
- Support making first/last mile connections
- Promote UTA's environmental stewardship and sustainability

Service Planning

- Manage UTA's bus network routing, span and frequency
- Manage UTA's network of bus stops
- Own and manage UTA's triannual service change implementation process
- Negotiate and manage sponsored service agreements



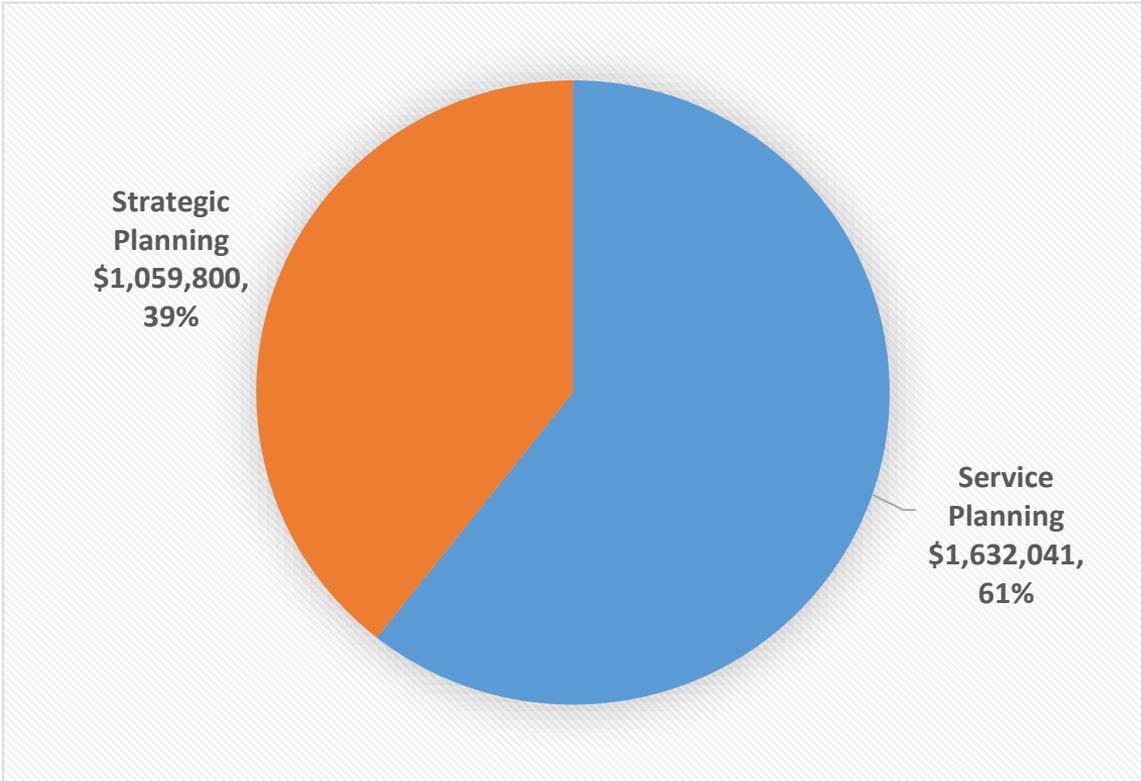
PLANNING DEPARTMENT HEADCOUNT

PLANNING DEPARTMENT	Adopted 2019	Proposed 2020	Change
2410 - INTEGRATED SERVICE PLANING	8.50	8.50	-
6200 - LONG RANGE STRATEGIC PLANNING	6.00	6.00	-
TOTAL	14.50	14.50	-



PLANNING DEPARTMENT BUDGET

Department	Amended 2019	Proposed 2020	\$ Change	% Change
6200 – STRATEGIC PLANNING	\$ 850,812	\$ 1,059,800	\$ 208,988	1.76%
2410 – INTEGRATED SERVICE PLANNING	\$ 2,262,705	\$ 1,632,041	\$ (630,664)	0.72%
TOTAL	\$ 3,113,517	\$ 2,691,841	\$ (421,676)	0.86%



