



# 2012 Budget & Strategic Plan Document



UTAH TRANSIT AUTHORITY

# UTA 2012 Budget and Strategic Plan

## Table of Contents

### Foreword

### Document Organization

### Distinguished Budget Presentation Award

### Quick Reference Guide

### Section 1, Introduction

1.1 Budget Message .....	1-2
1.2 Organization Chart.....	1-6
1.3 Strategic Plan .....	1-11
1.4 Budget Process.....	1-20
1.5 Financial Policies .....	1-26

### Section 2, Functional Financial Plan

2.1 Summary of Major Revenue and Expenditures .....	2-2
2.2 Summary of Major Revenue Sources .....	2-4
2.3 Summary of Expenditures.....	2-9
2.4 Projected Funds Balances .....	2-25
2.5 Budgeted Capital Expenditures.....	2-27
2.6 Current Debt Obligations.....	2-39

### Section 3, Department Guide

Organization Chart.....	3-2
General Manager and Office of General Manager .....	3-3
Capital Development .....	3-8
Planning .....	3-11
Operations and Vehicle Maintenance .....	3-14
Communications and Customer Focus .....	3-21
Business Solutions and Technology .....	3-25
Financial and Support Services.....	3-28
Government Resources .....	3-31
Chief Executive Officer .....	3-35
Internal Auditor .....	3-38
Office of General Counsel .....	3-41

**Section 4, Appendices**

Map of Service Area ..... 4-2  
Utah Transit Authority and Community Profile ..... 4-3  
Glossary ..... 4-7

## Foreword

The adopted budget document contains a variety of information regarding Utah Transit Authority. To assist the reader in locating subjects of interest, the organization of this document is described below; also a Quick Reference Guide can be found following this page. The reader may also refer to the Table of Contents and Glossary for additional information.

## Document Organization

The 2012 UTA 2012 Budget and Strategic Plan has four major areas: Introduction, Functional Financial Plan, Department Guide, the Appendix and Glossary Section.

The **Introduction** (Section 1) contains the Budget Message, a description of priorities and issues for the budgeted New Year. The message describes significant changes in priorities (if any) from the previous year and highlights issues facing UTA in developing the current budget. An organization chart and a table showing the change in the number of employees by departments is included. This section also includes UTA's Strategic Plan and Performance Goals, the Budget Process and the UTA policies that apply to the budget process.

The **Functional Financial Plan** (Section 2) begins with a summary of overall Authority revenues and expenditures, followed by a description of revenue sources. Expenditure summaries for the operating of functional areas within UTA is presented next with a comparison between 2010 actual, 2011 budget, 2011 year end projected, and 2012 budget totals. This section also includes projected fund balances, projected reserves, 2012 capital expenditures and projects, and current debt obligations.

The **Department Guide** (Section 3) is organized by individual Director's area of responsibility / business unit, starting with the General Counsels office. Each Director's business unit contains the following:

- The Business Unit name and Director.
- Department function
- Department organization chart including the number of 2012 budgeted positions.

The **Appendices** (Section 4) contains Utah Transit Authority and Community Profile, a map of our service area and a budget glossary.

## **Distinguished Budget Presentation Award**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to Utah Transit Authority for its annual budget for the fiscal year beginning January 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Utah Transit Authority**

For the Fiscal Year Beginning

**January 1, 2011**

*Linda C. Danson Jeffrey R. Egan*

President

Executive Director

## Quick Reference Guide

The following should assist the reader in locating key information contained in the 2012 Utah Transit Authority budget.

<b>To find:</b>	<b>Refer to:</b>	<b>Section</b>	<b>Page</b>
- Strategic Plan and Performance Goals	Introduction	1.3	1-11
- The overall policies which guide the 2012 budget	Introduction	1.5	1-26
- Organization chart	Introduction	1.2	1-6
- UTA major expenditures and revenue sources	Summary of Major Revenues, Expenditures and fund balances	2.1	2-2
- Analysis of Revenue Sources	Summary of Major Revenue Sources	2.2	2-4
- Comparison of 2010 actual, 2011 year-end and 2012 budget expenditures	Summaries of Expenditures	2.3	2-9
- Budget expenditures by major category	Summary of Expenditures	2.3	2-9
- Projected Fund Balances	Projected Fund Balances	2.4	2-25
- Capital projects planned for 2012	Budgeted Capital Expenditures	2.5	2-27
- Debt Obligations	Current Debt Obligations	2.6	2-39
- Primary responsibilities of the department	Department Guide	3	By Dept. (See Table of Contents)



**SECTION 1  
INTRODUCTION**





## **1.1 BUDGET MESSAGE**

**UTAH TRANSIT AUTHORITY  
2012 BUDGET MESSAGE**

The Utah Transit Authority's budget for fiscal year ending December 31, 2012 has been prepared following policies established by the UTA Board of Trustees. This budget will allow UTA to continue to provide safe, reliable, and user-friendly transportation. Major issues that affect this budget are the national and local economy, sales tax, ridership and fare box revenues, cost of fuel and utilities, employee wages and benefits, and the availability of federal funding.

Since 2008, when fuel was at record prices and the economy started to falter, UTA has proactively responded by reducing department budgets across the board, making strategic service adjustments, maximizing opportunities for fare and other revenue and increasing efficiency.

Despite this ongoing economic uncertainty, ridership increased in 2011, UTA opened two new TRAX lines, and work continued on the remaining lines in UTA's FrontLines 2015 project. In addition, the Sugar House streetcar project is about to break ground, and UTA began bus service to Park City and Summit County for the first time.

The ongoing challenges of the economy continue to create questions about how quickly it will recover. UTA has weathered the economic downturn better than most transit agencies across the country. In addition, the FrontLines 2015 program – along with major projects like I-15 Core and City Creek Center – have provided good jobs and helped support Utah's economy during the recession. Though it has been difficult at times, and budget cuts have affected employees and departments across the organization, preserving service and completing these projects sets the stage for future success and growth when the economy rebounds.

UTA is constantly looking to the future, both in its budget outlook but also in its planning and goals. The UTA board of trustees has outlined three primary goals for the next 10 years. These goals focus on social, economic and environmental areas:

- Social – Enable individuals to pursue a fuller life with greater ease and convenience; a culture of collaboration which provides an opportunity/synergy to achieve our objectives, create a positive public image, and integrate transit into the fabric of everyday life.
- Economic – Foster an effective and viable regional economy. Ensure that UTA has sufficient internal and external resources to respond to its customer's needs.
- Environmental – Advance environmental efforts in our community by protecting natural resources, producing minimal footprint, and promoting clean air, water and sustainable living.

To achieve these longer term goals it is important for UTA to increase transit market share, maintain fiscal responsibility, improve operational and management excellence and ensure UTA has a healthy internal environment.

Increasing market share is a primary strategy for future success. Producing and serving riders is the essential component to becoming a part of the 'fabric of everyday life' and the success of improving transit quality and geographic reach relies on the ability of the organization to increase and retain riders.

Cost management is also an important element of UTA's future. It is important for UTA to leverage investments, generate new sources of revenue, improve fare-box revenue and recovery and cost management.

While cost management may not be a strategy that yields positive ridership or revenue goals, it is important to continue good business practices in order to maintain the most efficient transit system. Cost management consists of five key components: asset management, capital improvement program, operational efficiencies, quality workforce, and advanced technology.

The quality of the work environment at UTA shapes the effort of staff at each level of the organization. UTA continues to focus on developing leaders who are capable, innovative, and creative and who will manage, motivate, and engage their employees effectively and efficiently.

With these longer term goals in mind UTA begins 2012 motivated by its successes and the challenges it faces, as well as the great faith placed in it by the people it serves. Additionally, 2012 brings renewed opportunities to deliver results that reflect on UTA as the responsible community partner we strive to be.

As UTA goes into the 2012 budget year, sales tax revenues are projected to grow slowly. With sales taxes providing the majority of UTA's annual revenues, this significantly impacts short-term and long-term budget planning.

Even with the reduction of budget, UTA's board of trustees has set the following goals for 2012:

- Continue to see a positive ridership growth trend
- Complete 92 percent of the FrontLines 2015 program
- Open the FrontRunner South line in December of 2012
- Pursue transit-oriented development projects at several sites, promoting positive land use practices near transit properties
- Develop a comprehensive sustainability plan exploring alternative fuels, alternative energy, and increasing energy efficiency

- Implement the system-wide launch of real-time vehicle information
- Begin developing next-tier projects and services in partnership with the Wasatch Front Regional Council and Mountainland Association of Governments, which are comprised of the local elected officials in our service area

During 2012 UTA is also building the first distance based fare program in the country. The program is designed to create better equity amongst riders with a “pay for what you use” philosophy that will also increase ridership and revenue. UTA will spend much of 2012 working with the public to determine how a distance based fare will benefit both riders and the organization with a full program ready for implementation in 2013.

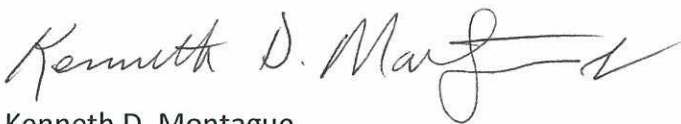
A renewed and comprehensive approach to safety is also one of our top priorities. As always, our goal is to create and promote a safe environment, consistently improve our safety programs, and invest in education and awareness to ensure the safety of employees, riders and the traveling public.

We are using the expertise and creativity of our employees to foster an organizational structure and educational programs that demonstrate UTA’s long-term commitment to safety. Enhanced awareness and educational efforts play vital roles in keeping our system safe. Our recent “Train for Safety” day is a great example. Not only did our employees help reach large numbers of riders on this day, but the media helped express our commitment to safety to tens of thousands of people.

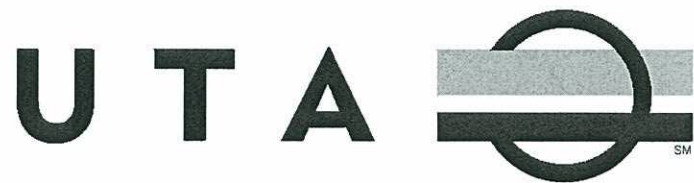
Regardless of the changes that have been made internally to improve the budget situation there are still a number of financial unknowns. Sales tax revenue continues to be unpredictable as is the economy. Fuel costs also continue to fluctuate and be unpredictable and foreign economies are affecting the US economy more than ever before. Additionally, the current state of Federal funding for transit projects is uncertain as congress debates a transportation reauthorization bill.

Moving forward it is important that UTA manages all of its expenses and scrutinizes all expenditures. UTA’s employees will also be called upon to improve their performance and look for opportunities to increase efficiencies and improve processes. It was by getting ahead of these efforts that UTA was able to keep its current budget situation from growing worse and with a continuous effort to improve UTA will be able to keep offering a good transportation value to its employees, riders and the taxpaying public.

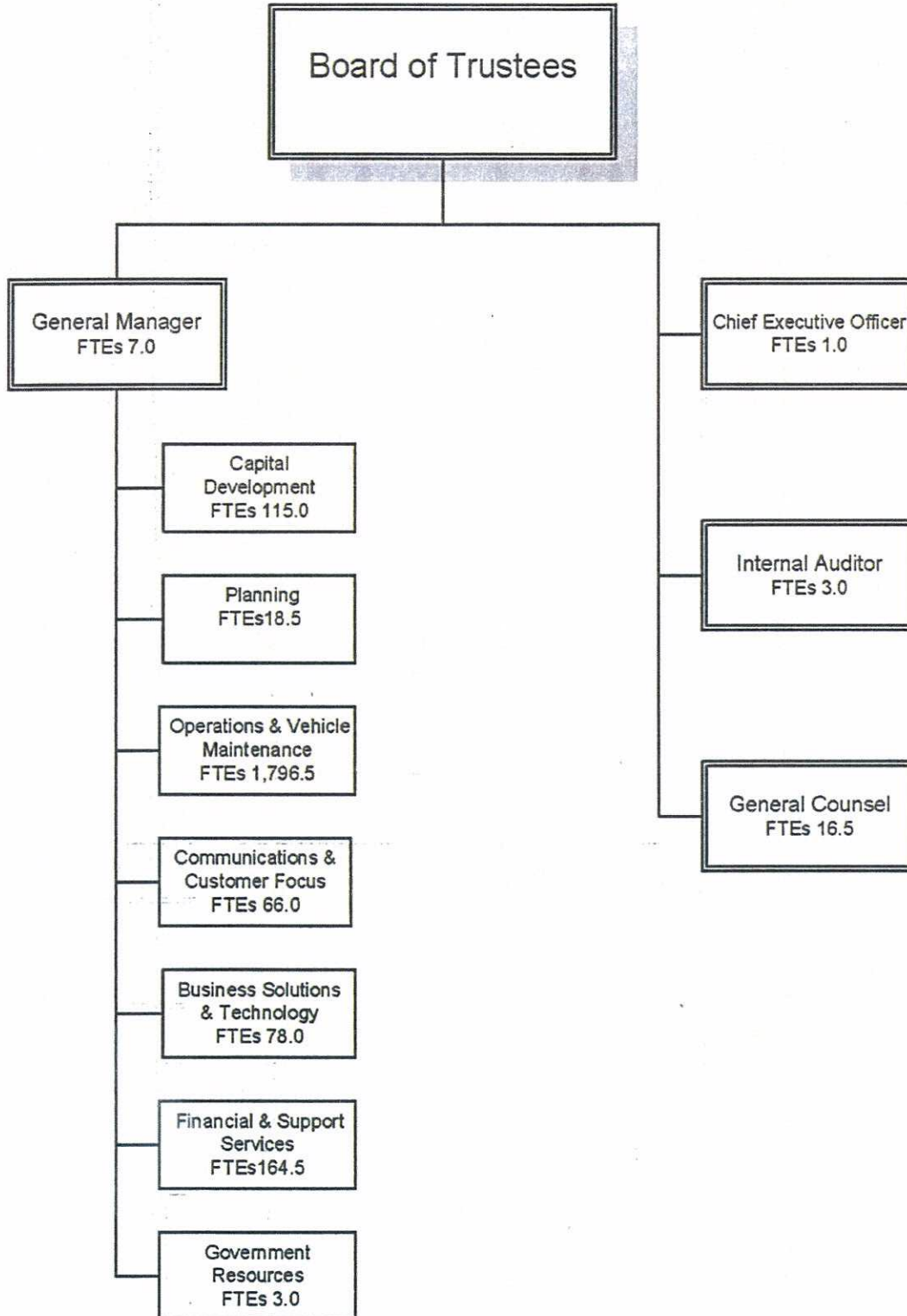
Best Regards,



Kenneth D. Montague  
Chief Financial Officer



## **1.2 ORGANIZATIONAL CHART**



UTAH TRANSIT AUTHORITY  
APPROVED FULL-TIME EQUIVALENT (FTE) BY ORGANIZATIONAL RELATIONSHIP  
OPERATIONS, OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION

	Actual 2010	Actual 2011	Budget 2012
OPERATIONS:			
Bus			
Meadowbrook			
Administration	6.0	5.0	6.0
Operations	387.5	357.0	403.0
Maintenance	98.0	92.0	92.0
Meadowbrook	491.5	454.0	501.0
Central			
Administration	5.0	4.0	5.0
Operations	134.5	132.0	147.0
Maintenance	47.0	42.0	47.0
Transit Comms Center	14.5	15.5	16.0
Central	201.0	193.5	215.0
Ogden			
Administration	6.0	5.0	3.0
Operations	122.0	122.5	127.2
Maintenance	38.0	41.0	41.0
Marketing	1.0	1.0	1.0
Ogden	167.0	169.5	172.2
Timpanogos			
Administration	7.0	7.0	8.0
Operations	102.5	96.5	103.0
Maintenance	30.0	30.0	32.0
Marketing	1.0	1.0	1.0
Timpanogos	140.5	134.5	144.0
Rail			
Rail Administration	12.0	15.0	17.0
Light Rail Operations	98.0	134.0	133.0
Light Rail Maintenance	83.0	109.0	120.0
Commuter Rail Operations	54.5	53.0	96.0
Commuter Rail Maintenance	18.0	28.0	42.0
Maintenance of Way	69.0	86.0	115.0
Rail	334.5	425.0	523.0
Special Services			
Special Services Administration	2.5	23.0	23.0
Paratransit Operations	108.0	114.5	108.5
Paratransit Maintenance	29.0	31.0	32.0
Vanpool Administration	8.0	8.0	8.0
Rideshare Administration	1.0	1.0	2.0
Special Services	148.5	177.5	173.5

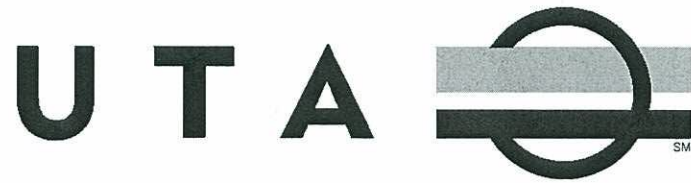
UTAH TRANSIT AUTHORITY  
APPROVED FULL-TIME EQUIVALENT (FTE) BY ORGANIZATIONAL RELATIONSHIP  
OPERATIONS, OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION

	Actual 2010	Actual 2011	Budget 2012
Operations Subtotal	<u>1,483.0</u>	<u>1,554.0</u>	<u>1,728.7</u>
 OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION:			
Chief Executive Officer			
Chief Executive Officer	1.0	2.0	2.0
Board Coordination	1.0	1.0	1.0
Corp & Board Support	<u>3.0</u>	<u>2.9</u>	<u>5.0</u>
Chief Executive Officer	5.0	5.9	8.0
 Chief Operating Officer			
Chief Operation Officer	2.0	4.0	2.0
Support Maintenance	27.0	27.0	28.0
Fleet Engineering	7.0	7.0	14.0
Training	31.5	43.5	16.7
Safety and Environmental	<u>6.0</u>	<u>5.0</u>	<u>7.0</u>
Chief Operating Officer	73.5	86.5	67.7
 Chief Financial Officer			
Chief Financial Officer and Contract Administration	6.0	6.0	6.0
Accounting	16.0	16.0	16.0
Purchasing	28.5	28.5	29.0
Financial Services	12.2	13.3	13.2
Human Resources	18.0	20.4	20.0
Security	50.8	66.8	79.3
Financial Planning & Analysis	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Chief Financial Officer	132.5	152.0	164.5
 Chief Capital Development Officer			
Major Program Development	42.4	35.0	36.0
Facilities	51.0	56.0	70.0
Real Estate	<u>3.0</u>	<u>6.0</u>	<u>9.0</u>
Chief Capital Development Officer	96.4	97.0	115.0
 Chief Technology Officer			
Chief Technology Officer	1.0	2.0	1.0
Technology Development	4.0	6.0	6.0
Technology Deployment	2.0	3.0	3.0
Technology Support	3.0	3.0	3.0
Application Development	11.5	10.0	12.0
Network Support	12.0	11.0	12.0
Telecommunications	5.0	5.0	5.0
Operational Research and Development	5.0	21.5	24.0
Performance Information	19.0	-	-
Technology Support Facility	<u>12.0</u>	<u>10.0</u>	<u>12.0</u>
Chief Technology Officer	74.5	71.5	78.0



UTAH TRANSIT AUTHORITY  
 APPROVED FULL-TIME EQUIVALENT (FTE) BY ORGANIZATIONAL RELATIONSHIP  
 OPERATIONS, OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION

	Actual 2010	Actual 2011	Budget 2012
Chief Communications Officer			
Chief Communications Officer	2.0	2.0	2.0
Labor Relations	5.0	5.0	5.0
Public Relations and Marketing	13.0	13.0	13.0
Electronic Fare Collection	4.0	5.0	6.0
Customer Service	34.1	33.9	40.0
Chief Communications Officer	58.1	58.9	66.0
Chief Planning Officer			
Planning	10.5	14.5	18.5
Chief Planning Officer	10.5	14.5	18.5
Board of Trustees			
Internal Audit	3.0	3.0	3.0
General Counsel	7.0	6.0	7.0
Transit Oriented Development	2.0	3.0	3.0
Civil Rights	4.0	4.0	4.0
Risk Management	5.5	5.5	5.5
Board of Trustees	21.5	21.5	22.5
Operations Support and General and Administration Subtotal	472.0	507.8	540.2
UTAH TRANSIT AUTHORITY	1,954.9	2,061.7	2,268.9



## 1.3 STRATEGIC PLAN

## UTA TODAY

During the last 36 years, UTA has expanded from a small company operating 90 buses and traveling more than 3,000,000 annual service miles, to the current system of 603 active and reserve regular service transit buses that provide 16,732,379 annual revenue miles. UTA serves the populations of Weber, Davis, and Salt Lake Counties, and to the cities of Provo, Orem, American Fork, Pleasant Grove, Lehi, Lindon, Springville, Alpine, Cedar Hills, Highland, Tooele, Grantsville, Lincoln, Erda, Stansbury Park, Lake Point, Mapleton, Spanish Fork, Payson, Salem, Brigham City, Willard, and Perry. UTA now carries 21,598,392 passengers a year. The Flextrans paratransit system in Salt Lake City operates 2,394,017 revenue miles and carries 277,760 passengers per year. Contracted paratransit services in Davis/Weber Counties, Tooele County, Salt Lake County, and Utah County operate 1,393,286 revenue miles and carry 194,633 passengers. The Salt Lake Valley TRAX light rail system operates 2,827,747 annual revenue miles with 15,203,652 passengers. In November 2010 residents of Santaquin City in southern Utah County voted to join the UTA Special Service District.

Today, UTA operates light rail, commuter rail, bus, bus rapid transit, Vanpool, Paratransit, and route deviation.

UTA currently has approximately 2000 employees, with over 1300 of them working as operators, mechanics, and parts room staff; with plans to hire additional staff to support the new rail lines. As UTA prepares to expand its service it is critical that the workforce is engaged and motivated, and participating in achieving the organization's goals.

## UTA IN 2015

Regional transportation planners had been working for more than 20 years to build a passenger rail line in the heart of Salt Lake County. In December 1999 all of their work became reality. UTA opened 15 miles of light rail transit (TRAX) in the core of Salt Lake County.

In April 2008 UTA opened a new type of regional rail service. FrontRunner uses diesel locomotives that reach a top speed of 80 mph. This first regional service connects Ogden with Salt Lake City. Initial opening ridership exceeded projections, however with high un-employment rates and low fuel costs, ridership dropped for a time. With improvements in the local and regional economy, ridership has begun to increase once again.

Bus service for each of the counties is being planned for 2015 with the following in mind:

- What should the bus system look like to maximize ridership?
- What can we do to reduce transit travel time?
- How does each transit market segment use or would use the transit system (frequency, span of service, and days of service)?
- What can we do to take advantage of transfer points, hubs, and park-and-ride lots?

## UTA IN 2020

Regional transportation planners have initiated a refinement process to the Wasatch Choices vision as part of the Wasatch Choices 2040 planning process. Recently growth principles have been adopted by the Wasatch Front Regional Council.

## GOALS AND STRATEGIES FOR 2020

The UTA board of trustees has stated the following mission: “UTA strengthens and connects communities enabling individuals to pursue a fuller life with greater ease and convenience by leading through partnering, planning and wide investment of physical, economic and human resources.” The board has outlined three primary goals; social, economic, and environmental.



Armed with the direction of the board of trustees, a series of collaborative meetings with the technical team and policy forum determined the following four primary goals that support the board's mission and goals, and work towards creating a plan for 2020. Four primary goals for transit success and UTA direction include:

- Increase transit market share
- Maintain fiscal responsibility
- Improve operational and management excellence
- Ensure a healthy UTA internal environment

Each goal is described in detail below, with a corresponding set of strategies and actions. Actions are divided into capital needs and program needs.

### ***Increase Transit Market Share***

Increasing market share is a primary strategy for success in 2020. Producing and serving riders is the essential component to becoming a part of the 'fabric of everyday life', as noted by the board mission statement, and the success of improving transit quality and geographic reach relies on the ability of the organization to increase and retain riders. The current market share for transit is approximately 3 percent on the Wasatch Front. This percentage represents a small portion of overall work and college trips, and minimal transit use for other reasons. An increased mode share, and thus more trips made on transit, reflects a higher percentage of work and college trips, as well as capture of additional types of trips. Key strategies outlined below include; reduce transit travel time, improve reliability, increase access to transit, improve customer experience.

Increasing market share will occur with investments to reduce travel time, improve reliability, and increase access to transit. Both capital and program improvements will be necessary to reduce the travel time for transit. To reduce travel time, the following initiatives are proposed:

- Exclusive lane transit
- Bus and rail integration
- Signal priority
- Identification of corridors of mutual benefit to more than one agency

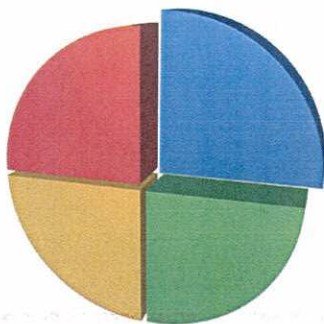
Closely related to reduced transit travel time, reliability is key to rider retention and the ability to increase the overall market share for transit. Average reliability on bus routes in 2010 is approximately 85 percent, however, in previous years reliability has been lower, at approximately 80 percent. The following capital projects should be included in the 2020 approach:

- Low-floor rail vehicles on all routes
- Implementation of queue jump lanes at the most congested intersections

More service to more people will increase riders, and increase the overall transit market share. Capital investment will continue to be important to serve populous and growing areas, and programs to improve access to these capital improvements will become even more important in 2020. The next section of this document highlights the areas of highest geographic need, based on the modeling results using the WFRC and MAG regional travel demand model. Initiatives and projects should be targeted to these areas.

Equally important to the development of capital projects, programs that deliver passengers to these projects and UTA's existing system are of utmost importance in 2020, and beyond 2020. These programs include:

- Increasing transit-oriented development
- Increasing bicycle and pedestrian amenities and access, including development of a regional plan
- Bus and rail integration for more efficient delivery of passengers to rail
- Consideration of parking pricing policies



- Transit Oriented Development
- Local Bus Integration with Rail
- Bicycle and Pedestrian Improvements
- Parking Policy

UTA should strive to install and maintain high quality amenities for their customers. Difficult to

quantify, the experience of riding transit is an important factor in creating repeat and consistent customers. Several strategies include:

- Development of a capital amenities program
- Station amenities, including fully multi-modal transit stations
- Improved customer information

### ***Maintain Fiscal Responsibility***

Four primary strategies are important for 2020:

- Leverage investments
- Generate new sources of revenue
- Improve fare-box revenue and recovery
- Cost management

While cost management may not be a strategy that yields positive ridership or revenue goals, it is important to continue good business practices in order to maintain the most efficient transit system. Cost management consists of five key components: asset management, capital improvement program, operational efficiencies, quality workforce, and advanced technology.

### ***Improve Operational and Management Excellence***

Continually improve current operations, maintenance, and other key processes.

### ***Develop leaders of today and the future***

The quality of the work environment at UTA shapes the effort of staff at each level of the organization. UTA should identify and invest in its leaders and future leaders. The leaders will be the mechanism for creating an energetic and challenging work environment. UTA continues to focus on developing leaders who are capable, innovative, and creative and who will manage, motivate, and engage their employees effectively and efficiently. In 2011, a

supervisor training module will be rolled out to provide supervisors with tools to better communicate with their employees, including new ways to listen to and appropriately apply input and engage in employee development. As UTA moves forward, it is vital we continue to foster a seamless union and management working relationship, with clear processes and a focus on working together. This will ensure that UTA’s success translates to our employee’s success.

UTA will implement a learning management system (LMS) and will automate some training, while generating automatic reports and testing certifications. UTA will continue to support management with the positive people management (PPM) philosophy.

## GEOGRAPHIC NEED IN 2020

The demand for travel in UTA’s service area will continue to grow, especially in some areas. The projections in the sections that follow show changing travel patterns from a local, sub-regional and regional perspective.

The 2015 program described above will improve mobility over current conditions, but by 2020 there will still be unmet needs for mobility and transit investment. Areas of highest travel demand are primarily internal trips, which may indicate shortening trips in the future. Trips and vehicle-miles travelled will continue to grow in 2020, and the following regions will grow the most between now and 2020:

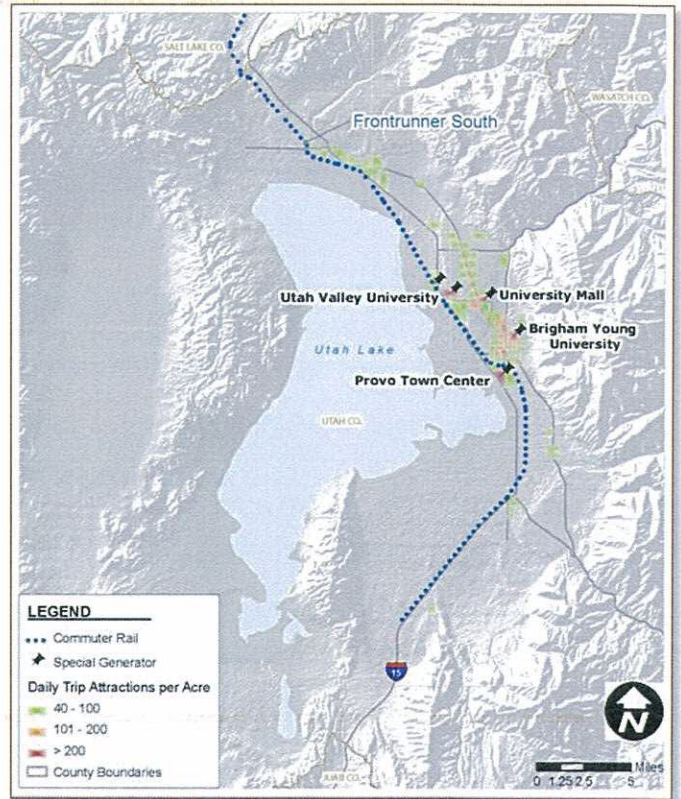
Area	Trip Growth	% Increase
Northern Utah County	450,000	31
Northern Salt Lake county	425,000	18
Southern Salt Lake County	420,000	34
North Salt Lake County to South Salt Lake County	260,000	28
Southern Utah County	260,000	90

With the above context for the demand for travel, it is possible to examine the growth of travel in each county, and how it relates to the 2015 program.

