



# 2014 Budget Document



UTAH TRANSIT AUTHORITY

# UTA 2014 Budget Document

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## 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 UTA 2014 Budget Document 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 2012 actual, 2013 budget, 2013 year end projected, and 2014 budget totals. This section also includes projected fund balances, projected reserves, 2014 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, 2013. 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**

**Utah**

For the Fiscal Year Beginning

**January 1, 2013**

Executive Director

## Quick Reference Guide

The following should assist the reader in locating key information contained in the 2014 Utah Transit Authority budget.

| <b>To find:</b>                                                         | <b>Refer to:</b>                                          | <b>Section</b> | <b>Page</b>                      |
|-------------------------------------------------------------------------|-----------------------------------------------------------|----------------|----------------------------------|
| - Strategic Plan                                                        | Introduction                                              | 1.3            | 1-11                             |
| - The overall policies which guide the 2014 budget                      | Introduction                                              | 1.5            | 1-21                             |
| - 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 2012 actual, 2013 year-end and 2014 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 2014                                     | Budgeted Capital Expenditures                             | 2.5            | 2-28                             |
| - Debt Obligations                                                      | Current Debt Obligations                                  | 2.6            | 2-38                             |
| - Primary responsibilities of the department                            | Department Guide                                          | 3              | By Dept. (See Table of Contents) |



**SECTION 1  
INTRODUCTION**





## **1.1 BUDGET MESSAGE**

## UTAH TRANSIT AUTHORITY 2014 BUDGET MESSAGE

The Utah Transit Authority's budget for fiscal year ending December 31, 2014 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 sales tax, ridership and fare box revenues, cost of fuel and utilities, employee wages and benefits, and the availability of federal funding.

UTA is always looking at ways to run more effectively and efficiently and in 2013 continued the trend of hitting a new ridership record with more than 44 million trips.

2013 was also a very big year for opening new projects with the completion of the FrontLines 2015 program taking place two years earlier than originally scheduled. The final two FrontLines projects, the Airport and Draper TRAX lines, opened during the year. In addition UTA's first streetcar, the S-Line, opened in December.

UTA is constantly looking to the future, in its budget outlook and in its long-term 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; establish 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, ensuring 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 long 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'. The success of improving transit quality and geographic reach relies on the ability of the organization to gain and retain riders.

In order to meet its fiscal responsibilities, UTA constantly strives to leverage investments, generate new sources of revenue, improve fare-box revenue and recovery, and successfully manage costs.

UTA pursues operational excellence and best practices in every area including: 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 long term goals in mind, UTA begins 2014 with a renewed focus on improving and optimizing its services to the Wasatch Front region.

As UTA goes into the 2014 budget year, sales tax revenues are projected to grow. With sales taxes providing the majority of UTA's annual revenues, this significantly impacts short-term and long-term budget planning.

UTA's Board of Trustees set the following goals for 2014:

- Increase ridership to over 45,885,000 trips , an increase of 4% over 2013
- Capitalize on current markets and demand to develop UTA's next phase of fare policy
- Develop and execute a strategy for deployment of customer information applications
- Use UTA Benchmarking Survey and other tools to improve UTA's perceived image among our stakeholders
- Fully develop UTA employee retention and succession strategy
- Develop a plan to educate and inform UTA partners and stakeholders on full funding and implementation of the Unified Transportation Plan
- Revenue development goal of \$92.5 million comprised of :
  - Local/regional = \$17.5million
  - Federal = \$75million
- Develop and execute a comprehensive 'State of Good Repair' strategy and reporting process
- Hold Investment per Rider (IPR) to \$3.99 or lower
- Complete construction of an on-site CNG fueling facility
- Partner with two (2) cities to produce station area land use plans
- Develop a comprehensive "First/Last Mile" strategic plan
- Commence construction on two (2) Phase I TOD developments
- Enter into no less than three (3) exclusive agreements for three TOD projects
- Adopt TOD design guidelines
- Develop public-private partnership strategy for the Mountain Accord project

UTA continues to maintain a comprehensive approach to safety as one of its top priorities. UTA's goal is to create and promote a safe environment, improve safety programs, and invest in education and awareness to ensure the safety of employees, riders and the public.

