

UTA Board of Trustees Meeting

May 8, 2019



Call to Order and Opening Remarks



Pledge of Allegiance



Safety First Minute



Safety Is a Choice You Make

**Personal Protection
Equipment**



Policy



Common Sense



Public Comment Period



Public Comment Guidelines

- Each comment will be limited to two minutes per citizen or five minutes per group representative
- No handouts allowed



Approval of May 1, 2019 Board Meeting Minutes

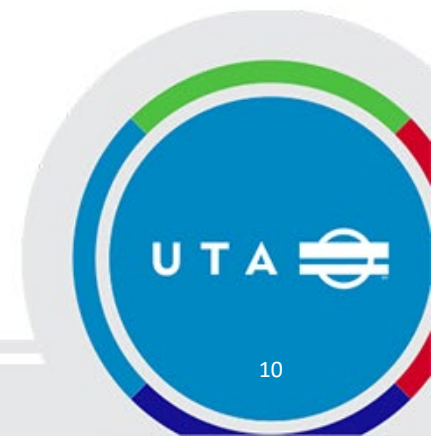


Recommended Action (by acclamation)

Motion to approve



Agency Report



TIGER First/Last Mile Project



TIGER Grant

- Transportation Investment Generating Economic Recovery (TIGER)
- Project Goal: Reduce and remove barriers to transit access and transportation corridors in order to connect communities, employment centers, educational institutes, public services, and other community resources. This project will improve safety for pedestrian and cyclists, with an emphasis on developing mobility for transportation disadvantaged communities and the creation of ladders of opportunity.



TIGER Grant Award

- \$20 million in TIGER funds
- \$11.8 million in matching funds
 - Other state funds (MAG, WFRC, UDOT)
 - Local funds (cities, counties, UPRR)
 - UTA local & Prop 1
- \$31.8 million in total TIGER projects
- 161 projects
- \$75.7 million First/Last Mile Program commitment
 - \$43.9 million for non-TIGER projects
 - Under control of other agencies, outside of UTA
- Environmental complete January 11, 2018 (categorical exclusions)
- Grant executed February 8, 2018
- Construction substantial completion December 2021



Summary of TIGER Projects

Project Type	# of Projects in Grant
ADA Ramps	60
Bike Lanes	13
Bike Parking-Lockers & Racks	24
Bike Repair Stands	21
Bike Shares	2
Bus Stop Improvements	4
Crosswalk Improvements	4
Pedestrian Bridges	3
Railroad Crossings	1
Sidewalks	4
Multi Use Paths	3
Wayfinding	22
TOTAL	161



TIGER Project Map

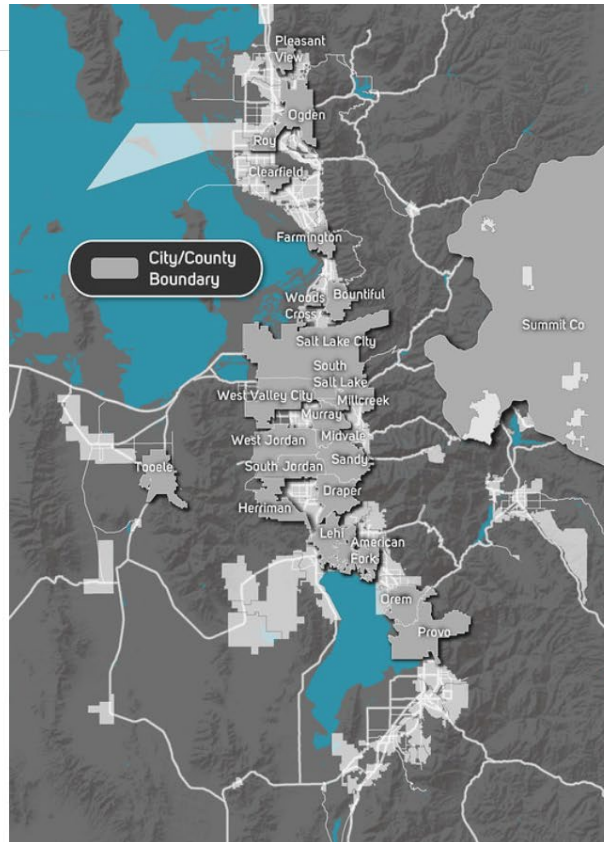
UTA First Mile Last Mile



Improving Community Access to Regional Opportunities

City list:

- [American Fork](#)
- [Bountiful](#)
- [Clearfield](#)
- [Draper](#)
- [Farmington](#)
- [Herriman](#)
- [Lehi](#)
- [Midvale](#)
- [Millcreek](#)
- [Murray](#)



FIRST MILE LAST MILE

Home



Work



UTAH TRANSIT AUTHORITY

<https://wspgeo.maps.arcgis.com/apps/MapJournal/index.html?appid=170f3647c40c4196bcf418e024680817>



TIGER Agreements/Contracts

- Stakeholder agreements
 - Local municipalities
- Professional services
 - Active transportation design: Alta Planning & Design, Inc.
 - TIGER first/last mile design: Civil Science, Inc.
- Construction management/general contractor
 - Granite Construction
 - Phase 1 pre-construction services
 - Base contract for all design coordination
 - Phase 2 construction services amendments
 - Each amendment is for construction of individual projects
 - Seven amendments approved to date



TIGER Project Progress

- 69 projects are complete
 - ADA ramps: 60 projects (Bountiful) (100%) \$503,733
 - Bike lanes: 7 projects (SOJ_HER_DRA) \$157,254
 - Sidewalk: 2 projects (Farmington) \$1,110,135



Ogden Bike Lanes



SSL Parley's Trail

- 2 projects in construction to be completed in May 2019
 - Bike lanes: 1 project (Ogden) \$3,396,831
 - Multi-use path: 1 project (SSL) \$615,498



TIGER Project Progress

- 5 projects have completed designs, ready for construction
 - Crosswalk: 1 project (Midvale)
 - Bike lanes: 3 projects (Tooele, Farmington)
 - Bike shares: 1 (Summit County)
- 5 projects in design phase
 - Overhead pedestrian: 1 project (Lehi)
 - Multi-use path: 2 projects (Sandy, SLC)
 - Crosswalk: 1 project (Farmington)
 - Bike shares: 1 project (SLC/GREENbike)



Questions?



Main Street State of Good Repair Update



400 South Half Grand Union Project

- Track construction for phase 1 continued with welding and elevating the switches
- Drainage to the switch machines was completed
- Track signaling conduits from the turnouts to the hand holes progressed
- Began pulling wire back to the new signal house
- Rebar installation began on Tuesday at 3 p.m.
- Saw cutting for the start of phase 2 expected to be completed today
- Planning to pour phase 1 concrete Thursday morning
- Project is on schedule and progressing as planned









Grants Update



Grants Update:
\$52.4M in Discretionary Grants
(Award Executed or Selected w/ Award Pending)



- **\$36,353,506 from 2019 efforts:**
 - MPO-programed CMAQ/STP/TAP funds for 2019-2023 projects
 - From Wasatch Front Regional Council: \$27,880,046
 - From Mountainland Association of Governments: \$8,468,960
 - \$4,500 from National Police Dog Foundation
- **\$16,071,775 from 2018 selected proposals, contracts in development**
 - 5339 (b) Bus and Bus Facilities for Depot District: \$11,000,000
 - 5339 (c) Low-No for Electric Buses on PC-SLC Connect: \$2,290,000
 - FRA CRISI Grant for PTC on FrontRunner South: \$2,781,775



Grants Update: Applied for \$77.35 M in 2018 Still Pending Decision



- **\$77.35 M Applied for in 2018 Still Pending:**
 - \$49.75 FTA Capital Investment Grant Program; Small Starts for Ogden BRT
 - Approved for project development. Re-apply yearly per FTA policy until funded.
 - \$26.2 Utah VW Settlement Funds; 27 UTA buses and 8 with Park City
 - Decision expected by end of Spring 2019
 - \$1.4 FTA ICAM and HSCR; E-Voucher Pilot Software Project
 - Decision expected by end of May 2019



Grants Update: 2019 Applications In Development



- 2019 applications in development
 - USDOT BUILD for Future of FrontRunner; early capital; \$12-20 M
 - 2019 FTA 5339 Low-No w/Park City; 2 electric buses on PC-SLC route; \$2+ M
 - 2019 5339 (b) Bus and Bus Facilities for system wide bus stops; \$2-5 M
 - FEMA TSGP: Various security improvements; \$1-3 M
 - WFRC and MAG programed CMAQ/STP/TAP; various projects; \$5-10 M
 - FTA TOD Planning Grant; plan for TOD – Future of FrontRunner; \$1 M