## Utah County

Utah County, especially northern Utah County, is rapidly growing. FrontRunner South will serve the north/south needs of Utah County, there is little to serve the growing east/west demand. Areas that need additional transit study or investment include:

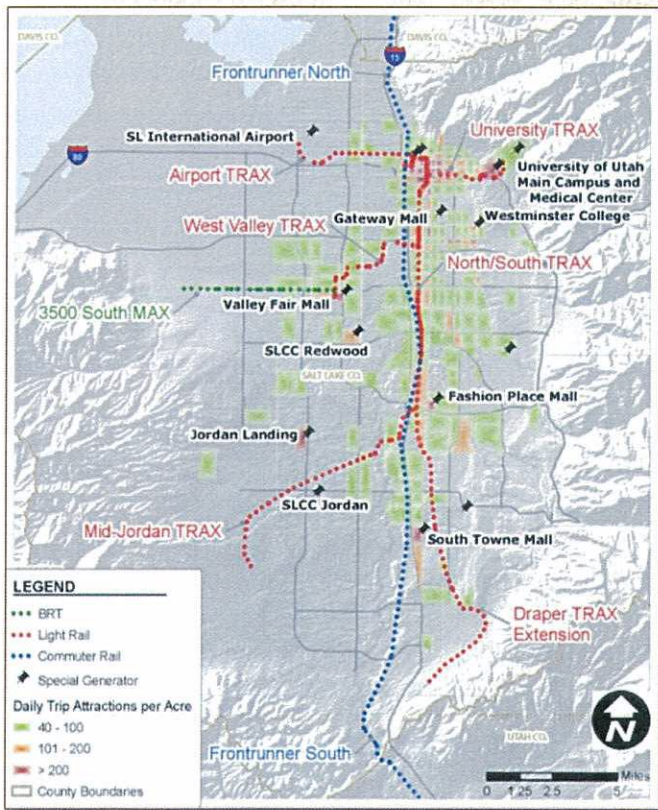
- Provo and Orem – specifically the BRT project to serve the cities, UVU, and BYU.
- Lehi – East/West travel to access CRT
- North/South US 89



### Salt Lake County

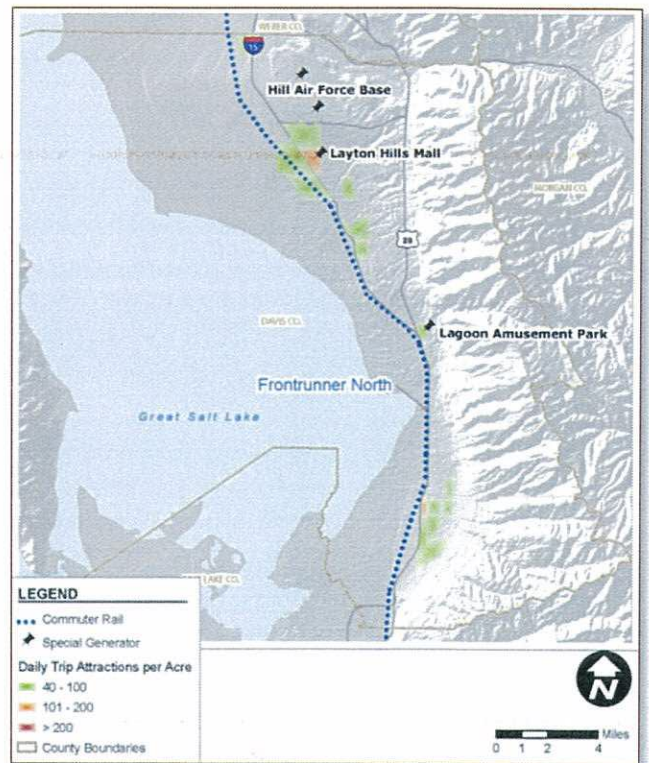
In Salt Lake County, several major investments will serve as traffic generators, as shown below, and an important shift should occur to providing programs to ensure the success of the investments. Downtown and the University continue to be major generator of trips, however, additional needs that may be not be served by major capital projects in 2020 include:

- Salt Lake Community College at 4700 South and Redwood Road
- Sugar House and Westminster College
- Holladay/Cottonwood Heights
- Jordan Landing



### Davis County

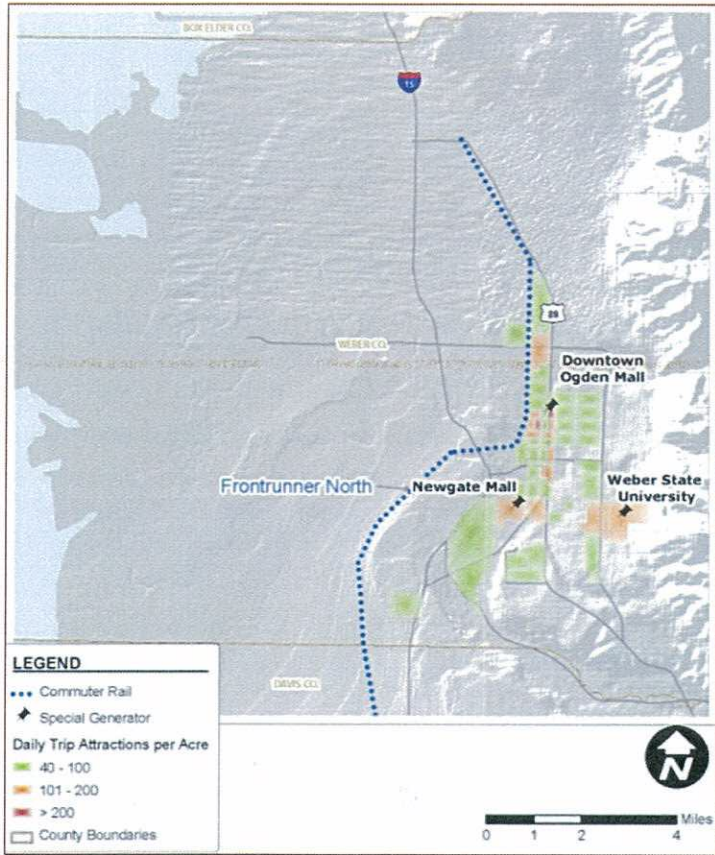
Davis County does not directly benefit from the 2015 program, and has correspondingly lower growth areas than in other parts of the UTA service area. A particular exception is Layton, which will see strong trip attraction in 2020. Also of note, the demographic information used in this analysis does not accurately reflect the job growth that is expected at Hill Air Force Base, and a strong east/west trip pattern is expected in Syracuse, Clearfield, and Layton.



## Weber County

Several areas in Weber County will be served by major capital investments. These areas include:

- Downtown Ogden
- The Newgate Mall area
- Weber State University





## Plan Process

During the last year Utah Transit Authority (UTA) executives and staff managers have worked on the development of a ten-year transit development program. This effort was started to help give direction and vision to the whole UTA enterprise.

The 2010 to 2020 Utah Transit Authority Transit Development Program communicates to internal and external stakeholders the plan that Utah Transit Authority wants to follow for the next 10 years. UTA exists to help federal, state, and local partners accomplish their vision and goals.

Within UTA's 1,400-square-mile service area are two metropolitan planning organizations, which have responsibilities for creating regional transportation plans (RTP). According to federal policy, RTPs must have a 30-year horizon. The Transit Development Program (TDP) plans the next 10 years worth of efforts and strategies undertaken by UTA to help accomplish these regional 30-year goals.

## UTA 2010–2020 STRATEGIES AND GOALS

Utah Transit Authority, in partnership with various groups, has identified the following goals to be accomplished between 2010 and 2020:

- Build a Greater Customer Focused Agency
- Make Transit the First Choice
- Develop a Sustainable Agency

To reach these goals UTA has identified the following strategies.

### ***Increase Transit Market Share***

- Reduce travel time
- Increase access to transit
- Improve customer information
- Influence regional land use

### ***Maintain Fiscal Responsibility***

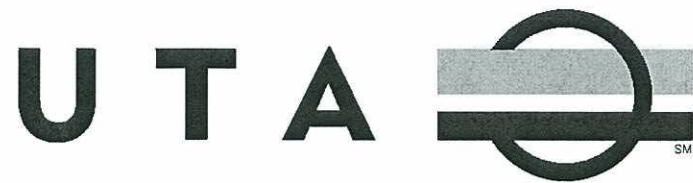
- Develop revenue
  - Fares
  - Taxes
  - Grant management
- Manage costs
  - Asset management
  - Capital improvement program

***Improve Operational and Management Excellence***

- Improve reliability
- Develop and fund asset management program
- Improve quality and performance management system

***Ensure a Healthy UTA Internal Environment***

- Continue to develop collaboration
- Develop leadership



## **1.4 BUDGET PROCESS**

## THE BUDGET PROCESS

This section describes the process for preparing, reviewing and adopting the budget for the coming fiscal year. It also includes procedures for amending the budget after adoption and the process used in developing the capital budget. A budget calendar for the budgeted year 2012 is included at the end of this section.

**Budget Process:** A standing committee appointed and designated by the Board shall be responsible for development of the annual budget of the Authority. Currently the assignment for the development of the budget has been assigned to the Board Planning and Development Committee. The General Manager and Treasurer, with the advice and counsel of the appointed committee, shall prepare annually a preliminary budget for the ensuing year including operation, maintenance, administration expenses, debt service and capital expenditures.

The yearly process starts in May with an initial development of short-term strategies for the upcoming year by the Board Planning and Development Committee and Staff Directors. By August the Planning Committee is presented with a draft 2012 Goals Categories. During this time the Financial Planning Managers are assessing federal funding, economics, taxes, labor and political trends and developing a revenue projection based on this information.

During September the Financial Planning Managers develops the budget preparation instructions. UTA staff review current projects, capital equipment needs and pending orders.

The Financial Planning Managers meets with each Business Unit Manager / Department officers and Managers to present the Capital Budget Preparation Instructions and reviews guidelines for preparing the Departments Operational Guide and Capital Equipment Request.

In September the Financial Planning Mangers develop preliminary budgets based on the Board's draft Goals. The Financial Planning Mangers then presents the Operating Budget Preparation Instructions and preliminary budget to the Staff Directors and their managers for reviews and modifications. Each department prepares an operating budget and capital needs request, consistent with and linking to the Board Goals. The Corporate Staff then reviews the items. Capital items that are requested will be added to the capital budget based on need (as determined by the Policy Forum) and funding available through the Capital Reserve Fund and any grant funding that may be available.

During November the Corporate Staff and the Board's Planning and Development Committee review the preliminary budget. Preparation of the Budget Document and presentation of the tentative budget to the Board is made. Once the tentative budget is approved by the Board, it is sent to the Governor's Office, State Legislature and Local Governments for a 30 day comment period. The Financial Planning Managers make recommended changes based on comments, as directed by Board of Trustees and prepares the Final Proposed Budget Document. This is then forwarded the Board Planning Committee for review. In December the Final Proposed Budget Document and any changes to the Budget are made for final approval at UTA's Board Meeting.

Adoption of Annual Budget: Before the first day of each fiscal year, The Board shall adopt the annual budget by a vote of a quorum of the total Board. If, for any reason, the Board has not adopted the annual budget on or before the first day of January of any fiscal year, the preliminary budget for such year shall be in effect for such fiscal year until the annual budget is adopted.

Please refer to the 2012 UTA Budget Preparation Schedule at the end of this section.

Amendment of Annual Budget: The Board may, by a vote of a quorum of the total Board at any duly-held regular, special or emergency meeting, adopt an amended annual budget when reasonable and necessary, subject to contractual conditions or requirements existing at the time the need for such amendment arise.

Accounting and Budget Basis: Every preliminary budget shall set forth a statement of the sources of funds and estimated revenues available to defray expenditures. The basis of the budget shall be the same for all funds as the basis of accounting, which currently is the accrual method.

Note:

1. The Authority report as a single enterprise fund and uses the accrual method of accounting and the capital maintenance measurements focus. Under this method revenues are recognized when they are earned and expenses are recognized when they are incurred.
2. The Authority does not budget depreciation.
3. Board Goals are finalized in January based on actual results of the prior year.

**2012 UTAH TRANSIT AUTHORITY BUDGET PREPARATION SCHEDULE**

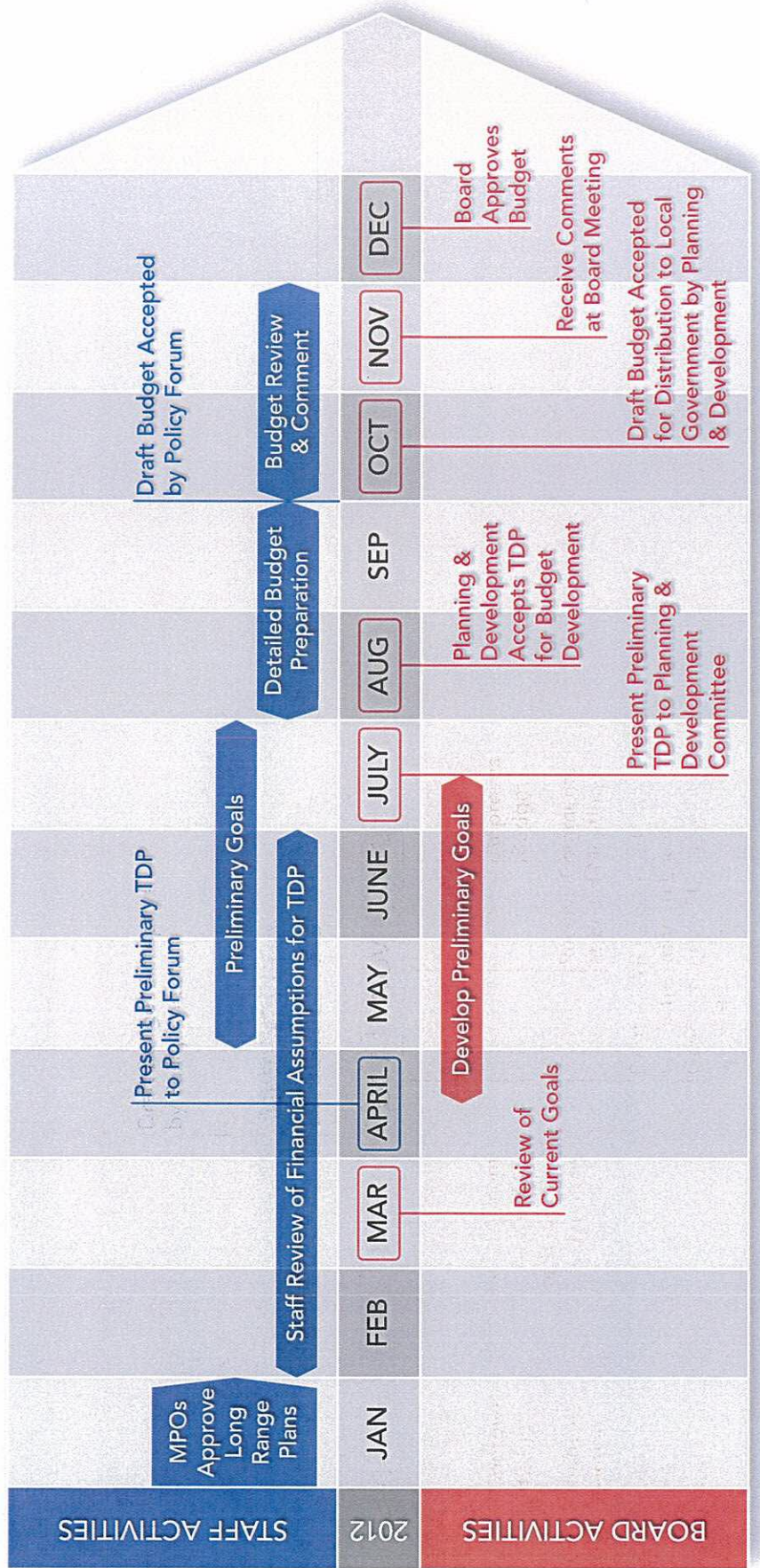
**Updated 7/11/11**

<b><u>TASK</u></b>	<b><u>COMPLETION DATE</u></b>
Present Updated Preliminary TDP Model to Executive Team and determines Budget Schedule Executive Team to assess federal funding, local economics, sales tax collections, future service adjustments, labor and political trends. , discuss assumptions for revenue, ridership and operating projections for 2012. Discuss capital needs and priorities. Finalize Budget Process Schedule.	11 July 2011
Executive Team outlines strategies and develops revenue & expense targets for a balanced TDPM	11 July 2011
Present Preliminary TDP Model, Economic Factors, Financial Plan to Planning & Development Committee. Planning & Development Committee accepts TDPM as starting point of Budget Process	13 July 2011
Board of Trustees and Executive Staff finalizes the 2012 Strategies Goals and reviews updated TDP model, 5Yr. Operating Plan and Economic Factors included in the updated TDP Model.	10 August 2011
GM Staff presents <u>Capital and Operating Budget Preparation Instructions</u> to Business Unit Directors and meets with each Group to review guidelines for Capital budget and Operating budget development.	12 –19 August 2011
Capital budget request by category with analysis of the appropriate criteria, statement of project outcomes, identification of project manager. Operating budget by department by account , description of Department Function and red lined organization chart are returned to GM Staff for evaluation & justification analysis	1 September 2011
Budget Request reviewed by GM and Panel, Budget Request reconfigured for outcome prior to Policy Forum meeting.	9 September 2011

Policy Forum evaluates capital programs and projects, refines allocation across capital categories (if necessary) and assigns allocation and project responsibility to Business Unit. Review of Operating budget request and makes any required revisions.	15 – 16 Sept 2011 ( Special 2 day meeting)
Draft Budget accepted by Policy Forum (To be emailed)	23 September 2011
GM Staff prepares pre-approved tentative budget document and mails to Board of Trustees.	23 September 2011
Review of 2012 Tentative Budget and Goals by Planning & Development Committee. After approval 2012 Tentative Budget sent to Local Governments, State Legislature and Governor’s office of Planning and Budget. Post budget on UTA Web site inviting public comments Confirmation of Goals and TDP at Board meeting. All Board of Trustee members invited.	12 October 2011
Budget Review and Comment Period.	13 October thru 14 November 2011
Prioritize Capital Pool Items through Teams using Decision Lens Tool	13 October thru 14 November 2011
Email Final Budget Document to Board Planning Committee.	30 November 2011
Review of Final Budget Document by Board Planning & Development Committee.	7 December 2011
Incorporate any changes per Planning Committee and mail to Board of Trustee.	8 December 2011
Presentation of the Proposed Final Budget Document and Goals to Board of Trustees.	21 December 2011
Prepare, print and distribute Budget Document and Strategic Plan to Policy Forum, Board and Operating departments.	March 2012

## Current Goal Setting & Budget Process

- The process relies on a five-year Transit Development Plan (TDP).
- The annual goals are the driving force in planning and budget preparation.







## 1.5 FINANCIAL POLICIES

## **Financial Information and Policies**

### Internal Control

#### *Organization*

The Authority is governed by a 19 member Board of Trustees which is the legislative body of the Authority and determines Authority policy. The members of the Board of Trustees are appointed by each county municipality or combination of municipalities annexed to the Authority. In addition one Trustee each is appointed by the State of Utah Governor, President of the Senate, Speaker of the House and the State Transportation Commission.

#### *Reporting Entity*

The Authority has adopted the provisions of Statement No. 14 of the Governmental Accounting Standards Board (“GASB”), *The Financial Reporting Entity* and Statement No. 39 of the GASB, *determining whether certain organizations are component units* – an amendment of GASB Statement No. 14. Accordingly, the financial statements include only the accounts and transactions of the Authority. Under the criteria specified in Statement No. 14 and 39, the Authority has no component units nor is it considered a component unit of any municipality or government. The Authority is, however, considered to be a related organization by virtue of the fact that the Board of Trustees is appointed by the municipalities.

The Authority does not raise or hold economic resources for the direct benefit of a governmental unit and third party governmental units do not have the ability to access economic resources held by the Authority. This is evidenced by the fact that the Authority is a legally and fiscally separate and distinct organization under the provisions of the Utah Code.

### Summary of Significant Accounting Policies

#### *Basis of Accounting*

The Authority reports as a single enterprise fund and uses the accrual method of accounting and the capital maintenance measurement focus. Under this method revenues are recognized when they are earned and expenses are recognized when they are incurred.

#### *Classification of Revenue*

##### *Operating revenues*

Operating revenues include activities that have the characteristics of exchange transactions such as passenger revenues and advertising revenues.

Non-operating revenues: Non-operating revenues include activities that have the characteristics of non-exchange transactions and other revenue sources that are defined as non-operating revenues by GASB Statement No. 9, “Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities that use

Proprietary Fund Accounting,” and GASB Statement No. 34. Examples of non-operating revenues would be sales tax revenues, federal grants and investment income.

#### *Sales Tax Revenues*

As approved by the voters, serviced communities’ sales taxes for transit are collected in these communities to provide the Authority with funds for mass transit purposes. Funds are utilized for operations and for the local share of capital expenditures. Sales tax revenues are accrued as a revenue and receivable for the month in which the sales take place.

#### *Cash and Cash Equivalents*

Cash equivalents include amounts invested in a repurchase agreement, Certificates of Deposit and the Utah Public Treasures’ Investment fund, including restricted and designated cash equivalents.

#### *Receivables*

Receivables consist primarily of amounts due to the Authority from sales tax collections, federal grants, pass sales, and investment income. Management does not believe any credit risk exists related to these receivables.

#### *Parts and Supplies Inventories*

Parts and supplies inventories are stated at the lower of cost or market. Inventories generally consist of fuel, lube oil, antifreeze, and repair parts held for consumption. Inventories are expensed as used.

#### *Property, Facilities, and Equipment*

Property, facilities and equipment are stated at historical cost. Maintenance and repair expenditures which substantially improve or extend the useful life of property are capitalized. Routine maintenance and repair are expensed as incurred. Property, facilities and equipment are capitalized if they have individual costs of at least \$5,000 and useful life of one year.

#### *Compensated Absences*

Vacation pay is accrued and charged to expense as earned. Sick pay benefits are accrued as vested by Authority employees.

#### *Risk Management*

The Authority is exposed to various risks of loss related to torts; theft of, damage, and destruction of assets; environmental matters; worker’s compensation; damage to property and injuries to passengers and other individuals resulting from accidents and errors and omissions.

The Authority is self-insured for public liability and property damage claims. The Authority also operates a self-insurance program for workers’ compensation claims. The Authority maintains a staff of qualified and licensed claims adjusters to carry out its

program. Claims are paid with general operating revenues of the Authority and are reported as an administrative expense. The Authority has established a Risk Contingency Fund that is Funded at \$6.1 million as of December 31, 2005.

#### *Budgetary and Accounting Controls*

The Authority's annual budget is approved by the Board of Trustees as provided for by law. Operating and non-operating revenues and expenditures are budgeted on the accrual basis except depreciation. Capital expenditures and grant reimbursements are budgeted on a project basis. For multi-year projects, each year the expected expenditures for that year as well as related grant reimbursements are re-budgeted.

The Authority's Board of Trustees adopts its annual budget in December of the preceding fiscal year based on recommendations of staff and the Board Planning and Development Committee.

Individual department budgets are monitored for authorized expenditures on a department-total rather than department line-item basis.

The Board must approve all increases or decreases to the net operating expense line, total capital budget line and total operating revenue line of the Authority's operating and capital budgets. The General Manager will inform the Finance and Operations Committee of any changes to any line items within the operating expense categories and any changes to any line items within the capital expenditures categories of the approved operating and capital budget that exceed 1% of the line item to be changed, even if there is no net increase to the overall and operating capital budgets. The General Manager may approve all revisions to department budgets or between departmental budgets without reporting such changes to the Board provided that the revisions do not result in any changes to the net operating expense line or total operating revenue line of the Authority's operating and capital budgets.

The Authority's budgetary process follows Section 17A-1, Part 5, of the Utah Code Annotated, as amended. The annual budget is submitted to the State Auditor's Office within 30 days of adoptions.

#### Investments

The Authority is governed in its investment and depository transactions by its own investment policy, the Utah Money Management Act and the rules of the State Money Management Council. The Authority's investment policy sets limitations on the maximum amount of deposits allowed at any single qualified financial institution. The statutes stipulate that investments transactions may only be conducted through qualified depositories or primary reporting dealers. The statues authorize the Authority to invest in

negotiable certificates of deposit issued by approved banks and savings and loans; repurchase agreements; commercial paper rate P-1 by Moody's Investment Services, Inc. or A-1 by Standard and Poor's Corporation; bankers' acceptances; Obligations of the U.S. Treasury and certain agencies; bonds, notes and other indebtedness of political subdivisions of the State of Utah; shares or certificates in any open-end management investment company registered with the Securities and Exchange Commission subject to certain portfolio restrictions; guaranteed loans to college students; certain secured debt of public housing authorities and the Utah Public Treasurers' Investment Fund. A major portion of the Authority's investment is currently in the Utah Public Treasurers' Investment Fund. The investment activity of this fund is governed by the Utah Money Management Act. Income from the fund is allocated to the Authority based on its *pro rata* share of the total earnings in the fund.

### Employee Pension Plans

On January 1, 2003, UTA merged the Administrative Employee Retirement Plan into the Hourly Employee Retirement Plan. The combined Utah Transit Authority Employees Retirement Plan is a single employee defined benefit plan that covers all eligible employees and provides retirement benefits to plan members and their beneficiaries. The Plan also provides disability benefits to plan members. The plan's provisions were adopted by a resolution of the Authority's Board of Trustees which appoints those who serve as trustees of the plan. Amendments to the plan are adopted by a resolution of the Authority's Board of Trustees.

Specific UTA Board of Trustees by-laws on Budget and Financial Polices follows:

UTA Board of Trustees By-laws  
Budget and Financial Policies  
Article VI  
Section 2 Budget Process

---

A standing committee appointed and designated by the Board shall be responsible for development of the annual budget of the Authority. The General Manager and Treasurer, with the advice and counsel of the appointed committee, shall prepare annually a tentative budget for the ensuing year including operation and maintenance expenses, debt service and any provisions for capital expenditures. In the preparation of each such tentative budget, the classifications and divisions into which such budget shall be divided shall comply with the requirements of any relevant contract, generally accepted accounting principles, or as otherwise provided by the Act or other laws. Any tentative budget may set forth such additional material as the Board may determine. Every tentative budget shall also set forth a statement of the source of funds and every tentative budget shall be based on a five (5) year financial plan.

Article VI  
Section 3 Adoption of Annual Budget

---

Before the first day of each fiscal year, the Board shall adopt the annual budget by an affirmative vote of a majority of all members of the Board. Copies of the annual budget shall be filed in the office of the Authority and with the designated state officials in compliance with the Act and other laws. If for any reason the Board shall not have adopted the annual budget on or before the first day of January of any fiscal year, the preliminary budget for such year, if approved in conformance to any contract or formal action of the Board, shall be deemed to be in effect for such fiscal year until the annual budget for such fiscal year is adopted.

Article VI  
Section 4 Amendment of Annual Budget

---

The Board may, by an affirmative vote of a majority of all the members of the Board, adopt an amended annual budget when reasonable and necessary, subject to any contractual conditions or requirements existing at the time the need for such amendment arises.

UTA Board of Trustees By-laws  
Budget and Financial Policies  
Article VI  
Section 5 Appropriations

---

- (A) The Board must approve all increases or decreases to the net operating expense line, total capital budget line and total operating revenue line of the Authority's operating and capital budget. The General Manager will inform the Finance and Operations Committee of any changes to any line items within the operating expense categories and any changes to any line items within the capital expenditures categories of the approved operating and capital budgets that exceed 1% of the line item to be changed, even if there is no net increase to the overall operating and capital budgets. The General Manager may approve all revisions to departmental budgets or between departmental budgets without reporting such changes to the Board, provided that the revisions do not result in any changes to the net operating expense line or total operating revenue line of the Authority's operating and capital budget.
- (B) The revenue the Authority, as estimated in the annual budget and as provided for in any tax provision or other revenue and borrowing resolutions, shall be allocated in the amounts and according to the funds specified in the budget for the purpose of meeting the expenditures authorized.
- (C) The Board may make an appropriation to and for one or more contingency funds to be used only in cases of emergency or unforeseen contingencies.

Article VI  
Section 6 No Contract to Exceed Appropriation

---

Except as otherwise provided in these Bylaws, neither the Board nor any officer or employee shall have authority to make any contract, or otherwise bind or obligate the Authority to any liability to pay any money for any of the purposes for which provisions is made in the approved budget in excess of the amounts of such budget for any such fiscal year. Any contract, verbal or written, contrary to the terms of this section shall be void ab initio, and no Authority funds shall be expended in payment of such contracts

UTA Board of Trustees By-laws  
Budget and Financial Policies  
Article VI  
Section 7 Contingencies

---

- (A) In the case of an emergency which could not reasonably have been foreseen at the time the budget was adopted, the Board may authorize the expenditure of funds in excess of budgeted expenses, by an affirmative vote of all the members of the Board. Such resolution shall set forth in full the facts concerning the emergency.
- (B) In any year in which the budget has been filed with designated officials in compliance with the Act or other laws, a certified copy of the budget shall be filed

Utah's Debt Enabling Statue for Independent Special Districts (UTA)  
17A-2-1035 Limitation on indebtedness of district

---

Districts may not incur any indebtedness, which exceeds in the aggregate 3% of the fair market value of all real and personal property in the district (see Budget Document Section 2.6). Within the meaning of this section, "indebtedness" includes all forms of debt which the district is authorized to incur by this part or by any other law. Bonds issued that are payable solely from revenues derived from the operation of all or part of the district facilities may not be included as indebtedness of the district for the purpose of the computation.



## Executive Limitations Policy No. 2.3.2 Financial Conditions and Activities

---

Financial conditions and activities shall not incur financial jeopardy for Utah Transit Authority (“Authority”), nor deviate from the Board’s Ends policies. Accordingly, the General Manager shall not:

1. Incur debt for the Authority in an amount greater than provided by the approved budget.
2. Use any long term reserves except for Board objectives.
3. Generate less than the annually-budgeted amount of Available Funds.
4. Acquire, encumber or dispose of real property in excess of \$100,000 without prior Board Approval.
5. Make contributions from Authority funds except for purposes that enhance the objectives of public transit.
6. Violate laws, regulations, generally accepted accounting principles (GAAP), rulings or policies regarding financial conditions and activities.

## Executive Limitations Policy No. 2.3.3 Budgeting

---

Budgeting for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board’s Ends priorities, risk fiscal jeopardy, or fail to be derived from the five year plan. The authorities’ balanced budget includes specific limiting conditions listed below which the General Manager shall not:

1. Fail to include credible projections of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be available in that period.
3. Budget for current liabilities to exceed current assets, subject to targeted working capital reserves of one twelfth of the annual budgeted operating expenses plus one percent of the an annual budgeted operating expenses, with minimum required working capital reserves of 4.5% of forecasted annual sales tax revenues.
4. Fail to establish adequate cash reserves for: debt service reserve funds, debt service funds, risk contingency funds for the Authority’s self-insurance program, reserve funds as may be required by law or by contract, or other specific purpose funds as directed by the Board.
5. Fail to budget to meet all bond covenants and debt obligations.

