

DATE: May 18, 2021
AGENDA ITEM: 4
SUBJECT: **Public Hearing and ACTION:** Approve FY22 WFRC Goals, Budget, and Unified Planning Work Program (UPWP)
PREPARED BY: Loveit Baumgardner, Kurt Mower, Wayne Bennion and Ned Hacker

BACKGROUND:

Wasatch Front Regional Council (WFRC) staff, in coordination with the WFRC Budget Committee, has identified proposed agency goals and prepared a draft budget and Unified Planning Work Program (UPWP) that outline the objectives and activities that WFRC plans to undertake in fiscal year 2022.

The WFRC Budget Committee reviewed the suggested goals, draft budget and UPWP on March 11, 2021 and the Regional Council reviewed these three items at its meeting on March 25, 2021 and recommended making them available for review by the public and by the County Councils of Government (COGs). There have been no comments received from members of the COGs, nor the public, on any of the items. The WFRC Budget Committee, which met again on May 3, and staff recommend that the Regional Council approve the goals and adopt the final budget and UPWP for fiscal year 2022. The goals, budget and UPWP presented here for approval are the same as the draft previously provided and reviewed by the Council in March. Below is a description and list of the goals, a summary of the UPWP, and discussion about key aspects of the budget.

WFRC Goals

Each year WFRC adopts a high-level set of goals and priorities to help shape its activities for the next year. These goals are developed through review of the WFRC's adopted Mission & Roles, reflection on the agency activities and accomplishments for the previous year, and a collaborative and full discussion among the WFRC staff, in consultation with the WFRC Council leadership. The goals are not meant to be a comprehensive list of all of WFRC's activities, but rather to articulate priority activities for the agency in FY22. The WFRC Unified Planning Work Program (UPWP), to be presented to the Regional Council at its meeting in May 2021, comprehensively lists all of WFRC's activities. These goals are for WFRC as an organization; they are not intended to be goals for the condition of the region. The Wasatch Choice Regional Vision goals, as adopted by the Council, serve that purpose.

The proposed WFRC FY22 goals are as follows:

1. Collaboratively advance the Wasatch Choice Regional Vision as a framework for integrating transportation, land use, and economic development, to best address growth-related opportunities and challenges
2. Effectively administer ongoing plans and programs
3. Provide subject-matter expertise to federal, state, and local officials and policymakers
4. Strive for organizational excellence

Not surprisingly, the FY22 goals are similar to the FY21 goals. This reflects the continuity in our organizational mission and roles, and the fact that most of our activities are ongoing and span multiple years. The proposed goals, with more detailed descriptions, are included as exhibits to this memo.

Unified Planning Work Program

The UPWP outlines the work tasks that WFRC will pursue during FY22 in collaboration with cities, counties, UDOT, UTA, and other partners. Among the primary tasks are assisting local communities with growth, transportation, and planning issues; ongoing development of the Regional Transportation Plan, Utah Unified Transportation Plan, and Wasatch Choice Regional Vision; continuing efforts to update and implement the Transportation Improvement Program; assisting in the development of air quality plans; continuing to utilize and improve analytical capabilities; and engaging with the public and local, state, and federal officials.

Budget Overview

Expenditures:

The budget for FY22 shows an increase of 19% over estimated FY21 expenditures, as several categories of expenditures from FY21 were less than anticipated due to the COVID-19 pandemic. Uncertainty surrounding the fiscal impact of the pandemic led WFRC to institute several cost-saving measures, including delaying or deferring: 1) wage adjustments for staff, 2) hiring of the replacement for the outgoing CFO and a new TLC program planner, 3) filling vacancies that occurred during the year, and 4) entering into new consulting contracts. Other expenses such as travel and training were delayed or eliminated, making those significantly less than what had been planned before the pandemic. The FY22 budget also includes expenses for the Household Travel Survey and the Transportation and Land Use Connection (TLC) Program that were budgeted in FY21 but were delayed due to the pandemic or were initiated in FY21 but are anticipated to carry into FY22 as multi-year efforts.

The FY22 budget generally assumes that expenditures will return to a pre-pandemic norm. The budget functions as a legal limit on expenditures, and of course we do not have to spend everything that is budgeted; in fact we routinely come in under budget. As we move towards and into FY22, we will continue to assess the economy and market and have the ability to make budget adjustments as may be warranted.

The major expenditure in the budget is for staff salary and benefits. The budget includes funding to maintain the current full-time staff of 30, and for four months for the outgoing CFO who will be retiring at the end of October 2021, and the addition of the new TLC planner whose hiring was delayed from FY21. Consistent with past practice, the budget also includes an overall personnel line item increase of five percent that functions as a cap for salary and employee benefit cost adjustments, including group health insurance.

Consultant contracts represent the second largest expenditure in the FY22 budget. The footnotes to the budget provide the detail of anticipated consulting contracts. The following are descriptions of two significant areas of consultant expense:

- The largest element of contractual expenditures (approximately \$1.5M in FY22) are for planning and technical assistance on Transportation and Land Use Connection (TLC) program projects funded with WFRC's federal STP funds and contributions from UDOT, UTA, and Salt Lake County, as well as local matching funds. Some of the TLC projects will not be completed before the end of FY21 and will be carried forward to FY22, with a budget amendment to be made in October 2021 when final accounting for FY21 is completed, reflecting the multi-year nature of the program. Much of the variation in the contractual line item reflects those TLC program consultant expenses, which are fully budgeted in one year and then often roll into the next, as well as the growth in the program. The expansion of TLC over time was planned, budgeted, and paid for with specific new funding.
- The other large item (approx. \$1.4M in FY22) is the Household Travel Survey, a significant data collection effort that is conducted roughly every ten years and is managed by WFRC and jointly funded by WFRC and its transportation agency partners. The WFRC costs of the travel survey will be covered through federal Surface Transportation Program (STP) funding. The Household Travel Survey was anticipated to start in FY21, but was largely deferred to FY22 given the disruptive effects of the pandemic on travel.

All other expenditures in other line items were estimated based on past experience and anticipated changes. The footnotes to the budget provide additional detail on these costs.

Funding Sources:

Federal transportation funds continue to be WFRC's main source of revenue. Most of WFRC's federal funding comes through the U.S. Department of Transportation. The current multi-year federal transportation funding and policy authorization legislation, the FAST Act, expires on September 30, 2021. The reauthorization process is an uncertain one, and often results in temporary program and funding extensions as Congress and the President deliberate. While unlikely, there is a risk of the program expiring without extension, or funding being rescinded. This situation is not unprecedented, but the degree of risk warrants close monitoring of the situation.

The mix of federal funding in the WFRC FY20 and FY21 budgets requires some explanation. WFRC uses two principal federal funding sources: formula planning (PL) funds, and Surface Transportation Program (STP) funds. In FY20, facing the possibility of a rescission of certain federal funds due to uncertainty and delay in the adoption of the federal budget, the Council elected to accelerate the utilization of PL funds and delay the utilization of STP funds; with the plan to reverse and rebalance that utilization in FY21. This rebalancing action is reflected in the PL and STP funding line items as seen in the "Source of Funds" table. In FY22 the normal balance between the two funding sources is restored.

EXHIBITS:

Draft FY22 WFRC Goals
Draft budget for FY22 and footnotes
Draft FY22 UPWP Summary

RECOMMENDATION AND MOTION:

The WFRC Budget Committee recommends and moves that the Council approve the FY22 goals and adopt the FY22 budget and UPWP.

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Fiscal Year 2022 Goals

1. Collaboratively advance the Wasatch Choice Regional Vision as a framework for integrating transportation, land use, and economic development, to best address growth-related opportunities and challenges

- a. Support local communities to update their plans for growth and development.
 - Help communities to: (i) integrate their local transportation, land use, housing, and economic development plans; (ii) align with the Wasatch Choice Regional Vision; (iii) satisfy statutory requirements; and (iv) manage funding challenges, all while addressing community concerns, and recovering and transitioning from the pandemic.
 - Provide high-quality data and analysis, advice, and technical and financial resources.
 - Update the Wasatch Choice Regional Vision to reflect significant local planning and development decisions.
 - Engage, inform, and facilitate collaboration among local governments, transportation agencies, and other public and private sector stakeholders.
- b. Communicate the needs and benefits of investment in Utah's multimodal transportation system as reflected in Utah's Unified Transportation Plan 2019-2050.