Moving forward it is important that UTA continues to manage all of its expenses and scrutinizes all expenditures. With no large scale service improvements in the next year UTA's focus will be on improving current performance and looking for opportunities to increase efficiencies and improve processes.

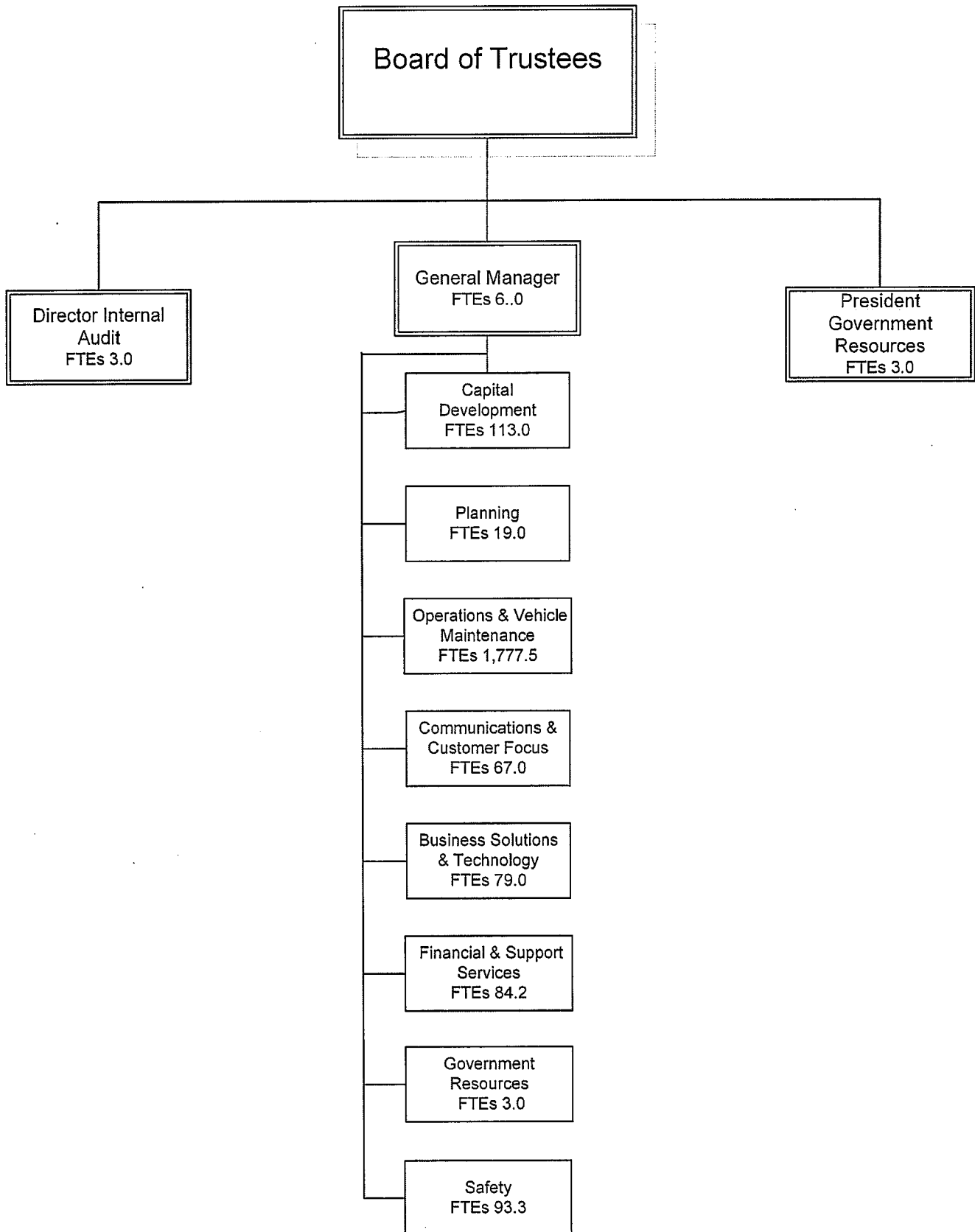
Best Regards,

A handwritten signature in black ink, appearing to read "Robert Biles". The signature is written in a cursive style with a large initial "R" and "B".