6. Fail to budget funds less than are necessary for the successful, efficient, and prudent operation of the Utah Transit Authority.

Utah Transit Authority budget for 2007 having met and not exceeded the above conditions is therefore considered to have a balanced budget.

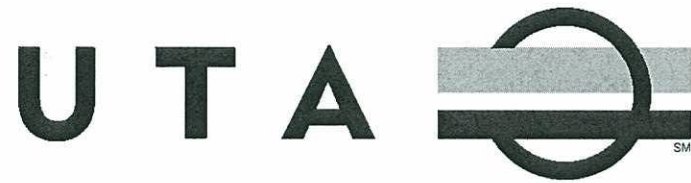
Executive Limitations Policy No. 2.1.8

Service Sustainability Reserve Fund

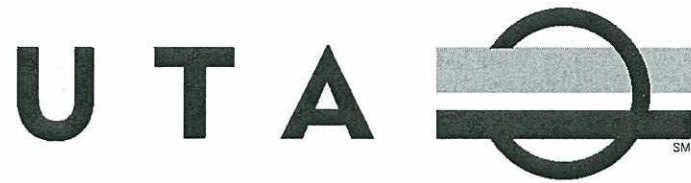
The General Manager shall, at the direction of the Board of Trustees, establish a reserve fund equal to 5% of the Authority's annual budget (the "Reserve Fund"). The General Manager shall not fail to:

1. Create a Reserve Fund in a separate account from a portion of the Capital Reserve that is available in excess of the amount anticipated in the annual budget each year until the reserve is fully funded. The amount to be contributed will be determined after review of the annual budget results with the Board of Trustees with the goal of the Reserve Fund being fully funded by December 31, 2013.
2. Report to the Board of Trustees' Planning and Development Committee information as to the use of the Reserve Fund that will include the details concerning the extraordinary circumstances causing the revenue shortfall or cost overrun and indicating the amount and the budget year against which the funds are to be applied.
3. Use the Reserve Fund to preserve service levels when the Authority is facing a revenue shortfall or cost overrun due to extraordinary circumstances, such as an economic downturn or rapid rise in fuel prices or any combination of such events.
4. Transfer funds or use the Reserve Fund as he deems appropriate and necessary and do so without prior authorization of the Board of Trustees.
5. Replenish the Reserve Fund when it is used as provided for by this Policy.

Effective Date:  
October 22, 2008  
Adopted by:  
R2008-10-05



**SECTION 2**  
**FUNCTION FINANCIAL PLANS**

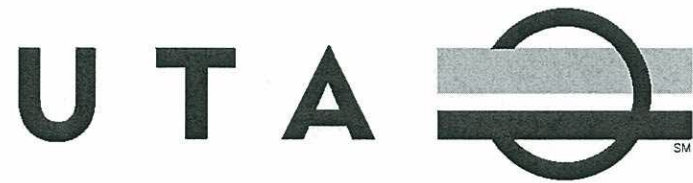


## **2.1 SUMMARY OF MAJOR REVENUE AND EXPENDITURES**

**UTAH TRANSIT AUTHORITY**  
**2012 TENTATIVE OPERATING BUDGET**  
**12/21/2011**

	<u>ACTUAL</u> <u>2010</u>	<u>PROJECTED</u> <u>2011</u>	<u>BUDGET</u> <u>2012</u>
<b>REVENUE</b>			
PASSENGER REVENUE	35,160,063	37,679,058	45,289,763
ADVERTISING REVENUE	1,733,333	1,785,333	1,838,893
INVESTMENT INCOME	3,836,572	3,450,811	1,159,516
SALES TAX REVENUE	171,931,237	178,294,162	185,425,881
OTHER REVENUE	2,930,185	3,003,752	3,080,484
FEDERAL OPER./PREVENT. MAINT.	46,772,029	46,418,000	47,051,805
<b>TOTAL REVENUE</b>	<u>262,363,419</u>	<u>270,631,115</u>	<u>283,846,343</u>
<b>EXPENSE</b>			
BUS SERVICE	79,210,442	80,463,521	78,829,622
RAIL SERVICE	33,935,099	37,035,115	47,153,755
PARATRANSIT SERVICE	14,564,771	15,816,795	17,885,374
RIDESHARE/VANPOOL SERVICE	70,833	94,332	238,279
OPERATIONS SUPPORT	23,682,516	23,255,115	27,677,173
GENERAL & ADMINISTRATIVE	21,490,683	23,750,298	27,327,385
<b>NET OPERATING EXPENSE</b>	<u>172,954,344</u>	<u>180,415,175</u>	<u>199,111,589</u>
<b>MAJOR INVESTMENT STUDIES</b>			
EXPENSE	8,978	1,323,000	7,625,316
OFFSETTING PROJECT FUND		(75,000)	(6,125,316)
<b>NET INVESTMENT EXPENSE</b>	<u>8,978</u>	<u>1,248,000</u>	<u>1,500,000</u>
<b>AMORTIZED CHARGES</b>	810,914	810,914	810,914
<b>NET EXPENSE</b>	173,774,235	182,474,089	201,422,503
<b>AVAILABLE - REVENUE LESS OPERATING EXPENSE</b>	<u>88,589,184</u>	<u>88,157,026</u>	<u>82,423,841</u>
BOND DEBT SERVICE	70,538,707	81,110,475	82,450,125
OFFSETTING FUND	(63,183,123)	(52,942,981)	(42,904,511)
<b>NET BOND EXPENSE</b>	<u>7,355,584</u>	<u>28,167,494</u>	<u>39,545,614</u>
<b>INTERLOCAL AGREEMENTS</b>			
UTAH COUNTY UDOT	13,719,367	6,741,000	0
<b>NET INTERLOCAL AGREEMENTS EXPENSE</b>	<u>13,719,367</u>	<u>6,741,000</u>	<u>-</u>
<b>CONTRIBUTION TO CAPITAL RESERVES</b>	<u>67,514,233</u>	<u>53,248,532</u>	<u>42,878,227</u>
<b>DEBT RETIREMENT</b>	6,960,000	7,300,000	7,615,000
<b>NEW DEBT ISSUED</b>	200,000,000	100,000,000	0

\* The current balance of the Service Stabilization Fund is \$10,185,070



## **2.2 SUMMARY OF MAJOR REVENUE SOURCES**

## Revenue Summary

### Analysis of Revenue Sources

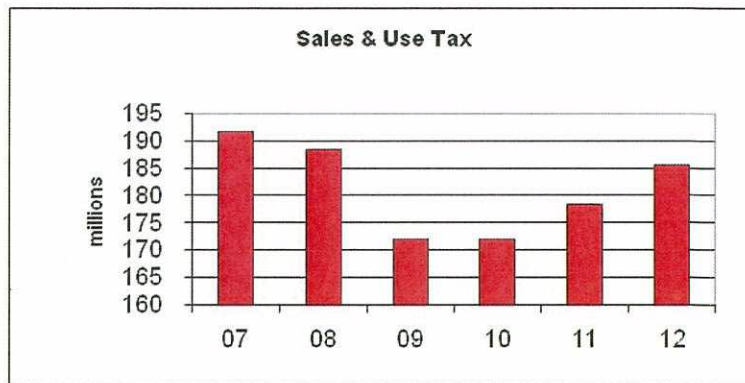
#### Source: Sales and Use Tax

The largest operating source of revenue for the Authority is a local option sales tax, which is imposed by the service area of the Authority. In November 2006 the voters in Utah and Salt Lake Counties approved a ballot measure increasing the rate of Tax. Then in February the Legislature reduced sales tax on food, but so as not to affect the sales tax of Special District (of which UTA is) the Municipalities of the Wasatch Front increased sales tax on hard goods enough to make the Special Districts whole. The sales tax rate is .55% for Weber and Davis Counties. A rate of 6825% for Salt Lake County, .526% for Utah, and 0.3% Tooele and Box Elder Counties. This revenue is projected to generate \$185.4 million in 2012.

The UTAs growth rate for Sales and Use Tax from 1982 to 2011 is 5.22%.. For 2011, the State of Utah Revenue Assumption Committee estimates retail sales, which sales tax is based on, to have a 5.5% increase (last meeting in November 2011) over 2010 receipts, then a 4.4% increase in 2012. The Authority estimated 2012 Sales Tax revenue is based on a 4% increase over projected 2011 Sales Tax. In the past UTA collections along the Wasatch Front run at a historically higher rate than retail sales for the whole State of Utah, but with the economic downturn UTA will use a more conservative estimate than the states forecast.

Year	Sales Tax
2007	191,688,539
2008	188,547,380
2009	171,854,169
2010	171,931,237
2011*	178,294,000
2012*	185,426,000

\* Projected

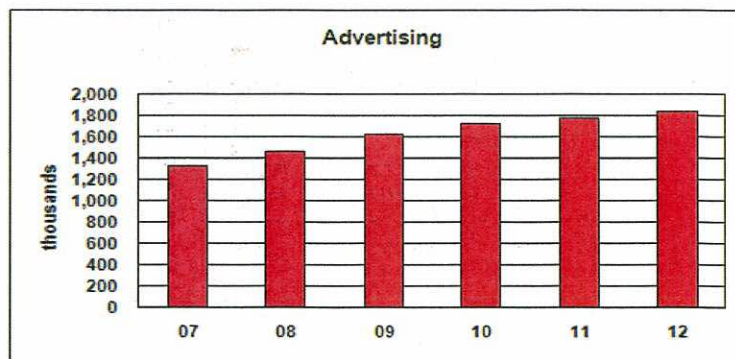


#### Source: Advertising

Advertising revenues for the Authority comes from the lease of exterior space on the sides and rear of the bus and light rail vehicles. The compound annual growth rate for advertising over the last 4 years has been somewhat flat. For 2012 advertising is projected to produce \$1.839 million, a slight due to opening of new routes based on contracted guarantees.

Year	Advertising
2007	1,333,333
2008	1,466,669
2009	1,633,331
2010	1,733,333
2011*	1,785,000
2012*	1,839,000

\* Projected



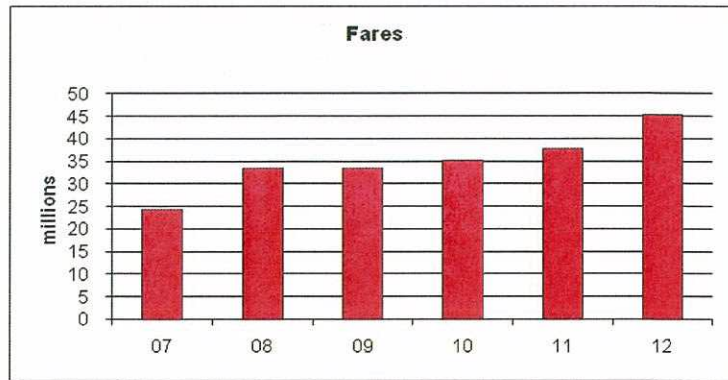


**Source: Passenger Revenue**

The Authority base fare is \$2.25, fares range from \$1.10 for senior citizens to \$5.00 for premium express service. A change in counting methodology accounts for the decrease ridership in 2007. In addition to new rail lines, ridership and fares, which are expected to increase at a nominal rate to keep pace with population and employment growth, UTA projects \$45.3M in Fare Box revenue in 2012.

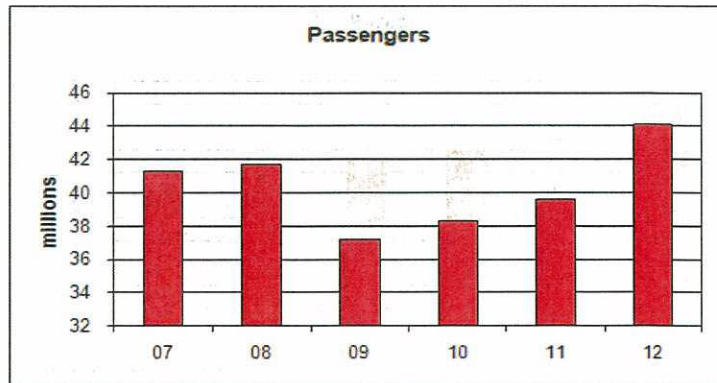
Year	Fares
2007	24,308,177
2008	33,439,374
2009	33,530,449
2010	35,160,063
2011*	37,679,000
2012*	45,290,000

\* Projected



Year	Passengers
2007	41,349,702
2008	41,713,708
2009	37,218,977
2010	38,363,856
2011*	39,662,000
2012*	44,149,000

\* Projected



**Source: Federal Operating and Preventative Maintenance Revenue Grants**

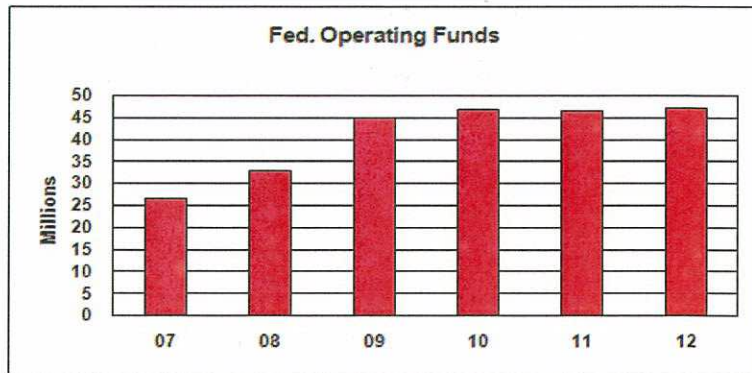
In 2005 the Transportation SAFE, ACCOUNTABLE, FLEXIBLE, EFFICIENT TRANSPORTATION EQUITY ACT: A LEGACY FOR USERS, known as SAFE T LU, was approved by Congress. SAFE T LU allows the Authority to use formula funds for preventive maintenance as defined by the National Transit Database. The use of these funds for preventive maintenance is a direct reduction of funds available for capital projects. These formula funds may be used to cover up to 80% of preventive maintenance costs with the balance being used for other capital projects.

Projections for 2012 are based on a no increase of funding due to Re-Authorization extension while the U.S. Legislature preparing a new bill.

**Year Federal Operating/Preventative Maintenance Grants**

2007	26,722,123
2008	32,908,557
2009	44,974,000
2010	46,722,029
2011*	46,418,000
2012*	47,051,000

\* Projected



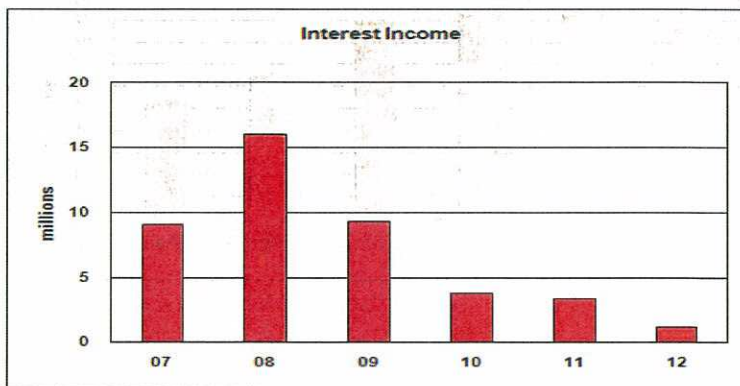
**Source: Investment Income**

Interest income consists of interest earned on invested operating funds not yet expended and funds held for future capital expenditures. Most of the Authority's funds are invested with the Public Treasurers Investment Fund managed by the State Treasurer's office.

A rate of 2% (estimated earnings from the investment fund) is applied to projected funds in the capital reserve accounts in 2012 in the Transit Development Plan model. Note that the higher interest income years are mainly from holding bond proceeds to be used in following year capital projects.

Year	Interest
2007	9,149,060
2008	16,070,989
2009	9,389,049
2010	3,836,572
2011*	3,450,000
2012*	1,159,000

\* Projected

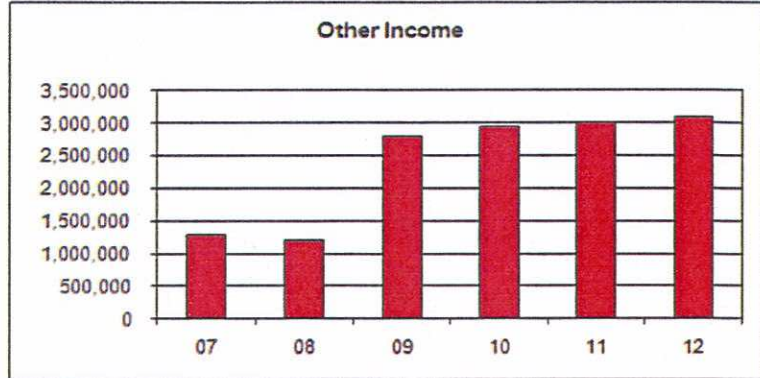


**Source: Other Income**

Other income consists of income from rents and leases on the right-of-way and discounts taken. Vanpool revenue is now accounted for with passenger revenue. Other income projected 2011 is based on year-to-date YTD data and annualized. 2012 estimate is based on a 3% increase over 2011 plus new, Intermodal space rental and Rail Car rentals to other Transit agencies.

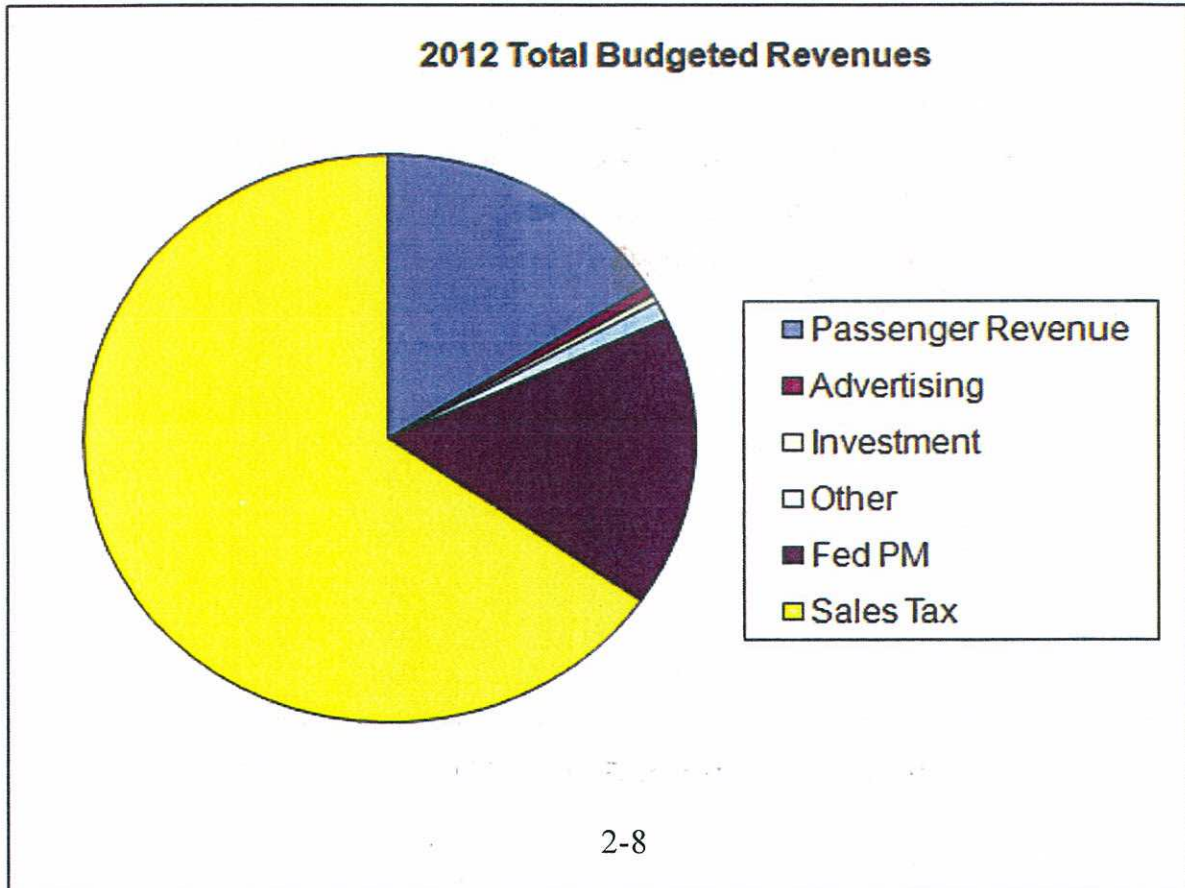
Year	Other
2007	1,287,668
2008	1,193,075
2009	2,797,757
2010	2,930,185
2011*	3,003,000
2012*	3,080,000

\* Projected



**Source: Federal Funds**

The Authority may elect to receive some Federal Transit Administration formula grants under Section 5307 for major planning activities. The Authority is projected to receive \$6,125,300 in 2012, compared to projected funds in 2011 of \$75,000. These funds are shown as offsetting project funds in the Operating Budget Summary.





## **2.3 SUMMARY OF EXPENDITURES**

## 2012 Final Operating Budget Key Assumptions

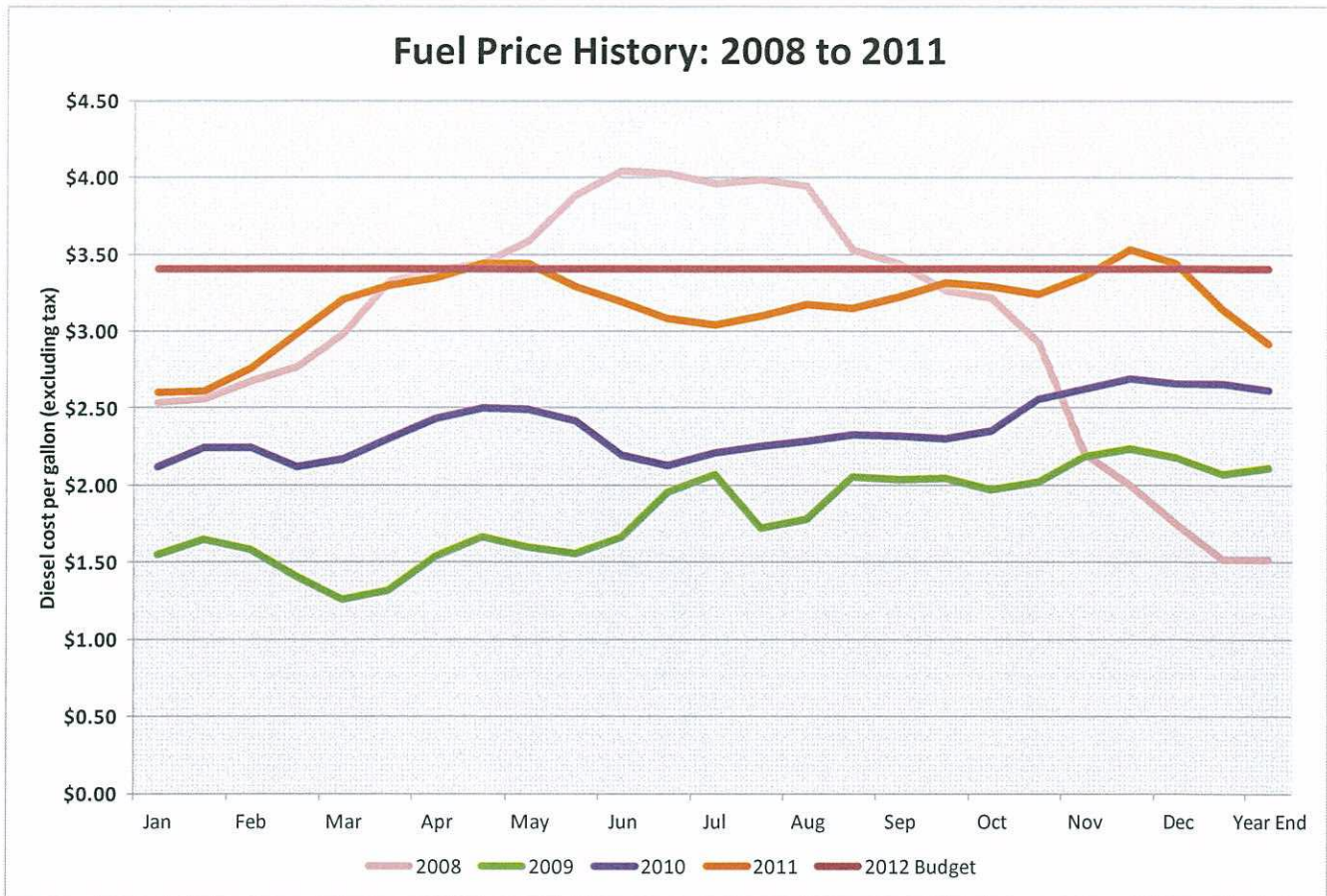
	<u>2011 Projected</u>	<u>2012 Budget</u>
Operating Expense Budget:	\$182.0 million	\$199.1 million

### Key Assumptions:

- Sales Tax Revenues: 4% increase over 2011 actual. Based upon:
  - State RAC current projection of 6% growth in retail sales tax increase
  - State RAC current projection of 14% growth in new car sales
  - Base on slow 2011 results and wanting to be conservative in 2012
  
- Diesel Fuel: average of \$3.40 per gallon
  - Reflects DOE estimates and UTA experiences.
  - See Graph, next page
  
- Energy & Utilities: a 10% increase
  - Based on Rocky Mountain Power rate increase requests
  - See Graph, next page
  
- Service Changes:
  - Net increase of \$12.1 million to total bus/rail/paratransit service
  - Addition of 52 new jobs to support new service
  - Mid-Jordan and West Valley lines full year impact (opened August, 2011)
  - Bus service reductions to accommodate new TRAX service
  
- Employee Compensation:
  - Includes 2% merit increase mid-year (bargaining unit and administration)
  - Incorporates recommended market salary lane adjustments
  
- Benefits
  - Medical insurance costs projected to increase 7-10% nationally in 2012

## 2012 Final Budget Overview

- **Economic Outlook**
  - Continued slow growth in employment and retail sales for Utah and the U.S.
  - Expected increases in fuel costs as energy prices increase in 2012.
  
- **Revenue Projections**
  - Sales tax growth trends moving slowly upward.
  - Small increases in both farebox revenue and federal funding.
  - Current projections for sales tax revenue significantly below forecasts from a few years ago.
  
- **Service Changes**
  - Mid-Jordan and West Valley lines first full year of service (opened August 2011).
  - Bus services full year impact of changes to reflect additional Trax service.
  
- **Operating Expense Projections**
  - Rail service expense increased to accommodate new full-year TRAX services.
  - Bus service expense declines as service changes are introduced, offset by fuel cost increase.
  - Operating Support expenses increasing to support overall increase in transit services.
  - Operating expenses include increased benefit costs.
  
- **Capital Expenditures**
  - Continued investment in 2015 projects.
  - Increase in borrowing results in higher bond debt service expense.



The “Fuel Price History: 2008 to 2011” chart shown above illustrates the monthly changes in UTA diesel prices from 2008 to 2011. After the peak in diesel prices in 2008, prices declined as the country went into recession.

The orange line represents 2011 UTA diesel price. Prices have increased to near 2008 prices. For most of 2011 the price per gallon of diesel moved within the \$3.00 to \$3.50 per gallon range.

Budgeted 2012 diesel price is \$3.40 per gallon, as represented by the maroon line.

## 2012 Final Operations Budget: Expense Projections

	2011 Projected	2012 Budget
Bus Service	\$80,939,524	\$78,828,622
Rail Service	\$38,132,980	\$47,153,755
Paratransit	\$16,056,156	\$17,885,374
Rideshare/Vanpool	\$18,256	\$238,279
Operations Support	\$22,398,666	\$27,677,173
General & Administrative	\$24,499,762	\$27,327,385
<b>Total Net Operating Expense</b>	<b>\$182,045,344</b>	<b>\$199,111,588</b>

### Key Elements:

- **Service Increase:** includes total net service increase of \$12.1 million
  - Rail Service: net increase of \$9.1 million
  - Bus Service: net increase of \$1.6 million
  - Paratransit & Vanpool: net increase of \$1.4 million
  - Mid-Jordan and West Valley lines full year operation (opened August, 2011)
  - Bus service reductions to accommodate new TRAX service
  
- **Operations Support & Administration**
  - Net increase of \$3.7 million: primarily impacts of support needed for new services and mid-year salary increase
  
- **Headcount Changes:** 52 new jobs projected
  - Rail: 36 new FTEs
  - Bus: (14) new FTEs
  - Paratransit: 5 new FTEs
  - Support Services: 25 FTEs – Police, Facilities, etc.



## **Bus Service**

- Central: \$14,551,678
- Meadowbrook: \$36,924,279
- Mt. Ogden: \$15,059,458
- Timpanogos: \$12,294,207

**Total in 2012 Final Budget: \$78,829,622**

## **Rail Service**

- Commuter Rail, TRAX & JRSC – operations: \$12,886,958
- Commuter Rail, TRAX & JRSC – maintenance: \$17,713,893
- Commuter Rail, TRAX & JRSC – administration: \$ 1,557,691
- Maintenance of Way: \$14,995,214

**Total in 2012 Final Budget: \$47,153,756**

## **Paratransit Service**

- Operations, maintenance & administration: \$17,885,374

## **Rideshare / Vanpool Service**

- Vanpool and Rideshare administration: \$238,279

## **Operations Support**

- Administrative Services \$5,518,942
  - Financial Services, Security
- Communications \$2,817,932
- Customer Service
- COO Office \$7,229,710
  - Support Maintenance, Fleet Engineering, Facilities, Safety, Training
- Business Solutions \$3,114,965
  - Technology Support, Telecommunications, Ops Research
- Facilities \$8,995,624

**Total in 2012 Tentative Budget: \$27,677,173**

## Administration

- Administrative Services \$5,863,224
  - Accounting, Purchasing, CFO, Human Resources
  
- Capital Development \$2,124,800
  - Major Program Development, Planning, Intermodal Hubs
  
- Customer Focus \$3,259,254
  - Chief Communications Officer, Labor Relations Public Relations & Marketing
  
- Chief Operations Officer \$866,548
  - Chief Operations Officer
  
- General Manager \$4,013,103
  - General Manager, Board Support, Board Coord.
  