2. Effectively administer ongoing plans and programs

- a. Refine the performance-based approach for WFRC plans and programs, to (i) monitor and share progress towards the adopted Wasatch Choice goals; (ii) streamline and further the utilization of performance measurement; (iii) use "access to opportunities" as a measure for planning and programming; and (iv) promote inclusive engagement in transportation planning processes and equitable access to affordable and reliable transportation options.
- b. Continue refinement of the Wasatch Choice Regional Vision and development of the 2023-2050 Regional Transportation Plan (RTP), including enhanced consideration of (i) planning/ environmental linkages; (ii) multi-modal project prioritization; (iii) policy approaches to complement planned investments; (iv) innovative funding and financing strategies; and (v) external forces and policies based on pandemic recovery, automation, shared mobility, and telework/e-commerce.
- c. Develop the 2023-2028 Transportation Improvement Program (TIP), compiling prioritized road, transit, and active transportation projects (adopt summer 2022).
- d. Provide funding and technical support to communities through WFRC programs including: Surface Transportation Program (STP), Congestion Mitigation and Air Quality Program (CMAQ), Transportation Alternatives Program (TAP), Community Development Block Grant (CDBG), and Transportation and Land Use Connection Program (TLC) (project recommendations spring 2022).
- e. Implement the regional 2018-2023 Comprehensive Economic Development Strategy (CEDS), linking economic development with transportation and land use planning, working through the Wasatch Front Economic Development District (WFEDD).

MISSION STATEMENT

The Wasatch Front Regional Council builds consensus and enhances quality of life by developing and implementing visions and plans for a well-functioning multi-modal transportation system, livable communities, a strong economy, and a healthy environment.

ROLES

To accomplish our mission, the Wasatch Front Regional Council serves the following roles.



Convener

We facilitate collaboration with our communities and partners.



Technical Expert

We are trusted subject-matter experts.



Planner

We proactively plan for the future of our region.



Implementer

We put visions and plans into action.



3. Provide subject-matter expertise to federal, state, and local officials and policymakers

- a. Work with national associations and Utah partners to advance reauthorization of federal transportation funding and policies, focusing on multi-modal funding stability with continued strong local and regional voice.
- b. Evaluate infrastructure funding and financing strategies at the state, regional, and local level.
- c. Enhance forecasting and modeling of travel behavior and land use markets, including: (i) preparing for 2022 Household Travel Survey; and (ii) improving modeling of transportation mode choices and impact of urban form on travel behavior.
- d. Collaborate with UDOT and other stakeholders to refine transportation project prioritization processes.
- e. Participate in regionally significant transportation and growth-related projects and activities including but not limited to: major development plans (Point of the Mountain, Northwest Quadrant/ Inland Port, and Falcon Hill); regionally significant transit/ land use analyses (FrontRunner Forward, Future of LRT, Davis-Salt Lake Connector, Point of the Mountain Transit, Midvalley Connector, Local Link, and Mobility Hubs); multi-city active transportation plans; a variety of corridor studies linking roadways and land use, housing development and affordability; Central Wasatch Commission mountain transportation; I-15 statewide analysis; and Census 2020.
- f. Improve air quality by assisting communities and partners in their efforts to reduce emissions through technological changes, transportation choices, and development patterns.

4. Strive for organizational excellence

- a. Ensure accountability and transparency to WFRC members in policy making and prudent, efficient use of resources. Maintain budget stability.
- b. Create and maintain a work environment that maximizes the health, happiness, and productivity of an excellent staff. Provide meaningful, constructive feedback to employees through performance evaluations. Encourage priority professional development opportunities.
- c. Ensure compliance with applicable laws, regulations, and best practices.
- d. Adapt to a post-pandemic “new normal” in a way that strikes an appropriate balance between telecommuting for convenience in office work and gatherings, while maintaining the human connection from physical proximity.

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Wasatch Choice
Regional Goals

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Access to economic and educational opportunities



Manageable and reliable traffic conditions



Quality transportation choices



Livable and healthy communities



Safe, user friendly streets



Clean air



Housing choices and affordable living expenses



Fiscally responsible communities and infrastructure



Ample parks, open spaces, and recreational opportunities



Sustainable environment, including water, agricultural, and other natural resources

Draft
Wasatch Front Regional Council FY 2022 Budget

Source of Funds

	FY 2020	FY2021	FY 2021	FY 2022		
	Actual	Budget	Estimated	Proposed		
Federal Sources:						
Federal Highway Administration - PL	2,952,229	1,712,330	953,931	3,128,556	228%	1
Federal Highway Administration - STP	681,965	4,913,209	2,999,570	2,807,443	-6%	2
Federal Transit Administration	671,104	725,896	725,896	740,214	2%	3
Dept. of Housing and Urban Development	57,782	79,990	77,600	52,300	-33%	4
Economic Development Administration	70,000	470,000	134,668	405,431	201%	5
Total Federal Sources	4,433,082	7,901,425	4,891,665	7,133,944	46%	
State Sources:						
Utah GOMB (CPG match)	140,000	140,000	140,000	140,000	0%	
Community Impact Board	2,000	2,000	2,000	2,000	0%	
UDOT - TLC	305,042	495,461	488,162	307,200	-37%	6
UDOT - Joint Projects	76,699	61,832	61,832	0	-100%	7
UDOT - Tooele RPO	821	0	0	0		8
UDOT - Morgan RPO	7,274	12,726	12,726	0	-100%	8
UDOT - Model Development	85,504	89,372	89,372	92,597	4%	9
Total State Sources	617,341	801,391	794,092	541,797	-32%	
Local Sources:						
Dedicated Project Funds	767,739	1,555,206	1,555,206	1,378,145	-11%	10
MAG - Joint Projects	26,609	57,960	57,960	0	-100%	7
UTA - TLC	98,886	319,239	319,239	187,500	-41%	6
UTA Joint Projects	26,609	46,965	46,965	0	-100%	7
UTA - Transit Sales Tax	160,684	178,974	178,974	182,554	2%	11
Local Contribution	314,174	320,772	320,772	326,225	1.7%	12
Total Local Sources	1,394,702	2,479,116	2,479,116	2,074,424	-16%	
TOTAL SOURCES	6,445,124	11,181,931	8,164,871	9,750,164	19%	

Draft
Wasatch Front Regional Council FY 2022 Budget

Expenditure by Function

Expenditure	FY 2020	FY2021	FY 2021	FY 2022	
	Actual	Budget	Estimated	Proposed	
Salaries/Employee Benefits	3,640,247	4,337,739	3,900,000	4,623,250	19% 13
Contractual	1,995,914	5,666,626	3,440,702	4,009,623	17% 14
Audit and Accounting	17,792	20,000	20,000	26,250	31%
Dues & Subscriptions	19,861	37,725	37,725	26,475	-30% 15
Equipment Depreciation	102,640	111,884	108,300	114,000	5%
Equipment Maintenance	9,394	20,000	40,000	55,000	38% 16
Insurance	10,242	12,000	13,000	13,000	0%
Legal	2,110	10,000	500	10,000	1900% 17
Printing and Publication	0	10,950	1,000	10,950	995%
Rent	416,231	432,190	432,190	435,000	1%
Supplies/Software & Licenses	101,614	125,770	125,638	132,250	5%
Telephone/Data	29,651	35,000	34,446	35,000	2%
Training	45,392	66,000	10,151	66,000	550% 18
Travel	54,037	79,760	1,219	79,760	6445% 18
Total Expenditures	6,445,124	10,965,644	8,164,870	9,636,558	18%
Amounts expected to carry into next FY	0	216,287		113,607	19
TOTAL	6,445,124	11,181,931	8,164,871	9,750,164	19%

Draft
Wasatch Front Regional Council FY 2022 Budget

Expenditure by Program

Program	FY 2020	FY2021	FY 2021	FY 2022	
	Actual	Budget	Estimated	Proposed	
Consolidated Transportation Planning Grant	3,964,147	5,058,185	4,466,127	5,270,868	18% 20
Transportation & Land Use Connection	1,921,037	4,036,108	2,680,613	2,155,600	-20% 21
Household Travel Survey	0	811,250	260,000	1,362,896	424% 22
Economic Development	140,000	140,000	140,000	140,000	0%
Local Government - Other	19,473	184,442	8,200	110,225	1244% 23
Model Development	122,878	132,177	132,177	134,845	2% 24
Joint Projects	135,554	166,756	180,602	0	-100% 7
Legislative Consulting	66,000	122,000	122,000	146,000	20% 25
CDBG - Tooele	50,000	50,000	50,000	50,000	0%
Mobility Management	3,233	10,000	9,405	10,000	6%
Tooele Valley RPO	5,745	10,000	9,679	10,000	3%
Morgan RPO	7,274	19,022	9,452	10,000	6%
Community Impact Board	2,000	2,000	2,000	2,000	0%
Davis County Prop 1 Assistance	0	10,000	10,000	10,000	0%
EDA CARES Act Assistance	0	400,000	64,698	335,431	418% 5
CDBG CARES Act Assistance	7,782	29,990	19,918	2,300	-88% 4
TOTAL EXPENDITURES	6,445,124	11,181,931	8,164,871	9,750,164	19%

**Draft
Wasatch Front Regional Council FY 2022 Budget**

Local Contributions

County	FY 2020 <small>Actual</small>	FY2021 <small>Budget</small>	FY 2021 <small>Estimated</small>	FY 2022 <small>Proposed</small>		
Box Elder, 1 voting member	12,911	13,182	13,182	13,406	1.7%	12
Davis, 4 voting members	68,861	70,307	70,307	71,502	1.7%	12
Morgan, 1 voting member	12,911	13,182	13,182	13,406	1.7%	12
Salt Lake, 8 voting members	137,719	140,611	140,611	143,001	1.7%	12
Tooele, 1 voting member	12,911	13,182	13,182	13,406	1.7%	12
Weber, 4 voting members	68,861	70,307	70,307	71,502	1.7%	12
TOTAL	314,174	320,772	320,772	326,225	1.7%	12

