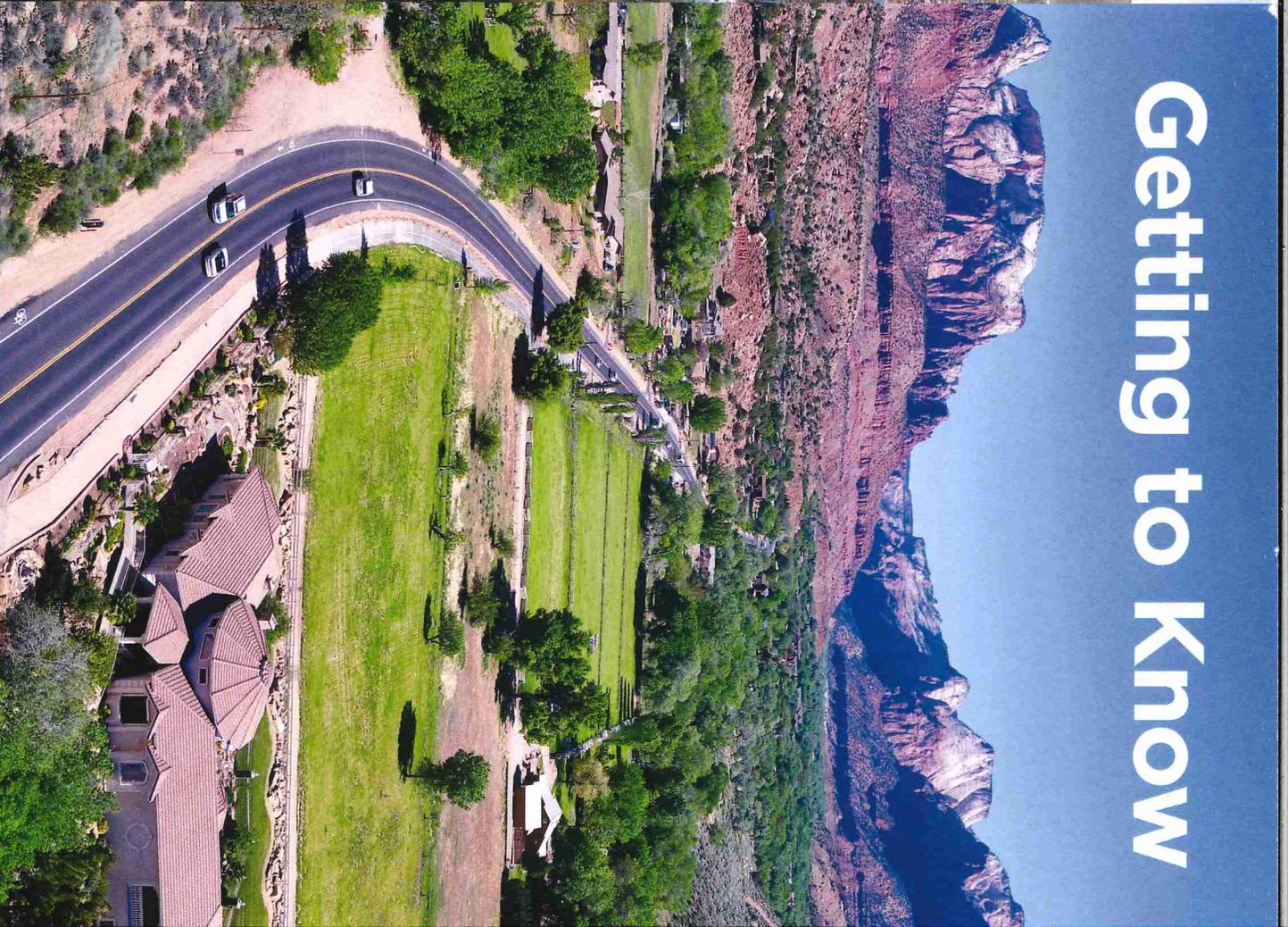


**UTDOT**  
Keeping Utah Moving  
[udot.utah.gov](http://udot.utah.gov)

# Getting to Know



**UTDOT**  
Keeping Utah Moving

## OUR MISSION

The Utah Department of Transportation is more than just roads. We are responsible for a multimodal transportation system that **strengthens the economy and enhances quality of life** in communities throughout the state.

With Utah's population booming, we must plan proactively to grow in a way that preserves the exceptional quality of life in our great state. Along with our partners and Utah's forward-thinking legislature, UDOT is up to the challenge.