Grants Update: Ongoing Formula Funding



- Formula funding UTA receives annually
 - 5307 Urbanized Area Formula Funds
 - \$49 M for preventive maintenance and paratransit service
 - 5337 State of Good Repair Grants
 - \$17 M for rail preventive maintenance
 - 5339 Bus and Bus Facilities
 - \$3 M for bus related projects or bus replacements
 - 5310 Enhanced Mobility of Seniors & Individuals with Disabilities
 - \$1.3 for sub-recipients mobility providers & UTA mobility management projects



R2019-05-02
Authorizing Execution of
Interlocal Agreement with
Utah County
(Service Level Agreement)



Recommended Action (by roll call)

Motion to approve R2019-05-02:

Authorizing Execution of Interlocal Agreement with Utah County
(Service Level Agreement)



Contracts and Pre-Procurements



Contract: Bus Lifts for Meadowbrook and Ogden Facilities (Steril-Koni, Inc.)

- Description and purpose:
 - New bus lifts to replace aging existing lifts
- Total contract:
 - \$366,711



Recommended Action (by roll call)

Motion to approve contract:

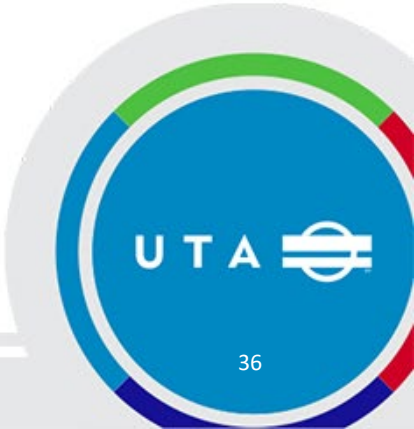
Bus Lifts for Meadowbrook and Ogden Facilities (Steril-Koni, Inc.)



Discussion Items



Census 2020



CENSUS 2020

You
Matter

— BE COUNTED —



CENSUS 2020
SALT LAKE COUNTY COUNTS

What is the Census?



- Once-a-decade count of everyone living in the country.
- Required by U.S. Constitution since 1790.
- Actual count of individuals & housing units, not a sampling.
- Includes all residents, regardless of citizenship or immigration status.
- Annual updates track populations changes; the decennial census provides the baseline data.

Why Does the Census Matter?

- Paints an accurate picture of the nation & the diversity of our population related to age, gender, race/ethnicity, language, marital status, household type, etc.
- Central to decision-making by public agencies, businesses, nonprofits.



FEDERAL FUNDING

Each year, more than \$700 billion in federal funds are allocated to state, local, and tribal governments, based largely on information from the Census.



POLITICAL REPRESENTATION

Census data determines each state's federal representation and is used to redraw federal, state and local district boundaries.



PLANNING & DECISION-MAKING

Planning for everything from roads and utilities to community centers and public safety is dependent on Census data



BUSINESS & ECONOMY

Demographics and statistics help identify and target customers and employees, decide where to expand or relocate, and make other key business decisions.



COMMUNITY SERVICES

Census data helps non-profit groups and public agencies identify needs and allocate funding.

Why Does the Census Matter?

\$5,694,470,987

Federal funding received in 2016 by Utah state and local governments.

\$1,870

Approximate amount of federal funds Utah receives per person.

\$18,700,000

Amount per year Utah would lose for every 1,000 residents *not* counted in Census 2020.

Statistics from the Counting for Dollars 2020 Project at The George Washington University's Institute of Public Policy, Jan. 30, 2019.

Schedule Overview



Now-Spring 2020

Prepare for count, educate about Census purpose & value to community

Spring 2020

Motivate people to participate

April 1, 2020 Census Day!