**Draft
Wasatch Front Regional Council FY 2022 Budget**

General Fund

	FY 2020 Actual	FY2021 Budget	FY 2021 Estimated	FY 2022 Proposed	
Revenue					
Local Sources	20,889	0	0	0	0%
Other	3,768	1,600	1,550	1,600	3%
Interest	0			0	0%
Total revenue	<u>24,657</u>	<u>1,600</u>	<u>1,550</u>	<u>1,600</u>	
Expenditures					
Administration	1,483	1,600	1,545	1,600	4%
Capital outlay	290,000	0	0	0	0%
Total expenditures	<u>291,483</u>	<u>1,600</u>	<u>1,545</u>	<u>1,600</u>	
Excess of revenue over expenditures (usage of fund balance)	-266,826	0	5	0	
Other sources					
Transfers in	0	0	0	0	
Transfers out	71,415			0	
Net change in fund balance	<u>-338,241</u>	<u>0</u>	<u>5</u>	<u>0</u>	

Special Projects Fund

	FY 2020 Actual	FY2021 Budget	FY 2021 Estimated	FY 2022 Proposed	
Revenue					
Federal Sources	4,433,082	7,901,425	4,891,665	7,133,944	46%
State Sources	617,341	801,391	794,092	541,797	-32%
Local Sources	1,373,813	2,479,116	2,479,116	2,074,424	-16%
Other		0	0	0	0%
Interest		12,500	6,531	6,500	0%
Total revenue	<u>6,424,235</u>	<u>11,194,432</u>	<u>8,171,404</u>	<u>9,756,664</u>	
Expenditures					
Capital outlay	29,832	45,000	45,000	45,000	0%
Planning	6,342,483	11,181,930	8,056,571	9,636,164	20%
Total expenditures	<u>6,342,483</u>	<u>11,181,930</u>	<u>8,056,571</u>	<u>9,636,164</u>	
Excess of revenue over expenditures (usage of fund balance)	81,752	12,502	114,833	120,500	0%
Other sources					
Transfers in	0	0	0	0	0%
Transfers out	0	0	0	0	0%
Net change in fund balance	<u>81,752</u>	<u>12,502</u>	<u>114,833</u>	<u>120,500</u>	

Draft
Wasatch Front Regional Council FY 2022 Budget

Office Building Fund

	FY 2020	FY2021	FY 2021	FY 2022	
	Actual	Budget	Estimated	Proposed	
Revenue					
Interest		12,000	6,395	6,400	0%
Total revenue	<u>0</u>	<u>12,000</u>	<u>6,395</u>	<u>6,400</u>	26
Expenditures					
Administration	0	0	0	0	0%
Total expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Excess of revenue over expenditures (usage of fund balance)	0	12,000	6,395	6,400	0%
Other sources					
Transfers in	0	0	0	0	0%
Transfers out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%
Net change in fund balance	0	12,000	6,395	6,400	0%

Draft FY22
Budget Footnotes

1. Federal planning or “PL” funds are the largest single source of funding for WFRC’s budget. In FY20 a possible national rescission of unobligated federal PL funds was announced. The Council took action to mitigate this possible loss of PL by obligating the entire balance of available PL funds in its FY20 budget with an offsetting reduction to federal Surface Transportation Program (STP) funds that are typically used for planning. The Council reversed/rebalanced this action in its FY21 budget. The result of that reversal is shown in the decrease of PL funds from FY20 to FY21. The increase from FY21 to FY22 shows a return to the normal balance of funding between PL and STP funds used for planning. The FY21 use of PL funds is also lower due to cost-reduction measures instituted by WFRC during the pandemic.
2. The movement in Federal Highway Administration Surface Transportation Program (STP) funds from FY20 to FY21 to FY22 reflects the balancing actions described in footnote 1. The growth from FY20 to FY21 also reflects Transportation and Land Use Connection (TLC) program projects that were in process but not completed by the end of FY20 and were carried forward to FY21. The FY22 budget incorporates a 3% increase in STP funds used for transportation planning. The FY22 budget also includes \$657,500 in STP funds for the ongoing household travel survey that began in FY21 and will continue over the next two fiscal years. It is anticipated that an adjustment to STP funds will be made in October 2021 to reflect remaining FY21 projects not completed by the end of FY21 to be carried forward to FY22.
3. Federal Transit Administration funding includes \$730,214 in funds for the Consolidated Planning Grant (CPG) program and \$10,000 for Mobility Management through UTA.
4. The changes in funding from the Department of Housing and Urban Development between the three fiscal years shown here are due to a CARES Act grant WFRC received. This grant provided funding for local governments for pandemic relief efforts. WFRC received \$29,990 to administer the program. WFRC also receives \$50,000 each year to assist small cities to apply for CDBG funds.
5. The Economic Development Administration (EDA) provided WFRC with CARES Act assistance funding for economic recovery related projects. These projects, submitted by local governments in our region, are evaluated and the funds are awarded in conjunction with the TLC program process. WFRC also receives \$70,000 from EDA for a Planning Partnership grant to support the Wasatch Front Regional Economic Development District.
6. Utah Department of Transportation (UDOT) and Utah Transit Authority (UTA) provide funding for the TLC program. This budget shows a decrease of UDOT and UTA funding from estimated FY21 to FY22. This reflects the timing of expenditure of funds on TLC projects, but the actual annual contributions from UDOT and UTA remain consistent.
7. Joint projects are those projects WFRC engages in that include support from UDOT, UTA and Mountainland Association of Governments (MAG). The budget will be amended for any projects that arise in FY22.
8. The State of Utah provided funds for the initial organization of the two regional planning organizations (RPOs) in Tooele and Morgan Counties, which are outside of the WFRC

metropolitan planning organization (MPO) boundaries. The initial RPO organization is complete and WFRC does not receive any further state funding for the RPOs. The RPOs are supported with funds from the cities and counties.

9. WFRC partners with UDOT and Mountainland Association of Governments for costs associated with Model Development including staff and consultant expenses.
10. FY22 Dedicated Project Funds include:
 - a. \$10,000 – Tooele Valley RPO
 - b. \$42,248 – Model Development (MAG)
 - c. \$10,000 – Local funds for Morgan RPO
 - d. \$300,000 – Salt Lake County for TLC program
 - e. \$300,000 – Local match for TLC awarded projects
 - f. \$10,000 – Davis County local option sales tax assistance
 - g. \$705,897 – Household Travel Survey

The increase from FY20 to FY21 reflects projects that were in process but not completed by the end of FY20 and were carried forward to FY21. A similar adjustment may be made in October 2021 for FY21 projects to be carried forward to FY22.

11. WFRC receives Transit Sales Tax funds that are used to match the federal Consolidated Planning Grant. This line item amount reflects 20% of the FTA 5303 portion of the CPG by agreement with Utah Transit Authority.
12. Consistent with the approach established by the Council during the FY18 budget process, the FY22 budget includes a 1.7% increase in local contributions. This increase represents a three-year average of the change in Consumer Price Index as measured from July 2017 through June 2020.
13. In FY20 actual salary and benefits expenditures were lower than budgeted due to several staff vacancies that were filled toward the end of the fiscal year. In FY21 the estimated salary and benefits will be lower than originally budgeted due to cost-saving measures instituted due to pandemic uncertainties, and staff turnover that created vacancies that are expected to be filled late in the fiscal year. The FY22 budget assumes: 1) full staffing for the existing 30 positions; 2) four months of overlap from the retiring CFO to work with the new Comptroller ensuring a smooth transition; 3) the addition of a new Accounting Specialist to assist the CFO with basic accounting and provide a level of redundancy in the case of turnover or other staffing changes within the accounting department; 4) the addition of a new TLC planner (initially intended to be hired at the beginning of FY21 but delayed) due to the planned expansion of the program; and 5) a 5% overall increase that functions as a cap for salary and employee benefit cost adjustments, including group health insurance.
14. FY22 Contractual includes the following anticipated activities:
 - a. \$1,362,896 – Household Travel Survey
 - b. \$75,000 – Communications and public outreach
 - c. \$143,325 – Planning studies undesignated
 - d. \$146,000 – State and federal legislative consulting
 - e. \$30,000 – Unified Financial Plan update
 - f. \$300,000 – EDA CARES Act recovery assistance
 - g. \$1,506,119 – Transportation and Land Use Connection program

- h. \$100,000 – Regional freight study
- i. \$25,000 – Human resource program assistance / development
- j. \$50,000 – Multimodal grid analysis
- k. \$50,000 – Regional street connectivity
- l. \$25,000 – Bike counter procurement, construction, maintenance program study
- m. \$49,283 – Street light data
- n. \$50,000 – Wasatch Bikeways initiative
- o. \$25,000 – Post-COVID Communities initiative
- p. \$32,000 – Joint modeling assistance
- q. \$25,000 – Bike facility estimating tool
- r. \$15,000 – Internal auditor

The increase in contractual expense from FY20 to FY21 is due to projects in process that were not completed before the end of FY20 and were carried forward into FY21, most notably through the TLC program.