### Working Ahead: Creating the Transportation System of the Future

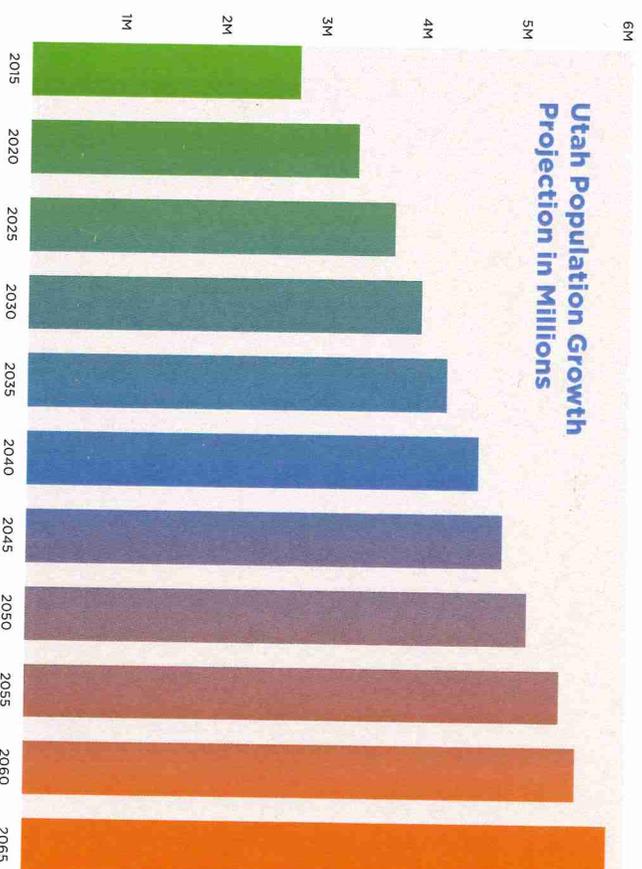
Our state is changing, and so are our transportation needs. We are at an inflection point, where things are changing faster than ever:

- Technology
- Transportation Industry
- Population Growth

Quality of life and traffic are among the top concerns of Utahns today. UDOT is committed to doing our part to innovate solutions that go beyond building more roads.

Of course, with demand on the roads increasing along with our population, we will continue to build and maintain the best transportation system in the world. But that won't be enough. To address our mobility issues, we need to look outside of the traditional solutions like improving and increasing transit, adding active transportation options to complement the system. This solution will require more and better collaboration and planning across the board.

Utah Population Growth Projection in Millions





\*BILLIONS OF MILES DRIVEN ANNUALLY

For nearly a decade, our TravelWise outreach has communicated the options of transit, carpooling, telecommuting, and active transportation. With the evolution of our state, it is more important than ever to encourage a new way of thinking about how we keep Utah moving.

Our TravelWise strategies can help reduce the number of single-occupant vehicles on the road, which will not only help with traffic congestion, but improve our air quality.

Now, more than ever, it is imperative that we efficiently plan and manage our transportation system. Understanding this need, the legislature increased the gas tax and has continued to take proactive steps for smart transportation management. Still, the buying power of the gas tax for transportation improvements continues to decline even as demands on the system increase.

Alternative fuel vehicles are gaining popularity, standard vehicles are becoming more efficient, and construction costs are rapidly increasing. This means it's time to start considering additional options for funding, including public private partnerships, usage-based charges, and more.

Change is inevitable, and UDOT is embracing and

planning for ways to proactively plan for these changes so we can continue our legacy as one of the best places in the country to live and do business. We will continue to innovate transportation solutions that strengthen Utah's economy and enhance our quality of life.

### What We Do

UDOT knows that the best way to keep Utah moving is to take a multimodal approach in managing an integrated transportation system. Roads, transit, and active transportation must all work together to complement each other.

**Roads** UDOT is responsible to plan, design, build, maintain, and operate the state highway system. The system includes major roads that move a lot of traffic over a long distance, such as the interstate (state highways are identified in state code).