Initiatives and Challenges

Initiatives

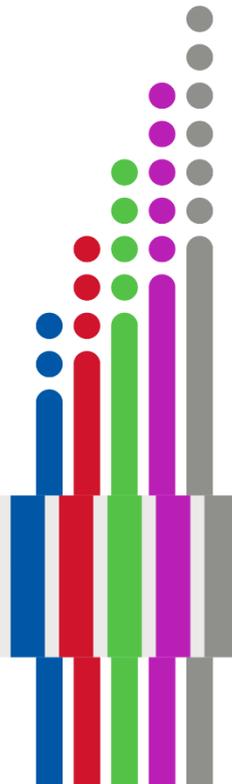
- **Service Choices**
- **4th Quarter Service Implementation**
- **UTA Long-Range Plan**
- **Local Government Coordination**
- **FrontRunner, Provo to Payson**
- **Future of Light Rail**

Challenges

- **Staffing - Recruitment/Retention**
- **Sometimes competing interests between customers and stakeholders**



Capital Department 2020 Budget Presentation



CAPITAL DEPARTMENT

The Capital Development Department consists of 4 sub-groups that are instrumental in developing and completing capital projects.

Project Development

- Take projects from strategic planning and develop into manageable projects
- Outline project requirements and Develop funding plans

Environmental / Project Controls / Grants

- Manage all aspects of environmental process (Federal/State/Local)
- Monitor/provide oversight for environmental regs affecting UTA's assets & ops
- Oversee all project controls – invoices, budgets, schedules, documentation, etc.
- Identify potential grant opportunities/complete application process

Project Management & Engineering

- Manage scope/schedule/budget of all capital projects
- Procure consultants & contractors as needed to design and construct projects
- Engineer minor projects “in-house” – provide design.

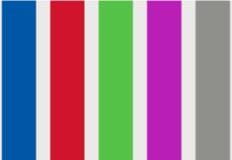
Quality Oversight

- Oversee quality process through design and construction of projects
- Inspect/Test/Certify all aspects of construction



CAPITAL DEVELOPMENT HEADCOUNT

CAPITAL DEVELOPMENT	Adopted 2019	Proposed 2020	Change
6800 - CAPITAL PROJECTS AND DEVELOPMENT	21.00	20.00	(1.00)
TOTAL	21.00	20.00	(1.00)



CAPITAL DEVELOPMENT BUDGET

Department	Amended 2019	Proposed 2020	\$ Change	% Change
CAPITAL DEVELOPMENT				
6800 - CAPITAL PROJECTS AND DEVELOPMENT	2,032,382	\$ 2,195,077	\$ 162,695	8.01%
TOTAL	\$ 2,032,382	\$ 2,195,077	\$ 162,695	8.01%



Initiatives and Challenges

Initiatives

- **Develop a UTA Facilities Master Plan (including structural analysis)**
- **Future of FrontRunner, Core Capacity Initiative**
- **Continue to develop partnerships with local governments, developers, and other governmental agencies**
- **Develop/maintain a 5-year capital budget plan**
- **Deliver capital projects on-time and on-budget**

Challenges

- **Find and retain qualified personnel (competing in a tough market)**
- **Developing accurate cost estimates in a fast growing economy – construction prices rising at very high rates**
- **Communicating and working with Union Pacific (key to several large projects)**



Questions?



Proposed 5-Year Capital Plan 2020 through 2024

UTA Board of Trustees

September 17, 2019



5-Year Capital Plan Overview

- Capital projects include:
 - new construction
 - state of good repair
 - facilities maintenance
 - vehicles
 - safety & security items
 - IT projects
 - major equipment purchases (over \$25K)
- 5-year forecast helps mitigate challenges of applying a 1-year budget to multi-year projects and helps in long range budget planning



5-Year Capital Plan - Process

- New project requests are submitted annually and prioritized by management for funding consideration
- Prioritization considerations:
 - Assure a safe system
 - Take care of or replace what we have
 - Leverage grants and partner funds
 - System improvements
- Projects with lower priority may be reduced in scope or moved to subsequent years
- Prioritized list of projects for 5-year plan is submitted to the Executive Team for review