The largest element of contractual expenditures (approximately \$1.5M in FY22) are for planning and technical assistance on Transportation and Land Use Connection (TLC) program projects funded with WFRC's federal STP funds and contributions from UDOT, UTA, and Salt Lake County, as well as local matching funds. Some of the TLC projects will not be completed before the end of FY21 and will be carried forward to FY22, with a budget amendment to be made in October 2021 when final accounting for FY21 is completed, reflecting the multi-year nature of the program. Much of the variation in the contractual line item reflects those TLC program consultant expenses, which are fully budgeted in one year and then often roll into the next, as well as the growth in the program. The expansion of TLC over time was planned, budgeted, and paid for with specific new funding.

The other large item (approx. \$1.4M in FY22) is the Household Travel Survey, a significant data collection effort that is conducted roughly every ten years and is managed by WFRC and jointly funded by WFRC and its transportation agency partners. The WFRC costs of the travel survey will be covered through federal Surface Transportation Program (STP) funding. The Household Travel Survey was anticipated to start in FY21, but was largely deferred to FY22 given the disruptive effects of the pandemic on travel.

It is anticipated that some projects will not be completed by the end of FY21 and will carry forward to FY22. The adjustment to the budget for these projects to be carried forward will be made in October 2021 when the actual final amount becomes known, after final accounting is completed for FY21.

15. The increase in Dues and Subscriptions from FY20 to FY21 is because WFRC needed to catch up on previously unpaid (prior to FY20) dues to the National Association of Regional Councils. The dues return to normal levels in FY22.
16. At the beginning of FY20 the company that provided WFRC with computer equipment and network support did not renew their contract with WFRC. Over the next several months WFRC attempted to fill the need with existing staff. In December of 2020 WFRC contracted with a company to provide equipment and network support as well as IT security assistance. The budget reflects this ongoing contract for service.
17. WFRC budgets an amount each year for contingent legal expenses.

18. During portions of FY20 and all of FY21, due to the COVID pandemic, WFRC staff did not expend much of its Travel and Training budget as most meetings and training were conducted virtually. The FY22 budget reflects the amount that was anticipated in FY21 but not expended due to the pandemic. Post-pandemic, it is uncertain whether meetings and training will continue to be held virtually or return to pre-pandemic levels or a level in between. The amount shown in the budget will function as a cap but will not be expended unless needed.
19. Amounts expected to carry forward into the next fiscal year reflect ongoing projects that are fully budgeted in the current fiscal year and are expected to be completed in the following fiscal year. These amounts will be adjusted in October when the final accounting for FY21 is completed and the on-going projects in process are carried forward into the next fiscal year.
20. The Consolidated Transportation Planning Grant (CPG) program incorporates the core of WFRC's planning work. The adjustments in the CPG program are due in part to staffing costs that were less than expected due to unfilled positions. It also reflects adjustments made in FY21 to cancel or delay certain expenditures due to the COVID 19 pandemic, such as employee compensation adjustments and hiring, and travel and training. It also reflects some on-going multi-year consulting contracts that carry forward from one year to the next. This budget is expected to be adjusted in October 2021 for projects that are in process at the end of FY21 and will be carried forward to FY22.
21. The pattern of budgeting for the Transportation and Land Use Connection (TLC) program reflects the multi-year nature of most of the TLC projects. FY21 included TLC program projects that were in process at the end of FY20 but not completed prior to fiscal year end and were carried forward and fully budgeted into FY21. Therefore, the FY21 budgeted figure includes both projects carried forward from FY20 and new program funds in FY21. The figures also reflect planned growth in the program. Many of these projects now budgeted in FY21 will not be completed prior to fiscal year FY21 and will carry forward to FY22. The current FY22 budgeted figure represents the annual contributions to the program plus anticipated local match. An amendment to the FY22 budget will be made in October 2021 after close out of FY21 to reflect these ongoing projects that are expected to be completed in FY22.
22. The FY22 budget includes \$1,362,896 for the second year of a three-year household travel survey project. The results of the household travel survey facilitate recalibration of travel demand models that are critical to ensuring corridor analyses and environmental work are defensible for highway and transit projects. In FY22 WFRC is contributing \$656,999 in STP funds with other planning partners (UDOT, MAG, UTA, Dixie MPO, and Cache MPO) contributing the remaining \$705,897 for the project. The project is expected to span three years with a total cost of \$2,000,000. WFRC is managing the project. The Household Travel Survey was anticipated to start in FY21, but was largely deferred to FY22 given the disruptive effects of the pandemic on travel.
23. Local Government Other uses funds from local contributions for expenditures that do not qualify for other funding. For example, planning projects in non-urbanized areas do not qualify for the federal planning dollars allocated to WFRC as an MPO and WFRC may use these funds for that work.
24. The Model Development program includes funds received from UDOT and MAG to support model development staff and consulting services.

25. The increase in Legislative Consulting from FY20 to FY21 included the additional funding for a consultant to assist with federal legislative matters to assist with the upcoming federal transportation legislation reauthorization. The FY22 budget includes an increase in the cost of the federal legislative consultant.
26. The budget is prepared on a program or grant level. The final pages of the budget table show changes at the Fund level. The General Fund includes administrative activities that are not associated with the planning programs. The Special Projects Fund includes all programs (grants) and other activities. The Building Fund holds the proceeds from the sale of the old office building and any interest that earned on the investment of those funds.

In FY22 the capital outlay shown in Special Projects Fund is for routine replacement of electronic and other equipment. The revenue and expenditures shown in the Special Projects Fund are a direct reflection of the budget as prepared on the program or grant level.

**SUMMARY OF
DRAFT FY 2022 UNIFIED PLANNING WORK PROGRAM
Ogden-Layton and Salt Lake-West Valley Urbanized Areas**

A. ADMINISTRATION AND COORDINATION

A.1 WASATCH FRONT REGIONAL COUNCIL

OBJECTIVES:

To provide work program and personnel management, interagency coordination, and financial management and control.

To provide administrative support.

ANTICIPATED PRODUCTS:

- Self-certification of the Transportation Planning Process
- Regular meetings of the Wasatch Front Regional Council (WFRC) and its advisory committees and documentation of those meetings
- Coordination with partner agencies, including Mountainland Association of Governments, Utah Transit Authority (UTA), Utah Department of Transportation (UDOT), State Division of Air Quality (DAQ), other MPOs, Utah League of Cities and Towns, Utah Association of Counties, Chambers of Commerce, Envision Utah, Governor's Office of Management and Budget, and others
- Monthly Financial Reports
- Annual Audit
- Annual Contract between WFRC and UDOT, WFRC and UTA
- End of year Unified Planning Work Program (UPWP) completion report, and Activities and Accomplishments report
- Fiscal Year (FY) 2022 UPWP and budget amendments
- FY 2023 Goals, Unified Planning Work Program and budget

A.2 UTAH DEPARTMENT OF TRANSPORTATION

OBJECTIVE:

To coordinate with the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), DAQ, UTA, and WFRC in managing the Salt Lake-West Valley and Ogden-Layton Area transportation planning process.

ANTICIPATED PRODUCTS:

- Review of the Regional Transportation Plan (RTP) and the Transportation Improvement Program (TIP) developed by the WFRC to provide coordination with state-wide transportation plans and programs.

- Monitor WFRC's expenditures of Planning (PL), Surface Transportation Program (STP) and FTA Section 5303 funds, which are deposited into the Consolidated Planning Grant (CPG). Assist WFRC in completing the FY 2022 Federal Aid Agreement for the MPO Area.
- Participation in Technical Advisory Committees for both WFRC's Trans Com and Regional Growth Committees.
- Assistance to the WFRC in developing the FY 2023 UPWP. Assistance to WFRC in interpreting and complying with updated air quality rules and regulations. Coordination of the completion of the Congestion Mitigation Air Quality (CMAQ) annual reporting to FHWA.
- Coordinate the development and implementation of State and MPO CMAQ Performance Plans with WFRC to establish both 2-yr and 4-yr targets for the on-road source emissions measure.
- UDOT will assign a single point of contact to help WFRC manage and administer the Transportation and Land Use Connection Program Partnership.
- Assistance to WFRC in completing special studies within the planning area. These studies may include coordinating travel demand modeling, joint corridor planning, preparing air quality studies or reports, economic development planning, Geographic Information Systems (GIS) analysis, performance measures, and others.
- Work with WFRC to implement corridor plans that include local communities' transportation solutions.
- Coordinate the implementation of State legislative directives for transportation products between UDOT and UTA and Local entities.

A.3 UTAH TRANSIT AUTHORITY

OBJECTIVE:

To coordinate transit planning with the Wasatch Front Regional Council, UDOT, cities, counties, FTA, FHWA, DAQ and other stakeholders throughout the Utah Transit Authority service area.