- Internal Audit \$154,937
  
- Legal \$5,092,367
  - General Counsel, Civil Rights, Risk Management, Transit Oriented Development
  
- Technology \$4,502,014
  - Chief Technology Officer, Technology Deployment Support, Application Development and Network Support
  
- Planning \$1,451,138

**Total in 2012 Final Budget: \$27,327,385**

**Total Operating Expenses in 2012 Final Budget: \$199,111,589**

## 2012 Final Budget: Major Investment Studies

	2011 Projected	2012 Budget
Expense	\$4,447,279	\$7,625,316
Offsetting Project Fund	(\$3,625,729)	(\$6,125,316)
<b>Total Net Investment Expense:</b>	<b>\$822,000</b>	<b>\$1,500,000</b>

- Expenses of \$7.6 million include:
  - Taylorsville/Murray, BRT, Redwood Road, SLC Op Plan, Central Bus Garage, CNG, streetcar and Sugar House transit studies.
  
- Offsetting project funds of \$6.1 million include:
  - Grants and futures grants
  - Contributed capital
  
- Studies are dependent on receiving future grants and contributed capital funds

**Utah transit authority**  
**Operating budget**  
**2012**

The following pages contain a detailed breakdown of the 2012 Expense Budget. At the bottom of the next 7 pages the heading “Net UTA Bus”, then “Net Rail Service”, “Net Paratransit”, “Net Rideshare Service”, “Net Operations Support Expense” and “Net Administration Expense” represents the total from that pages detail budget for the type of UTA mode of transportation or support type it represents. This amount is carried forward to the 2012 Budget page and can be found in the “Expense” portion of the page under the “Final 2012 Budget” column.

On the last page in this section the reader will find the Primary Transit Development Plan for 5 years of projected operating expense.

**UTAH TRANSIT AUTHORITY  
2012 TENTATIVE OPERATING BUDGET  
12/21/2011**

	<u>ACTUAL 2010</u>	<u>PROJECTED 2011</u>	<u>BUDGET 2012</u>
<b>REVENUE</b>			
PASSENGER REVENUE	35,160,063	37,679,058	45,289,763
ADVERTISING REVENUE	1,733,333	1,785,333	1,838,893
INVESTMENT INCOME	3,836,572	3,450,811	1,159,516
SALES TAX REVENUE	171,931,237	178,294,162	185,425,881
OTHER REVENUE	2,930,185	3,003,752	3,080,484
FEDERAL OPER./PREVENT. MAINT.	46,772,029	46,418,000	47,051,805
<b>TOTAL REVENUE</b>	<u>262,363,419</u>	<u>270,631,115</u>	<u>283,846,343</u>
<b>EXPENSE</b>			
BUS SERVICE	79,210,442	80,463,521	78,829,622
RAIL SERVICE	33,935,099	37,035,115	47,153,755
PARATRANSIT SERVICE	14,564,771	15,816,795	17,885,374
RIDESHARE/VANPOOL SERVICE	70,833	94,332	238,279
OPERATIONS SUPPORT	23,682,516	23,255,115	27,677,173
GENERAL & ADMINISTRATIVE	21,490,683	23,750,298	27,327,385
<b>NET OPERATING EXPENSE</b>	<u>172,954,344</u>	<u>180,415,175</u>	<u>199,111,589</u>
<b>MAJOR INVESTMENT STUDIES</b>			
EXPENSE	8,978	1,323,000	7,625,316
OFFSETTING PROJECT FUND		(75,000)	(6,125,316)
<b>NET INVESTMENT EXPENSE</b>	<u>8,978</u>	<u>1,248,000</u>	<u>1,500,000</u>
<b>AMORTIZED CHARGES</b>	810,914	810,914	810,914
<b>NET EXPENSE</b>	173,774,235	182,474,089	201,422,503
<b>AVAILABLE - REVENUE LESS OPERATING EXPENSE</b>	<u>88,589,184</u>	<u>88,157,026</u>	<u>82,423,841</u>
<b>BOND DEBT SERVICE</b>			
OFFSETTING FUND	70,538,707	81,110,475	82,450,125
<b>NET BOND EXPENSE</b>	<u>(63,183,123)</u>	<u>(52,942,981)</u>	<u>(42,904,511)</u>
	7,355,584	28,167,494	39,545,614
<b>INTERLOCAL AGREEMENTS</b>			
UTAH COUNTY UDOT	13,719,367	6,741,000	0
<b>NET INTERLOCAL AGREEMENTS EXPENSE</b>	<u>13,719,367</u>	<u>6,741,000</u>	<u>-</u>
<b>CONTRIBUTION TO CAPITAL RESERVES</b>	<u>67,514,233</u>	<u>53,248,532</u>	<u>42,878,227</u>
<b>DEBT RETIREMENT</b>			
NEW DEBT ISSUED	6,960,000	7,300,000	7,615,000
	200,000,000	100,000,000	0

\* The current balance of the Service Stabilization Fund is \$10,185,070

**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2012**

	Actual 2010	Actual 2011	Budgeted 2012
<b>*** UTA BUS DETAIL ***</b>			
<b>*** BUS OPERATIONS ***</b>			
LABOR	30,817,630	30,291,528	28,053,393
FRINGES	14,348,676	13,889,734	13,381,028
SERVICES	63,919	73,197	70,031
FUEL AND LUBRICANTS	50,161	66,876	68,300
SUPPLIES	129,337	114,491	115,163
UTILITIES	34,223	34,464	34,200
TRAVEL & MEETINGS	11,795	18,702	15,511
OTHER	101,736	33,960	929
<b>* TOTAL BUS OPERATIONS *</b>	<b>45,557,477</b>	<b>44,522,952</b>	<b>41,738,554</b>
<b>*** BUS MAINTENANCE ***</b>			
LABOR	10,017,263	9,902,926	9,835,209
FRINGES	4,401,284	4,385,411	4,563,767
SERVICES	156,385	196,100	183,500
FUEL AND LUBRICANTS	10,665,947	13,400,469	13,720,191
TIRES AND TUBES	1,320,055	1,292,600	1,243,831
PARTS	3,559,967	3,554,423	3,486,614
SUPPLIES	461,643	377,214	374,686
TOOLS	30,925	22,992	32,742
UTILITIES	5,014	5,805	6,100
TRAVEL & MEETINGS	14,855	12,495	14,500
WARRANTY SCRAP RECOVERIES	(257,735)	(273,969)	(245,000)
OTHER	12,940	(9,397)	(250)
<b>* TOTAL BUS MAINTENANCE *</b>	<b>30,388,543</b>	<b>32,867,071</b>	<b>33,215,890</b>
<b>*** TOTAL BUS SERVICE***</b>	<b>75,946,020</b>	<b>77,390,023</b>	<b>74,954,444</b>
EXPENSES CAPITALIZED	0	0	0
FEDERAL PLANNING FUNDS	(186,460)	(186,460)	0
TOTAL OFFSETTING FUNDS	(186,460)	(186,460)	0
<b>*** NET BUS SERVICE ***</b>	<b>75,759,560</b>	<b>77,203,563</b>	<b>74,954,444</b>
<b>*** ADMINISTRATIVE SUPPORT***</b>			
LABOR	2,284,965	2,462,323	2,348,469
FRINGES	909,277	951,203	945,753
SERVICES	53,227	36,421	124,670
FUEL AND LUBRICANTS	1,742	1,791	6,300
SUPPLIES	56,991	66,984	77,100
UTILITIES	11,429	11,746	15,672
TRAVEL & MEETINGS	22,568	24,169	40,000
MEDIA	2,237	2,071	30,000
OTHER	234,531	249,315	359,214
<b>* TOTAL ADMINISTRATIVE SUPPORT *</b>	<b>3,576,967</b>	<b>3,806,024</b>	<b>3,947,178</b>
<b>***TOTAL UTA BUS***</b>	<b>79,336,528</b>	<b>81,009,587</b>	<b>78,901,622</b>
EXPENSES CAPITALIZED			
FEDERAL PLANNING FUNDS	(67,322)	(70,063)	(72,000)
TOTAL OFFSETTING FUNDS	(67,322)	(70,063)	(72,000)
<b>*** NET UTA BUS ***</b>	<b>79,269,206</b>	<b>80,939,524</b>	<b>78,829,622</b>

# UTAH TRANSIT AUTHORITY OPERATING BUDGET 2012

	Actual 2010	Actual 2011	Budgeted 2012
<b>*** RAIL SERVICE DETAIL ***</b>			
<b>*** RAIL OPERATIONS ***</b>			
LABOR	7,117,124	8,685,052	10,174,531
FRINGES	2,961,697	3,522,327	4,063,161
SERVICES	23,535	40,565	76,040
FUEL AND LUBRICANTS	52,919	87,809	127,000
SUPPLIES	35,261	54,761	87,000
UTILITIES	44,586	50,078	56,869
TRAVEL & MEETINGS	9,575	6,969	32,000
OTHER	23,196	39,416	3,000
<b>* TOTAL RAIL OPERATIONS *</b>	<b>10,267,894</b>	<b>12,486,977</b>	<b>14,619,601</b>
<b>*** RAIL VEHICLE MAINTENANCE ***</b>			
LABOR	5,134,850	6,655,693	8,172,011
FRINGES	1,973,858	2,556,603	3,178,868
SERVICES	1,589,293	1,643,494	1,805,500
FUEL AND LUBRICANTS	3,377,745	4,519,001	4,728,667
PARTS	4,086,745	3,757,329	3,851,179
SUPPLIES	382,138	524,318	488,400
TOOLS	67,584	71,126	206,000
UTILITIES	24,386	25,088	21,956
TRAVEL & MEETINGS	5,909	17,041	21,500
WARRANTY SCRAP RECOVERIES	(505,599)	(1,251,730)	(660,000)
OTHER	(44,433)	(32,664)	(40,000)
<b>* TOTAL RAIL MAINTENANCE *</b>	<b>16,092,475</b>	<b>18,485,300</b>	<b>21,774,081</b>
<b>*** MAINTENANCE OF WAY ***</b>			
LABOR	3,612,882	4,526,211	5,956,099
FRINGES	1,393,184	1,719,945	2,287,142
SERVICES	567,684	808,120	750,000
FUEL AND LUBRICANTS	170,404	222,905	275,000
PARTS	239,694	193,628	455,000
SUPPLIES	268,203	385,689	350,206
TOOLS	9,476	12,568	25,000
UTILITIES	3,605,300	4,231,991	7,916,267
TRAVEL & MEETINGS	18,357	14,824	7,500
WARRANTY SCRAP RECOVERIES	0	0	0
OTHER	(120,475)	(17,010)	(14,500)
<b>* TOTAL MAINTENANCE OF WAY *</b>	<b>9,764,708</b>	<b>12,098,869</b>	<b>18,007,714</b>
<b>*** TOTAL RAIL SERVICE***</b>	<b>36,125,078</b>	<b>43,071,146</b>	<b>54,401,397</b>
EXPENSES CAPITALIZED	(3,529,560)	(6,290,819)	(8,805,332)
FEDERAL PLANNING FUNDS	0	0	
<b>TOTAL OFFSETTING FUNDS</b>	<b>(3,529,560)</b>	<b>(6,290,819)</b>	<b>(8,805,332)</b>
<b>*** NET RAIL SERVICE ***</b>	<b>32,595,518</b>	<b>36,780,326</b>	<b>45,596,064</b>

**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2012**

	Actual 2010	Actual 2011	Budgeted 2012
<b>*** PARATRANSIT SERVICE DETAIL ***</b>			
<b>*** PARATRANSIT OPERATIONS ***</b>			
LABOR	4,677,472	5,206,260	5,104,679
FRINGES	2,096,840	2,305,215	2,318,002
SERVICES	211,878	234,420	247,507
FUEL AND LUBRICANTS	852	1,133	1,550
SUPPLIES	57,551	74,395	65,482
UTILITIES	13,680	11,871	12,402
TRAVEL & MEETINGS	20,900	25,836	4,000
OTHER	4,274	6,661	6,003
* TOTAL RAIL OPERATIONS *	<u>7,083,447</u>	<u>7,865,792</u>	<u>7,759,625</u>
<b>*** PARATRANSIT MAINTENANCE ***</b>			
LABOR	1,378,308	1,472,647	1,620,487
FRINGES	618,797	637,114	727,028
SERVICES	35,481	41,576	45,815
FUEL AND LUBRICANTS	684,524	986,129	1,180,499
TIRES/TUBES	89,548	119,469	155,760
PARTS	216,022	238,177	272,848
SUPPLIES	27,956	36,403	49,497
TOOLS	6,138	3,547	8,706
UTILITIES	3,553	1,342	3,000
TRAVEL & MEETINGS	8,744	6,273	5,000
WARRANTY SCRAP RECOVERIES	(30,269)	(13,340)	0
OTHER	266	2,880	2,178
* TOTAL RAIL MAINTENANCE *	<u>3,039,069</u>	<u>3,532,217</u>	<u>4,070,817</u>
<b>*** TOTAL PARATRANSIT SERVICE***</b>	<b>10,122,516</b>	<b>11,398,009</b>	<b>11,830,442</b>
EXPENSES CAPITALIZED	0	(22,102)	0
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	<u>0</u>	<u>(22,102)</u>	<u>0</u>
<b>*** NET PARATRANSIT SERVICE ***</b>	<b>10,122,516</b>	<b>11,375,907</b>	<b>11,830,442</b>
<b>PURCHASED SERVICES</b>	<b>4,150,413</b>	<b>4,336,584</b>	<b>4,643,157</b>



**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2012**

	Actual 2010	Actual 2011	Budgeted 2012
<b>*** OPERATIONS SUPPORT DETAIL ***</b>			
LABOR	12,545,699	12,068,484	14,112,887
FRINGES	4,890,040	4,559,369	5,572,212
SERVICES	2,224,072	1,831,543	2,929,451
FUEL AND LUBRICANTS	196,600	254,821	277,460
TIRES AND TUBES	0	0	550
PARTS	1,174,754	870,211	1,232,342
SUPPLIES	719,331	651,265	706,627
TOOLS	43,689	54,331	91,162
REPAIRS	212,136	211,258	224,500
UTILITIES	2,029,977	2,115,648	2,735,044
TRAVEL & MEETINGS	82,897	112,253	113,590
WARRANTY SCRAP RECOVERIES	(6,257)	(6,016)	(20,000)
OTHER	(64,664)	24,550	126,450
<b>*** TOTAL OPERATIONS SUPPORT ***</b>	<b>24,048,274</b>	<b>22,747,717</b>	<b>28,102,276</b>
EXPENSES CAPITALIZED	(218,809)	(349,052)	(425,103)
NON-FEDERAL PLANNING FUNDS	0	0	0
FEDERAL PLANNING FUNDS	0	0	0
<b>TOTAL OFFSETTING FUNDS</b>	<b>(218,809)</b>	<b>(349,052)</b>	<b>(425,103)</b>
	<b>23,829,465</b>	<b>22,398,666</b>	<b>27,677,173</b>

Operations Support includes:

Customer Service, Telecommunications, OPO, EFC, Perf Info  
Financial Services, Facilities, Fleet Engineering, Support Maint  
Training, Safety & Environmental Management

**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2012**

	Actual 2010	Actual 2011	Budgeted 2012
<b>*** GENERAL &amp; ADMINISTRATION DETAIL ***</b>			
LABOR	13,786,706	14,646,918	14,531,728
FRINGES	4,633,437	4,819,452	5,103,760
SERVICES	4,480,034	5,709,234	5,177,499
FUEL AND LUBRICANTS	41,087	60,530	46,010
SUPPLIES	435,826	719,914	617,762
UTILITIES	638,471	654,353	597,638
INSURANCE	2,411,758	2,397,366	2,356,065
TRAVEL & MEETINGS	296,180	757,367	458,918
MEDIA COSTS	602,664	637,742	777,547
CONTINGENCY	217,607	0	2,719,921
OTHER	326,600	395,074	649,693
<b>*** TOTAL ADMINISTRATION ***</b>	<b>27,870,369</b>	<b>30,797,950</b>	<b>33,036,541</b>
EXPENSES CAPITALIZED	(6,200,333)	(5,344,124)	(5,407,609)
OFFSETTING NON FEDERAL FL	(75,350)	(152,000)	
FEDERAL PLANNING FUNDS	(633,833)	(802,065)	(301,546)
<b>TOTAL OFFSETTING FUNDS</b>	<b>(6,909,516)</b>	<b>(6,298,188)</b>	<b>(5,709,155)</b>
<b>*** NET ADMINISTRATION EXPENSE ***</b>	<b>20,960,854</b>	<b>24,499,762</b>	<b>27,327,385</b>

Administration includes:

Internal Audit, General Manager, Civil Rights, Board Coordinati  
Information Services, General Counsel, Risk Mgt, Accounting,  
Purchasing, Major Program Devlpmt, Org Development  
Central Support Administration, Chief Performance Officer, Lat  
Human Resources, General Manager., Chief Communications  
Chief Capital Development Officer and Public Relations/Marke

**UTAH TRANSIT AUTHORITY**  
**PRIMARY TRANSIT DEVELOPMENT PLAN - OPERATING BUDGET SUMMARY**  
**2012 - 2016**  
**(\$000)**

	TDP BUDGET 2012	TDP ESTIMATED 2013	TDP PROJECTION 2014	TDP ESTIMATED 2015	TDP PROJECTION 2016
<b>REVENUE</b>					
PASSENGER REVENUE	45,290	51,429	58,337	59,857	62,430
ADVERTISING REVENUE	1,839	1,894	1,951	2,009	2,070
INVESTMENT REVENUE	1,160	0	125	730	943
SALES TAX REVENUE	185,426	197,723	206,127	215,402	225,634
OTHER REVENUE	3,080	2,714	2,795	2,879	2,965
JOINT DEVELOPMENT	0	0	1,054	1,640	89
FEDERAL OPER./PM RAIL	41,378	46,643	48,018	56,728	61,285
FEDERAL OPER./PREVENT. MAINT.	5,673	6,117	6,283	6,454	7,294
<b>TOTAL REVENUES</b>	<b>283,846</b>	<b>306,521</b>	<b>324,689</b>	<b>345,700</b>	<b>362,710</b>
<b>EXPENSES</b>					
BUS SERVICE	78,830	78,168	81,100	84,892	88,350
RAIL SERVICE	47,154	59,353	64,805	67,073	69,389
PARATRANSIT SERVICE	17,885	18,289	18,929	19,592	20,278
RIDESHARE/VANPOOL SERVICES	238	0	0	0	0
OPERATIONS SUPPORT	27,677	28,193	29,180	30,201	31,258
GENERAL & ADMINISTRATIVE	27,327	27,939	28,917	29,929	30,976
SERVICE & OM REDUCTIONS	0	(6,000)	(6,225)	(6,458)	(6,701)
<b>NET OPERATING EXPENSES</b>	<b>199,112</b>	<b>205,942</b>	<b>216,706</b>	<b>225,229</b>	<b>233,551</b>
Motor Vehicle Registration Revenue	1,751	1,786	1,822	1,858	1,895
<b>AVAILABLE</b>	<b>86,486</b>	<b>102,365</b>	<b>109,805</b>	<b>122,329</b>	<b>131,055</b>

\* Federal, State or Local grants or major capitalized expenses.



## 2.4 PROJECTED BALANCES

**FUND BALANCE REPORT  
2012 FORECASTED**

	General Fund	Rail Construction Fund	Bond Fund	Risk Contingency Fund	PROJECTED All Funds 2012
<b>BEGINNING FUND BALANCE - 1/01/12</b>	177,929,049	3,423,205	33,115,857	7,186,555	221,654,666
<b>Revenue:</b>					
Passenger	45,289,763				45,289,763
Advertising	1,838,893				1,838,893
Investment Income	897,162	20,539	198,695	43,119	1,159,516
Sales Tax	185,425,881				185,425,881
Other Revenue	3,080,484				3,080,484
Federal Operating Funds/ Prevent. Maintenance	47,051,805				47,051,805
Offsetting Project Fund	6,125,316				6,125,316
Capital Grants	272,843,106				272,843,106
Debt Issue		0			0
Contributed Capital	16,783,800				16,783,800
<b>TOTAL RESOURCES</b>	579,336,210	20,539	198,695	43,119	579,598,564
Transfers To ( + ) / From ( - )	-404,450,125	322,000,000	82,450,125		0
<b>TOTAL AVAILABLE RESOURCES</b>	352,815,134	325,443,744	115,764,677	7,229,674	801,253,230
<b>Expenditures</b>					
Operating Expenses	206,736,905				206,736,905
Debt Service			74,835,125		74,835,125
Debt Retirement			7,615,000		7,615,000
Debt Reserve					0
Capital Projects *	92,289,576				92,289,576
Capital - Rail Construction *		325,120,900			325,120,900
Interlocal Agreements Expense					0
<b>TOTAL EXPENDITURES</b>	299,026,481	325,120,900	82,450,125	0	706,597,506
<b>ENDING FUND BALANCE -12/31/12</b>	53,788,653	322,844	33,314,552	7,229,674	94,655,724

**Notes:**

\* Detail on Capital items can be found in Section 2.5 Capital Expenditure, Exhibit B; \$92,289,576 Capital Projects + \$368,025,411 2015 Trax & Commuter Rail Projects = \$460,314,987 Total Capital. Also note that the Rail Capital budget is reduced on this report by \$42,904,511 which is the amount of debt service that will be capitalized and added to the project budget.

**Description of Fund Structure**

General Fund: This fund is the chief operating fund of UTA. It is used to account for all financial resources and expenses except those accounted for in the other funds. Payment for the cost of all capital projects are paid out of the general fund with the exception of rail construction (which includes LRT and commuter rail) which is paid for out of the Rail Construction Fund.

Rail Construction Fund: This fund is used for the construction of 2015 and other rail projects, including the procurement of rail vehicles.

Bond Fund: This fund was created to hold monies set aside for the payment of debt service on bonds. The funds are held by a Trustee and administered pursuant to Bond Indenture provisions. The amount in this fund is set by the indenture. This fund also includes any and all Debt Service Reserve accounts.

Risk Contingency Fund: The Risk Contingency Fund is used for UTA's self insurance program. The Utah Governmental Immunity Act, which sets limits for governmental liability, applies to the Authority..



## **2.5 BUDGETED CAPITAL EXPENDITURES**

## CAPITAL PROJECTS SUMMARY

As part of UTA's budgeting process, each year managers submit to their department directors a list of capital items and projects requested for the upcoming budget year. These items are reviewed by the Directors against the following criteria:

- The Transit Development Plan
- Funding source and cost savings
- Health and safety
- Repair and maintenance of facilities and equipment
- Community obligations
- Opportunity costs
- Support of Strategic Goals
- Special needs and employee morale

After the capital items/project list is compiled and approved by the Policy Forum, it is submitted to the Board's Planning Committee for approval. Items approved by the Planning Committee will be submitted for final approval to UTA's Board of Trustees. These items must support UTA's Strategic Plan, Board Goals and Corporate Objectives in order to be approved.

Replacement buses, Paratransit vans, Rideshare vans with expansion Rideshare vans and Security Vehicles will arrive in 2012 to update current equipment inventories, expand increasing growth in the Rideshare areas and to increase safety to our customers. Information systems will provide better communication and information within UTA. Facilities, Bus and Rail maintenance is ongoing and will be provided by current UTA staff or contractors within the capital and operating budget. Rail Services projects will add increased capacity.

Funding for the Capital Projects in this Budget come from four major sources:

- 1) Current grants the Authority has received from the federal government which generally require a 3% to 50% local match.
- 2) Future grants anticipated from the Federal Government. These grants also require a local match. If future anticipated grants are not received, capital projects and contingent capital projects either may not be purchased or are purchased with local reserves.
- 3) Local Reserves are accumulated as a result of contributions to capital reserves from excess of operating revenues over Operating Expenses.
- 4) Contributed Capital received from outside sources is used to help offset funds required for a capital project.

Exhibit B shows the major categories of Capital Projects in total and the year these projects will require funding. The table also shows how much will come from current grants, what will be required in future grants and how much local match will come from UTA reserves by fiscal year. Projects in 2012 through 2013 have been included on the request for approval so planning and procurement requirements can begin. Board approval is given only for the 2012 projects. Each year the new Budget cycle requires all projects that have not been completed during the calendar

year to be resubmitted and approved for the next calendar year. Figure 2.5.1 graphically shows the breakdown of the capital budget by major areas and compares the 2012 capital budget with the budgeted amounts from 2011.

Figure 2.5.2 represents a 5 year projected planning summary of capital revenues and expenses. This 5 Year Capital Project Summary is based on the Primary Transit Development Plan (TDP) and projects the capital equipment and project needs of UTA for the next 5 years. Updating this plan in July 2012 will be the first step in the planning process for the 2013 budget. There is also an equivalent operating five year plan that can be found in section 2.3; Summary of Expenditures. Many of the factors relating to this plan are explained in the Budget Message in Section 1.1 under the heading Strategic and Financial Planning Priorities and Issues.

## **CAPITAL PROJECTS DESCRIPTION**

### **Revenue Service**

In 2012 the revenue vehicle purchases consist of 31 Diesel 40' replacement buses, 10 CNG buses, 9 Hybrid buses, 30 Paratransit vehicles and 74 Rideshare vans. These buses will help keep UTA's fleet updated. Funding requirements will be met with a local match, as well as current and future grants. These vehicles will be part of an expansion and replacement program for our fleet. Included in the cost are support and inspection services. Future costs in 2013 are estimated and given for replacement and expansion vehicles for planning purposes. This area also includes funding for replacement of Support Vehicles of \$250,000 and Revenue Service Vehicle Repair Components (such as replacement engines and transmission) of \$1,395,000. These two areas are based on a budgeted 5 year plan and purchases are determined by priorities during the year but must stay within budget.

### ***Impact on Operating Budget***

The replacement Buses purchased in 2012 will save UTA an estimated 15% in fuel consumption or about \$150,000 which help maintain older buses until they are replaced. Paratransit vans will have little if any impact on the operating budget for 2012, because they are replacing older vehicles but are not increasing operating miles and hours, which are factors in the operating budget. In addition the Capital budget will not need to allocate as much funding for bus and van repair parts during the vehicles warranty period. Expansion vans operating cost in vanpool is offset by the lease payments received for those expansion vans.



## **Technology Office – Information/Communications and ITS**

### **Real Time Passenger Information**

Real Time Passenger Information initiative has multiple components that will provide UTA riders with real time travel information. Onboard technologies such as GPS (Global Positioning System) on rail and bus will track the vehicles in real time. This data will be available to third party developers to develop web based and mobile applications for the riding public. Real time information will also be available on rail platforms through public display signs. This system also provides various reporting and data analysis capabilities for internal operational needs.

### ***Impact on Operating Budget***

As this is a project development and implementation year all staff costs associated with this project will be incorporated in the project costs. However, in future years there may be an associated increase in support requirements to keep system components operating properly. Additionally, although unspecified at this time, there may be costs for licensing and software support of the selected system.

### **Electronic Fare Collection**

During 2012, EFC will focus on building support for distance based fares and settling those fares with a prepaid card. The Technology and Business Solutions Office through its contractors will enhance the system for distance based fare support. Selection and use of a prepaid card solution will be done through a capital procurement process. In addition to these two efforts, UTA will be required to upgrade several items of the “On-Board Technology” infrastructure to support stop location identification and card validation.

### ***Impact on Operating Budget***

There will be no impact on operating budget during 2012 fiscal year.

### **Video Surveillance**

Department of Homeland Security (DHS) awarded UTA with a grant for the deployment of video surveillance within the rail system and support facility assets. This program will reduce risk and support the operability of the rail system during or following an incident. This program will improve the information available to UTA’s first responders including the integration of visual tools with intelligent detection systems and remote monitoring capabilities. The program will also enhance the redundancy of key operating infrastructure systems and the resilience of the rail system as a whole. The UTA’s surveillance system three main objectives are:

- To obtain visual information about an event in progress
- To obtain visual information about an event that has occurred
- To deter undesirable activities

### ***Impact on Operating Budget***

This project does not have an impact on operating budget during 2012. However, it is anticipated that there will be an increase in operating budget during 2013 fiscal year to pay for support and maintenance of the system as it becomes operational.

### **Radio System Upgrade**

UTA light rail radio system will be migrated from 900 Mhz to 800 Mhz system. The new system will provide better and more reliable radio communication to rail operations. During 2012, this new system will be installed on commuter rail vehicles and infrastructure. After the completion of installation on rail assets, the new radio system will be installed on the bus fleet. During 2012, the necessary infrastructure will be built across the Wasatch Front in preparation of supporting bus operations. It is anticipated that bus operations will start utilizing this new radio system by December 2013.

### ***Impact on Operating Budget***

This upgrade does not have an impact on operating budget during 2012. However, it is anticipated that there will be an increase in operating budget, starting in 2014 to address the service, support and maintenance of this system as this project moves from capital to operating.

### **Technology Strategic Plan (TSP)**

Each year the Technology Office will update and submit a 5 year plan of technology projects. The purpose of a 5 year plan is to provide strategic direction for the implementation of technology. Funding for the accomplishment of the strategic plan are programmed into the overall UTA long range plan so that a long term commitment to the technology strategic plan can be assured. In short, the TSP outlines projects, initiatives and directions which provide us with information for decision support, provides our customers with information and amenities (including next bus departures), and items to help keep our level of support for the computing and information needs of UTA at an acceptable level. The TSP is a collection of related projects and initiatives which must build upon each other, NOT a menu of items from which we can select.

### ***Impact on Operating Budget***

The Operational budget will increase in 2012 as support for installed technology devices increases. Increased reliance on these technology systems also means an associated increase in operating expenses, some for communication requirements and some for ongoing maintenance and support of the systems.

### **State of Good Repair for Current Network and Communications Infrastructure**

This represents an allocation of capital funds towards a list of technology capital projects submitted by all departments. The list will be prioritized by the Policy Forum and projects accomplished until the funds allocated are fully utilized.

### **Facilities & Bus Maintenance and Office Equipment**

Three categories are included in this capital project area:

1. Facilities Expansion which can include both Grant and Non-Grant items. Included in the 2012 budget is funding for the building the Jordan River Service Center Control Room, above ground Fuel Tanks, Finance Vault and Concrete repair.
2. Facilities Repair and Replace projects. This area works within a 5 year budget guideline. Repair projects such as overhead doors, concrete repair, and various facility maintenance projects are programmed to be accomplished over a 5 year period.
3. Office Capital Equipment, which includes printing and copy machines also Safety and Security Equipment and a pool for office equipment that may wear out through out the year.

#### ***Impact on Operating Budget***

This area has little new measurable impact on the operating budget. It does serve to keep our facilities and equipment maintained and updated which adds to UTA employee's ability to achieve our mission.