### Implementation of S.B. 136

*In 2018, the legislature adopted S.B. 136, Transportation Governance Amendments. Here are a few key provisions and a quick look at our progress:*

- **UDOT Reorganization**—In May 2018, UDOT added the new position of Deputy Director of Planning and Investment and made other changes (see Organizational chart on p. 8-9).
- **Prioritization process**—The Utah Transportation Commission relies on a data-driven prioritization process, which UDOT will help adapt for use across modes.
- **Road Usage Charge**—Starting in Jan. 2020, alternative fuel vehicle owners will pay an annual flat fee or have the option to pay a mileage based road usage charge. A team is working with the Road Usage Charge Task Force to plan for and implement the change. See p. 16 for more information.
- **Transit Transportation Investment Fund**—Project funding will be available to program for the first time in FY 2020. The Transportation Commission will prioritize funds in April.
- **Utah's Transportation Vision**—The stakeholder committee had its first meeting in Dec. 2018, when the governor laid the foundation for a statewide vision.

Local roads, on the other hand, primarily provide access within communities.

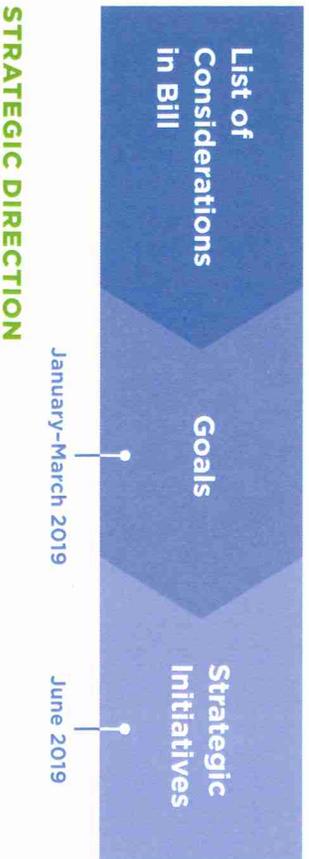
**Transit** UDOT works closely with local transit providers to serve the greatest benefit overall with both of our systems. In 2018, the legislature created the Transit Transportation Investment Fund, which allows for funding of quality transit projects when local governments contribute a required match of funds.

**Active Transportation** The governor's budget and the Transportation and Tax Review Task Force recommend specific funding for active transportation solutions, such as trails and bike lanes.

UDOT is also responsible for other elements of transportation including commercial motor carriers, aeronautics, and even a ferry in Southern Utah.

### Utah's Transportation Vision

UDOT is coordinating an effort to establish state-wide strategic initiatives that will guide planning and policy for the future of transportation in Utah. A stakeholder committee and a technical committee will work toward recommendations throughout the year. The committees will focus their efforts on factors identified in S.B. 136 including economy, return on investment, air quality, and sustainability.



### STRATEGIC DIRECTION

UDOT is committed to transparency. That's why we were one of the first departments of transportation in the country to put together a strategic direction to report to Utah taxpayers how we're investing the resources allocated by the state legislature.

Our strategic direction document is held up as a standard for other states.

This live, data- and performance-driven strategic direction is constantly updated to reflect what we are doing—day by day and moment by moment—to meet our mission to provide Utah and Utahns with innovative transportation solutions that strengthen the economy and enhance our quality of life.

Our strategic direction document is built upon the foundation of our three Strategic Goals that guide and direct everything we do:

**Zero Crashes, Injuries and Fatalities:** UDOT is committed to safety, and we won't rest until we achieve zero crashes, zero injuries, and zero fatalities. Zero is the only acceptable goal.

**Optimize Mobility:** UDOT optimizes traffic mobility by adding roadway capacity and incorporating innovative design and traffic management strategies. We are pioneering technology and project delivery methods to lead the nation.

**Preserve Infrastructure:** We believe good roads cost less, and through proactive preservation we maximize the value of our infrastructure investment for today and in the future.



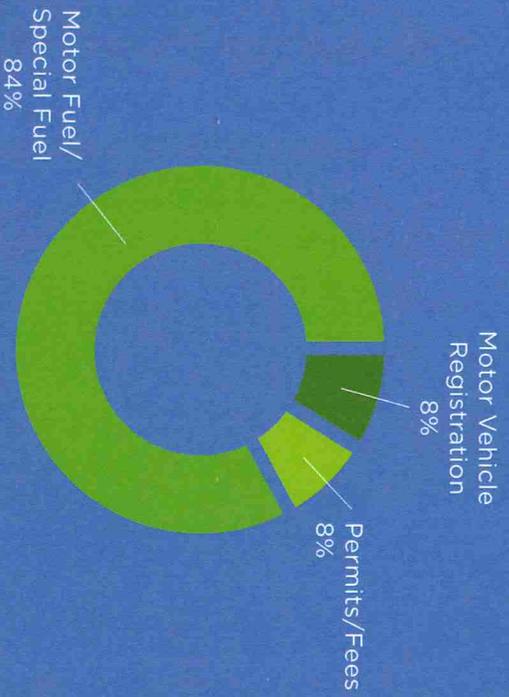
We invite you to visit [udot.utah.gov/strategicdirection](http://udot.utah.gov/strategicdirection) to see in real-time how we are doing as a department of transportation.