ANTICIPATED PRODUCTS:

- Annual Grants Status Report
- Interlocal Cooperative Agreements
- Grant Applications
- Grants Management Committee Recommendations
- FTA 5310 Program Management Plan
- Documentation for Audits
- FTA Annual Certifications and Assurances
- Title VI Report
- Project Concept Reports for CMAQ, STP and TAP
- Dissemination of Grant Opportunities Information
- Collection and Distribution of Grants Financial Information
- Participation in Technical and Other Planning Meetings
- National Transit Database (NTD) Data Collection and Reports

B. TRANSIT PLANNING

B.1 UTA TRANSIT PLANNING

OBJECTIVES:

To provide effective transit services within available resources.

To actively participate in transportation studies, community developments and master plan efforts to incorporate transit elements.

To improve multi-modal transportation options for the region in cooperation with WFRC, UDOT, and other stakeholders.

To promote and implement technology that will enhance transit service.

To plan and implement safety and security measures to increase comfort levels of current and future customers.

To work with key agencies for more effective use of transportation resources that will serve persons with disabilities and other transportation disadvantaged persons in the service area.

To promote ridesharing, telecommuting, flextime, bicycling, walking and discount programs to encourage more efficient use of the transportation system.

To encourage and work with stakeholders on transit-oriented developments and more transit-supportive land use.

ANTICIPATED PRODUCTS:

- Long Range Transit Plan (LRTP)
- Five-Year Service Plan
- Microtransit Pilot Program Evaluations
- Service Planning Standards, Design Guidelines, and System Analysis
- Transit Financial Plan (TFP)/Scenario Tool
- Wayfinding Signage and Bus Stop Improvement
- Real-time Digital Signage for Bus
- Mobile Trip Planning
- Transit Oriented Development (TOD)/Station Area Planning
- Emergency Preparedness Planning
- Rideshare Program Planning
- Special Services/American Disability Act (ADA) Planning
- Regional Air Quality Initiatives
- Transit Asset Management Plan
- Environmental Sustainability
- Travel Demand and TBEST Modeling

B.2 MOBILITY MANAGEMENT

OBJECTIVES:

To identify opportunities for and increase coordination of transportation services for transportation disadvantaged populations in order to increase efficiency and equity.

To actively engage in outreach to persons who are at a transportation disadvantage including seniors, persons with disabilities, persons with low income, and veterans, and to those agencies that perform work on their behalf.

To increase coordination between human service transportation providers through technology and policy initiatives in order to maximize the transportation options available to transportation disadvantaged populations.

ANTICIPATED PRODUCTS:

- Final development of RidePilot lite for 5310 Grant sub-recipient reporting
- Sustainable and Local Coordinated Councils (LCCs) in Davis, Salt Lake, Tooele, Utah, and Weber counties to improve outreach and provide guidance on implementing local projects and partnerships
- Development of Local Coordinated Human Service Transportation Plans
- Integration of the updated Local Coordinated Human Services Transportation Plans for Davis, Salt Lake, Tooele, Utah, and Weber counties into the Regional Transportation Plans
- Coordination with Bear River Association of Governments mobility management in Box Elder County
- Ongoing outreach to underrepresented populations
- FTA 5310 Funding Administration
- Completion of Travel Training curriculum/training materials
- Electronic voucher (eVoucher) program development and testing
- Legislative fiscal request during the Utah State Legislature Session for identified solutions from the completed Comprehensive Specialized Transportation Plan

C. LONG RANGE PLANNING

C.1 REGIONAL TRANSPORTATION PLAN

OBJECTIVES:

To continue to cooperate and coordinate with Utah's other three Metropolitan Planning Organizations (MPOs), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Utah Department of Transportation (UDOT), Utah Transit Authority (UTA), local governments, and other interested agencies and stakeholders for the update of the Wasatch Choice Regional Vision and the update and development of the WFRC Regional Transportation Plan: 2023-2050 (2023-2050 RTP), and Utah's Unified Transportation Plan 2023-2050.

To review, discuss, and incorporate all existing and new federal requirements found in national surface transportation authorization legislation, including the Fixing America's Surface Transportation Act (FAST Act).

To further communication and next steps to implement the Wasatch Choice Regional Vision.

To continue to develop and refine WFRC's regional transportation planning process to ensure that the Wasatch Choice Regional Vision is incorporated into the overall 2023-2050 RTP process with local communities, transportation partners, and stakeholders.

To increase active transportation emphasis in the 2023-2050 RTP through improved cost and revenue estimation, funding identification, and facility identification that increases the number of trips taken by biking or walking.

To continue to refine RTP performance measures, to evaluate individual and system-level improvements throughout the 2023-2050 RTP development process, to set appropriate performance measure targets, to monitor progress towards the Wasatch Choice Regional Vision, and to work internally and with partner agencies to ensure continued compliance with federal requirements.

To develop shared approaches to address local and regional disruptive technologies and external uncertainties.

To identify and test policies that affect the transportation system from a land use, economic development, travel demand, equity, environmental, and financial perspective.

To increase and coordinate efforts in planning related to safety with the most relevant and up to date data and tools.

To coordinate and increase emphasis with transportation partners and key stakeholders for statewide, regional, and local freight issues.

To plan for transportation while understanding the effects of and impacts upon land use, regional development patterns, economic development, and historically underserved and underrepresented communities.

To be responsive to local community and transportation partner requests for amendments to the 2019-2050 RTP.

To continue coordination and communications efforts for Utah's Unified Transportation Plan 2023-2050.

ANTICIPATED PRODUCTS:

- Continued development of the 2023-2050 RTP, including enhanced consideration of the following:
 - Innovative funding and financing strategies
 - Multi-modal project prioritization
 - Development of scenarios reflecting the external forces and policies based on automation, shared mobility, and e-living
 - Policy approaches to complement planned investments
 - Equity and impacts to underserved and underrepresented communities
 - Planning and environmental linkages
 - Safety data and tools
 - Regional and local freight focus
- Assessment of performance and resiliency of scenarios
- Stakeholder evaluation of scenarios
- Amendments to the 2019-2050 RTP

C.2 GROWTH PLANNING

OBJECTIVES:

To identify, evaluate, and address issues and concerns associated with growth throughout the Wasatch Front Region.

To encourage greater cooperation and coordination among municipalities, townships, and counties.

To improve integration between transportation, land use and economic development planning / implementation efforts in relation to the WFRC transportation planning / programming process.

To continue to promote awareness of regional and long-term issues and solutions related to the WFRC adopted Regional Goals and the Wasatch Choice 2050 Vision.

To identify actions in addition to transportation capacity improvements that improve regional quality of life and meet regional transportation needs.

To identify priority transportation corridors for which corridor preservation activities are needed, participate in UDOT's (Revolving Loan Fund) Corridor Preservation Advisory Council and Local Corridor Preservation Fund processes, and assist local governments with corridor preservation tools and implementation of corridor preservation measures.

ANTICIPATED PRODUCTS:

- Refinement of the Wasatch Choice integrated transportation, land use, and economic development regional blueprint

- Incorporation of community development considerations into the region’s transportation planning and programming processes
- Assistance to local governments in their coordinated planning efforts, including preservation of transportation corridors
- Identification of local and regional strategies to improve resiliency of outcomes in the face of disruptive technologies, uncertain market dynamics, and environmental uncertainties.
- Incorporation of green infrastructure and critical lands considerations into the Wasatch Choice for 2050 Vision and the 2023 – 2050 Regional Transportation Plan

C.3 LOCAL GOVERNMENT PLANNING SUPPORT

OBJECTIVES:

To provide support to cities, counties, and other planning agencies as they consider incorporating the Regional Growth Principles and the Wasatch Choice Regional Vision into their plans.

To support local planning efforts that shape development encouraging alternative modes of transportation, producing less travel demand, and furthering the Wasatch Choice Regional Vision Growth Principles.

To support utilization of Wasatch Choice implementation planning tools for local governments, other planning agencies, and the development community by which they can improve growth planning.

To provide assistance to local governments in the areas of general planning and specialized planning studies.

ANTICIPATED PRODUCTS:

- The Transportation and Land Use Connection, a program developed to support local governments in creating desired and livable communities, and in coordinating their land use plans with existing or planned regional transportation
- Planning assistance and coordination

D. SHORT RANGE PLANNING AND PROGRAMMING

D.1 TRANSPORTATION MANAGEMENT SYSTEMS

OBJECTIVES:

To develop, maintain and improve a congestion management process for the Salt Lake-West Valley and Ogden-Layton Urbanized Areas that is integrated with the urban transportation planning process.

To continue partnerships with UDOT, UTA, cities and counties regarding expansion of both transportation demand management and transportation system management programs including Intelligent Transportation Systems (ITS) technologies. Part of this effort will include working with the TravelWise and UTA Rideshare programs.

To incorporate safety into the urban transportation planning process through emphasis at all levels of planning and programming.