### **Major Strategic Projects**

In 2012 the funding source will be from current grants, local match and contributed capital funds from communities benefiting from the projects.

#### **Transit Enhancements and Security Equipment Projects**

Transit Enhancements provides UTA's passenger amenities with a \$2.5 million budgeted to be spent on Transit amenities. UTA is dedicated to upgrading facilities for customers and employees.

#### **Facility Projects**

Included is the Provo / Orem Bus Rapid Transit developments including and Intermodal center in Provo and Orem. Included in the budget is funding for the University of Utah electric shuttle project. Also included are other smaller facilities remodeling and expansions projects that will to take place in 2012.

#### ***Impact on Operating Budget***

Transit enhancements and security equipment add to our ability to serve our customer in an efficient, safer and a more user friendly environment, however, this will have little if any impact on the operating budget. New passenger amenities require less maintenance and allow maintenance personnel additional time for maintaining the increasing size and numbers of future

facilities.

More intermodal centers and increased capacity of park-and-ride lots will cause a slight increase in expense to maintain but will be absorbed by the current operating budget and offset somewhat by the increase farebox revenue from additional riders.

### **Transit Oriented Development Projects**

An increase effort in planning and developing property for Transit Oriented Developments (TOD) that would enhance UTA's transit mission continues to gain momentum. \$14.6M has been budgeted, with revenue covering cost coming mostly from Contributed Capital through interested partners and possible future grants. Projects include a TOD at Salt Lake Central Hub and Parking Structure, Provo, Draper and various TOD proposed sites.

### **2015 Rail – TRAX & FrontRunner Projects**

#### **TRAX and FrontRunner Commuter Rail Projects**

The majority of the capital budget over \$325 million will go towards the 2015 Rail Project which include : Commuter Rail South line, Airport and Draper TRAX lines. Expense that are included are planning, engineering, design and construction and start up cost. This Commuter rail line will run from Salt Lake City to the Provo Area. The 2015 Rail Project was begun in 2008.

#### ***Impact on Operating Budget***

By 2015 UTA will increase operations cost to \$45million per year for operating the 2015 Projects mentioned above. This expense will be offset by farebox revenues and the 2006 Sales Tax Referendum that was approved for these projects.

Operation expense is included in the \$16 million per year expense forecast with operations beginning in the 4th Quarter of 2012 of the Commuter Rail South Line. This additional cost is covered by both the passing of the 2000 tax increase referendum and by farebox receipts once the commuter rail line, Draper and Airport TRAX opens.

### **Rail Projects**

#### **Vehicle and Equipment Maintenance**

These funds will be used to maintain LRT vehicles, ticket vending machines, trackage repair, update rail operations infrastructure and purchase a rail maintenance vehicles and Rail start up cost for Commuter Rail South line in December 2012.

***Impact on Operating Budget***

The projects will be absorbed as part of the routine maintenance budget. Operating cost of the new Commuter Rail line have been budgeted for a full year at \$16M, but only Decembers operating expense is included 2012, which will come from reallocation of current bus and rail service and offset by farebox revenues and the 2006 Sales Tax Referendum that was approved for these projects.

**UTAH TRANSIT AUTHORITY  
2012 CAPITAL BUDGET  
12/21/2011**

	Final Capital Budget 2012	Projected Capital Expenditures 2013
<b>Revenue Service &amp; Support Vehicles</b>		
* 10 CNG 40' Buses	\$ 5,260,000	
31 Diesel 40' Buses	\$ 13,609,000	
25 Diesel 40' Buses		
9 Hybrid 40' Buses	\$ 5,695,000	
30 Paratransit Vans	\$ 2,847,333	
74 Rideshare Vans	\$ 2,738,000	
50 Fareboxes	\$ 300,000	
Replacement Support Vehicles	\$ 250,000	
Components ( Engines, Transmissions, Batteries)	\$ 1,395,000	
	\$ 32,094,333	\$ 36,965,000
 <b>Information / Communication / ITS</b>		
Electronic Fare Collection	\$ 5,089,000	
Passenger Information Signs	\$ 1,000,000	
Bus & Rail Radio Replacement	\$ 1,800,000	
iDen infrastructure Build out	\$ 933,250	
ITS Strategic Plan Pool including: Video Surveillance, Passenger info., Backup System, Disk Storage expansion ,JDEward upgrade	\$ 2,000,000	
Technology Capital Pool	\$ 900,000	
	\$ 11,722,250	\$ 5,136,000
 <b>Facilities, Maintenance and Office Equipment</b>		
Facilities Repair and Replace including: Facility repairs, JRSC Control Room Emergency Generator, Tank Farm and Lifts	\$ 3,000,000	
Office Capital Equipment	\$ 350,000	
* Safety and Security	\$ 1,240,000	
	\$ 4,590,000	\$ 8,186,000
 <b>Major Strategic Projects</b>		
* Provo & Orem Intermodal Facilities	\$ 10,158,000	
* BRT Provo & Orem	\$ 2,469,000	
* U of U Shuttle	\$ 3,460,000	
* Central Garage	\$ 5,560,000	
* Tooele Park and Ride	\$ 1,448,000	
* Asset Management SW	\$ 1,000,000	
Transit Enhancements	\$ 5,145,393	
	\$ 29,240,393	\$ 9,421,000
 <b>Transit Oriented Development</b>		
* TOD studies and developments including: Salt Lake Central, Provo, Draper and other potential TOD areas.	\$ 14,642,600	
	\$ 14,642,600	\$ -

**2015 TRAX & Commuter Rail Projects**

2015 Rail Projects	\$	273,000,000	
2015 Project Financing Costs	\$	42,904,511	
Rail Start up Cost	\$	8,967,500	
Sugarhouse Street Car	\$	19,300,000	
State of Good Repair including:	\$	18,653,400	
SB1x0 Rail Cars, Signaling upgrades			
LRT Stray Current Control			
	\$	<u>362,825,411</u>	<u>\$ 135,938,000</u>

**Rail Maintenance Projects**

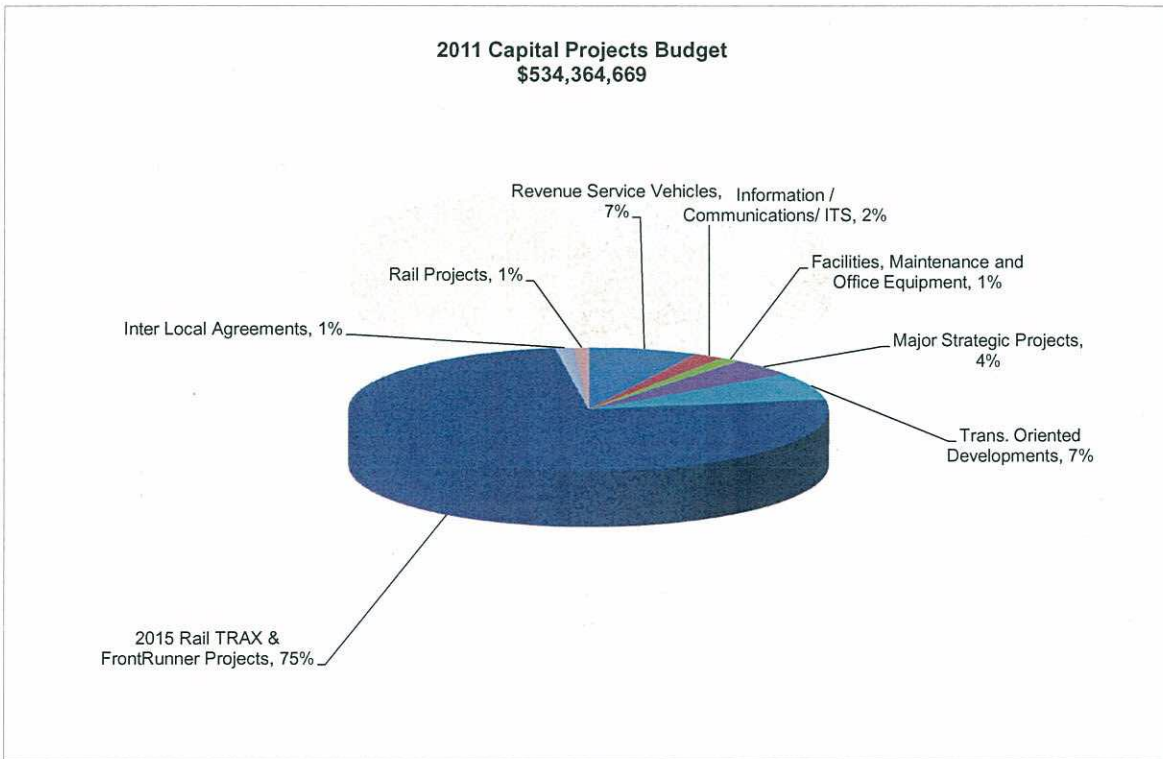
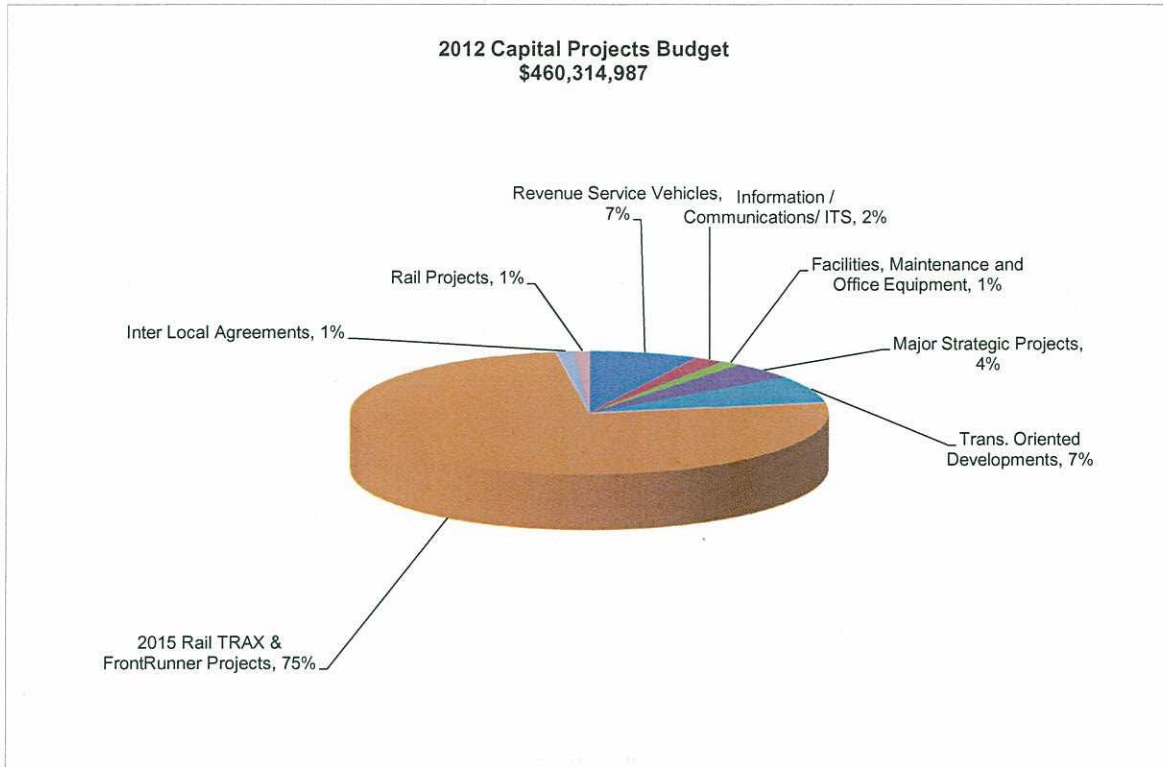
Rail Vehicle Maintenance and Infrastructure Repair	\$	5,000,000	
Rail Services Project Start Up	\$	200,000	
	\$	<u>5,200,000</u>	<u>\$ 5,400,000</u>
	\$	<u>460,314,987</u>	<u>\$ 201,046,000</u>

**Source of Funds for Capital Items**

Current & Future Grants	\$	272,843,106
Local & Other Contributions	\$	16,783,800
UTA Match	\$	<u>170,688,081</u>
	\$	<u>460,314,987</u>

\* Within these projects there are conditional projects based on receiving Grants and Contributed Capital before proceeding

Figure 2.5.1





UTAH TRANSIT AUTHORITY

PRIMARY TRANSIT DEVELOPMENT PLAN - CAPITAL PROJECT SUMMARY

2010 - 2015

(000)

Figure 2.5.2

	Budget 2012	Estimated 2013	Estimated 2014	Estimated 2015
<b>CAPITAL FUNDING</b>				
GRANTS, FUTURE GRANTS AND CONTRIBUTED CAPITAL	\$ 341,113	\$ 132,538	\$ 118,554	\$ 53,323
BONDING	\$ -	\$ 150,000	\$ 75,000	\$ -
BEGINNING CAPITAL RESERVE	\$ 192,401	\$ 125,561	\$ 90,767	\$ 114,103
FED REIMBURSEMENT INTEREST	\$ 9,427	\$ 9,427	\$ 9,427	\$ 9,427
NET REVENUES FOR DEBT SERVICE AND CAPITAL	\$ 86,486	\$ 102,365	\$ 109,805	\$ 122,329
<b>TOTAL SOURCES OF FUNDS FOR CAPITAL ITEMS</b>	<b>\$ 629,427</b>	<b>\$ 519,890</b>	<b>\$ 403,553</b>	<b>\$ 299,182</b>
<b>CAPITAL EXPENSES</b>				
REVENUE SERVICE VEHICLES	\$ 32,094	\$ 36,985	\$ 23,693	\$ 12,494
INFORMATION / COMMUNICATION /ITS	\$ 11,722	\$ 5,136	\$ 5,341	\$ 5,555
FACILITIES, MAINTENANCE AND OFFICE EQUIPMENT	\$ 4,590	\$ 8,186	\$ 8,514	\$ 8,854
MAJOR STRATEGIC PROJECTS	\$ 37,544	\$ 9,421	\$ 8,724	\$ 10,039
TRANSIT ORIENTED DEVELOPMENTS	\$ 14,643	\$ -	\$ -	\$ -
2015 RAIL Trax & FrontRunner Projects & Start up cost	\$ 320,630	\$ 135,955	\$ 26,487	\$ 10,322
RAIL PROJECTS	\$ 5,200	\$ 5,408	\$ 5,624	\$ 5,849
Debt Service	\$ 93,052	\$ 101,721	\$ 107,226	\$ 107,848
<b>Total Expense of Capital Items</b>	<b>\$ 519,474</b>	<b>\$ 302,813</b>	<b>\$ 185,610</b>	<b>\$ 160,962</b>
<b>Additons to / (Use of Reserves)</b>	<b>\$ 109,953</b>	<b>\$ 217,077</b>	<b>\$ 217,943</b>	<b>\$ 138,220</b>



## **2.6 CURRENT DEBT OBLIGATIONS**

SCHEDULE OF SALES TAX AND TRANSPORTATION REVENUE BONDS OUTSTANDING (as of 1/1/12)

<u>Description</u>	<u>Date of Maturity</u>	<u>Coupon Interest Rates</u>	<u>Principal Amount Payable</u>
<b>Senior Debt:</b>			
<u>Series 2002 A. Sales Tax Revenue Bonds*</u>			
(Acquisition of Rail Rights-of -Way)			
	June 15, 2012	4.00%	\$ 4,225,000
			\$ 4,225,000
*All 2002 A Bonds maturing on and after June 15, 2013 were legally defeased by the 2006 C Bond issue. Actual redemption will occur on December 15, 2012 with monies currently held in escrow.			
<u>Series 2005 A. Sales Tax Revenue Refunding Bonds</u>			
(Advanced Refunding of a Portion of the 1997 A Bonds)			
	June 15, 2012	5.00%	\$ 1,165,000
	June 15, 2013	3.75%	\$ 1,215,000
	June 15, 2014	5.00%	\$ 1,270,000
	June 15, 2015	5.00%	\$ 1,330,000
	June 15, 2016	5.25%	\$ 1,400,000
	June 15, 2017	5.25%	\$ 1,470,000
	June 15, 2018	5.25%	\$ 1,550,000
	June 15, 2019	5.25%	\$ 1,635,000
	June 15, 2020	5.25%	\$ 1,720,000
	June 15, 2021	5.25%	\$ 1,815,000
	June 15, 2022	5.25%	\$ 1,915,000
			\$ 16,485,000
<u>Series 2005 B. Sales Tax Revenue Bonds**</u>			
(Commuter Rail North Project)			
	June 15, 2012	4.00%	\$ 2,225,000
	June 15, 2013	4.00%	\$ 2,300,000
	June 15, 2014	4.00%	\$ 2,400,000
	June 15, 2015	4.00%	\$ 2,525,000
	June 15, 2021	4.125%	\$ 3,300,000
	June 15, 2022	4.125%	\$ 3,450,000
	June 15, 2025	4.25%	\$ 6,175,000
			\$ 22,375,000
**A portion of the 2005 B Bonds were legally defeased by the 2007 A Bond issue with monies currently held in escrow. Maturities shown above were not defeased and remain outstanding.			
<u>Series 2006 C. Sales Tax Revenue Refunding Bonds</u>			
(Advanced Refunding of a Portion of the 2002 A Bonds)			
	June 15, 2013	5.00%	\$ 3,935,000
	June 15, 2014	5.00%	\$ 4,135,000
	June 15, 2015	5.25%	\$ 4,340,000
	June 15, 2016	5.00%	\$ 4,570,000
	June 15, 2017	5.25%	\$ 4,825,000
	June 15, 2018	5.25%	\$ 5,085,000
	June 15, 2019	5.25%	\$ 5,350,000
	June 15, 2020	5.25%	\$ 5,635,000
	June 15, 2021	5.25%	\$ 5,950,000
	June 15, 2022	5.25%	\$ 6,265,000
	June 15, 2023	5.25%	\$ 6,605,000
	June 15, 2025	5.25%	\$ 14,305,000
	June 15, 2027	5.25%	\$ 15,865,000
	June 15, 2029	5.25%	\$ 17,630,000
	June 15, 2032	5.25%	\$ 30,155,000
			\$ 134,650,000
<u>Series 2008 A. Sales Tax Revenue Bonds</u>			
(2015 Construction Projects)			
	June 15, 2018	5.00%	\$ 19,225,000

June 15, 2019	5.25%	\$	20,235,000
June 15, 2020	5.00%	\$	21,300,000
June 15, 2021	5.00%	\$	22,390,000
June 15, 2022	5.25%	\$	23,570,000
June 15, 2023	5.25%	\$	24,840,000
June 15, 2024	5.00%	\$	26,145,000
June 15, 2025	5.00%	\$	27,485,000
June 15, 2026	5.00%	\$	28,895,000
June 15, 2027	5.00%	\$	30,380,000
June 15, 2028	5.00%	\$	31,935,000
June 15, 2032	4.75%	\$	60,000,000
June 15, 2032	5.00%	\$	84,660,000
June 15, 2036	5.00%	\$	176,355,000
June 15, 2038	5.25%	\$	102,585,000
		\$	<u>700,000,000</u>

Series 2009 A, Sales Tax Revenue Bonds  
(2015 Construction Projects)

June 15, 2020	5.00%	\$	3,090,000
June 15, 2021	4.00%	\$	1,000,000
June 15, 2022	4.00%	\$	1,000,000
June 15, 2023	5.00%	\$	5,625,000
June 15, 2024	5.00%	\$	5,905,000
June 15, 2026	4.20%	\$	500,000
June 15, 2026	5.00%	\$	5,980,000
June 15, 2027	5.00%	\$	6,800,000
June 15, 2028	5.00%	\$	7,150,000
June 15, 2029	4.375%	\$	1,520,000
June 15, 2029	5.00%	\$	5,980,000
		\$	<u>44,550,000</u>

Series 2009 B, Sales Tax Revenue Bonds (Issuer Subsidy - Build America Bonds)  
(2015 Construction Projects)

June 15, 2039	5.937%	\$	261,450,000
---------------	--------	----	-------------

**Total Outstanding Senior Debt**

\$ 1,183,735,000

**Subordinate Debt:**

Series 2006 A, Subordinated Sales Tax Revenue Bonds  
(Commuter Rail North Project)

June 15, 2036	Variable Rate, Daily Reset	\$	87,500,000
---------------	-------------------------------	----	------------

Series 2006 B, Subordinated Sales Tax Revenue Bonds  
(Commuter Rail North Project)

June 15, 2036	Variable Rate, Daily Reset	\$	87,500,000
---------------	-------------------------------	----	------------

Series 2007 A, Subordinated Sales Tax Revenue and Refunding Bonds  
(Commuter Rail North and 2015 Projects and Advanced Refunding of  
a Portion of the 2005 B Bonds)

June 15, 2016	5.00%	\$	2,320,000
June 15, 2017	5.00%	\$	2,455,000
June 15, 2018	5.00%	\$	2,565,000
June 15, 2018 ***	4.55%	\$	10,329,334
June 15, 2019	5.00%	\$	2,710,000
June 15, 2019 ***	4.64%	\$	9,771,326
June 15, 2020	5.00%	\$	2,850,000
June 15, 2020 ***	4.70%	\$	9,259,694
June 15, 2021 ***	4.770%	\$	8,755,180
June 15, 2022 ***	4.830%	\$	8,278,939
June 15, 2023 ***	4.88%	\$	7,831,818
June 15, 2024	5.00%	\$	10,860,000
June 15, 2024 ***	4.90%	\$	7,438,365

June 15, 2025 ***	4.92%	\$	7,062,011
June 15, 2026 ***	4.950%	\$	6,689,720
June 15, 2027 ***	4.970%	\$	6,345,703
June 15, 2028	5.000%	\$	19,310,000
June 15, 2028 ***	4.990%	\$	6,016,922
June 15, 2029 ***	5.000%	\$	5,715,229
June 15, 2030 ***	5.01%	\$	5,427,758
June 15, 2031	5.00%	\$	22,455,000
June 15, 2031 ***	5.02%	\$	5,153,661
June 15, 2032 ***	5.03%	\$	7,225,945
June 15, 2033 ***	5.04%	\$	4,643,391
June 15, 2034 ***	5.05%	\$	4,407,672
June 15, 2035	5.000%	\$	63,270,000
June 15, 2035 ***	5.050%	\$	4,193,275
June 15, 2036 ***	5.050%	\$	3,988,031
June 15, 2037 ***	5.050%	\$	3,795,134
		\$	<u>261,124,109</u>

\*\*\*These are capital appreciation bonds.

Series 2010, Subordinated Sales Tax Revenue Bonds (Issuer Subsidy - Build America Bonds)  
(2015 Construction Projects)

June 15, 2040	5.705%	\$	200,000,000
---------------	--------	----	-------------

Series 2011 A, Subordinated Sales Tax Revenue Bonds  
(FrontLines 2015 Projects)

June 15, 2042	Variable Rate, Daily Reset	\$	50,000,000
---------------	-------------------------------	----	------------

Series 2011 B, Subordinated Sales Tax Revenue Bonds  
(FrontLines 2015 Projects)

June 15, 2042	Variable Rate, Daily Reset	\$	50,000,000
---------------	-------------------------------	----	------------

**Total Outstanding Subordinate Debt** \$ 736,124,109

**Total Outstanding Sales Tax and Transportation Revenue Debt** \$ 1,919,859,109

**LEGAL DEBT LIMIT (as of 1/1/12)**

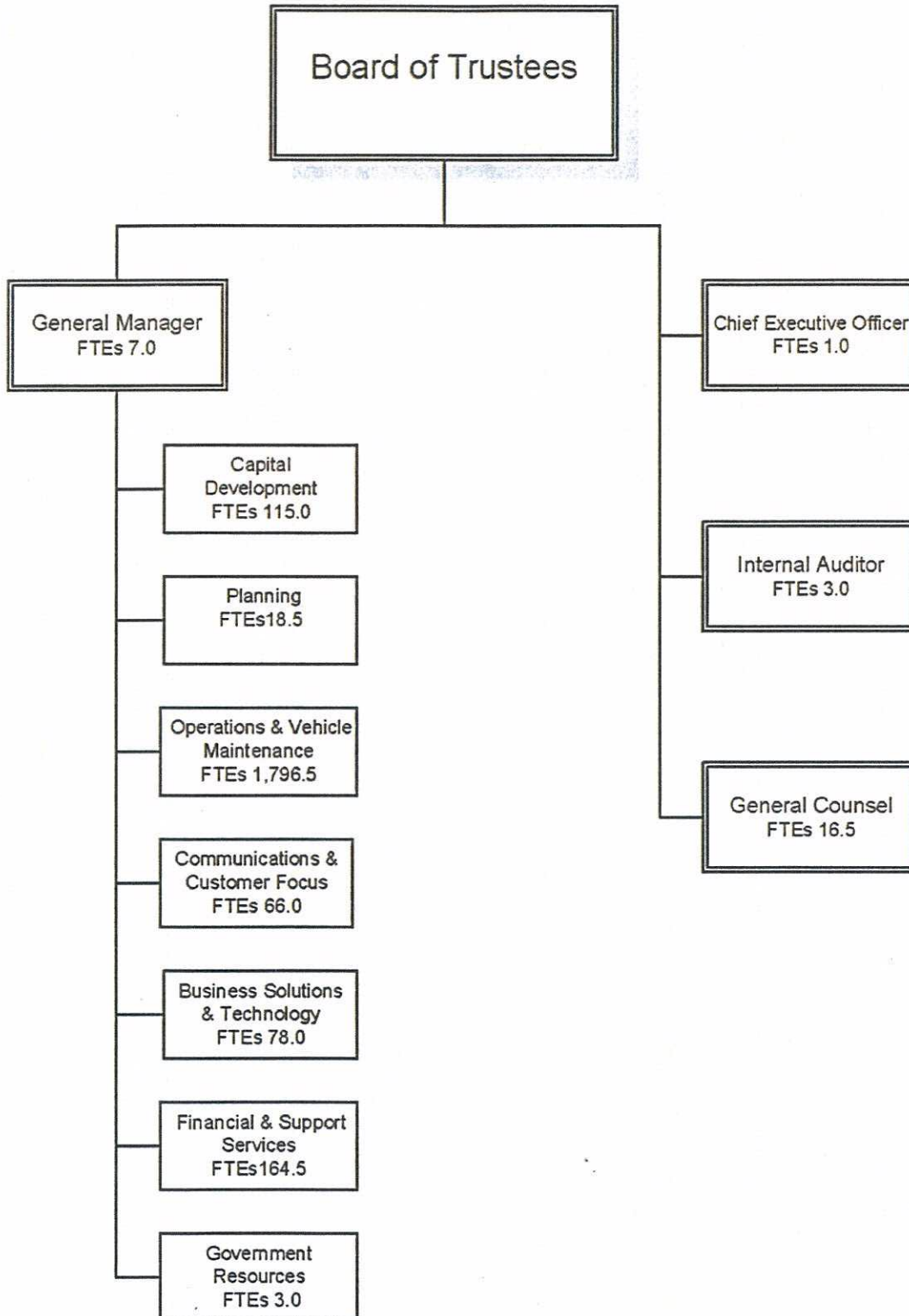
Utah Transit Authority has a legal debt limitation not to exceed 3% aggregate of the fair market value of all real and personal property in the District. This means that the total amount of bonds, notes, warrants or any other type of obligations issued or outstanding will not be greater than 3% of property in the District. The calculation below, as of January 2012, is based on estimated fair market value for 2011 and uniform fees for 2010, in the areas located within the authority's service district.

**Total Legal Debt Limit**

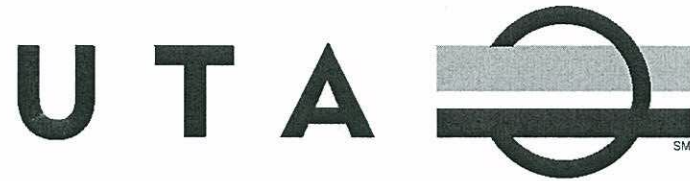
Fair Market Value (2011 estimate)		\$ 194,337,067,851
		<u>@ 3%</u>
Debt Limit: 3% of assessed value		5,830,112,036
Debt applicable to limitation		
Total applicable debt	\$1,919,859,109	
Plus unamortized bond premium, net of deferred amounts on refundings	\$ 33,582,859	
Total debt applicable to limitation		<u>\$ 1,953,441,968</u>
Unused Legal Debt Limit		<u><u>\$ 3,876,670,068</u></u>



**SECTION 3  
DEPARTMENTAL GUIDE**







**GENERAL MANAGER AND OFFICE  
OF GENERAL MANAGER**

**Department Name:**  
**General Manager:**

*Office of the General Manager*  
*Michael A. Allegra*

**Department Function:**

The General Manager's staff is comprised of nine functions including; Office of the General Manager, CEO, Office of the General Counsel, Communications & Customer Focus, Business Solutions & Technology, Operations & Vehicle Maintenance, Finance & Administration, Planning, and Capital Development. The General Manager's staff is charged with leading the Authority's overall corporate communications activities, facilitate community and government relations efforts, assist the Authority's customers in obtaining information on transit services, oversee media and publicity activities, support internal communications and coordinate the work of the Board of Trustees. Additionally, the departments are responsible for overseeing the budget process, generating financial analyses, and conducting public opinion and market expectation research.

The General Manager's Areas of Emphasis include the following:

- Provide a personal "one-on-one" focus with customers, employees and stakeholders
- Continue the move towards a sustainable, environmentally conscious organization and operation
- Create and operate a first-class family of services which is a single transportation network focused on achieving unprecedented operational excellence
- Maintain and build innovative partnerships among all within UTA
- Create a culture of collaboration which promotes mutual respect, trust, transparency and excellence

**Office of the General Manager:**

This organizational area provides direct support for the General Manager on a daily basis in areas including Federal, State, and Local Governmental Relations, Board coordination, and prioritization of the General Manager's schedule. It also assures that assignments are made to others on behalf of the General Manager and completes special projects.

**Capital Development:**

This group functions as a service organization to the broader UTA to provide the management and pre-operational development of physical assets and the post operational management of them for the organization (bus and rail construction projects, information technology, transit oriented development, maintenance facilities, etc.). This breaks generally into two groups, activities which occur prior to operations (environmental planning, design, construction and commissioning and turnover) and the management of assets once in operation (cataloguing assets, permitting utility crossings, rental of sale of UTA owned property, preparing maintenance plans, performing major construction work relating to that maintenance, maintenance of UTA facilities).