### How UDOT is funded

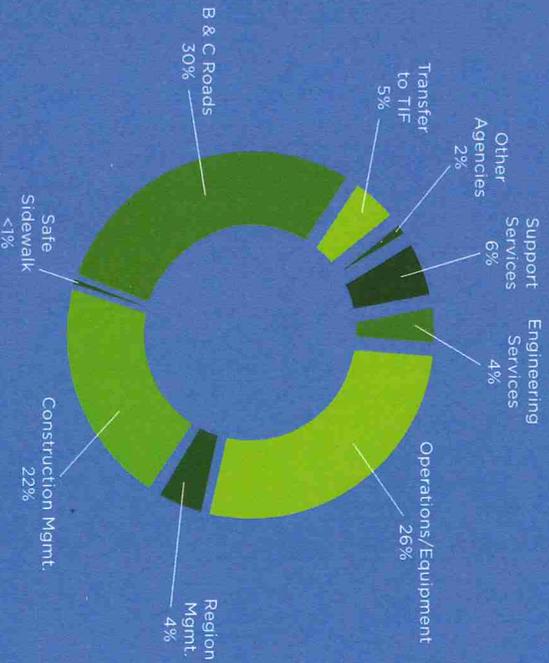
Utah has a well-managed and strategically funded plan for our transportation system. The department receives funding from a variety of sources, including sales taxes, fuel taxes, permits and registrations, along with some General Fund appropriations.