ANTICIPATED PRODUCTS:

- A Congestion Management Process (CMP)
- Annual Report on Highway and Transit Performance
- Promotion of Transportation Demand Management (TDM) and Transportation System Management (TSM) strategies
- Incorporation of UDOT's Pavement and Bridge Management System results in the Transportation Improvement Program (TIP)
- Incorporation of Safety Improvements in the TIP

D.2 PLAN REFINEMENT AND SPECIAL STUDIES

OBJECTIVES:

To analyze and recommend long-term policies and short to medium range actions for implementation of the Regional Transportation Plan.

To conduct special studies of highway and transit systems as they relate to the Regional Transportation Plan and UTA, UDOT or local plans and projects.

To develop complete street standards and tools so that future road projects more fully consider non-auto modes and plans in their design.

ANTICIPATED PRODUCTS:

- Active Transportation Master Plan
- FrontRunner Forward
- Future of Light Rail Study
- Station Access Policy
- Transit Oriented Development (TOD) Implementation
- Park & Ride Master Plan Update
- Joint Projects Studies
- Other Planning Studies

D.3 TRANSPORTATION IMPROVEMENT PROGRAM

OBJECTIVES:

To develop a financially constrained Transportation Improvement Program (TIP) that covers a broad range of transportation improvements and conforms with the State Implementation Plan for air quality (SIP).

To prepare and maintain the urban Surface Transportation Program, the Congestion Mitigation Air Quality Program, and the Transportation Alternatives Program for the Salt Lake/ West Valley and the Ogden/ Layton Urbanized Areas.

ANTICIPATED PRODUCTS:

- An evaluation process that will help coordinate the implementation of the Regional Transportation Plan (RTP) for highways, transit, and bicycles, meet the short range needs of the area, and provide for the maintenance of the existing transportation system
- Surface Transportation Program (STP), Congestion Mitigation/ Air Quality (CMAQ) program, and Transportation Alternatives Program (TAP)
- A six-year Transportation Improvement Program containing highway, transit, and other modal projects programmed for the region
- Status reports of STP, CMAQ, and TAP projects
- Support for project implementation and completion
- Listings of obligations of federal highway and transit funds for fiscal year 2021

E. PROJECT COORDINATION AND SUPPORT

E.1 UDOT ENVIRONMENTAL STUDIES

OBJECTIVES:

To accomplish environmental analysis requirements for federal approval of regional high-way facilities.

To provide technical support to environmental studies and ensure that planning work is considered in them. WFRC will also provide general support to these projects through other elements of the UPWP.

ANTICIPATED PRODUCTS:

- Little Cottonwood Canyon Environmental Impact Statement (EIS)
- I-15 (600 North – Farmington) Environmental Study
- Bangerter Highway Corridor Environmental Study
- Other Environmental Studies

E.2 UTA ENVIRONMENTAL STUDIES

OBJECTIVES:

To accomplish environmental analysis requirements for federal approval of regional transit facilities.

To provide technical support to environmental studies and ensure that planning work is considered in them. WFRC will also provide general support to these projects through other elements of the UPWP.

ANTICIPATED PRODUCTS:

- Midvalley Connector
- Davis - Salt Lake City Community Connector
- Point of the Mountain Transit
- Other Environmental Studies

F. TRAVEL DEMAND AND SOCIOECONOMIC FORECASTING

OBJECTIVES:

To develop and maintain the Wasatch Front Travel Demand Model (WF TDM) and Real Estate Market Model (REMM), along with their associated input data, for regional planning applications. Work will continue toward a two-year cycle of further model development of the WF TDM (forthcoming v9.0) and REMM (expected to be v1.2) with completions targeted for December of calendar year 2021.

To support internal and external application of the WF TDM and REMM models for studies and projects throughout the region, including providing training opportunities to transportation agency staff and private sector consultants.

To increase the consistency, transparency, and ease of use of model-related tools. To increase coordination and team building in the modeling community.

To continue best practices in model development and application given available resources.

ANTICIPATED PRODUCTS:

- Continued stakeholder engagement in modeling decisions through the existing Interagency Model Policy Committee and Interagency Model Technical Committee
- Updated free flow speed and volume delay functions for WF TDM v9.0
- Updated Mode Choice Model for WF TDM v9.0 including overhaul of transit service handling
- Continued progress toward completion of a WF Bike Model and methodology for integration with WF TDM v9.0

- Enhancements for WF TDM v9.0 that improve the model's sensitivity to the built environment, handling of external trips, and non-home-based work trips
- Continued implementation of peer review panel recommendations (2019) for enhancements to REMM 1.1 model structure, input data, visualization of results, model transparency, and collaboration with other MPO's
- Continued data gathering and editing REMM policy layer to reflect most current city general plans
- Addition of Brigham City, Perry, and Willard area in Box Elder County into REMM's geographic coverage area
- Data resources developed and maintained to inform REMM's 'pipeline projects' capability
- Continued development of automated tools to translate output of the models into formats that better support visual assessment, mapping and calculation of performance measures
- Updated REMM input data models to improve the efficiency of maintaining and updating this information, and to enhance the utility of this information for other analyses
- Within-model-year metrics for REMM that indicate what portion of the model space develops for each year and the characteristics of that new and re-development
- Sensitivity testing to enhance understanding of the REMM model behavior when full capacity levels are reached
- Incremental improvements to the REMM model structure and coefficients
- Technical support for WF TDM, REMM, and other model application and various transportation projects

G. TECHNICAL SUPPORT AND SERVICES

G.1 AIR QUALITY ANALYSIS AND COORDINATION

OBJECTIVES:

To coordinate transportation plans at the system and project level with the goals, policies, and specific actions of the Statewide Implementation Plan (SIP) for air quality.

To identify and help implement strategies for improving air quality in the region.

ANTICIPATED PRODUCTS:

- Conformity determination for the TIP, RTP, and any amendments
- Technical support for air quality analysis
- Regular meetings of the Interagency Consultation Team
- Coordination with DAQ, UDOT, UTA, MAG, Cache MPO, EPA, FTA and FHWA regarding air quality issues
- Air quality performance measures and reporting
- Support to DAQ for PM2.5 and Ozone SIP Development
- Transportation Control Measures as needed

G.2 SOCIOECONOMIC AND TRANSPORTATION DATA

OBJECTIVES:

To develop, verify and maintain socioeconomic estimate and forecast data at the county, place, and Traffic Analysis Zone (TAZ) levels.

To collect detailed input data for the development and enhancement of the regional travel and land use models.

To maintain various other databases that support the Regional Travel Demand Model, the regional Real Estate Market Model (REMM), and studies/plans prepared by WFRC and others, including, but not limited to, existing and historical socioeconomic and transportation data.

To perform analysis to assist regional planning efforts, such as the Wasatch Choice 2050 Vision, the Regional Transportation Plan, and the Transportation Improvement Program.

To coordinate with the US Census Bureau in support of quality 2020 Census and American Community Survey data products that are accessible and utilized within our region.

To collect, process, and analyze highway, transit, and active transportation data.

ANTICIPATED PRODUCTS:

- Biennial socioeconomic estimates
- Analysis of socioeconomic data and forecasts
- Input to short-range programming, long-range planning studies and air quality analyses
- Continually updated REMM base data set
- Speed data and analysis
- Traffic volume data, including but not limited to, annual statistics, containing adjusted counts from permanent recorders and coverage stations
- Transit ridership, park and ride lot usage, and other transit data

G.3 GIS AND DATA MANAGEMENT

OBJECTIVES:

To serve partners and the community through collecting, using, and presenting spatial data and information in transportation, land use, and economic development planning.

To maintain a reliable, up-to-date inventory of authoritative spatial datasets, reducing internal and external data redundancy.

To empower Geographic Information System (GIS) users to more easily retrieve data and create maps for analysis and decision-making support.

To promote visualization of geographic information using interactive web map applications.

To respond to community needs by delivering timely information resources related to pandemic recovery, equity, and access to opportunities.

ANTICIPATED PRODUCTS:

- Geospatial datasets, spatial analysis, and maps in support of the Wasatch Choice Vision, Regional Transportation Plan (RTP), Transportation Improvement Program (TIP), and Transportation and Land Use Connection (TLC) goals and activities
- GIS map layers, interactive web maps, and web services depicting mobility, access to opportunities, and other results from the Wasatch Front travel demand model (WF TDM) and Real Estate Market Model (REMM) land use model
- Up-to-date input datasets for the WF TDM and REMM models, including a more efficient process for base year parcel updates and a detailed representation of multi-family housing units
- Performance metrics derived from GIS and analysis of the WF TDM and REMM in support of the RTP planning process
- Geospatial datasets, spatial analysis, and maps in support of relevant community issues and needs, such as pandemic recovery and equity, including continuation of WFRC's Map of the Month for WFRC's newsletter series
- Authoritative geospatial datasets that are appropriately accessible to both internal and external clients via local and web connections, including forthcoming decennial census data/analysis products
- Technical documentation/metadata for authoritative geospatial datasets

G.4 TECHNICAL SUPPORT TO LOCAL GOVERNMENTS

OBJECTIVES:

To provide assistance to state and local agencies, as well as the public in developing projects, plans, and programs which are part of or relate to the transportation system.