May-July 2020

Follow-up to ensure accurate count

December 2020-March 2021

Census Bureau provides results to federal and state agencies

Census Timeline

Key dates for Census responses

March 12-20 Instructions to take online survey sent to all households. Census response begins

March 16-24 Follow-up letter sent to non-respondents urging completion

April 1, Census Day! Responses due

If no response by March 24

March 26-April 3 Reminder postcard sent

April 8-16 Letter and paper survey sent

April 23-30 Final follow-up postcard sent

If no response after April 30

May-July 2020 Census Bureau “enumerators” with handheld tablets visit non-responsive households to complete survey

Following count

Late 2020-Early 2021 Results sent to federal and state agencies

Issues & Challenges

Accurately counting all Utahns will be challenging

The 2020 Census differs from previous counts in several important ways, some of which may make it harder to ensure an accurate count. The U.S. Government Accountability Office has rated the 2020 Census as “high risk” because of these challenges.



INTERNET RESPONSE For the first time, Census 2020 will be conducted mostly online, making it easier to respond for some people, but raising concerns about technology difficulties and lack of internet access for many people.



BUDGET CONSTRAINTS Despite declining response rates, the Census will be conducted at a lower cost per household than in 2010. There will be fewer local offices and field staff, as well as fewer in-person and telephone follow-ups. Local and state funding is limited, as well.



DISTRUST IN PROCESS & PRIVACY CONCERNS Distrust of government is high among segments of the population, potentially limiting participation. Proposed reintroduction of a citizenship question and concerns about privacy are key issues.

Hard-to-Count Communities



- Census has become more accurate over time
- But undercounts of specific population subgroups persist at disproportionately high rates
- Inaccuracies negatively affect these communities and state and local governments
- Identifying and encouraging HTC communities to participate in Census 2020 is a key objective of Salt Lake County's efforts

Salt Lake County's Approach & Activities

GOAL: *Ensure an accurate count of all County residents in Census 2020*

Here's how:

Updating Addresses The County, combined with cities, has thousands of address corrections and additions to the Census Bureau Master Address File, which will be used to send out information about Census 2020 and conduct follow up for households that don't respond.

Coordination with Local, State and National Efforts The County is working closely with the state officials and representatives from other local governments to ensure that Census 2020 outreach efforts in Utah maximize resources and benefit our County.

Complete Count Committee Salt Lake County, together with the County's cities and metro townships, nonprofit organizations, community groups and area businesses, has formed a Complete Count Committee to guide the development and implementation of strategies to reduce undercount.

Information & Community Engagement The County is working with trusted community organizations and institutions to reach out and educate residents about Census 2020, motivate them to participate, and support them in completing the survey.

Opportunities for Utah Transit Authority (UTA)

NOW - SPRING 2020

**PREPARE
& EDUCATE**

UTA employees to complete the Census

Examples: Newsletters, flyers in break rooms, employee fairs

UTA Riders to complete the Census - *Especially riders from Hard-to-Count areas*

Examples: messages on buses and TRAX, information on website

SPRING 2020

MOTIVATE

UTA employees to complete the Census

Examples: message on paychecks, create an event for Census day

UTA Riders to complete the Census - *Especially riders from Hard-to-Count areas*

Examples: message on fares tickets, information at stations

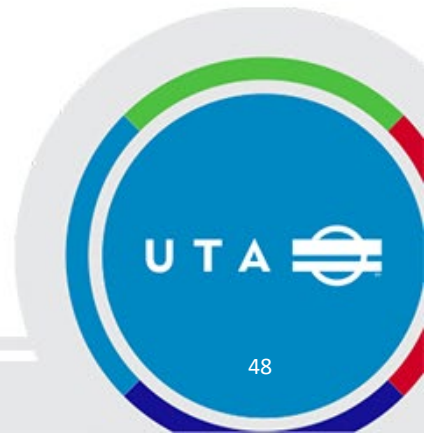


Thank You



CENSUS 2020
SALT LAKE COUNTY COUNTS

Executive Team Performance Metrics Follow Up



Chief Operating Officer

- Meet or exceed all chief operating officer key performance indicators
- Successfully implement new service
- Meet 2019 operating budget
- Develop 5-year capital and state of good repair plans with associated funding strategies
- Implement initiatives to support a strong organizational culture focused on employee development and retention



Monitoring & Measuring

COO Scorecard

Final March 2019 YTD

METRIC

BUDGET/GOAL

ACTUAL

VARIANCE

Efficiency & Effectiveness

Expense	\$ 60,412,446	\$ 58,787,983	2.7%
On-Time Performance	90.0%	92.0%	2.2%
Average Weekday Boardings	154,091	156,255	1.4%

Service Quality

Bus Miles per Voice of the Customer Road Call	24,072	29,476	22.5%
Rail Miles per Service Interruption	8,557	12,206	42.6%