Robert Biles  
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<br>2012 | Actual<br>2013 | Budget<br>2014 |
|---------------------------------|----------------|----------------|----------------|
| OPERATIONS:                     |                |                |                |
| Bus                             |                |                |                |
| Salt Lake                       |                |                |                |
| Administration                  | 11.0           | 14.5           | 15.0           |
| Operations                      | 492.0          | 454.0          | 512.5          |
| Maintenance                     | 134.0          | 131.0          | 139.0          |
| Transit Comms Center            | 15.0           | 16.0           | 19.0           |
| Salt Lake                       | <u>652.0</u>   | <u>615.5</u>   | <u>685.5</u>   |
| Ogden                           |                |                |                |
| Administration                  | 3.0            | 3.0            | 3.0            |
| Operations                      | 125.0          | 126.5          | 143.0          |
| Maintenance                     | 41.8           | 41.0           | 42.0           |
| Marketing                       | 1.0            | 1.0            | 1.0            |
| Ogden                           | <u>170.8</u>   | <u>171.5</u>   | <u>189.0</u>   |
| Timpanogos                      |                |                |                |
| Administration                  | 8.0            | 8.0            | 9.0            |
| Operations                      | 101.0          | 100.5          | 104.0          |
| Maintenance                     | 32.0           | 31.0           | 32.0           |
| Marketing                       | 1.0            | 1.0            | 1.0            |
| Timpanogos                      | <u>142.0</u>   | <u>140.5</u>   | <u>146.0</u>   |
| Rail                            |                |                |                |
| Light Rail Administration       | 14.0           | 11.0           | 15.0           |
| Light Rail Operations           | 145.0          | 166.5          | 168.0          |
| Light Rail Maintenance          | 113.0          | 107.0          | 113.0          |
| Commuter Rail Administration    | 2.0            | 2.0            | 2.0            |
| Commuter Rail Operations        | 88.0           | 95.5           | 109.0          |
| Commuter Rail Maintenance       | 32.0           | 31.0           | 34.0           |
| Maintenance of Way              | 112.0          | 113.0          | 117.0          |
| Rail                            | <u>506.0</u>   | <u>526.0</u>   | <u>558.0</u>   |
| Special Services                |                |                |                |
| Special Services Administration | 22.0           | 25.0           | 25.0           |
| Paratransit Operations          | 115.5          | 120.0          | 129.0          |
| Paratransit Maintenance         | 31.0           | 31.0           | 34.0           |
| Vanpool Administration          | 7.0            | 8.0            | 8.0            |
| Rideshare Administration        | 3.0            | 2.0            | 3.0            |
| Special Services                | <u>178.5</u>   | <u>186.0</u>   | <u>199.0</u>   |
| Operations Subtotal             | <u>1,649.3</u> | <u>1,639.5</u> | <u>1,777.5</u> |

OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION:  
 Chief Executive Officer

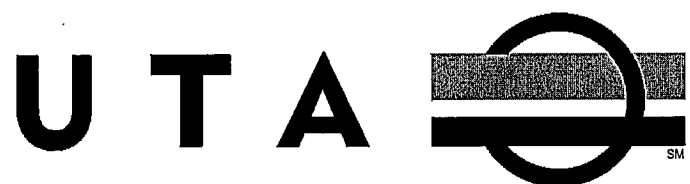
UTAH TRANSIT AUTHORITY  
 APPROVED FULL-TIME EQUIVALENT (FTE) BY ORGANIZATIONAL RELATIONSHIP  
 OPERATIONS, OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION

|                                                     | Actual<br>2012 | Actual<br>2013 | Budget<br>2014 |
|-----------------------------------------------------|----------------|----------------|----------------|
| Chief Executive Officer                             | 1.0            | 1.0            | 1.0            |
| Board Coordination                                  | 1.0            | 1.0            | 1.0            |
| Corp & Board Support                                | 5.0            | 4.0            | 4.0            |
| Chief Executive Officer                             | 7.0            | 6.0            | 6.0            |
| Chief Operating Officer                             |                |                |                |
| Chief Operation Officer                             | 2.0            | 2.0            | 4.0            |
| Support Maintenance                                 | 26.0           | 27.0           | 29.0           |
| Fleet Engineering                                   | 15.5           | 16.0           | 15.0           |
| Training                                            | 23.0           | 21.5           | 18.6           |
| Chief Operating Officer                             | 66.5           | 66.5           | 66.6           |
| Chief Financial Officer                             |                |                |                |
| Chief Financial Officer and Contract Administration | 2.0            | 2.0            | 2.0            |
| Accounting                                          | 16.0           | 10.0           | 14.0           |
| Supply Chain Mgt & Contract Admin                   | 30.0           | 29.0           | 32.0           |
| Financial Services                                  | 13.9           | 13.2           | 13.4           |
| Human Resources                                     | 19.4           | 20.5           | 21.7           |
| Financial Planning & Analysis                       | 1.0            | 1.0            | 1.0            |
| Chief Financial Officer                             | 82.3           | 75.7           | 84.2           |
| Chief Capital Development Officer                   |                |                |                |
| Major Program Development                           | 28.0           | 27.0           | 32.0           |
| Facilities                                          | 63.0           | 69.0           | 70.0           |
| Real Estate                                         | 9.0            | 10.0           | 11.0           |
| Chief Capital Development Officer                   | 100.0          | 106.0          | 113.0          |
| Chief Technology Officer                            |                |                |                |
| Chief Technology Officer                            | 1.0            | 1.0            | 1.0            |
| Technology Development                              | 6.0            | 6.0            | 6.0            |
| Technology Deployment                               | 3.0            | 3.0            | 3.0            |
| Technology Support                                  | 2.0            | 3.0            | 3.0            |
| Application Development                             | 11.0           | 8.5            | 13.0           |
| Network Support                                     | 12.0           | 12.0           | 13.0           |
| Telecommunications                                  | 4.0            | 4.0            | 5.0            |
| Operational Research and Development                | 20.0           | 23.5           | 23.0           |
| Technology Support Facility                         | 11.0           | 11.0           | 12.0           |
| Chief Technology Officer                            | 70.0           | 72.0           | 79.0           |
| Chief Communications Officer                        |                |                |                |
| Chief Communications Officer                        | 2.0            | 2.0            | 2.0            |
| Labor Relations                                     | 5.0            | 5.0            | 5.0            |
| Public Relations and Marketing                      | 12.0           | 11.0           | 11.0           |
| Electronic Fare Collection                          | 6.0            | 6.0            | 6.0            |
| Customer Service                                    | 35.9           | 41.4           | 43.0           |
| Chief Communications Officer                        | 60.9           | 65.4           | 67.0           |



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

|                                                            | Actual<br>2012        | Actual<br>2013        | Budget<br>2014        |
|------------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| Chief Planning Officer                                     |                       |                       |                       |
| Planning                                                   | 15.0                  | 17.0                  | 19.0                  |
| Chief Planning Officer                                     | 15.0                  | 17.0                  | 19.0                  |
| Chief Safety Officer                                       |                       |                       |                       |
| Safety                                                     | 8.0                   | 9.0                   | 9.0                   |
| Security                                                   | 77.9                  | 73.8                  | 84.3                  |
| Chief Safety Officer                                       | 85.9                  | 82.8                  | 93.3                  |
| Internal Audit                                             | 3.0                   | 3.0                   | 3.0                   |
| General Counsel                                            | 7.0                   | 8.0                   | 8.0                   |
| Transit Oriented Development                               | 3.0                   | 2.0                   | 3.0                   |
| Civil Rights                                               | 4.0                   | 4.0                   | 4.0                   |
| Risk Management                                            | 5.5                   | 5.5                   | 6.0                   |
| Board of Trustees                                          | 22.5                  | 22.5                  | 24.0                  |
| Operations Support and General and Administration Subtotal | <u>510.1</u>          | <u>513.8</u>          | <u>552.0</u>          |
| UTAH TRANSIT AUTHORITY                                     | <u><u>2,159.3</u></u> | <u><u>2,153.2</u></u> | <u><u>2,329.4</u></u> |



## 1.3 STRATEGIC PLAN

## UTA TODAY

Since its beginnings in 1970, UTA has expanded from a small company operating 90 buses and traveling 3,000,000 annual service miles, to the current system of just over 600 active and reserve regular service transit vehicles (including CNG, hybrid-electric, ski, and over-the-road coaches) that provide 27,420,434 annual revenue miles of service.