ANTICIPATED PRODUCTS:

- Assistance and information to local governments and others

G.5 TOOELE VALLEY RURAL PLANNING ORGANIZATION

OBJECTIVES:

To work with local governments, UDOT and UTA to provide a structured transportation planning process for Tooele Valley.

To refine the Tooele Valley Regional Long Range Transportation Plan and advance transportation priorities for Tooele Valley.

To provide a public involvement process.

ANTICIPATED PRODUCTS:

- Refinements to the Tooele Valley Regional Long Range Transportation Plan
- Updated priorities for consideration in the STIP
- A public involvement process

G.6 MORGAN COUNTY-OGDEN VALLEY RURAL PLANNING ORGANIZATION

OBJECTIVES:

To work with local governments and UDOT to provide a structured transportation planning process for Morgan County and Ogden Valley.

To refine a Morgan County-Ogden Valley Regional Long-Range Transportation Plan and advance transportation priorities for Morgan County and Ogden Valley.

To provide a public involvement process.

ANTICIPATED PRODUCTS:

- Refinements to the Morgan County and Ogden Valley Regional Long-Range Transportation Plan
- Updated priorities for consideration in the STIP
- A public involvement process

H. PUBLIC INVOLVEMENT

OBJECTIVES:

To provide early, on-going, and two-way communication with special interest groups, elected and appointed government officials, other government agencies, and private citizens regarding Wasatch Front Regional Council (WFRC) projects, plans, studies, and processes.

To provide forums in which this communication takes place, via public events, written communication, email campaigns, website pages, social media posts, online interactive maps and/or visualization tools, and other methods. To be performed in coordination with the Utah Department of Transportation (UDOT), Mountainland Association of Governments (MAG), Utah Transit Authority (UTA), Envision Utah, and local government staff, to ensure that the public is well informed about the Regional Transportation Plan (RTP),

Transportation Improvement Program (TIP), Wasatch Choice 2050 Vision, Transportation and Land Use Connection (TLC) program, Wasatch Front Economic Development District (WFEDD), and other plans and programs.

To comply with the public involvement provisions of the Fixing America's Surface Transportation (FAST) Act federal legislation and the requirements of Title VI for inclusionary efforts for the transportation disadvantaged and those with limited English proficiency.

ANTICIPATED PRODUCTS:

- Public events, including:
 - Online and/or in-person open houses
 - Wasatch Choice 2050 event or similar combined event
 - RTP and TIP processes
 - Project-specific public events, many of which will be held in conjunction with other public agencies, including UDOT, UTA, etc.
- Communications content, in both English and Spanish formats
- Email campaigns
- Website pages
- Social media posts
- Online interactive maps and/or visualization tools; maintenance and use of a stakeholders email distribution list, which currently includes over 3,500 contacts
- General and program-specific brochures and report cards
- Speaking engagements at chambers of commerce, and university and college classes, as well as senior, community, environmental, vulnerable community, minority, and disadvantaged groups, etc.
- Briefings to the news media
- Publication of RTP and TIP public open houses and/or comment periods in local and regional newspaper ads
- Visits with environmental justice and other special interest groups, as well as the natural resource agency to receive input on RTP development
- Presentations to the legislature
- Distribution of the statewide Utah's Unified Transportation Plan
- Documentation of all public involvement efforts

I. COMMUNITY DEVELOPMENT

I.1 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

OBJECTIVES:

To assist in the development of viable urban communities by providing decent housing and a suitable living environment, principally for persons of low and moderate income.

To provide data, planning, technical assistance, management, and other information and services through the Small Cities CDBG Program of the Wasatch Front Region within Morgan, Tooele, and Weber Counties, excluding Ogden City.

ANTICIPATED PRODUCTS:

Regionwide:

- Updated regional Annual Action Plan for the Wasatch Front Region
- Updated Rating and Ranking Criteria to comply with local and regional goals and priorities for funding
- Assistance to the Regional Review Committee (RRC) for meetings, consolidated plan information and Rating and Ranking Criteria.
- Assistance to the State CDBG policy committee representative for the region in order to better facilitate representation of local interests with state agencies
- Assistance to the Councils of Governments from Morgan, Tooele and Weber Counties along with other local elected officials in order to familiarize and inform them of program requirements and responsibilities
- Technical assistance to any interested entity to ensure access and participation in the program. Assistance may be provided not only to municipalities, but also non-profit agencies, social service providers, local special service improvement districts, and other organizations
- Coordination between the State, as the program administrator, and each local entity (applicants) to ensure program awareness and compliance
- Assistance to RRC to allocate CDBG funds received through the CARES Act and additional Coronavirus aid packages

Municipality:

Assistance to jurisdictions in updating their capital improvement plans that prioritize needs and identify projects to help mitigate the needs

- Promotion of community and public service-related activities such as the Continuum of Care program, the State's Plan to End Chronic Homelessness, and planning for affordable housing

I.2 ECONOMIC DEVELOPMENT

OBJECTIVES:

To continue to administer the Wasatch Front Economic Development District (WFEDD) in order to better support the region and remain eligible for funding from the U.S. Economic Development Administration (EDA)

To annually update the region's Comprehensive Economic Development Strategy (CEDS), a study that brings together public and private sectors to create an economic roadmap that strengthens regional economies

To integrate economic development plans, programs, and activities with the WFRC including the transportation planning process and Wasatch Choice Regional Vision

ANTICIPATED PRODUCTS:

- An annual update to the currently adopted 2018-2023 Comprehensive Economic Development Strategy (CEDS)
- Administration of WFEDD one-time EDA Cares Recovery Assistance funding in the form of technical assistance to member communities

DATE: May 18, 2021
AGENDA ITEM: 4
SUBJECT: Information: Fraud Risk Assessment FY21
PREPARED BY: Kurt Mower and Loveit Baumgardner

BACKGROUND:

Wasatch Front Regional Council, along with all other Utah local governments, is required by the Utah State Auditor to conduct a Fraud Risk Assessment and present it to our board by the end of each fiscal year. This assessment is a self-scored questionnaire designed to evaluate existing policies, procedures, and personnel to determine a risk level to the entity for potential fraud. The score an entity receives, on the basis of this assessment, does not indicate fraud actually exists or doesn't exist within the organization.

Reducing the risk of fraud is fundamentally a combination of (1) a commitment to and a culture of ethical conduct within the organization that starts with a tone set by leadership, and (2) the development of and adherence to adequate policies that are governed by these high ethical standards. Therefore, of utmost importance at WFRC is the support of the Executive Director and the members of the Budget Committee in establishing and maintaining such policies. Beginning in 2017, WFRC went through an extensive review and update of all our accounting, administrative and personnel policies. As part of the update we included the best practices as defined by the Utah State Auditor's Office. The policies were reviewed by team members within the State Auditor's Office, WFRC's external independent auditors, outside legal counsel, some of our partner agencies, and of course WFRC staff and Budget Committee. These updated policies were adopted by the full WFRC Council. WFRC's Accounting, Administrative and Personnel Policies incorporate statements of ethical behavior as defined in the Utah Public Officers' and Employees' Ethics Act (Title 67, Chapter 16) and employees are trained on what is expected of them in this regard. The policies also reflect all other applicable state and federal laws and regulations.

In 2020 the Fraud Risk Assessment presented to the Council gave WFRC a score of 355 which put the agency in a "low risk" category. There were a few recommendations discussed with the Council that would further reduce the risk of fraud that included:

- The Council should take action to further define the role of the Budget Committee as the Council's Audit Committee and the financial oversight duties assigned thereto. This was completed in August 2020 through an amendment to WFRC's Accounting and Administrative Policy.
- When the Council hired a replacement for the retiring CFO it was recommended that they hire someone licensed or certified as a financial expert (CPA, CGFM, CMA, CIA, CGAP, or CPFO). WFRC hired Kurt Mower who has a degree in finance and is currently pursuing his CGFM certification.

- The WFRC Compliance Administrator should maintain proof of required State Auditor training for WFRC Council members. This is still being evaluated as most of our Council members receive this training as part of their role as elected officials in their cities and counties.
- The person who would be hired to replace the retiring CFO should receive at least 40 hours of formal training in budgeting, accounting or finance each year. This training was completed by Kurt Mower for fiscal year 2021.
- WFRC should consider contracting with a firm to perform the internal audit function for the Council. WFRC has issued a request for Statements of Qualification and will be selecting a firm in the next few weeks to perform periodic reviews of accounting transactions and WFRC policies.

During the year WFRC accounting staff participated in a round table discussion with the Utah State Auditor and other local government entities to discuss the Fraud Risk Assessment, its effectiveness, and possible improvements. Staff will continue to stay engaged in the process and are committed to ensuring WFRC's financial records are accurate and transparent.

Included in this packet is the internally scored Fraud Risk Assessment Questionnaire from the Utah State Auditor's Office for FY2021. Overall WFRC remains in the "low risk" category with a score of 355. Following is a line-by-line explanation of how the questionnaire was scored.