Safety & Security

Bus Avoidable Accidents per 100K Miles*	1.00	1.01	-0.9%
Fare Inspection Rate	10.0%	12.0%	20.0%

Asset Management

Preventative Inspections	100%	100%	0.0%
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Chief Financial Officer

Goal

- Establish board fare strategy and policy
- Joint agency inventory contracts for long-lead time bus and rail parts
- Complete and utilize TOD system analysis tool
- Issue RFP on at least one new TOD site
- Break ground on two development phases - current TOD sites
- Update budget process for 2020 operating and capital as well as budget amendments

Current Status

- Initial discussion on May 22
- Bus contract approved; rail contract in negotiations
- Tool completed and used to select three TOD sites
- Clearfield RFP issued
- Sandy phases 5 and 6 site preparation work underway
- Updated operating and capital budget process has been reviewed



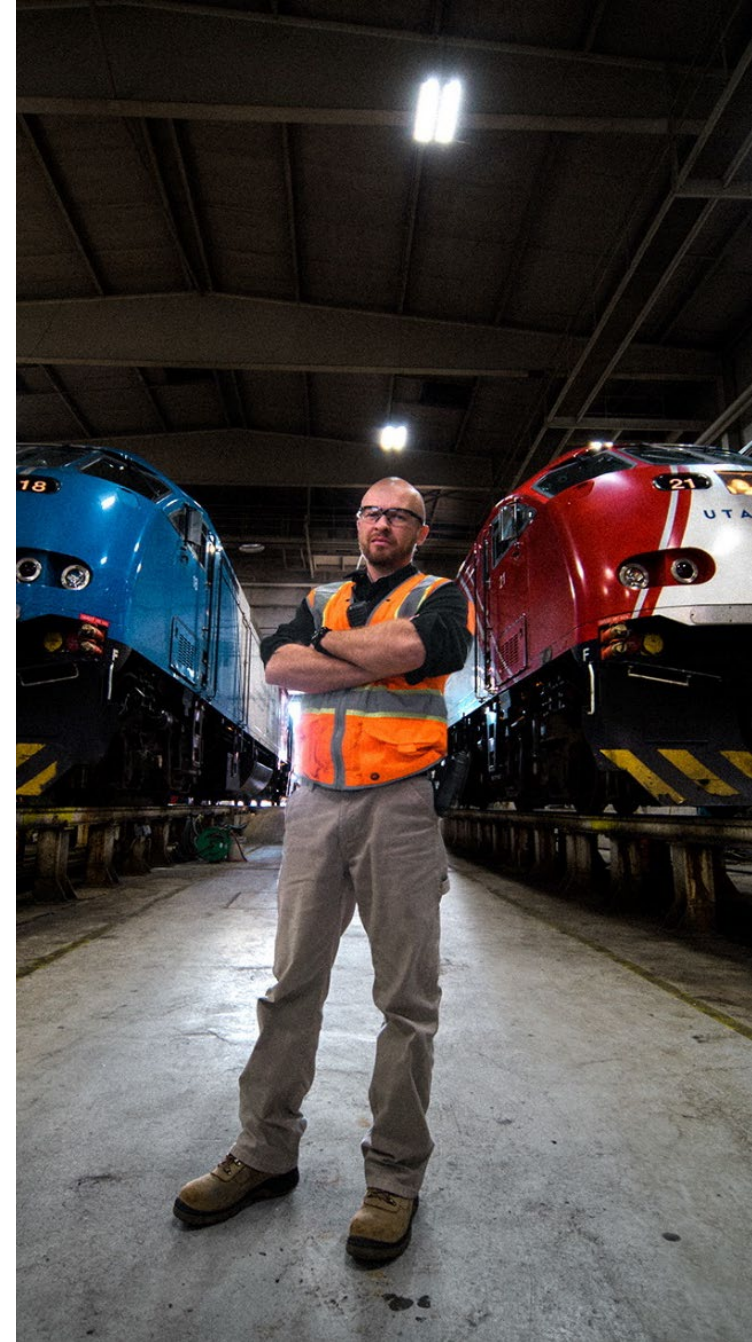
Monitoring & Measuring

Group	Key Performance Indicator	Goal
Fares	TVM uptime	95% or greater
Supply Chain	Parts availability %	95% or greater
Supply Chain	Vehicles out of service waiting for parts	Less than 20 buses Less than 5 TRAX cars Less than 3 CR cars