Proposed 5-Year Capital Plan

- 2020-2024 capital requests were compiled and prioritized
- Total requests over the 5-year period exceed available budget projections
- Prioritization resulted in plan consistent with TFP
- Proposed plan will fund 82% of requests
- Any new, unforeseen items will be considered for annual budget amendments as needed



Proposed 2020 Capital Budget Summary

Projects	2020 Proposed Budget	Grants	State/Local Partners	UTA Funds
New Vehicles	\$32,041,871	\$2,775,830		\$29,266,041
Information Technology	\$6,531,838	\$757,838		\$5,774,000
Facilities/Safety	\$2,750,000			\$2,750,000
Rail Maintenance	\$10,050,000			\$10,050,000
Vehicle Rehab & Repair	\$8,524,194	\$786,684		\$7,737,510
Airport LRT	\$13,000,000			\$13,000,000
Depot District	\$40,936,916	\$3,736,916	\$2,500,000	\$34,700,000
Ogden-Weber BRT	\$28,197,076	\$18,706,000	\$2,900,000	\$6,591,076
Other Capital Projects	\$48,517,104	\$12,599,633	\$19,215,957	\$16,701,514
Total	\$190,548,999	\$39,362,901	\$24,615,957	*\$126,570,141

* UTA 2020 funds include:

- \$41,111,076 in bonds
- \$31,298,470 in leasing



Proposed 5-Year Capital Plan Summary by Project

Projects	5-Yr Proposed Budget	Grants	State/Local Partners	UTA Funds
New Vehicles	\$169,759,390	\$2,775,830		\$166,983,560
Information Technology	\$29,801,838	\$757,838		\$29,044,000
Facilities/Safety	\$15,505,000			\$15,505,000
Rail Maintenance	\$83,211,063			\$83,211,063
Vehicle Rehab & Repair	\$52,390,629	\$10,487,147		\$41,903,482
Airport LRT	\$18,550,000			\$18,550,000
Depot District	\$48,630,092	\$7,930,092	\$5,000,000	\$35,700,000
Ogden-Weber BRT	\$91,974,076	\$70,503,996	\$13,579,004	\$7,891,076
Other Capital Projects	\$115,002,018	\$37,085,810	\$25,660,219	\$52,255,989
Total	\$624,824,105	\$129,540,713	\$44,239,223	*\$451,044,169

* UTA funds include:

- \$66,741,076 in bonds
- \$183,701,989 in leasing



Proposed 5-Year Capital Plan Summary by Year

Year	Proposed Budget	Grants	State/Local Partners	UTA Funds
2020	\$190,548,999	\$39,362,901	\$24,615,957	\$126,570,141
2021	\$172,796,119	\$53,180,445	\$16,423,266	\$103,192,408
2022	\$83,331,867	\$24,547,367	\$500,000	\$58,284,500
2023	\$84,275,100	\$8,450,000	\$2,700,000	\$73,125,100
2024	\$93,872,021	\$4,000,000	\$0	\$89,872,021
Total	\$624,824,105	\$129,540,713	\$44,239,223	\$451,044,169

* UTA funds include:

- \$66,741,076 in bonds
- \$183,701,989 in leasing



Potential Future Capital Development Projects - Unfunded

- Transit Opportunities:
 - South Davis BRT
 - Mid-Valley Connector BRT
 - Future of FrontRunner
 - Point of the Mountain Transit
 - Sandy/South Jordan Circulator
- Facilities:
 - South Salt Lake County bus garage
 - LRT facility near airport and/or in Utah County
 - CRT facility in Ogden and/or in Provo
 - Warm Springs Expansion
 - Riverside Expansion
 - Timpanogos Remodel and Expansion
 - Remodel OK Manufacturing building



Next Steps

- Input on Draft 5-Year Capital Plan from UTA Board of Trustees
- Draft Plan is presented to the Advisory Council for consultation
- Subsequently, Plan is presented to the UTA Board for review and approval
- First year of the 5-Year Capital Plan is incorporated into UTA's proposed annual budget