## TRANSPORTATION FUND

### Estimated Revenue FY2019

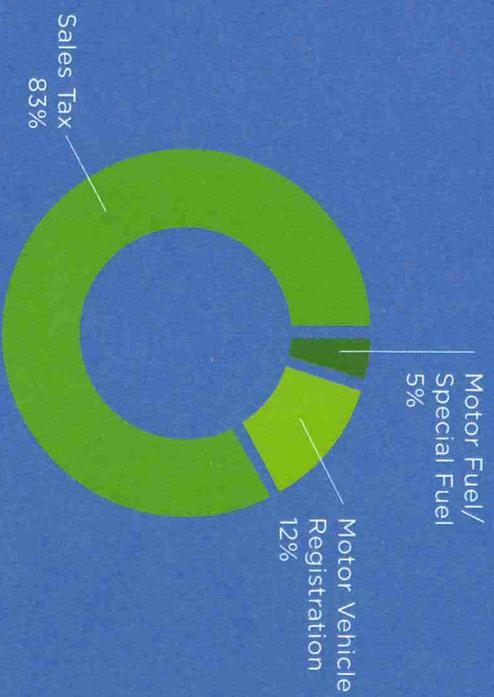


### Estimated Expenditures FY2019

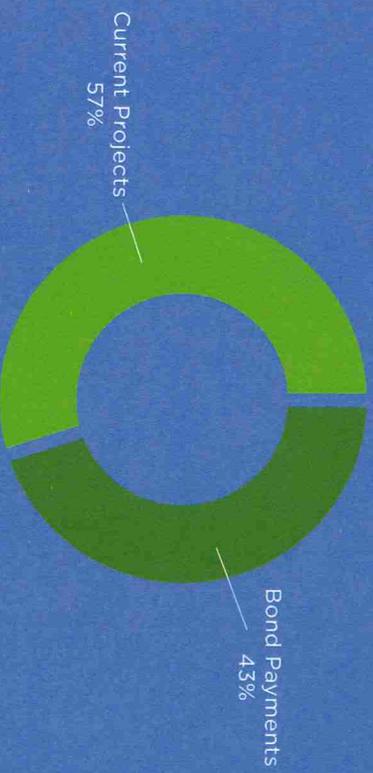


## TRANSPORTATION INVESTMENT FUND

### Estimated Revenue FY2019



### Estimated Expenditures FY2019



**Senior Leadership**  
**Division Directors**

**Carlos Braceras**  
UDOT Executive Director  
801-965-4027  
cbraceras@utah.gov

**Jason Davis**  
Deputy Director of  
Engineering & Operations  
801-965-4030  
jasondavis@utah.gov

**Jimmy Hofeltz**  
Director of  
Internal Audit  
801-065-4819  
jhofeltz@utah.gov

**Linda Hull**  
Director of Policy  
& Legislative Services  
801-965-4253  
lhull@utah.gov

**Teri Newell**  
Deputy Director of  
Planning & Investment  
801-965-4026  
tnewell@utah.gov

**Elizabeth Weight**  
Director of  
Communications  
801-580-2362  
eweight@utah.gov

**Becky Bradshaw**  
Director of Finance  
801-965-4358  
bbradshaw@utah.gov

**Kris Peterson**  
Director of  
Project Development  
801-965-4022  
krispeterson@utah.gov

**Lisa Wilson**  
Region One Director  
801-620-1640  
lwilson@utah.gov

**Bryan Adams**  
Region Two Director  
801-975-4844  
bryanadams@utah.gov

**Rob Clayton**  
Region Three Director  
801-227-8011  
robertclayton@utah.gov

**Rick Torgerson**  
Region Four Director  
435-201-1844  
rtorgerson@utah.gov

**Rob Wright**  
Director of Operations  
801-965-4895  
rwright@utah.gov

**Jeff Harris**  
Planning Director  
801-965-4334  
jeffharris@utah.gov

**Brandon Weston**  
Environmental  