**Planning:**

This area works with the General Manager to develop the short and long-term vision for the direction of the organization including the development of the Long Range Plan; growth, land use, management of assets, TOD/TAD, etc. as well as the Short Range Plan; cities, land use planning, station planning, TOD/TAD, etc and the Strategic plan; Metropolitan Planning Organization (MPO) coordination and Grant management.

**Operations & Vehicle Maintenance:**

This organization brings the Business Units together under a centralized area to provide a cohesive, single operational plan which provides an excellent service to customers and maintains a localized approach in delivery of the plan. This was identified as one of the organization's strengths during the assessment team review. A key role of the leader of this area will be to provide the performance specifications for the Regional General Managers (RGMs) while allowing them to develop the best approach to meet the operational needs of the local area.

**Communications & Customer Focus:**

The primary functions of this area are centered on understanding and meeting the interests of internal and external customers. This organization is paired with the Business Solutions and Technology area. The two areas have several similar and potentially symbiotic functions. Specifically, these include fares, communications, and marketing.

**Business Solutions & Technology:**

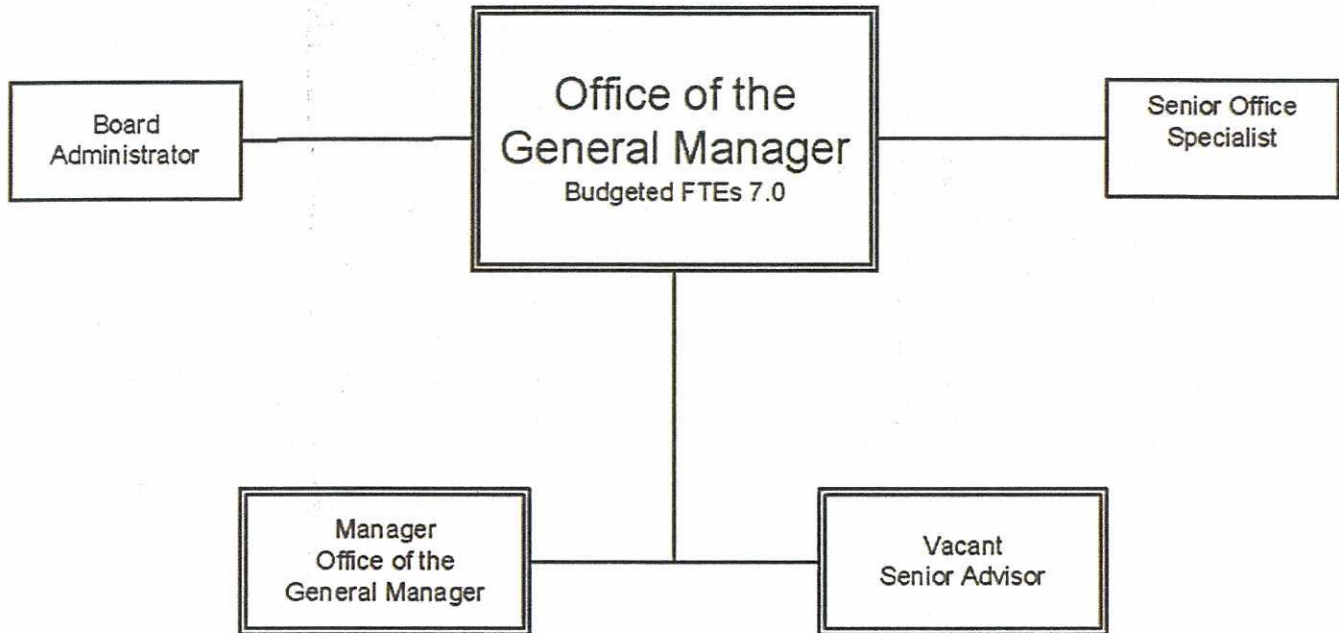
This area provides the organization with the ability to gather and disseminate data and assists the other functional areas with analysis to allow for improved decision making. It establishes performance requirements, evaluates the operations of the organization, suggests methods that may assist in a more business like operation, and develops tools which are helpful in accomplishment of these ends

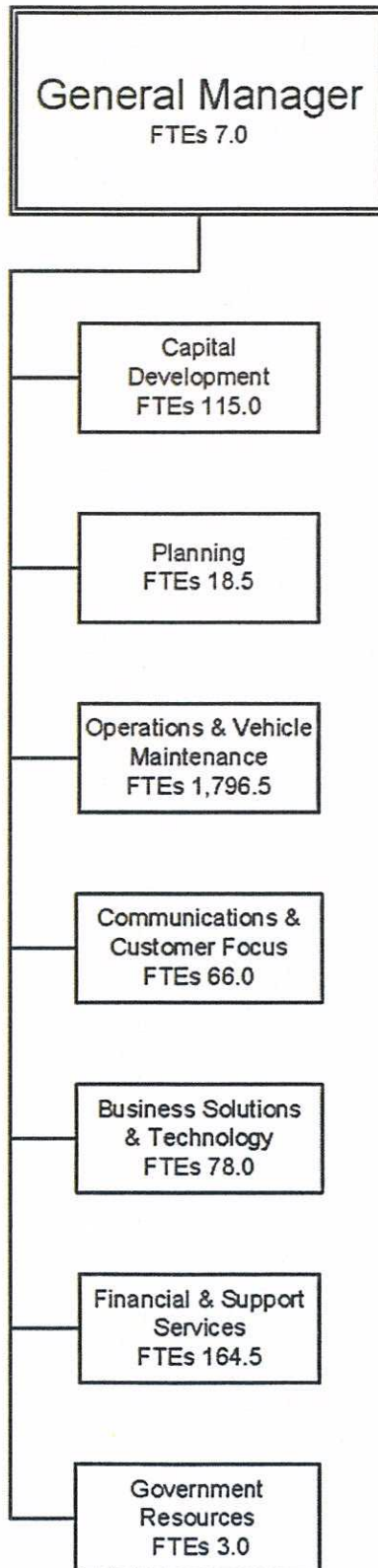
**Finance & Administration:**

The Support Services Department provides support to the organization in managing its financial, human, and materials resources and safeguarding its customers, employees and property. Support Services is responsible for reporting on the Authority's fiscal activities through monthly and annual financial reports as well as debt administration, cash flow planning, fare collection, and investment activities. This group manages the financial sustainability of the organization, analyzes economic conditions and estimates future conditions. Management of all funds and the tools to do so are critical areas in this function. This assures that all those responsible for meeting these requirements report to the leader of this area. Human resources are managed by hiring the best employees, providing competitive salary and benefits, and carrying out the Authority's Positive People Management and leadership development programs. Goods and services are acquired through competitive processes to get the best value for the Authority. A safe commuting and working environment is provided for customers and employees through various methods of policing to insure order and the protection of customers, employees and property from crime.

**Government Resources:**

Responsibilities of this area include; a) direct supervision of Transit Oriented Development (T.O.D.) project manager and b) joint responsibility under the General Manager for Government Relations. Responsibilities of the President of Government Relations include all T.O.D. project management, intermediary between transit project people (Chief Capital Development Officer) and T.O.D. communications with developers and third parties regarding T.O.D., and relationships with governmental agencies representing T.O.D.







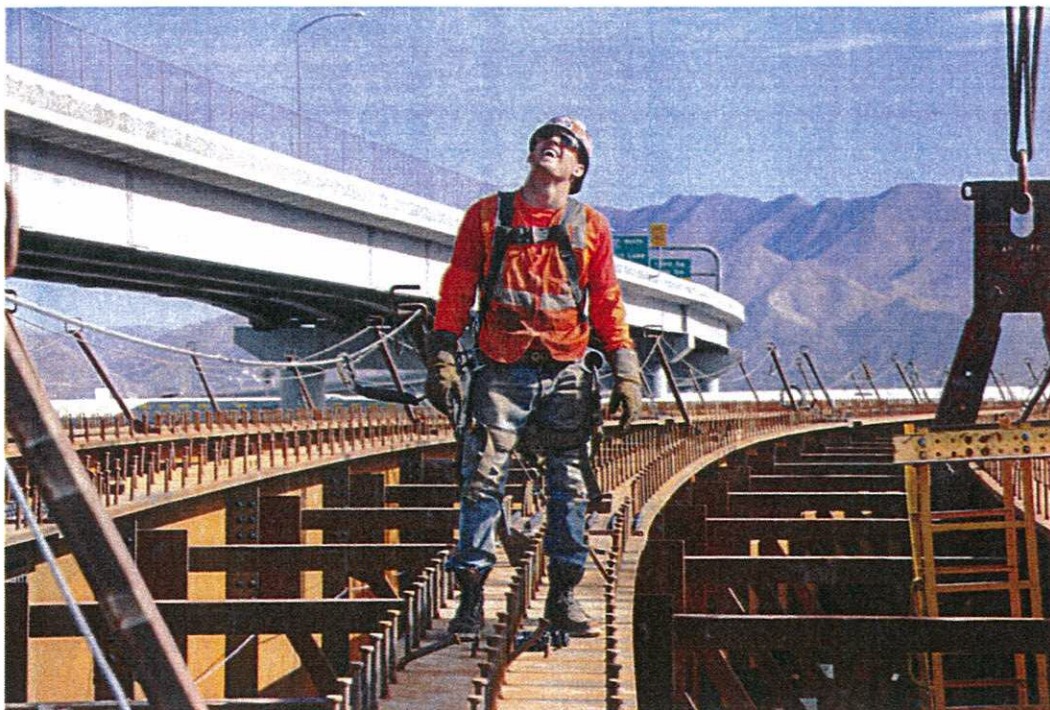
**CAPITAL DEVELOPMENT**

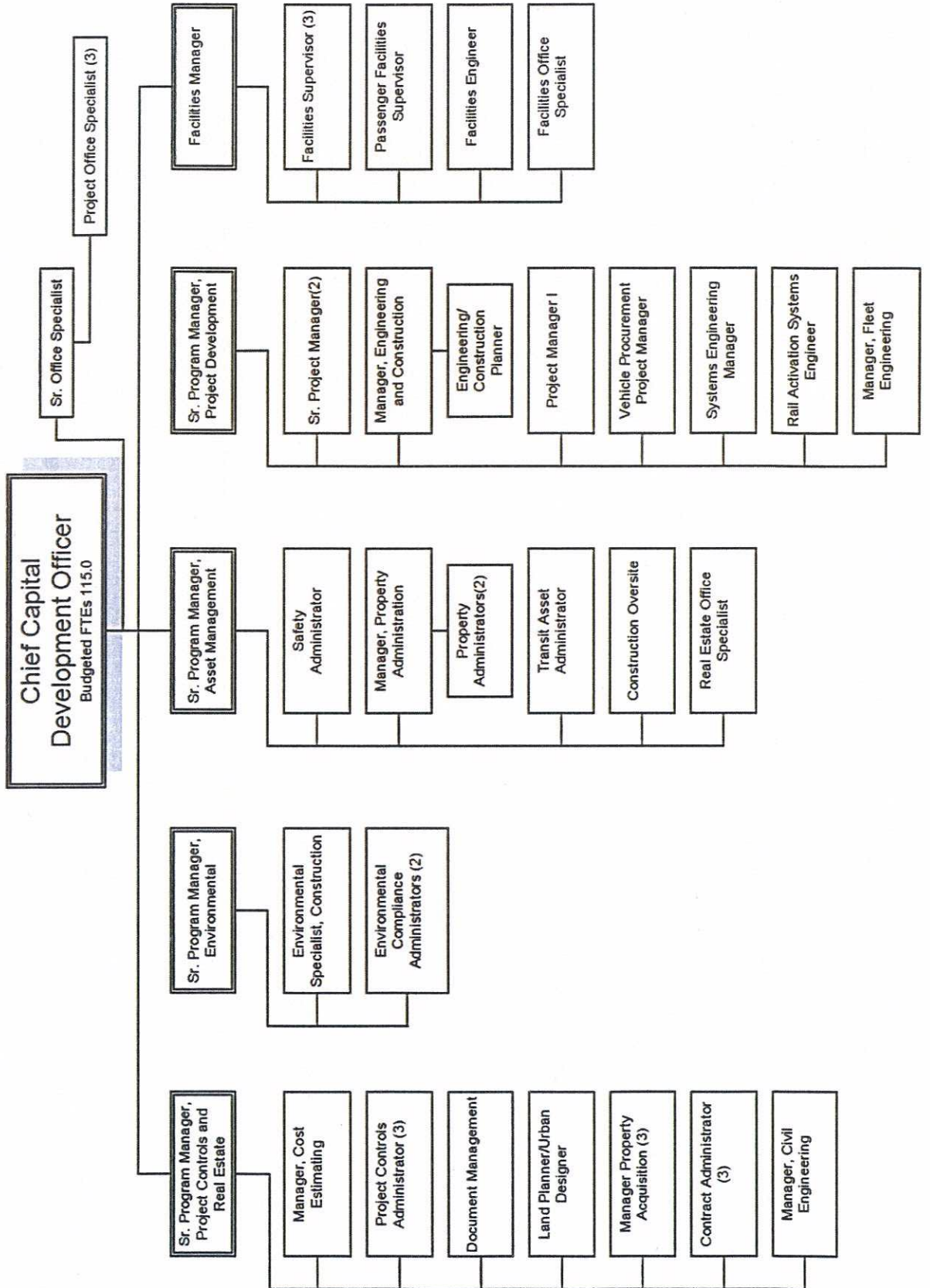
**Department Name:**  
**Chief Capital Development Officer:**

*Capital Development*  
*Steve Meyer*

**Department Function:**

The Capital Development Department is comprised of engineering and construction, geographic information systems, long-range and short-range planning and programming, real estate acquisition and management and Transit Oriented Development (TOD) activities. The Capital Development Department is responsible for short and long-range planning and programming, development of UTA transit and facilities projects, engineering and construction, environmental analysis/documentation, geographic information system, real estate acquisition and management, and transit oriented development. The department works innovatively to generate revenue on the federal, state and local levels and to utilize creative funding measures as well as resourceful cost saving techniques. Capital Development is also responsible for the development, engineering, design, construction and oversight of bus rapid transit, light rail lines, commuter rail, park and ride lots and other major transportation facilities.









## PLANNING

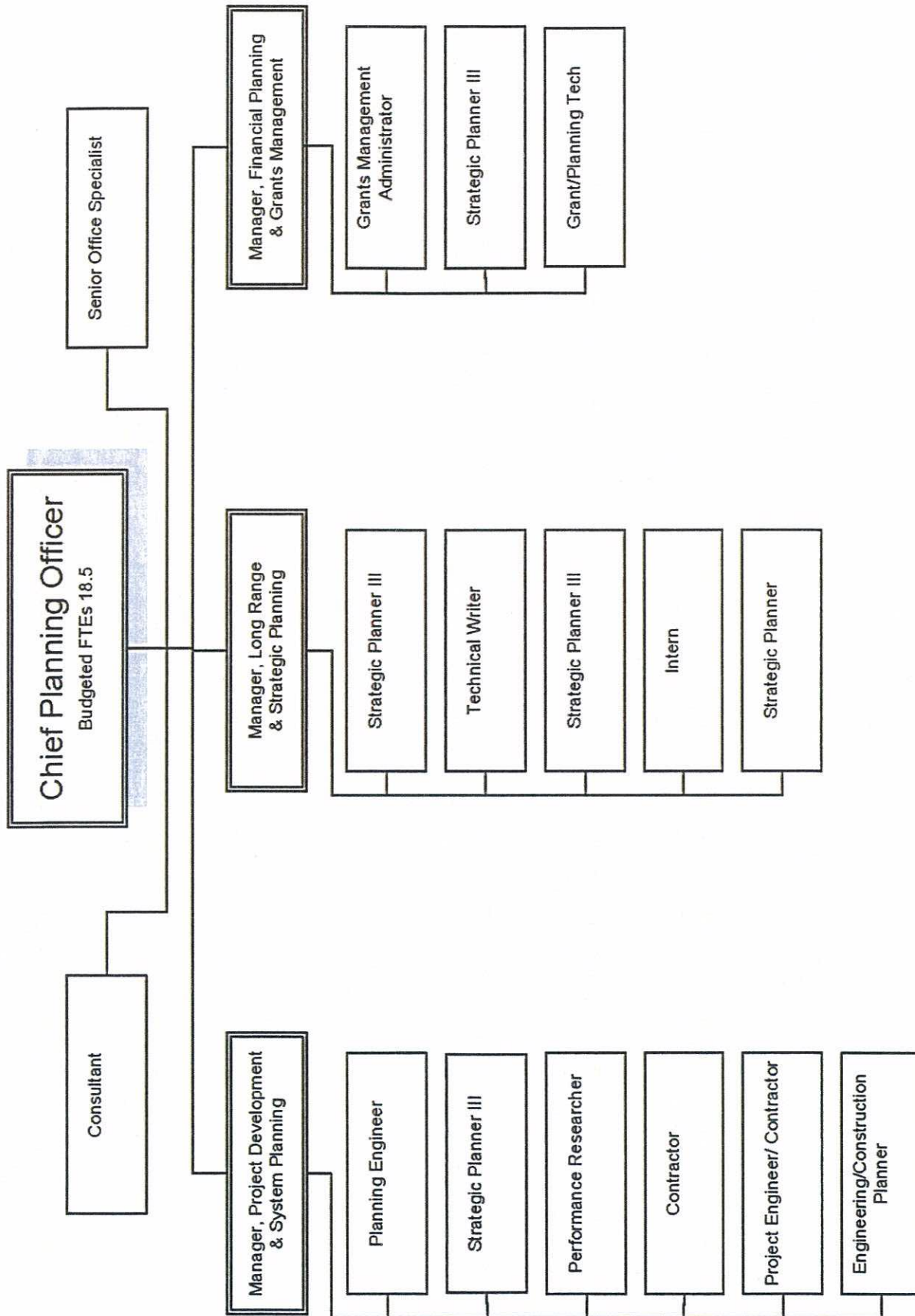
**Department Name:**  
**Chief Planning Officer:**

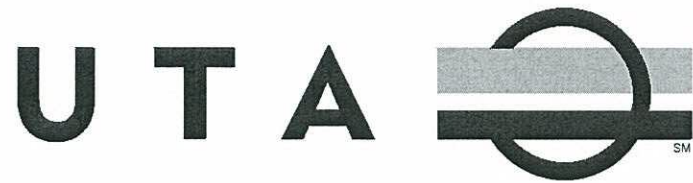
*Planning*  
*Matt Sibul*

**Department Function:**

The Planning Department works with the General Manager to develop the short and long term vision for the direction of the organization. Planning is comprised of three groups: long-range and strategic planning, project development and system planning, and financial planning and grants management. Planning is responsible for short (1-5 years) and long-range (10-30 years) planning and programming. Planning of UTA transit and facilities projects, as well as 'active transportation' or biking, walking, urban planning and land use are all part of this department. The funding portion of the planning department works innovatively to generate revenue on the federal, state and local levels and to utilize creative funding measures.







**OPERATIONS AND VEHICLE  
MAINTENANCE**

**Department Name:** *Operations & Vehicle Maintenance*  
**Chief Operating Officer:** *Jerry Benson*

**Department Function:**

The Operations and Vehicle Maintenance Departments, under the direction of the Chief Operating Office and five Regional General Managers (RGMs), have approximately 1629 employees of which 57% are Operators, 26% work in Maintenance and the remaining 17% are Administrative employees.

We provide fixed-route bus, paratransit; vanpool/rideshare, light-rail and commuter rail services covering approximately 1,400 square miles. We have a fleet of more than 600 fixed-route buses which include hybrid-electric, ski, over-the-road coaches and over 100 Paratransit buses. In addition, we operate 80 light-rail vehicles, 40 commuter rail cars and 18 locomotives. We serve more than 6500 bus tops, 41 light-rail and 8 commuter rail stations with an annual ridership currently up to 41 million.

The Operations and Vehicle Maintenance group is responsible for delivering all of UTA's transit service on a daily basis. In addition, the group plans, maintains and supports transit service through a number of support processes. Each of these processes is a controlled process under UTA's ISO 9001 Quality and Performance Management System (QPMS).

In addition to the QPMS controlled processes, the Operations and Vehicle Maintenance Group is responsible for a number of safety processes, i.e., safety committees, regulatory safety oversight, accident response, accident reporting and analysis.

**Roles and Responsibilities:**

- Operations (RGMs of Bus/Rail)
- Operating Plan
- Vehicle Maintenance
- Body Shop
- Service Planning and Implementation
- Marketing
- Labor Relations
- Parts Management
- Maintenance-of-Way and Rail Facilities
- Operator and Maintenance Training
- Service Planning
- Operational Planning
- Fleet Planning
- Fleet Analysis
- Transit Operations Communication Center

**Formal Coordinating Processes:**

- Centralized coordination of service planning and system performance monitoring.

Special Services Business Unit Maintenance is responsible for maintaining the fleet and monitoring preventative maintenance inspections of the fleets operated by MV Transit, Utah Valley Paratransit, and Tooele services. It is also responsible for the single largest fleet in the organization with the combined services of Paratransit and vanpool which totals almost 700 vehicles (150 Paratransit and 550 Van-pool).

The van-pool program continues to be reevaluated and adjusted to meet market demands. Our fleet of 7-passenger mini-vans demand continues to increase due to the market change. New pricing occurs in conjunction with UTA's fuel surcharge schedule to meet the departmental goal of sustainability. The pricing structure includes 100% of the costs (fuel, maintenance, insurance, administrative costs). The maintenance of the fleet is being managed by experts who confirm the appropriate preventative maintenance is completed as scheduled, and the cost of that service is appropriate. Individual agreements require all rides that make this choice for transportation pay for the services they receive through the pre-established pricing structure.

**Rail Services – Paul O'Brien, Regional General Manager:**

Rail Service is responsible for the operation and maintenance of the Utah Transit Authority's rail services, including FrontRunner, TRAX, and UTA managed railroad service, the facilities to support rail service, for providing expertise and technical support to the Capital Development group, and for providing support to other UTA departments and outside agencies on issues relating to rail service. The Rail Operations area (FrontRunner, TRAX) provides scheduled service, operates extra service, controls right-of-way access, and manages railroad activity. The Rail Vehicle Maintenance area (FrontRunner, TRAX) maintains the rail vehicles, provides technical support, both internal and external, manages the introduction of new cars into the fleet, manages the locomotive maintenance contractor (FrontRunner), and ensures a smooth flow of parts and supplies. The Rail Infrastructure area maintains all of the support components necessary to provide service including track, traction power equipment, signals, grade crossing equipment, fare vending machines, and rail service buildings and related equipment. The buildings include the Midvale Rail Service Center building and equipment, the Warm Springs Rail Service Center building and equipment, the Maintenance of Way Building and equipment, the Midvale Paint and Body Shop, and the Jordan River Rail Service Center. In addition to service related facilities, the Infrastructure group inspects and maintains UTA owned and leased track which is used by two short line railroad carriers. The Rail Infrastructure area also performs vital miscellaneous duties such as dealing with outside agencies, consultants, contractors and supporting the work of the Capital Development group.

All areas work closely with other UTA departments to provide the most effective and efficient rail service possible. Rail Operations closely coordinates with Bus Operations to ensure a high level of response to system abnormalities, major special events or construction projects. Rail Vehicle Maintenance is in constant contact with the Finance group and the Regional Bus Business Units to ensure that effective coordination is maintained in hiring and training and levels of parts and supplies are regulated in an efficient manner. Rail Infrastructure assists and supports the Facilities Maintenance and Capital Development areas by providing equipment, backup support and technical support. All areas strive to project a positive, professional image both in providing regularly scheduled and special event services and by working closely with Community Relations to foster support for UTA.

Rail Service has expanded to support the Frontlines 2015 Program while maintaining a state of

**Meadowbrook Business Unit – Lorin Simpson, Regional General Manager:**

The Meadowbrook Business Unit is one of three business units that serve the residents of the Salt Lake Valley. Meadowbrook is responsible for the Utah Transit Authority's core fifteen, twenty, and thirty-minute fixed route bus service outside the Downtown Salt Lake City area, Ski Service and Bus Rapid Transit (BRT). Meadowbrook's primary emphasis is to provide effective and reliable connectivity to, and between, transportation services for our patrons.

**Central Business Unit – Grantley Martelly, Regional General Manager:**

The Central Business Unit (CBU) is located on the western boundary of Salt Lake City's Central Business District. The CBU focuses on fixed-route bus service that facilitates the mobility of people into and through Downtown Salt Lake City as well as neighborhood bus service in and around Salt Lake City. The CBU is also responsible for Fast Bus service into Salt Lake City from throughout the greater Salt Lake County area. The CBU provides mobility and connectivity choices to our customers in an effort to reduce the number single-person vehicle miles traveled per day, reduce congestion and support the residential growth and economic initiatives of Utah's capital city.

The Administrative group oversees the daily activities and strategic initiatives of the Business Unit and our stakeholders. The Service Delivery staff ensures that our customers receive reliable, on-time, safe and friendly service throughout our service area while the Maintenance group works to ensure that our fleet is in a state of good repair, cleanliness, comfort and performance that underlies a positive customer experience. Each of the business units provide services that end or originate in the downtown area. Therefore, the Central Business Unit provides support to all business units to ensure that our customers' experience while in the UTA system is seamless and uninterrupted, regardless of where their trip originated or which business unit owns the vehicle in which they are traveling.

**Special Services Business Unit – Cherryl Beveridge, Regional General Manager:**

The Special Service Business Unit is responsible for Utah Transit Authority's Paratransit, Flex Route (Route Deviation), Vanpool, Carshare, and promoting alternative modes of transportation through Rideshare programs including bicycle commuting, carpool matching, community vans and alternative work schedules.

Our mission is the reduction of single occupancy vehicle trips by connecting the community through alternative modes of transportation provided by the Special Services Business Unit.

The Special Services Business Unit is responsible for determining Paratransit eligibility for people applying for paratransit service, scheduling transportation appropriate with a rider's conditions of eligibility throughout our service area. Insuring that the equipment necessary to provide transportation represents a positive image of UTA through committed employees who maintain the fleet according to the Preventative Maintenance (PM) schedule, schedule the transportation efficiently, and delivers transportation as scheduled in accordance with federal mandates.

The Special Services Business Unit is also responsible for marketing, development and delivery of all transportation for "FLEX" route deviation requests for all riders in Brigham City, Tooele, Grantsville, Sandy, Draper and Riverton.

**Formal Coordinating Processes:**

- Centralized coordination of service planning and system performance monitoring.
- Operations staff meetings/Business Unit Forum
- Change Day process for coordinating tasks associated with service changes
- Monthly operational performance reporting
- Safety Committees
- Business Analyst Forum
- Maintenance Technical Forum
- Transportation Technical Forum

**BUSINESS UNITS:****Mt. Ogden Business Unit – Bruce Cardon, Regional General Manager:**

The Mt. Ogden Business Unit has made Safety, Customer Service, Process Effectiveness and Cost Efficiency our strategic focus. We provide leadership in Box Elder, Weber and Northern Davis Counties for the planning and execution of transportation services in the region. Business Unit staff work closely with our employees, passengers, corporate staff, and local leaders to provide excellent service with a commitment to responsible use of resources.

Our motto is “Where kindness, fairness, and respect is our commitment to ourselves and our community.” As we live our motto and pursue our strategic focus, we excel in meeting and exceeding business unit, corporate, and board goals and improve the quality of life for those who live in our service area.

**Timpanogos Business Unit – Hugh Johnson, Regional General Manager:**

The Timpanogos Business unit's vision of a county-wide transit system is now more a reality than ever with the recent expansion of the Transit District to include all of Utah County. This change will present more opportunities and challenges in providing an effective and efficient transit system that meets the needs of our expanded service area.

In carrying out this vision the Timpanogos Business Unit cooperates with our metropolitan planning organization, the Mountainlands Association of Governments, and local elected officials to carry out short and long range transit projects and service plans. Local bus service, express bus service to Salt Lake County, direct connections to UTA's light rail system (TRAX), special services, paratransit service, as well as commuter services such as van pools and carpooling are provided. A significant part of the Timpanogos planning process includes the development of a plan for integration of rail service into Utah County's transit opportunities.

The Timpanogos Business Unit staff participates regularly with local planning groups such as the Utah County Regional Planning Committee, the Utah County Council of Governments, and the Mountainlands Association of Governments' Technical Planning Committee. Involvement in transportation open houses, along with other local planning committees and transportation activities, has helped UTA become recognized as a significant partner in solving the unique transportation needs of Utah County.

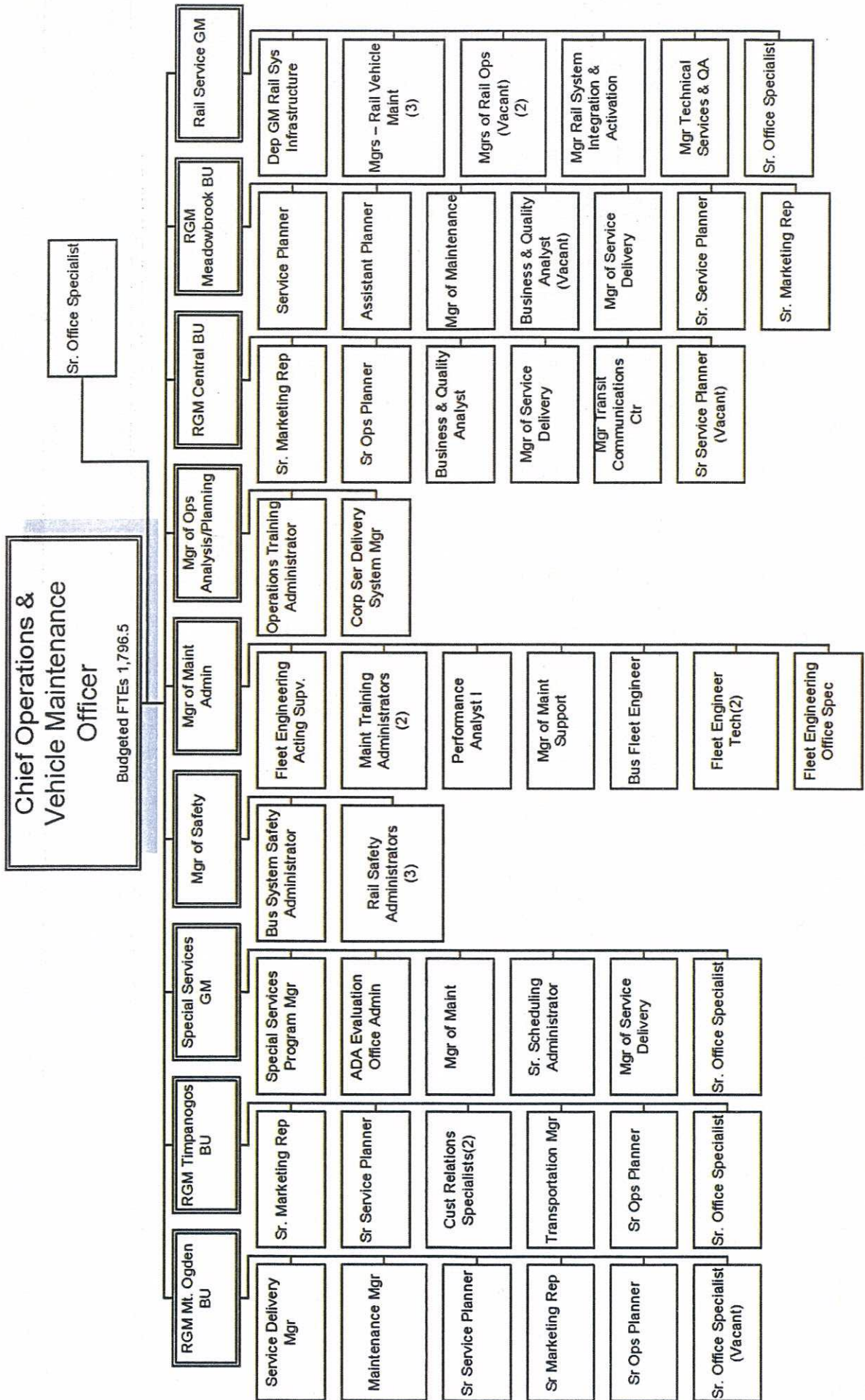


good repair preventive maintenance policy beginning with lines which were opened in 1999. Rail Service has an active community outreach program to promote safety and awareness among organized groups ranging from Boy Scouts to the Women's Transportation Seminar.