UTA serves the populations of Weber, Davis, and Salt Lake Counties, and 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. Today, UTA operates streetcar, light rail, commuter rail, bus (regular fixed-route and express), bus rapid transit, vanpool, paratransit, and route deviation services.

UTA now attracts 44,122,927 passenger boardings annually, and 118,887 average daily boardings. The Special Services Business Unit offers paratransit and route deviation services along the Wasatch Front totaling 2,516,093 revenue miles and 749,245 passenger boardings per year. UTA's bus services (regular fixed route, regular express, and bus rapid transit) operate 14,137,284 revenue miles and boast 19,455,634 passenger boardings annually. The Salt Lake Valley TRAX light rail system operates 2,572,583 annual revenue miles with 18,717,287 passenger boardings, while the Commuter Rail system, extending from Salt Lake Central Station North to Ogden and south to Provo, operates 1,257,611 revenue miles and attracts 3,792,601 passenger boardings annually. The S Line streetcar, which opened December 8 and connects neighborhoods in South Salt Lake and Sugarhouse, started strong with 3,826 revenue miles and 17,186 passenger boardings.

UTA currently has approximately 2,153 employees. As UTA prepares to stabilize its service after completing an ambitious capital program, it is critical that the workforce is engaged and motivated, and participates in achieving the organization's goals.

## ACCOMPLISHMENTS IN 2013

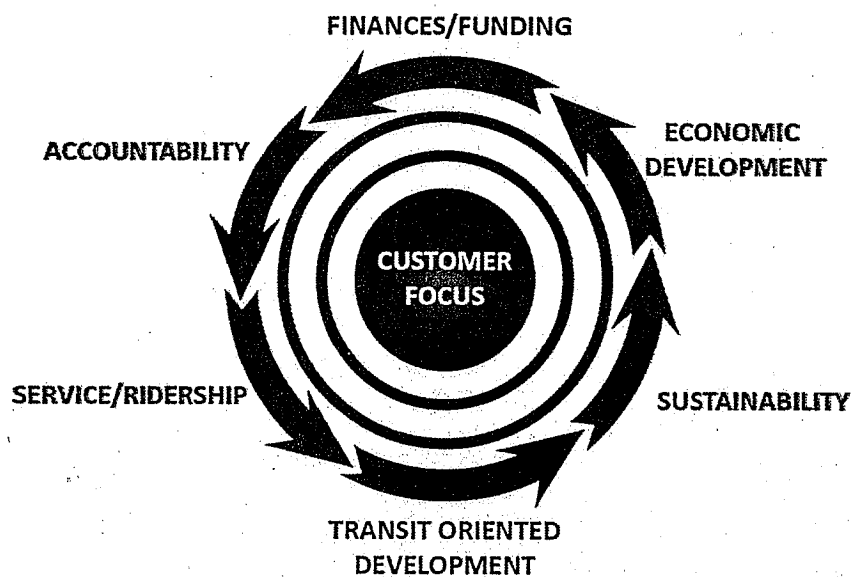
2013 brought with it many successes for UTA. Below are some highlights from the past year, which are sure to build momentum for more milestones reached in 2014.

- The Airport TRAX line, a six-mile light rail line that extends the existing TRAX system from Arena station at 400 west south Temple to North Temple and the Salt Lake City International Airport, opened on April 14.
- The Draper TRAX extension, which extends the Blue line south from Sandy Civic Center (its former terminus) to Draper Town Center, opened on August 18.
- The S Line streetcar, a joint project between UTA, Salt Lake City, and South Salt Lake City, is UTA's first streetcar line and opened on December 8.
- The 2015 program, which includes 5 rail projects with a total cost of \$2.354 billion dollars and the provision of 27 miles of light rail and a new commuter rail line from Salt Lake City to Provo, is now 100% complete.
- 24 CNG buses were delivered and are now serving passengers throughout the UTA system.