Program Manager  
801-965-4603  
brandonweston@utah.gov

**Lorri Economy**  
Chief Learning Officer—  
Employee Development  
801-965-3898  
leconomy@utah.gov

**Lyle McMillan**  
Strategic  
Investments  
Director  
801-633-6245  
lmcmillan@utah.gov

**Nathan Lee**  
Director,  
Technology & Innovation  
801-965-4082  
nlee@utah.gov

**Ivan Hartle**  
Director of  
Programming  
435-633-3535  
ihartle@utah.gov

**Vacant**  
Director of  
Procurement

**Vacant**  
Structures

**Ron Hunt**  
Engineering  
Services  
801-965-4190  
rhunt@utah.gov

**Charles Stormont**  
Director of  
Right of Way  
385-226-8948  
cstormont@utah.gov

**Bill Lawrence**  
Materials  
& Pavement  
801-879-1993  
billlawrence@utah.gov

**Robert Stewart**  
Construction  
801-440-5746  
rstewart@utah.gov

**Vacant**  
Traffic Management

**Robert Miles**  
Traffic & Safety  
801-965-4273  
robertmiles@utah.gov

**Jeff Casper**  
Equipment  
801-965-4976  
jeffcasper@utah.gov

**Jared Esselman**  
Director of  
Aeronautics  
801-715-2262  
jesselman@utah.gov

**Chad Sheppick**  
Director of  
Motor Carriers  
801-965-4156  
csheppick@utah.gov

**Chris Mahley**  
Employee Safety  
801-965-4267  
cmahley@utah.gov

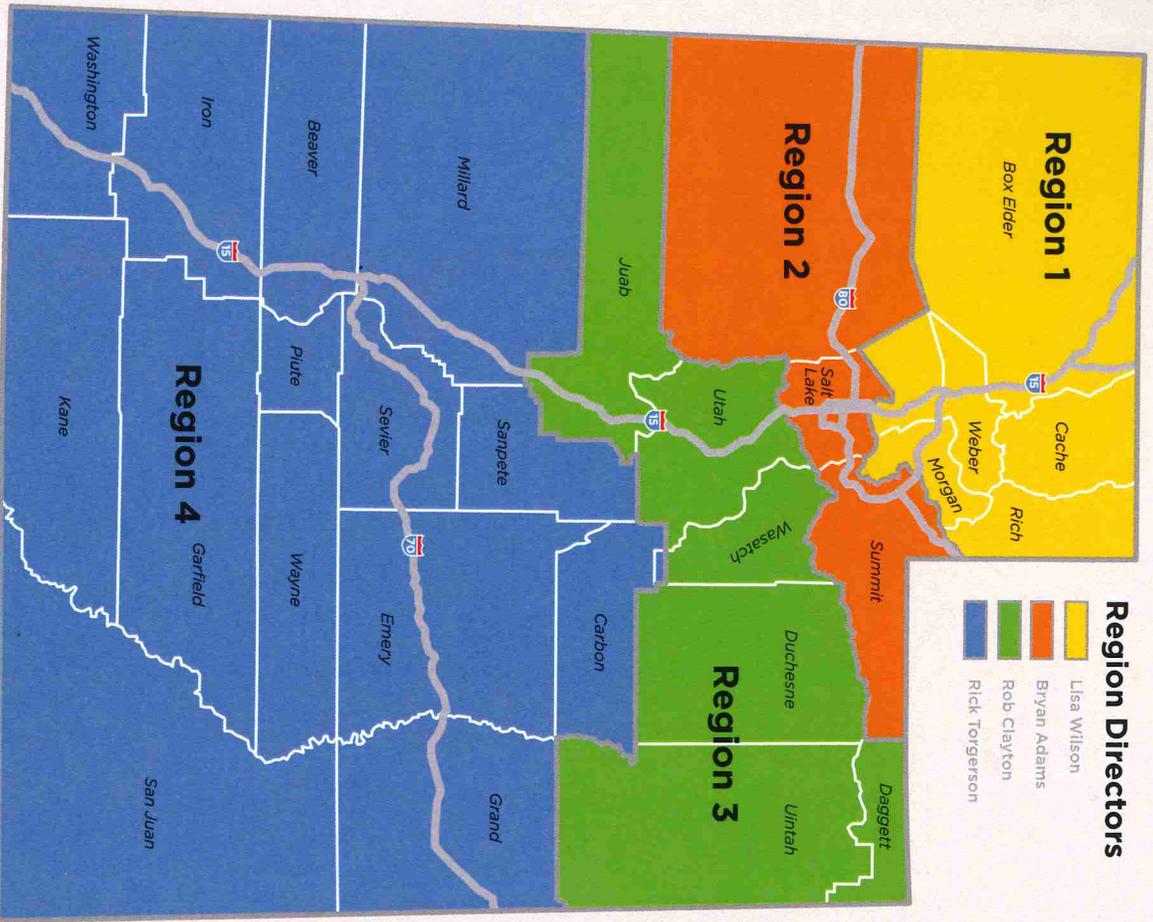
**David Burton**  
Director of  
Information  
Technology (DIT)  
801-965-4220  
dburton@utah.gov

**Cameron Kergyle**  
Research/Innovation  
801-965-2576  
ckergyle@utah.gov

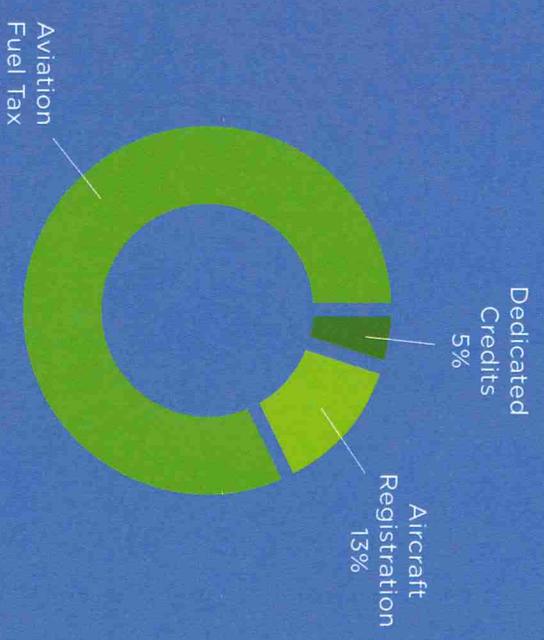
**Kevin Griffin**  
Maintenance  
Planning  
801-965-4170  
kgriffin@utah.gov