Utah Transit Authority  
 Chief Operations & Vehicle Maintenance Officer  
 January 2012





**COMMUNICATIONS AND  
CUSTOMER FOCUS**

**Department Name:** *Communications and Customer Focus*  
**Director:** *Andrea Packer, Chief Communications  
and Customer Focus Officer*

**Department Function:**

The Communications and Customer Focus staff is comprised of four departments including Public Relations and Marketing, Customer Service, Labor Relations and Fare Strategy. The Communications and Customer Focus staff is charged with leading the Authority's overall corporate communications and customer driven initiatives and programs, facilitating community and government relations efforts, assisting the Authority's customers in obtaining information on transit services, overseeing media and publicity activities. Additionally, the department is responsible for coordinating public opinion and market research. The staff is also charged to facilitate labor relations activities, to establish and maintain employee communications initiatives, and to coordinate broad fare strategy and product initiatives.

In 2012, the Public Relations and Marketing department will continue to be responsible for establishing and maintaining a consistent brand identity for UTA. The group will coordinate major marketing campaigns, facilitate public outreach and involvement programs for the Authority's major capital projects and service changes, coordinate various public relations efforts with elected officials and stakeholders, lead marketing and communications initiatives for individual business units and communicate with agency employees. Additionally, the department will continue to evaluate the agency's customer information, signage and materials and make adjustments and design changes that provide for better information and that reflect UTA's brand. This group will also create and implement major public events that celebrate agency milestones, provide messaging expertise for Authority initiatives and issues, continue to coordinate UTA's media relations efforts, maintain key community relationships, and work proactively with the media and provide crisis communications expertise as necessary. In addition, the department will continue to manage website development and content management, social media programs that provide an additional avenue of communicating with our customers, and graphic arts and video production services.

The Customer Service Department will continue to provide critical information to customers regarding route information, trip planning, and other complexities that affect the customer's transportation needs. The group will also maintain its role in receiving, logging and tracking customer comments and feedback with accuracy and timeliness, which will be used by the business units to improve service and customer interactions and provide regular reports to the executive team so that trends can be identified and acted upon.

The Fare Strategy & Operations team is responsible to receive and operate UTA's Electronic Fare Collection (EFC) system, validate and analyze EFC ridership data, and establish and administer UTA's fare policies and strategies to maximize fare revenue. This team works closely with the Technology Office to define and receive EFC base functionality and to ensure that the system is performing at desired service levels including red light accuracy, bulk import processing, card reader availability, tap collection, trip construction, payment processing, etc. This team also administers the EcoPass, EdPass, and SkiPass programs, which constitutes the great majority of UTA's contactless ridership today. Fare Strategy & Ops is responsible for

delivering the business requirements for distance-based fares system functionality. This team is responsible for designing, refining, and implementing the fare strategy for UTA going forward. The goal is to implement a fare strategy that is simple, sustainable, and fair. Included in this goal are objectives like increasing fare-box revenue, reducing the cost of collection, growing the usage of contactless mediums, implementing fare premiums (based on distance, peak periods, mode, and/or route), enabling business units to be accountable for their own profit/loss, and enabling decision support within the organization.

The Labor Relations and Performance Improvement departments will continue to facilitate internal and external communication regarding agency and labor issues, lead employee relations initiatives, and serve as personnel and organizational development resource for UTA and its business units.

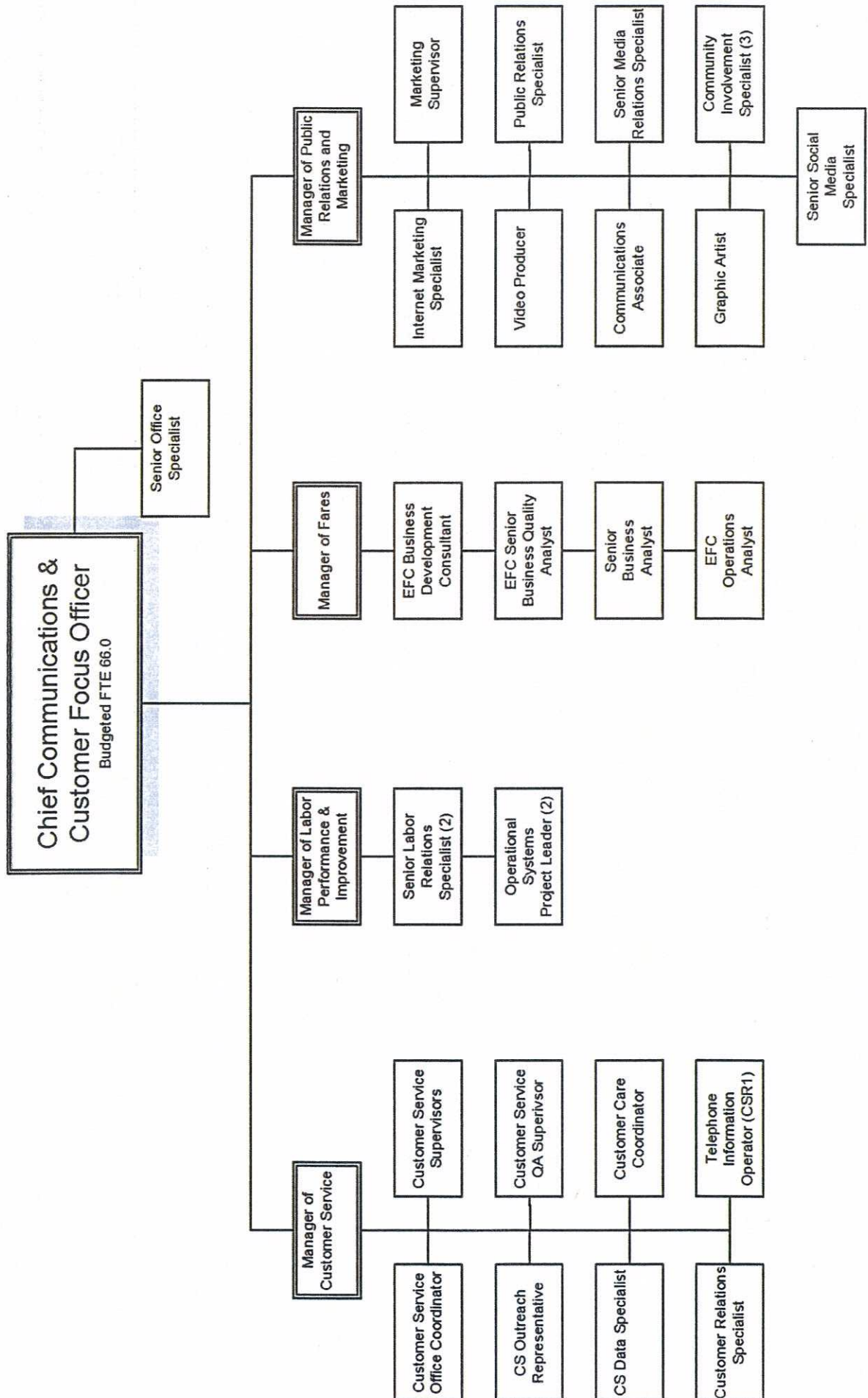
The Labor Relations department will focus on implementation of a newly negotiated Collective Bargaining Agreement (CBA). The team will continue to work with business unit management and union leaders on issue resolution, problem solving, and CBA interpretation issues.

The Performance Improvement department will provide design and implementation of an organization wide employee engagement initiative, responsive to feedback from the employee engagement survey. This group will continue to facilitate cross function teams focused on problem solving.





Utah Transit Authority  
Chief Communications & Customer Focus Officer  
January 2012





**BUSINESS SOLUTIONS AND  
TECHNOLOGY**

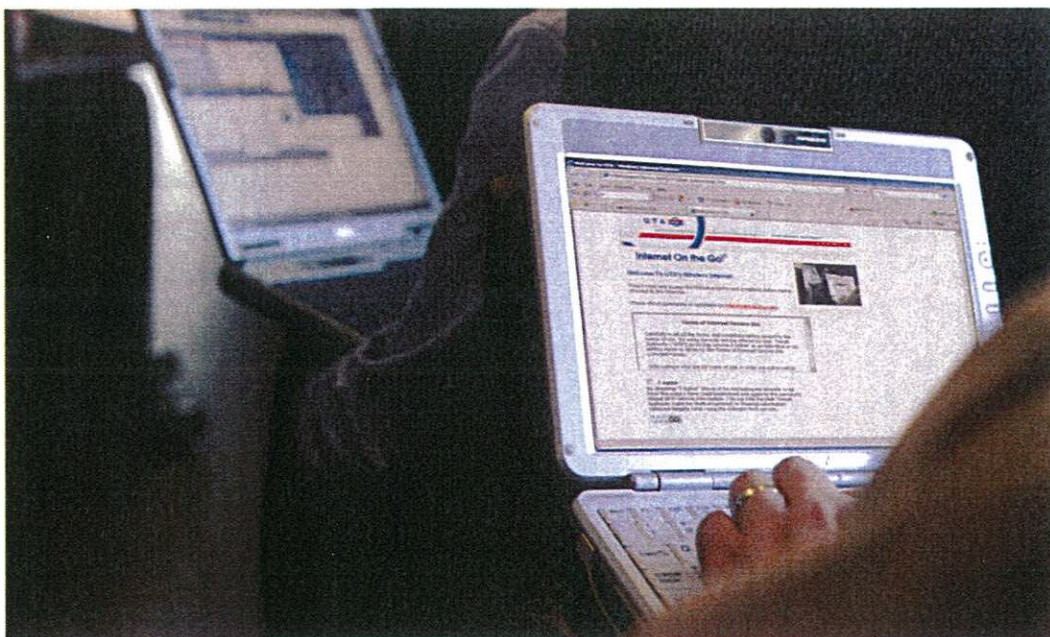
**Department Name:** *Business Solutions and Technology*  
**Chief Technology Officer:** *Clair Fiet*

**Department Function:**

The primary focus of the Business Solutions Office is to use appropriate technology deployment to improve Utah Transit Authority's (UTA's) services to its customers, increase operational efficiencies, improve operations and management performance and enhance our image in the eyes of the public as a means to develop ridership. Opportunities for technology application exist in providing customer information, enhancing the riding experience through information, entertainment, reliability and travel time reduction. During 2012, special emphasis will be placed on Electronic Fare Collection (EFC) to achieve a high level of performance, reliability and availability. Technology deployments will serve clearly defined management, performance and customer needs to improve UTA's effectiveness in the community and continue to improve its position in the industry.

Information Systems, a department within the Business Solutions Office, provides support for computer and data network needs, telephone communication and radio communication. Special attention is given to the security of data and computer network to protect against the ever-growing threat of intrusion and ever-changing offering of cellular and portable devices. Information systems will provide programming and data management services to business units and departments in support of their goals.

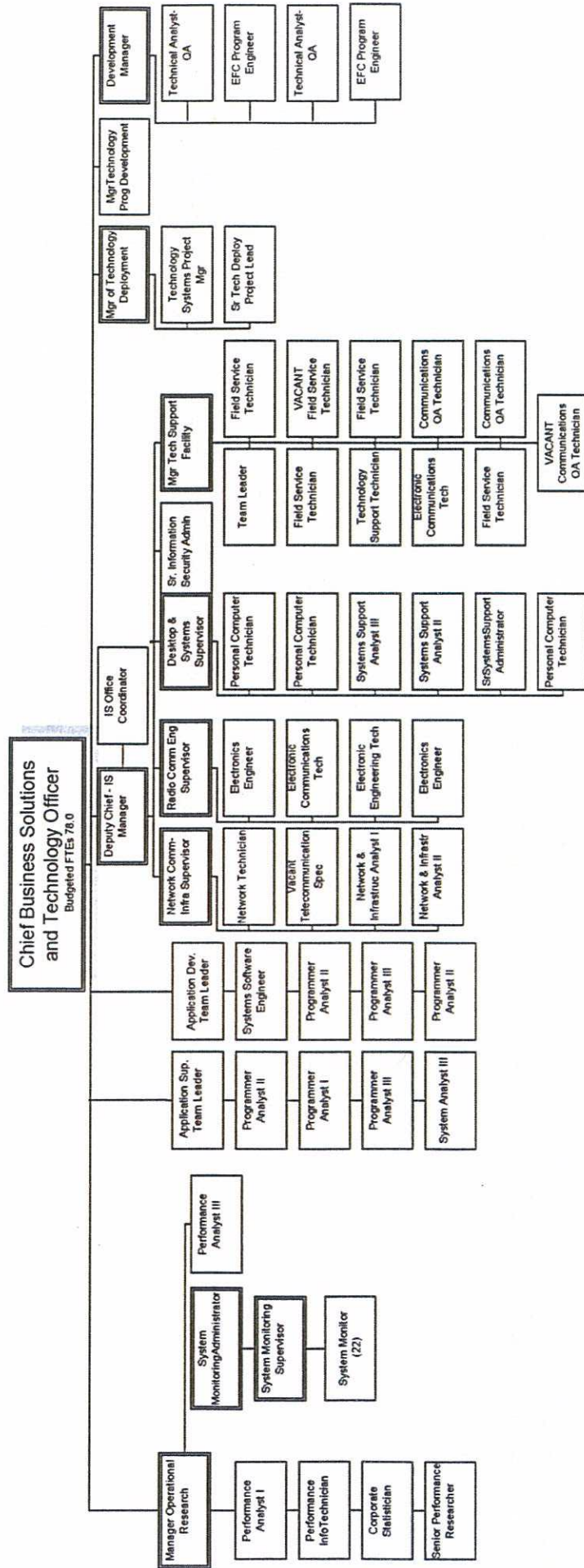
Technology Support Facility (TSF) is a newly created department in the Business Solutions Office. This department will focus on the maintenance and support of technology equipment on board UTA's fleet of buses, trains, and fixed installations such as rail platforms. Initially the TSF department, comprised mainly of Field Service Technicians, will maintain the EFC equipment, on-board radio equipment, the Mobile Data Computers and mobile data routers.







Utah Transit Authority  
 Chief Business Solutions and Technology Officer  
 January 2012





**FINANCIAL AND SUPPORT SERVICES**

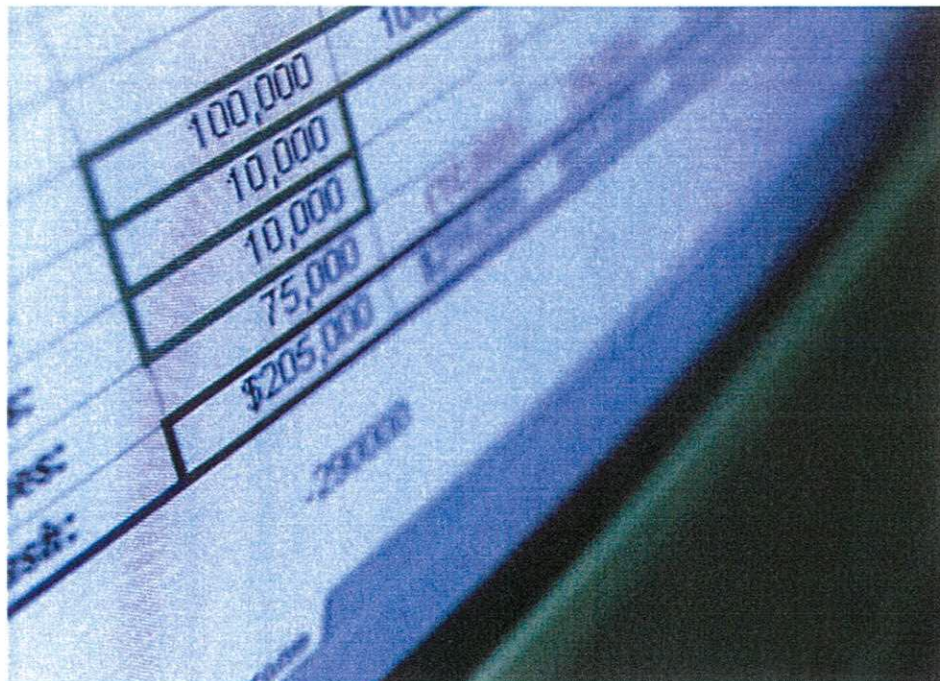
**Department Name:**  
**Chief Financial Officer**

*Financial and Support Services*  
*Kenneth D. Montague*

**Department Function:**

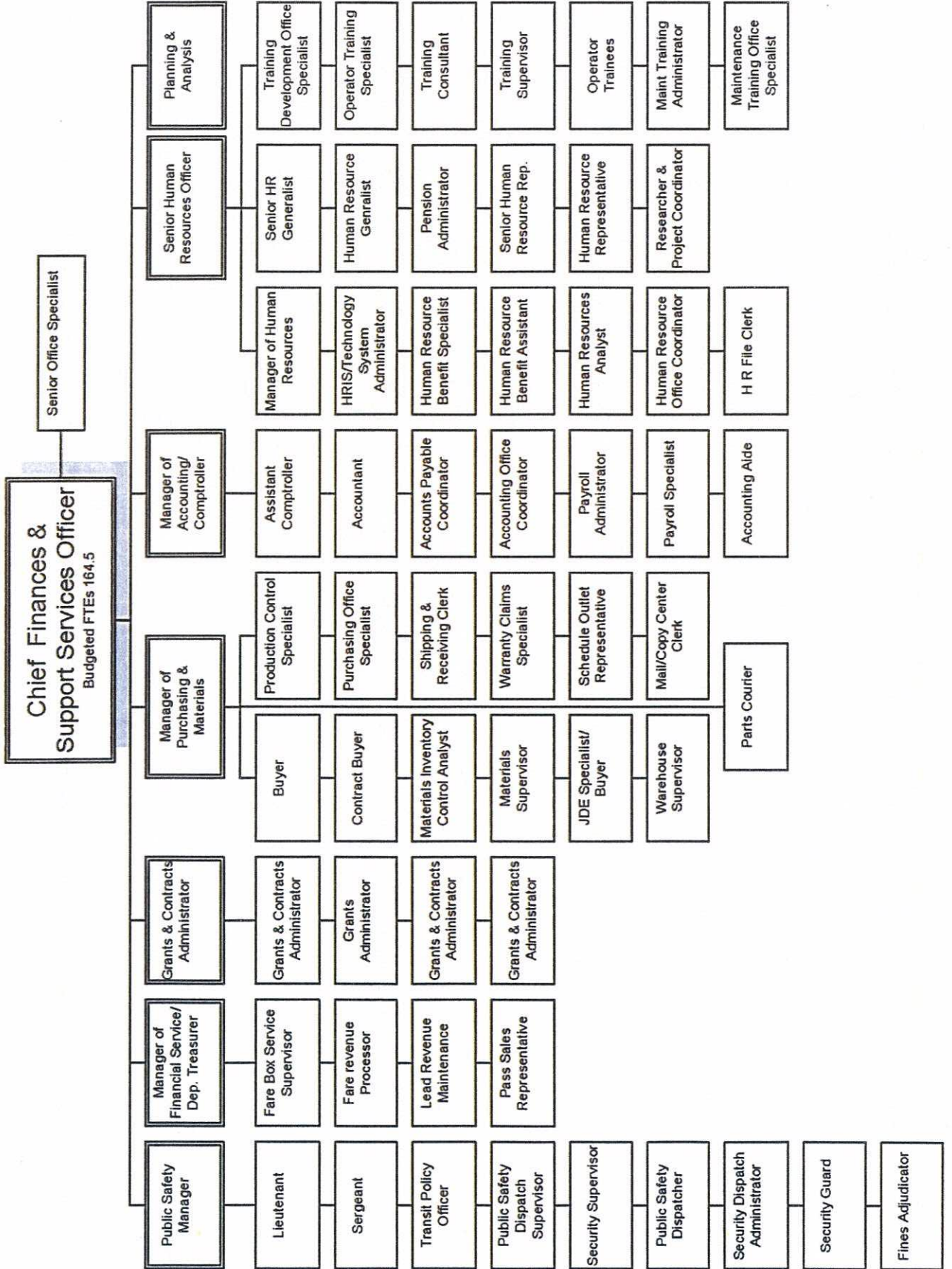
The Administrative Services Department provides support to the organization in managing its financial, human and material resources and safeguarding its customers, employees and property. Administrative Services is responsible for reporting on the Authority's fiscal activities through monthly and annual financial reports as well as debt administration, cash flow planning, fare collection and investment activities. Human resources are managed by hiring the best employees, providing competitive salary and benefits and carrying out the Authority's Positive People Management program. Employee skills are developed and maintained through numerous training programs, both in-house and through outside sources. Goods and services are acquired through competitive processes to get the best value for the Authority. A safe commuting and working environment is provided for customers and employees through various methods of policing to ensure order and the protection of customers, employees and property from crime.

The following departments are included in Administrative Services: Accounting, Financial Services and Fare Collection, Human Resources, Purchasing and Materials Management and Transit Police and Security.





Utah Transit Authority  
 Chief Finances & Support Services Officer  
 January 2012





## **GOVERNMENT RESOURCES**

**Department Name:**  
**President**

*Government Resources*  
*Bruce T. Jones*

**Department Function:**

**Roles and Responsibilities of the Government Resources:**

- Transit Oriented Development (TOD):
  1. Management of work and daily coordination of work
  2. Development and negotiation of agreements
  3. Issue resolution
  4. Coordination with developers
  5. Financial Plan
  6. Determination of UTA's role in the development
  7. Budgets and accounting
- Government Relations:
  1. Coordination with the Office of the General Manager regarding Federal Interaction
  2. Manage the regular interaction and coordination with State Legislature.

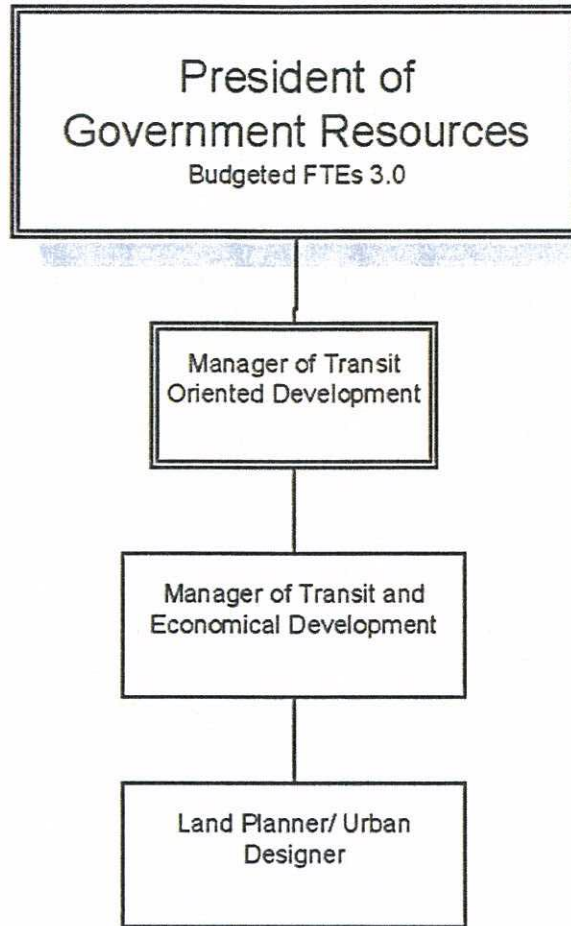
**Formal Coordinating Processes of Transit Oriented Development:**

- Application of Resources - The TOD Manager will act as the coordinating mechanism between the TOD office and Capital to build the team using TOD staff and Capital resources. The TOD group, Capital Development and the Developer would provide staffs to form a project team whom are lead by TOD through the procurement of the developer and to completions of contract. The Capital Development project manager becomes the lead to design and construct (if UTA constructed facilities) or design review and construction oversight (if Developer constructed and UTA operated and maintained).
- Project Initiation – the group will make use of the partnering process to align goals, create issue escalation resolution ladders, define and agree on roles and responsibilities, create the “us again the project” feeling that crates a focus toward risk reduction and problem solving. Main the process with regular evaluations and forward looking issue resolution events.
- Daily Management of the Work – The project would be managed by an assigned project manager from TOD. In addition, the Capital group would assign a Technical Lead who would transition to the project manager for construction of the project. The Technical Lead and Capital Management staff would assist the TOD group with contract negotiations, scope of work and cost estimates. Scope, schedule and budget would be managed using the Integrated Process Control System (IPCS). Weekly progress events would be facilitated by a Contract Administrator assigned to the project and would review schedule, issues, resource allocation and budget.

**Government Relations:**

- Government Relations is taking on an increasingly important role inside UTA. The current objectives of the activity are related to our ability to 1) meet external expectations, 2) obtain resources and support, 3) meet accountability requirements, and 4) understand the interests and objectives of the broader community.
- The Office of the General Manager and the office of the President of Government Resources act to coordinate the activities associated with the Government Relations. The President of Government Resources acts as the direct liaison – Point of Contact with Utah State Government officials. The assigned coordinator from the Office of the General Manager acts as the focal point for external contacts and aim issues to appropriate internal point. They will gather information for contact and follow-up. A key to success is the education of roles/interests/responsibilities with external stakeholders as well as internal staff and managers.









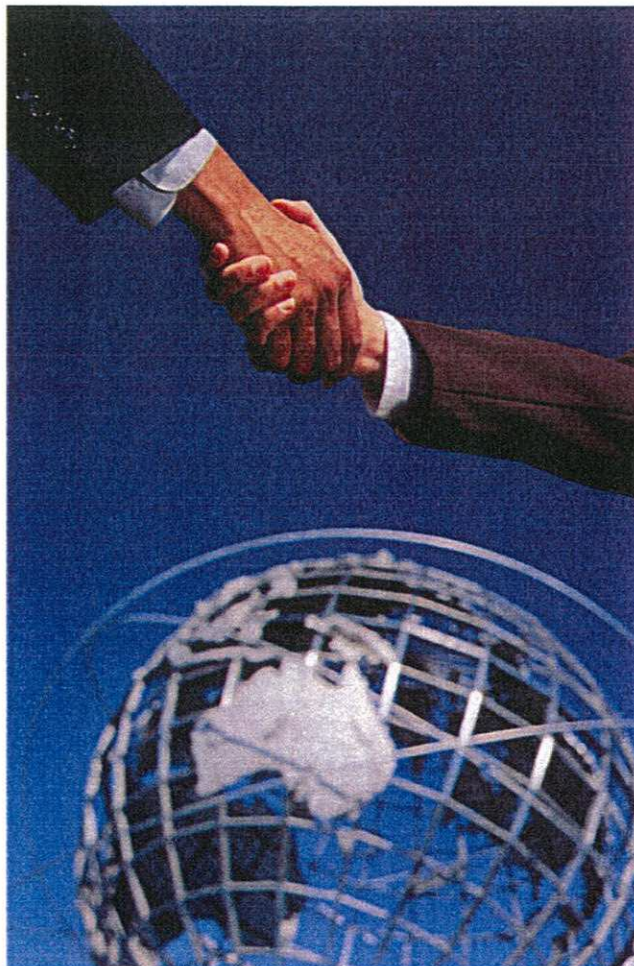
**CHIEF EXECUTIVE OFFICER**

**Department Name:**  
**Chief Executive Officer**

*Chief Executive Officer*  
*John M. English*

**Department Function:**

The Chief Executive Officer (CEO) assists UTA's General Manager and Board of Trustees to 1) influence and affect local and national transportation policies, incorporating proven international concepts and techniques, 2) strategize and help to acquire funding necessary for the UTA, 3) strengthen the face/image of UTA, 4) direct and stimulate the development of a Regional Bicycle and Pedestrian system and High Speed Rail (HSR) initiatives, and 5) assist in the continued development of the vision and strategic objectives of the organization.