1. WFRC received the highest score possible on the issue of **separation of duties**, which the State Auditor identifies as the single most important policy to reduce the risk of fraud, and we agree. Although we are a small organization with a small staff we have ensured that those who have custody of assets are not the same as those who account for assets.
2. WFRC received the highest score possible on the list of **written policies** due to the extensive review and update of our policies from 2017 as well as continual review and updates when needed.
3. In April of 2021 WFRC hired a new Comptroller who will be replacing the outgoing CFO. The new Comptroller, although not a **licensed or certified** CPA, has a degree in Finance and is beginning pursuit of a Certified Government Financial Manager (CGFM) certification. WFRC accounting staff regularly consults with its external auditors on accounting and internal control matters as they arise.
4. Each January WFRC employees are required to sign a disclosure of potential conflicts of interest and an **Ethical Behavior** Pledge. These completed forms are on file.
5. Many of WFRC's board members complete **Fraud Risk training** through their primary public body, e.g., a city or county, and not through WFRC. It is recommended that board members view the Utah State Auditor's online training every four years.
6. The new Comptroller was hired at the beginning of April 2021 to replace the outgoing CFO. It is recommended that at least one member of the finance team receive at least 40 hours of **financial training** each year. The Comptroller received more than 40 hours of financial training while with his previous local government employer.

7. WFRC's personnel policy states that any employee who suspects or knows of any fraud, waste or abuse of resources must report such to any member of the Area Coordinator team, senior management, or the external independent auditor. WFRC has established an email **fraud "hotline"** for any person that knows of or suspects fraud to report such. Further, any person making such a report is subject to whistleblower protections.
8. WFRC is in the process of hiring a firm to assist us with **internal auditing**. This firm will review various aspects of our policies and financial operations and will report periodically any findings or recommendations to the Budget Committee.
9. The Council's Budget Committee acts as its **audit committee**. Each year they meet with the external independent auditor and discuss the results of the audit and any recommendations that arise from it. Certain members of the Budget Committee are interviewed individually by the independent audit team and asked to provide their input and perspective on the Council's financial statements, policies, procedures and accounting staff.

EXHIBITS:

Fraud Risk Assessment

CONTACT INFORMATION:

Kurt Mower, (801) 455-0647
Loveit Baumgardner, (801) 913-1838
Andrew Gruber, (801) 824-0055



Fraud Risk Assessment

INSTRUCTIONS:

- Reference the *Fraud Risk Assessment Implementation Guide* to determine which of the following recommended measures have been implemented.
- Indicate successful implementation by marking “Yes” on each of the questions in the table. Partial points may not be earned on any individual question.
- Total the points of the questions marked “Yes” and enter the total on the “Total Points Earned” line.
- Based on the points earned, circle/highlight the risk level on the “Risk Level” line.
- Enter on the lines indicated the entity name, fiscal year for which the Fraud Risk Assessment was completed, and date the Fraud Risk Assessment was completed.
- Print CAO and CFO names on the lines indicated, then have the CAO and CFO provide required signatures on the lines indicated.

Fraud Risk Assessment

Continued

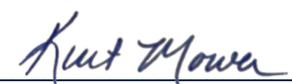
*Total Points Earned: 355 /395 *Risk Level: Very Low Low Moderate High Very High
> 355 316-355 276-315 200-275 < 200

	Yes	Pts
1. Does the entity have adequate basic separation of duties or mitigating controls as outlined in the attached Basic Separation of Duties Questionnaire?	X	200
2. Does the entity have governing body adopted written policies in the following areas:		
a. Conflict of interest?	X	5
b. Procurement?	X	5
c. Ethical behavior?	X	5
d. Reporting fraud and abuse?	X	5
e. Travel?	X	5
f. Credit/Purchasing cards (where applicable)?	X	5
g. Personal use of entity assets?	X	5
h. IT and computer security?	X	5
i. Cash receipting and deposits?	X	5
3. Does the entity have a licensed or certified (CPA, CGFM, CMA, CIA, CFE, CGAP, CPFO) expert as part of its management team?		20
a. Do any members of the management team have at least a bachelor's degree in accounting?	X	10
4. Are employees and elected officials required to annually commit in writing to abide by a statement of ethical behavior?	X	20
5. Have all governing body members completed entity specific (District Board Member Training for local/special service districts & interlocal entities, Introductory Training for Municipal Officials for cities & towns, etc.) online training (training.auditor.utah.gov) within four years of term appointment/election date?		20
6. Regardless of license or formal education, does at least one member of the management team receive at least 40 hours of formal training related to accounting, budgeting, or other financial areas each year?	X	20
7. Does the entity have or promote a fraud hotline?	X	20
8. Does the entity have a formal internal audit function?	X	20
9. Does the entity have a formal audit committee?	X	20

*Entity Name: Wasatch Front Regional Council

*Completed for Fiscal Year Ending: 2022 *Completion Date: April 20, 2021

*CAO Name: Andrew Gruber *CFO Name: Kurt Mower

*CAO Signature:  *CFO Signature: 

*Required

Basic Separation of Duties

See the following page for instructions and definitions.

	Yes	No	MC*	N/A
1. Does the entity have a board chair, clerk, and treasurer who are three separate people?	X			
2. Are all the people who are able to receive cash or check payments different from all of the people who are able to make general ledger entries?	X			
3. Are all the people who are able to collect cash or check payments different from all the people who are able to adjust customer accounts? If no customer accounts, check "N/A".	X			
4. Are all the people who have access to blank checks different from those who are authorized signers?	X			
5. Does someone other than the clerk and treasurer reconcile all bank accounts OR are original bank statements reviewed by a person other than the clerk to detect unauthorized disbursements?	X			
6. Does someone other than the clerk review periodic reports of all general ledger accounts to identify unauthorized payments recorded in those accounts?	X			
7. Are original credit/purchase card statements received directly from the card company by someone other than the card holder? If no credit/purchase cards, check "N/A".	X			
8. Does someone other than the credit/purchase card holder ensure that all card purchases are supported with receipts or other supporting documentation? If no credit/purchase cards, check "N/A".	X			
9. Does someone who is not a subordinate of the credit/purchase card holder review all card purchases for appropriateness (including the chief administrative officer and board members if they have a card)? If no credit/purchase cards, check "N/A".	X			
10. Does the person who authorizes payment for goods or services, who is not the clerk, verify the receipt of goods or services?	X			
11. Does someone authorize payroll payments who is separate from the person who prepares payroll payments? If no W-2 employees, check "N/A".	X			
12. Does someone review all payroll payments who is separate from the person who prepares payroll payments? If no W-2 employees, check "N/A".	X			

* MC = Mitigating Control

Basic Separation of Duties

Continued

Instructions: Answer questions 1-12 on the Basic Separation of Duties Questionnaire using the definitions provided below.

☺ If all of the questions were answered “Yes” or “No” with mitigating controls (“MC”) in place, or “N/A,” the entity has achieved adequate basic separation of duties. Question 1 of the Fraud Risk Assessment Questionnaire will be answered “Yes.” 200 points will be awarded for question 1 of the Fraud Risk Assessment Questionnaire.

☹ If any of the questions were answered “No,” and mitigating controls are not in place, the entity has not achieved adequate basic separation of duties. Question 1 of the Fraud Risk Assessment Questionnaire will remain blank. 0 points will be awarded for question 1 of the Fraud Risk Assessment Questionnaire.

Definitions:

Board Chair is the elected or appointed chairperson of an entity’s governing body, e.g. Mayor, Commissioner, Councilmember or Trustee. The official title will vary depending on the entity type and form of government.

Clerk is the bookkeeper for the entity, e.g. Controller, Accountant, Auditor or Finance Director. Though the title for this position may vary, they validate payment requests, ensure compliance with policy and budgetary restrictions, prepare checks, and record all financial transactions.

Chief Administrative Officer (CAO) is the person who directs the day-to-day operations of the entity. The CAO of most cities and towns is the mayor, except where the city has a city manager. The CAO of most local and special districts is the board chair, except where the district has an appointed director. In school districts, the CAO is the superintendent. In counties, the CAO is the commission or council chair, except where there is an elected or appointed manager or executive.

General Ledger is a general term for accounting books. A general ledger contains all financial transactions of an organization and may include sub-ledgers that are more detailed. A general ledger may be electronic or paper based. Financial records such as invoices, purchase orders, or depreciation schedules are not part of the general ledger, but rather support the transaction in the general ledger.

Mitigating Controls are systems or procedures that effectively mitigate a risk in lieu of separation of duties.

Original Bank Statement means a document that has been received directly from the bank. Direct receipt of the document could mean having the statement 1) mailed to an address or PO Box separate from the entity’s place of business, 2) remain in an unopened envelope at the entity offices, or 3) electronically downloaded from the bank website by the intended recipient. The key risk is that a treasurer or clerk who is intending to conceal an unauthorized transaction may be able to physically or electronically alter the statement before the independent reviewer sees it.

Treasurer is the custodian of all cash accounts and is responsible for overseeing the receipt of all payments made to the entity. A treasurer is always an authorized signer of all entity checks and is responsible for ensuring cash balances are adequate to cover all payments issued by the entity.