Chief People Office 2019

- Successfully negotiate terms of the new collective bargaining agreement
- Ensure that hiring and training efforts support current and new service
- Implement leadership development process
- Implement action planning from employee engagement survey to improve internal relationships and retention
- Roll out new clinic and wellness program to establish employee health metric benchmark in 2020



Update on Chief People Office 2019 Goals

Conduct leadership bench assessment to inform succession plans

- Create retirement risk metric and analysis

Improved participation rate for engagement survey

- Up 10.98% over 2018, plans for improvement in 2020

Leader ownership of employee engagement

- Action planning for 2019 (due in June, pulse survey key items in fall 2019)
- Top agency priority areas identified
- Continue evaluation for trends over time (2-3 years)

Overview of health and wellness program effectiveness

- Present five year results this summer
- Create risk metric with 2019 full year data

Continually looking at Total Rewards package for attraction/retention needs

- Evaluate mental health benefits to ensure competitiveness

Chief Communications and Marketing Office Team Goals

- Make UTA more relatable
- Better customer (current and future) communication
- Better internal communication
- Putting the customer at the core of everything
- Meet the transit needs of current and future generations (planning)



Chief Communications and Marketing Office 2019 Goals Update

New initiatives

- Incorporate diverse voices in our surveys and focus groups.
- Hire a community engagement manager to develop public engagement and stakeholder engagement strategic plan and initiatives.
- Conduct a segment market survey in 2020.

2019 Benchmark Survey

- Focus group questions specific to: “Make UTA more relatable” and “Better customer communication.” 2019 will be baseline development for these questions.

2019 Employee Engagement Survey

- Identify strategies and measurement that increase the overall response ratings for: “Increase collaboration” as well as “Increase engagement” and “Identification with the riding public” scores (over 2-3 years).

Draft 2019 Budget Amendments



Proposed Budget Amendments

- Operating
 - Utah County 4th quarter
 - TOD manager position
- Capital
 - New projects
 - 2018 carryover

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Utah County 4th Quarter

Category	Adopted Budget	Proposed Amendment	Amended Budget
Sales Tax	\$311,796,000	\$3,065,000	\$314,861,000
Operating Support	2,500,000	<u>(830,000)</u>	1,670,000
Revenue Net Increase		<u>\$2,235,000</u>	
Debt Service	\$119,584,000	\$2,235,000	\$121,819,000

TOD Project Manager

Category	Adopted Budget	Proposed Amendment	Amended Budget
Other Revenue (TOD)	\$3,545,000	\$68,000	\$3,613,000
Non-operating Expense	\$6,083,000	\$68,000	\$6,151,000

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2019 Capital Budget Amendment Summary of Changes

Description	Amount
2019 Capital Budget Detail	\$141,378,556
New Projects (3 projects)	3,707,267
2018 Carryover Projects:	
Reallocation of Budget (39 projects)	0
Change in Project Estimate (15 projects)	3,918,148
Change in Carryover Amount Only (93 projects)	<u>15,906,251</u>
Total Capital Budget Detail – Amended Budget	\$164,910,222

2019 Capital Budget Amendment

New Projects

Project	Amount
Park City Electric Bus	\$2,897,267
ADA Bus Stop Improvements – Utah County	675,000
Vanpool Vineyard Expansion	<u>135,000</u>
Total New Projects	\$3,707,267

SIVI

2019 Capital Budget Amendment

Capital Carryover Changes

Project	Change in Project Estimate (15 projects total)	Change in Carryover Amount (93 projects total)
Sharp/Tintic Rail Project	6,029,856	
Sugar House Double Tracking	(998,725)	
SW SLCo ROW Preservation	(600,000)	
Provo-Orem TRIP		8,091,896
Electric Buses – Lo/No Grant		5,846,532
Ogden/WSU BRT Design		2,408,924
Delta and 150 Interlocking		2,110,458
Sandy Parking Structure		1,804,256
All Other Projects	<u>(512,983)</u>	<u>(4,355,815)</u>
Total Capital Changes	\$3,918,148	\$15,906,251