**Vacant**  
Business Technologies  
& Performance  
Management

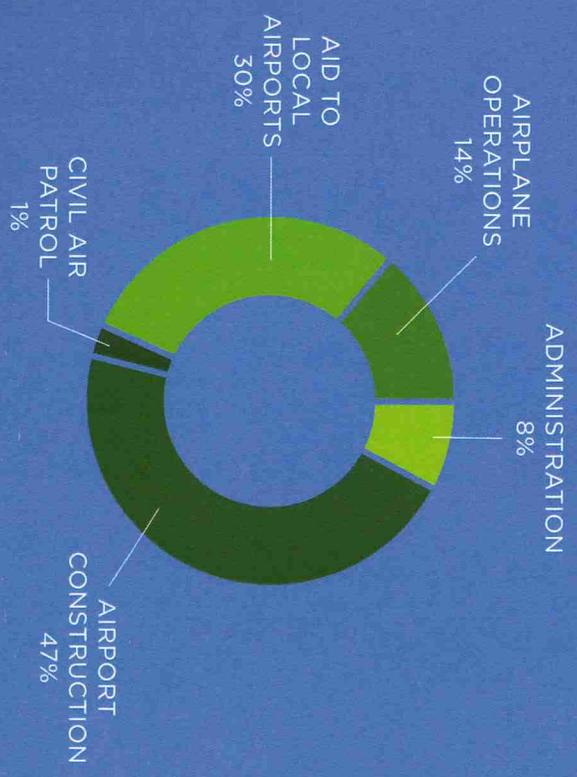
# UDOT REGIONS



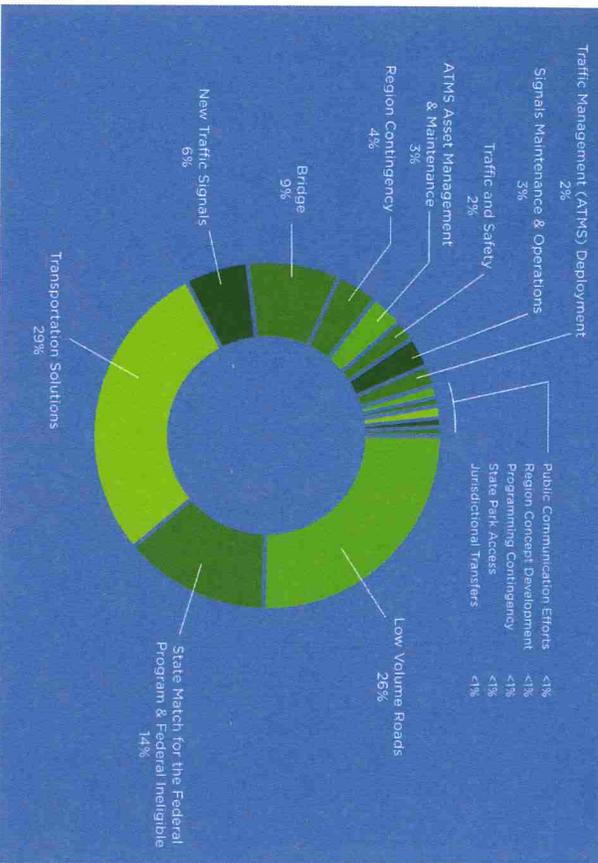
## AERONAUTICS Revenue FY2019



## Expenditures FY2019



## CONSTRUCTION MANAGEMENT LINE ITEM



## The Utah Transportation Commission

The Utah Transportation Commission serves as an independent advisory committee and is responsible for prioritizing transportation projects within the state through a data-driven process based upon recommendations from UDOT. The seven commissioners appointed by the governor and confirmed by the Senate represent four geographic areas consistent with the UDOT region boundaries (see next page).

### Innovation

At UDOT, innovation is part of our DNA.

We have built a legacy of constantly seeking ways to do things better, faster and more efficiently. It started 20 years ago, when we were the first in the nation to use the design-build construction process on a megaproject (I-15 reconstruction for the Olympics). Now our model of design/build is used across the country.

We were early adopters of accelerated bridge construction 10 years ago, and now we are the national expert in this game-changing construction method that is safe, cost-effective, and reduces construction time.

We continue to innovate today.

Just last year, we became the first state to implement a fully functional connected vehicle deployment on Redwood Road. When a bus is running behind schedule, it “talks” to the traffic signal. The signal stays green just a little longer, and Utah Transit Authority buses can arrive on time in a very congested corridor.