**INTERNAL AUDITOR**

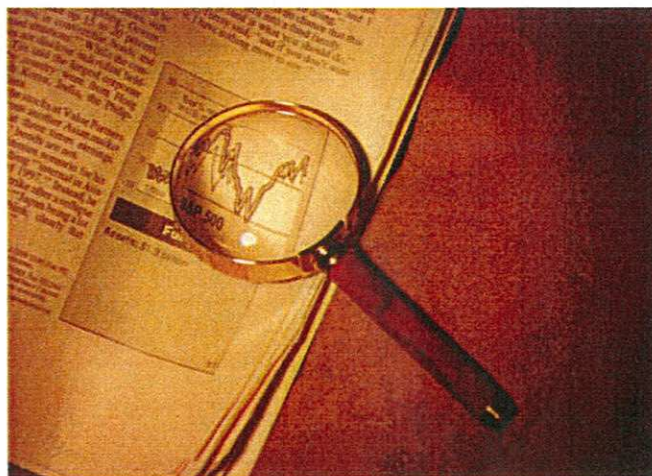
**Department Name:**  
**Director:**

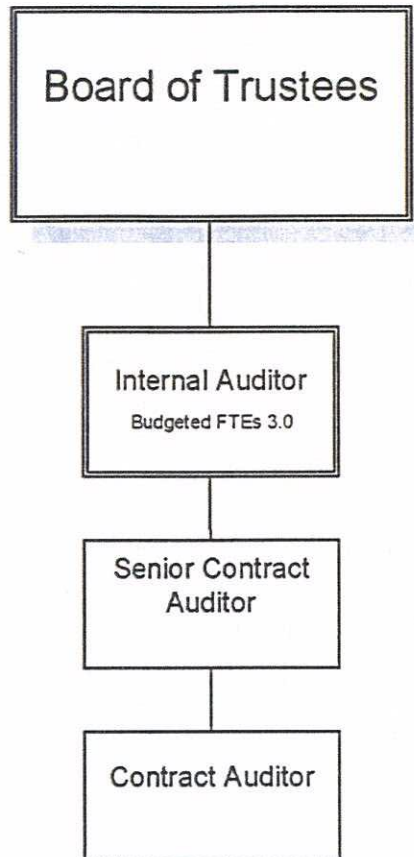
*Internal Auditor*  
*Alan Maughan*

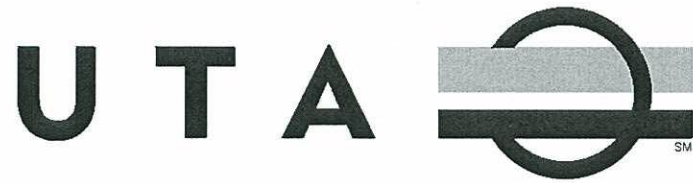
**Department Function:**

The primary responsibility of the Internal Auditor Department is to assist the Board of Trustees, Pension Committee, standing committees and management in effectively discharging their responsibilities by furnishing to them objective analyses of reviews of financial and operational policies and procedures, appraisals and recommendations. The specific objectives of the internal audit program are as follows:

- Determine the adequacy of the system of internal control.
  1. The plan of organization and the procedures and records related to the decision process leading to management's authorization of transactions.
  2. The plan of organization and the procedures and records to ensure that:
    - a. Assets are safeguarded.
    - b. Transactions are recorded as authorized in conformance to Generally Accepted Accounting Principles (GAAP) or applicable regulation.
    - c. Transactions are recorded in accordance with OMB A-133: Audits of States, Local Governments and Non-Profit Organizations, Government Auditing Standards (Yellow Book), and Governmental GAAP.
    - d. Assets are periodically compared to records of accountability.
- Review all organization units for policy compliance.
- Determine compliance with local, state and federal laws and regulations.
- Test the financial reports for accuracy.
- Check the reliability of the accounting reporting system.
- Analyze for improvements in controls, procedures and utilization of assets, personnel and resources.
- Coordinate the work of the outside auditors and act as liaison.
- Provide a psychological deterrent to fraud and staff a fraud hotline.
- Report findings and recommend corrective action to the Board of Trustees and management.







**OFFICE OF GENERAL COUNSEL**

**Department Name:**  
**General Counsel**

*Office of General Counsel*  
*Bruce T. Jones*

**Department Function:**

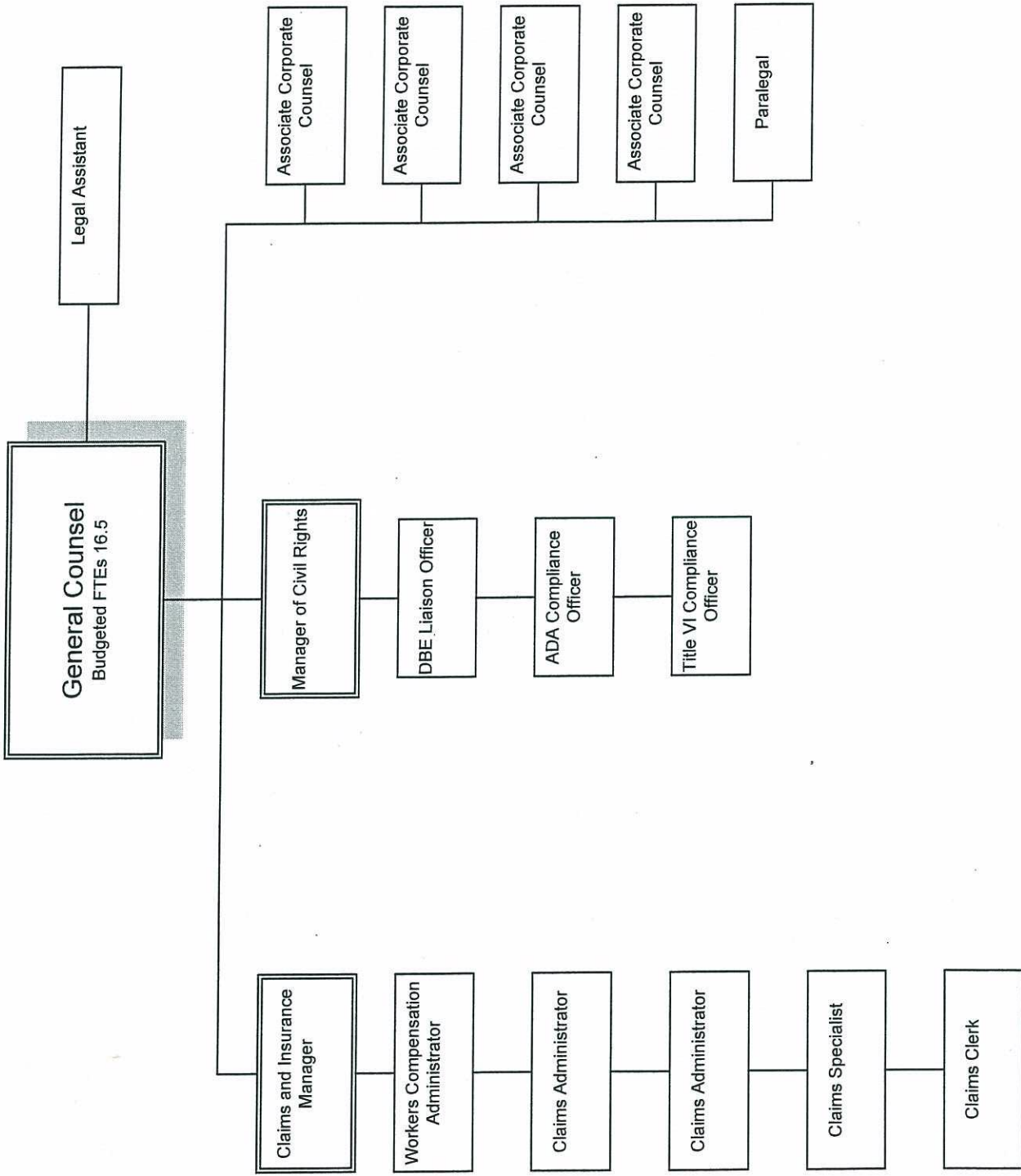
The Office of General Counsel (the “Office”) serves as the exclusive source of legal assistance to departments, as well as serving as legal counsel for specific Utah Transit Authority matters as they relate to the Board of Trustees. The Office also provides routine and general legal consultation to the Authority’s management, executives and staff on issues that affect the operations of the Authority. The Office coordinates requests for legal services from Authority departments that require outside expertise in particular areas of law and provides general coordination and oversight of outside counsel. The Office processes and responds to all Government Records Access and Management requests. The Office is responsible for overseeing all state legislative issues affecting the Authority including reviewing legislation, drafting alternative language when requested or as otherwise necessary. The Office reviews and approves all contracts executed by the Authority personnel and participates in contract workouts. The Office participates on the negotiation teams for the collective bargaining agreement with the Union. The Office is responsible for overseeing all labor arbitration hearings. The Office reviews, drafts, and processes all corporate and departmental policies and procedures. The Office oversees all regulatory proceedings and filings for regulated carriers, including light rail and commuter rail. The Office drafts and approves major interlocal agreements.

The Claims and Insurance Unit of the Office processes all claims for personal injury, property damage and workers’ compensation and pursues recovery claims on behalf of the Authority. The Claims and Insurance Unit is also responsible for overseeing the insurance portfolio of the Authority.

The Civil Rights Unit of the Office ensures the Authority remains in compliance with federal laws and regulations regarding (EEO) Equal Employment Opportunity, the Title VI nondiscrimination in federally-assisted programs (transportation) the (DBE) Disadvantage Business Enterprise and the (ADA) Americans with Disabilities Act. The Civil Rights Unit advocates for the Authority’s internal and external customers in matters involving services provided and also provides training as needed in order to assure continued Federal Transit Administration funding of the Authority and continued service for our internal and external customers in the areas of EEO for all applicants and employees, transportation service equity, non-discriminatory, accessible and inclusive transportation services for riders with disabilities and contracting/business opportunities for DBE’s.

The Transit Oriented Development (“TOD”) Unit is responsible for short and long-range TOD planning and development of Authority facilities projects and properties including but not limited to development, construction, acquisition and management of TOD in compliance with Federal and State laws.

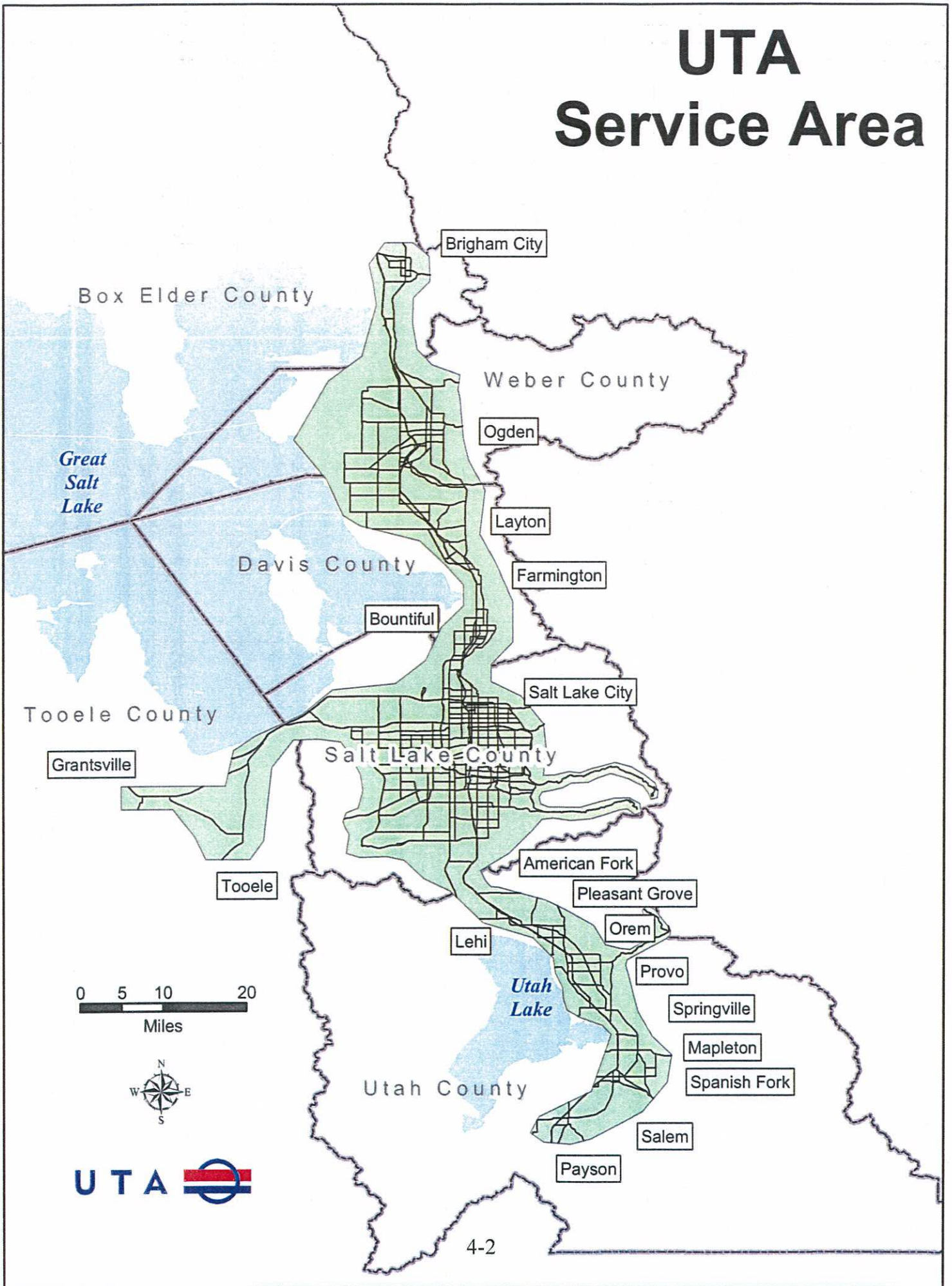






**SECTION 4  
APPENDICES**

# UTA Service Area



0 5 10 20  
Miles



## APPENDIX

# Utah Transit Authority and Community Profile

## UTAH TRANSIT AUTHORITY PROFILE

**History:** The Utah Transit Authority was incorporated on March 2, 1970 under authority of the Utah Public Transit District Act of 1969 to provide a public mass transportation system for Utah communities. The UTA system began operation August 10, 1970 in Salt Lake County with 67 buses.

Today, UTA operates 479 vehicles, 140 light rail vehicles, 18 commuter rail locomotives and 63 commuter rail passenger cars in a 1,600 square mile service area that stretches over six counties from Payson to Brigham City. The Authority serves the largest segment of population in the State of Utah, approximately 1.8 million and operates in one of the largest geographical service areas of any transit agency in the U.S.

**Oversight and Governance:**

UTA is not a state agency; it is a political subdivision of the State of Utah. Oversight of UTA is exercised by a 15-member Board of Trustees appointed by elected officials within the municipalities and counties within the transit District that pay a local sales tax to support its operation. Through UTA's enabling legislation, the Utah State Legislature determines the number and manner in which board members are appointed. Board members are appointed to serve four-year terms, with a limit of three consecutive terms.

UTA Board representation: There are seven members who represent Salt Lake County; one who represents unincorporated Salt Lake County; one member from Salt Lake City; one member from Utah County; one each from Davis and Weber counties; one member representing the governor; one representing the Speaker of the Utah House of Representatives; one representing the Utah State Senate; and one representing the Utah Transportation Commission.

**Administration:**

UTA is managed by a General Manager, in accordance with the direction, goals and policies of the Board of Trustees. The General Manager supervises an executive staff of six Chiefs. The General Counsel and Internal Auditor for the Authority report to the Board of Trustees.

**Metropolitan  
Planning  
Organizations:**

The Metropolitan Planning Organizations (MPO) for the Wasatch Front region or urbanized area, Wasatch Front Regional Council and Mountainland Association of Governments are responsible for developing long range transportation plans for their areas. These plans deal with highway networks, transit service, airports, bicycling and pedestrian facilities, and are based on projected population and employment trends. All of UTA and UDOT's long-range transportation plans are developed in cooperation with and approved by WFRC and MAG.

**Funding:**

The State of Utah does not provide any operational funding or capital funding to UTA. UTA's operational funding comes from the local municipalities and/or counties that have voted to annex to the transit district and pay up to ½ of 1% local option sales tax.

UTA receives approximately 13.7% of the operating cost from passengers as fares paid for service.

UTA receives Federal Operating/Preventative Maintenance Grants as defined by the National Transit Database.

In addition, TEA 21 authorizes Congress to appropriate 50-80% of the capital costs for constructing light rail extensions and commuter rail provided that there is a 20-50% local match and provided that there are ongoing operational funds committed to the projects.

Appropriations are made by the Congress on an annual basis.

**Service/Fleet Info:**

- Service area covers 1,600 square miles - Payson to Brigham City
- 6-county area (Salt Lake, Davis, Weber, parts of Box Elder, Tooele and Utah)
- 105 routes – 6,600 bus stops
- 479 active buses, 112 active paratransit vehicles, and 140 TRAX vehicles, 63 commuter passenger rail vehicles and 18 commuter locomotives, and 441 vanpools
- Bike racks are installed on all UTA buses
- UTA ski service runs from November through Easter seven days a week to four resorts in Big and Little Cottonwood Canyons as well as ski resorts in Provo Canyon

**Ridership:**

- 150,298 average weekday (2011)
- 41,553,315 total annual passengers (2011)

## **UTA Services and Rider Programs:**

- Fixed route bus service
- TRAX (light rail)
- FrontRunner (commuter rail)
- Paratransit (disabled customer service)
- Rideshare (carpooling and vanpooling)
- Eco-Pass (group discount program)
- Ed Pass (school discount program)
- Ski bus service
- Bike racks
- Monthly passes
- Free fare zone
- UTA web site

## **Projects:**

- TRAX 15-mile North/South light rail line completed December 1999.
- University Stadium Extension (Downtown Salt Lake City to University of Utah) light rail line completed December 2001
- Medical Center Extension (University Stadium to the University Hospital) completed September 2003
- FrontRunner from Salt Lake City to Ogden completed April 2008
- Intermodal Hub Extension (Arena Station to Salt Lake Central) completed April 2008
- Mid-Jordan and West Valley TRAX opened Aug. 7, 2011
- Other Pending Light Rail Extensions (Airport and Draper)
- Bus Rapid Transit: 3500 South (9 miles) completed July 2008,
- FrontRunner South from Provo to Salt Lake City anticipated to open in late 2012.
- Provo/Orem BRT (10miles) scheduled for 2015

## **COMMUNITY PROFILE**

The Authority's Service Area is the region referred to as the Wasatch Front. The population of the Utah Transit Authority's Service Area is approximately 1,869,200.

**Box Elder County.** The Authority services only a portion of Box Elder County, comprised of the cities of Brigham, Perry and Willard and some unincorporated areas. Box Elder County (the fourth largest county in the State) accounts for approximately 2% of the population and approximately 2% of the nonagricultural employment of the service area of the Authority. The principal city is Brigham City. The county's population increased approximately 17.2% from 1990 to 2000. The largest employment sectors are manufacturing, wholesale and retail trade, and government. Major employers include Alliant Tech – Thiokol Propulsion Group, AutoLiv ASP, La-Z-Boy, Utah and WalMart Distribution Center.

**Davis County.** Davis County accounts for approximately 14% of the population and approximately 10% of the nonagricultural employment of the service area of the Authority. The principal cities include Bountiful, Centerville, Farmington, Kaysville, Layton and Clearfield. The county's population increased approximately 27.2% from 1990 to 2000. The largest employment sectors are wholesale and retail trade; government, and service. Major employers include Hill Air Force Base, the Freeport Center, Davis County School District, Smith's Foods and Albertson's Foods.

**Salt Lake County.** Salt Lake County accounts for approximately 50% of the population and approximately 61% of the nonagricultural employment of the Service Area of the Authority. Salt Lake City is the capital and largest city in the state. The principal cities include Salt Lake City, West Valley City and Sandy City. Due to continuous economic and population growth, most of the cities in Salt Lake County have grown into a single large metropolitan area, with Salt Lake City being the commercial center of this metropolis. The county's population increased approximately 23.8% from 1990 to 2000. The largest employment sectors are service; wholesale and retail trade; and government. Major employers include the University of Utah (including the hospital), State of Utah, Granite and Jordan School Districts, Salt Lake County, Intermountain Health Care, Inc. and The Church of Jesus Christ of Latter-day Saints.

**Northern Tooele County.** The Authority services only the northern portion of Tooele County, which comprises the cities of Tooele and Grantsville and some unincorporated areas. Tooele County accounts for approximately 2% of the population and approximately 1% of the nonagricultural employment of the service area of the Authority. The principal cities include Tooele and Grantsville. The county's population increased approximately 53.1% from 1990 to 2000. The largest employment sectors are government; wholesale and retail trade; and transportation, communications and public utilities. Major employers include the Tooele Army Depot, Tooele County School District, Dugway Proving Grounds and US Magnesium Corporation of Salt Lake City.

**Utah County.** Utah County accounts for approximately 21% of the population and approximately 16% of the nonagricultural employment of the service area of the Authority. The principal cities include Provo and Orem. The county's population increased approximately 39.8% from 1990 to 2000. The largest employment sectors are service; wholesale and retail trade; and manufacturing. Major employers include Brigham Young University, Alpine, Provo and Nebo School Districts, Utah Valley State College, Intermountain Health Care, Inc. and Novell, Inc.

**Weber County.** Weber County accounts for approximately 11% of the population and approximately 10% of the nonagricultural employment of the Service Area of the Authority. The principal city is Ogden. The county's population increased approximately 24.1% from 1990 to 2000. The largest employment sectors are; service; wholesale and retail trade; and government. Major employers include the Internal Revenue Service, Weber State University, AutoLiv ASP, McKay Dee Medical Center, and Weber and Ogden City School Districts.

## 2012 BUDGET GLOSSARY

**Accounting System** - Utah Transit Authority is a single enterprise that uses the accrual method of accounting. Under this method of accounting, revenues are recorded when earned and expenses are recorded as soon as they result in liabilities for benefits received.

**Accrual Accounting** - A basis of accounting in which revenues and expenditures are allocated to the year in which they are incurred, as opposed to when cash is actually received or spent.

**ADA - Americans with Disabilities Act** - Passed by the federal legislature in 1990, this Act provides comprehensive guidelines designed to protect disabled individuals against discrimination.

**AGC** - Associated General Contractors

**Articulated Bus** - A bus usually 55 feet or more in length with two connected passenger compartments that bends at the connecting point when the bus turns a corner.

**ATU** - Amalgamated Transit Union

**Bond** - Long or Short-term debt issued by an Authority to help finance new acquisitions of property, facilities and equipment.

**BRT** – Bus Rapid Transit - a bus system similar to a fixed guide-way system that includes all or some of the following features: Limited Stops, Traffic Signal priority, Separate Lanes, Dedicated Right of Way, Station Services, Docking Systems and other enhancements.

-

**Balanced Budget** - A financial plan that matches all planned revenues and expenditures with proposed service levels.

**Budget Message** - The opening section of the budget document, which provides the UTA Board and the public with a general summary of the most important aspects of the budget, changes from current and previous fiscal years.

**Budget Document** – A formal plan of action for a specified time period that is expressed in monetary terms.



**Capital Budget** - A portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are separated from regular operating items such as salaries, supplies, services and utilities. The capital budget includes funds for capital equipment purchases such as vehicles, construction of new facilities, office equipment, maintenance machinery, microcomputers and off-site improvements. They are distinguished from operating items due to their value (greater than \$5,000) and projected useful life (greater than one year).

**Capital Grant** – Monies received from a grantor , primarily the Federal Transit Administration (FTA) used to acquire fixed assets.

**Capital Reserve** - An account used to segregate a portion of the Authority's equity to be used for future capital program expenditures.

**C.E.O. Quality Program** - A program in operation where the Bus Operator is the CEO of his bus. CEO stands for **C**ontrol of the bus, always being on time **N**ever **E**arly, and **A**lways **O**n Route.

**CMAQ**- Congestion Mitigation and Air Quality program. Highway program money in TEA-21 and ISTEA to reduce congestion and improve air quality.

**Debt** - The amount of money required to pay interest and principal on the Authorities borrowed funds.

**Debt Limit** – A legal limit of total amount of bonds, notes, warrants or any other type of obligation issued or outstanding that can not be exceeded by the Authority.

**Department** - An organizational unit responsible for carrying out major Authority functions, such as operations, administration, and community relations.

**Distinguished Budget Presentation Awards Program** – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Ends Policies** – Policies to guide Utah Transit Authority about the ends to be achieved and means to those ends.

**Enterprise Fund** – Gives the flexibility to account separately for all financial activities associated with a broad range of municipal services. It establishes a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. Revenues and expenses of the service are segregated into a fund with financial statements separate from all other governmental activities.

**Extra board** – Operators who have no assigned run but are used to cover runs deliberately left open or runs left open because of absence of assigned operators.

**Farebox Revenues** – All revenues from sale of passenger tickets, passes, tokens or other instruments of fare payment.

**Flextrans Transportation** - A major Authority program whereby transportation services are provided to the transportation disabled.

**FRA** - Federal Railroad Administration.

**Fringe Benefits** - Benefits provided to the employee such as FICA, Pension, Medical & Dental insurance, Life, Short and Long Term Disability insurance, Unemployment insurance, Tool and Uniform allowance and Educational reimbursement.

**FTA - Federal Transit Administration** - Formerly the Urban Mass Transportation Administration (UMTA). The FTA provides capital and operating funds to the Agency.

**FTE – Full Time Equivalent Positions** – A part time position converted to a decimal equivalent of a full time position based on 2,080 hours per year. For example a part time position working 20 hours per week would be the equivalent of .5 of a full time position.

**Fund Balance** – is generally defined as the difference between a fund’s assets and liabilities. An adequate fund balance is necessary for numerous reasons, such as to have funds available in case of an emergency or unexpected events, to maintain or enhance the Authorities position and related bond ratings, to provide cash for operations prior to receipt of revenues and to maximize investment earnings.

**GASB - General Accounting Standards Board** – An independent, professional body to establish standards of accounting and financial reporting applicable to state and local governmental entities.

**Goal** – A statement of broad direction, purpose or intent.

**Grants** - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

**Hybird bus** – One that runs on hybrid propulsion. A vehicle power system that runs on electrical power supplied by an onboard generator powered by an internal combustion engine.

**Internal Controls** – Methods and measures implemented to safeguard assets, provide for accuracy of accounting data, and encourage compliance with polices.

**Intermodal** - Those issues or activities which involve or affect more than one mode of transportation, including transportation connections, choices, cooperation and coordination of various modes. Also known as “multimodal”.

**Intermodal Centers** - A location where various types of transportation modes meet.

**Investments** – Securities purchased for the generation of income in the form of interest.

**ITS - Intelligent Transportation System** - Use of computer technology to improve transportation systems.

**Joint development** – Projects undertaken by the public and private sectors. Usually refers to real estate projects and transit projects undertaken adjacent, above and /or below each other as a means of financing transit projects with minimal public expense.

**Light Rail** - An electric railway with a light volume traffic capacity as3 compared to heavy rail.” Light rail may use shared or exclusive rights-of-way, high or low platform loading, and multi-car trains or single cars. Also known as “streetcar,” “trolley car,” and “tramway”.

**Local Match** - The portion of funding provided by UTA or other contributors towards purchase of capital items.

**Low-floor vehicles** – One which an has entranceway and floor closer to the ground for easier access by those with disabilities.

**LRT** – Light rail transit

**LRV - Light Rail Vehicles** - These vehicles will be used on the TRAX Light Rail System.

**MIS** – Majors Investment Study

**MPO** – Metropolitan Planning Organization. Local group tht selects projects, highways and transit to be given funds.

**Operating Budget** - A plan of expenditures and proposed sources of financing current service. The operating budget does not include capital or reserves. The principle sources of revenue are operating income, sales tax, investment income, and federal grants. All departments are financed through this budget.

**Operating Revenue** - Funds that the Authority receives as income to pay for ongoing operations. It includes such items as: sales taxes, fares, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operation Expenses** - This term refers to expenditures paid to obtain goods or services; including such items as payroll, services, supplies, fuel, utilities, insurance, etc. Capital expenditures are not included.

**OV&P - Employee Partnering and Visioning Training** - A week long program where operators receive from and give input to management and training, information about the authority, its people and operations.

**Paratransit** - Comparable transportation service required by the Americans with Disabilities Act (ADA) of 1990 for individuals with disabilities who are unable to use fixed-route transportation systems.

**Park & Ride Lots** - Parking lots provided for patrons to park their vehicles in while commuting on buses or the light rail system.

**Passengers** – The number of transit vehicle boarding's, including charter and special trips. Each passenger is counted each time that person boards a vehicle.

**Park-and-ride lot** – Lot to which passengers drive their cars, leave them for the day and board transit vehicles.

**Passenger miles** – Total number of miles traveled by passengers on a vehicle. (One bus with 10 passengers traveling 10 miles equals 100 passenger miles.)

**Performance Measures** – Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personnel** – This item includes the cost of all salaries, wages, overtime, and benefits associated with the Authorities staff.

**Platform Hours** – Time during which an operator operates the revenue vehicle, either in line service or deadheading.

**PM – Preventative Maintenance Funds** – Funding provided by the Federal Transit Administration for preventative maintenance of UTA's fleet.

**Policy Document** – A statement of organization-wide financial and programmatic policies and goals that address long-term concerns and issues.

**Program Budget** – A budget that focuses upon the goals and objectives of an Authority, rather than upon its organizational budget units or object classes of expenditure.

**Rapid transit** – Synonym for fixed guideway public transport ( usually rail)

**Reserve** – An account used to indicate the purpose (insurance or capital) for which the Agency's year-end balances may be used.

**Revenue** – Receipts from the sale of a product or provision of service.

**Revenue Hours** –Hours a vehicle travels while in revenue service. A transit vehicle is in revenue service only when the vehicle is available to the public.

**Revenue Miles** –Miles a vehicle travels while in revenue service. A transit vehicle is in revenue service only when the vehicle is available to the public.

**RFP** – Request for proposal.

**Rideshare**- Transportation provided to industry to promote car pooling in UTA and company sponsored vans.

**SAFETEA-LU** – The Safe, Accountable, Flexible and Efficient Transportation Equity Act. A Legacy for Users. The U.S. DOT’s six-year \$286 billion surface transportation legislation, signed into law on August 10, 2005

**Sales Tax** – This tax is levied by the State within the service district for the Authority.

**Scheduled Mile** – Total service scheduled. It is computed from internal planning documents and includes the whole trip (e.g., deadhead, layover/recovery, and actual picking up and discharging of passengers).

**Special Bus Revenue** – Revenues generated from special engagements such as special trips to Provo for Brigham Young University football games.

**Strategic Projects** – Projects that prepare UTA for future growth and transportation needs of the community along the Wasatch Front.

**TIP** – Transportation Improvement Program. Federally mandated state program or projects to be implemented over several years.

**TRAX Light Rail** – The light rail system running from approximately 100<sup>th</sup> South, North in Sandy to Salt Lake City.

**Transit Development Plan –TDP-** a in house model developed to forecast cash flow for the next 30 years. It is also used as a sensitivity analysis tool for adding various program and projects to UTA’s system showing the cost impact the program may have on our current system.

**UDOT** – Utah Department of Transportation.

**UZA** – Urbanized area. One designated by the Census Bureau as having at least 50,000 inhabitants in a central city or two adjacent cities.

**Vision Statement** – This statement provides long-term guidance to the Authorities purpose and objectives. This Vision Statement is the basis of the Authority’s yearly objectives.

**University / Medical Center Light Rail** – A light rail system starting in Salt Lake City, intersecting the north south Trax line, and continuing to the University of Utah and the University Medical Center.