Proposed 2019 Capital Budget Amended Revenues

Category	Adopted Budget	Proposed Amendment	Amended Budget
UTA Funding	\$46,552,000	(2,300,562)	\$44,251,438
Grants	50,031,000	12,367,278	62,398,278
Local Partner Contributions	11,009,000	6,004,733	17,013,733
State Contributions	4,677,000	388,699	5,065,699
2018 Bond Proceeds	19,020,000	6,057,792	25,077,792
Leasing	<u>10,090,000</u>	<u>1,013,282</u>	<u>11,103,282</u>
Total Revenue	\$141,379,000	\$23,531,222	\$164,910,222

Proposed 2019 Capital Budget Amended Expense

Category	Adopted Budget	Proposed Amendment	Amended Budget
Provo/Orem TRIP	\$2,500,000	\$8,091,896	\$10,591,896
Airport TRAX Station Relocation	2,650,000	0	2,650,000
State of Good Repair	46,754,000	290,243	47,044,243
Other Capital Projects	<u>89,475,000</u>	<u>15,149,083</u>	<u>104,624,083</u>
Total Capital Expense	\$141,379,000	\$23,531,222	\$164,910,222

Next Steps

- June 12 Advisory Council meeting
 - Consultation on proposed budget amendments
- June 19 Board of Trustees meeting
 - Consider budget amendment resolution

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Draft Board Financial Policy



Reasons for Financial Policy

- Financial oversight
- Plan for long-term needs
- Maintain and protect assets and infrastructure
- Develop and implement appropriate internal controls

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Financial Policy Topics

- Reserves
- Grants
- Investments
- Debt
- Financial Reporting
- Risk Management
- Internal and external controls
- Long-term financial planning
- Budgeting
- Capital

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Reserves

Reserve *	Policy	12/31/19 Estimate
General Operating	12% of budgeted operating expense	\$36,660,660
Service Stabilization*	3% of budgeted operating expense	9,166,000
Capital Replacement*	1% of physical assets	10,700,000
Bond*	Per bond covenants	38,564,000
Debt Rate Service	Savings from bond refundings	<u>71,341,000</u>
Total		\$166,431,000

* Note there is a new provision requiring restoration of these reserves within 60 months of their first use.

Grants and Investments

- Grants
 - Budget used for formula fund allocations
 - UTA will pursue discretionary grants that are consistent with priorities
 - Board notified if a discretionary grant over \$200,000 is being sought
- Investments
 - Board controls investment of all funds
 - Pension Committee will manage retirement system and deferred compensation 457 funds
 - Treasurer will manage investment of non-retirement funds

Debt

- Board approves, after State Bonding Commission approval, all bond issues
- Board approves contracts for bond counsel, financial advisors, and underwriters
- Board determines the method of sale
- Board approves all other financial instruments
- Executive Director manages the issuance process

Financial Reporting and Risk Management

- Financial Reporting
 - Maintain books in accordance with GAAP
 - Provide a quarterly investment report to board
 - Provide monthly financial statements to board
 - Prepare and submit other reports on time and in accordance with requirements
- Risk Management
 - Executive director reports annually to board on status of risk management program*
 - Authority will maintain public officials errors and omission insurance
 - Executive director procures insurance to compensate for losses that would adversely affect UTA

* New requirement

Internal Controls

- Authority will maintain a system of internal controls
- Chief auditor will develop an internal audit program complying with international standards
- Treasurer opens and closes bank accounts and provides access to only authorized users
- Board will select firm to perform the annual financial audit

Long-Term Financial Planning and Budget

- Long-term financial planning
 - Executive director develops a long-term financial plan and updates 3 times a year
 - Board reviews long-term financial planning and reports it to the State Bonding Commission annually
- Budget
 - The Authority will prepare and the board approve an annual budget
 - Board may amend the budget at any time
 - Executive director may make administrative adjustments within limits

Capital*

- Executive director develops a five-year capital plan and:
 - Updates it yearly
 - Includes in annual budget discussions
- The five-year plan will be fiscally constrained and maintain all assets at a state of good repair to:
 - Protect capital investment
 - Minimize future maintenance and replacement costs

*New requirement

Next Steps

- June 12 Advisory Council meeting
 - Consultation on financial policy
- June 19 Board of Trustees meeting
 - Consider adoption of financial policy

SM

Other Business

- a. Next meeting: May 22, 2019 at 9:00 a.m.



Adjourn