## UTAH TRANSPORTATION COMMISSION



Naghi Zeenati



Meghan Z. Holbrook



Wayne K. Barlow



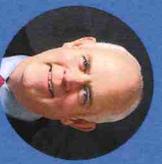
Dannie R. McConkie



Lew W. Cranner



Donna J. Law

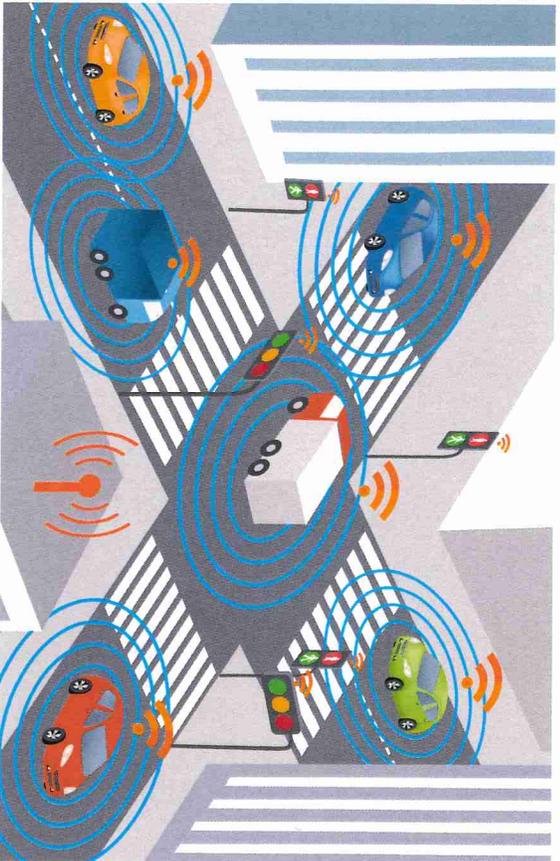


Jim Evans

We are building the framework for a connected autonomous vehicle (CAV) network in our state. Utah is uniquely situated to be a pioneer for CAV because of our fiber backbone. Thanks to the Legislature for supporting Utah's unique approach to public-private partnerships, we are the only state with border-to-border fiber connectivity.

In fact, more than 95 percent of Utah's traffic signals are on the same system. This kind of connectivity allows us to do several things, including:

- Providing signal pre-emption for snow plows and buses in order to keep traffic moving.
- Reducing stops, delays, gasoline consumption and air pollution by up to 25 percent by synchronizing traffic lights.



*Connected autonomous vehicles (CAVs) will help us achieve our goal of Zero Fatalities by taking human error—which accounts for 94% of crashes—out of the equation. CAVs use autonomous technology to “see” their surroundings and connected technology to “talk” to infrastructure, signals, and even other cars.*



*UDOT and UTA are partnering to demonstrate autonomous vehicles to the public over the next year.*

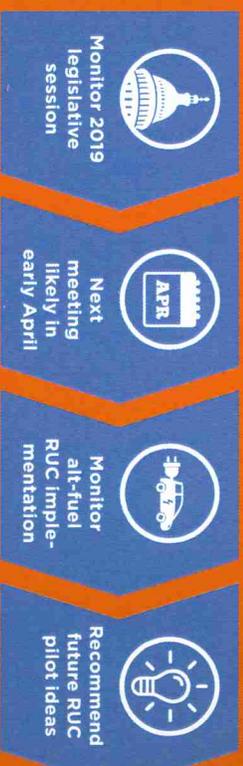
- Providing wireless connectivity to rural areas with an extensive fiber network.

Today, UDOT is responsible for managing state airplanes and 37 airports throughout Utah. The future of aeronautics may include autonomous drones delivering packages through the air, and one day, delivering people to and from where they need to go. While this future may sound like science fiction, UDOT is preparing for this reality today.

A Road Usage Charge (RUC) will go into effect January 2020 as a voluntary program for alternative fuel vehicle owners. Starting in 2019, as outlined in S.B. 136, alternative fuel vehicle owners will pay a flat fee in lieu of gas tax.

The flat fee allows alternative fuel vehicle owners to pay 40 percent of what the average gas vehicle

**FUTURE ROLES OF RUC ADVISORY COMMITTEE**



# UDOT by the Numbers



owner pays to offset their wear and tear on the roads. Starting in 2020, alternative fuel vehicle owners will have the option to pay that flat fee or participate in the RUC program.

The RUC program is a research project with a live element to better understand and assess its potential for replacing the gas tax. An advisory committee, including stakeholders and partners, has been formed to provide input on the structure of Utah's RUC program.

With the declining buying power of the gas tax, user-based charges are among many options we are exploring to build a sustainable funding model for the future.

*UDOT isn't content to ride on its reputation for innovation. We are constantly pushing the boundaries of possibility. In 2017, Carlos announced his Top 10 goals from the next 3-5 years to set a vision that will keep Utah moving fast into the future.*

## Carlos' 10

10. Travel times will decrease in our urban areas.
9. We will be a national leader in the evolution and development of connected autonomous vehicles during the next few years.
8. We will be the first DOT in the country to have a real-time full situational awareness of our systems.
7. On July 24, 2021, you will see the first CAV drive from Salt Lake City to St. George without any driver override.
6. UDOT will become the first DOT in the country to go completely paperless.
5. In 2021, our pavements and bridges will be the envy of the nation.
4. Our current culture of trust will lead us to a new level of openness.
3. Our public approval ratings will reach the highest level they've ever been: 90%.
2. Every employee will be given the best training and education available.
1. We will be the safest DOT in the country with less than 200 fatalities per year.