- UTA selected qualified developers who are crafting proposals for five potential TOD locations. Jordan Valley TOD received FTA Joint Development approval, and Sandy Civic Center TOD received Final Site Plan Approval. Jordan Valley, Sandy, and Clearfield Station TODs are all currently seeking funding and are likely to break ground mid-2014.
- UTA partnered with two cities on station area planning for the American Fork FrontRunner and Meadowbrook TRAX stations.
- A new online trip planner with mobile capabilities and an improved user interface was launched on the UTA website on December 23.
- On October 14, UTA successfully launched its FAREPAY pre-paid fare media card.
- By developing 23,812,918 dollars of revenue, UTA exceeded the Board's 2013 Revenue Development goal by 8.24 percent.
- UTA completed several important studies and plans which will guide the agency forward over the next several years, including the 2020 Strategic Plan, Energy Management Plan, Utah Collaborative Active Transportation Study, Five Year Service Plan, and others.

## UTA'S 2020 STRATEGIC PLAN

UTA has developed its 2020 Strategic Plan, which will guide and challenge every department, business unit, and employee in our organization through the year 2020. The Plan was developed through an extensive outreach process involving the UTA Board, UTA employees, and political, business, and rider advocacy stakeholders. The feedback we received shaped the 2020 Strategic Plan, which will serve as a blueprint for our agency's future. Customer Focus was identified as the central goal of the Plan. Supporting Customer Focus, six goal areas were prioritized (see figure below): Accountability, Finances and Funding, Ridership and Service, Sustainability, Transit Oriented Development, and Economic Development. Within each of these goal areas, concrete goals were established (see table on next page); these will form the basis for UTA's direction forward and future success as an outstanding transit agency.



## 2020 STRATEGIC PLAN

| CATEGORY                            | GOAL                                                                                                                              |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Customer Focus</b>               | Customer Focus                                                                                                                    |
| <b>Finances/Funding</b>             | Support full funding of the Unified Transportation Plan                                                                           |
|                                     | Retire long term debt ahead of schedule                                                                                           |
| <b>Ridership and Service</b>        | Double ridership through full funding of the Unified Plan                                                                         |
|                                     | Increase levels of service by 50 percent                                                                                          |
|                                     | Develop new fare products and equitable fare policies                                                                             |
|                                     | Reduce the average customer trip time by 25 percent                                                                               |
|                                     | Develop a fully integrated First/Last Mile Strategy                                                                               |
|                                     | Find and attract new markets for ridership                                                                                        |
|                                     | Attract, retain and develop an effective and committed workforce                                                                  |
| <b>Accountability</b>               | Develop and publish a refined reporting process back to our stakeholders                                                          |
|                                     | Convene a public advisory committee to gather feedback on transit plans and policies                                              |
|                                     | Develop the metrics to evaluate progress of the 2020 Strategic Plan                                                               |
| <b>Sustainability</b>               | Support clean air initiatives including pass programs and partnerships with other state and local Air Quality groups              |
|                                     | Operate a balanced fleet of alternative fuel vehicles                                                                             |
|                                     | Fully fund a 'State of Good Repair' program                                                                                       |
| <b>Transit Oriented Development</b> | Partner with communities and external stakeholders on UTA station area planning processes                                         |
|                                     | Pursue more public-private partnerships to leverage UTA assets in order to generate revenue that can support more transit service |
|                                     | Host TOD round-table sessions with other transit agencies in order to learn and adapt 'best practices' at UTA                     |
| <b>Economic Development</b>         | Partner with corporations looking to support sustainable transportation initiatives                                               |
|                                     | Partner with state tourism agencies to support transportation alternatives for the tourist industry                               |
|                                     | Connect with the 'global' transportation network                                                                                  |
|                                     | Promote transit infrastructure to help economic development agencies attract new companies to the Wasatch Front                   |
|                                     | Promote economic benefits of transit to existing companies along the Wasatch Front                                                |



## **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 2014 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 2013 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 2014 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.



## 2014 UTAH TRANSIT AUTHORITY BUDGET PREPARATION SCHEDULE

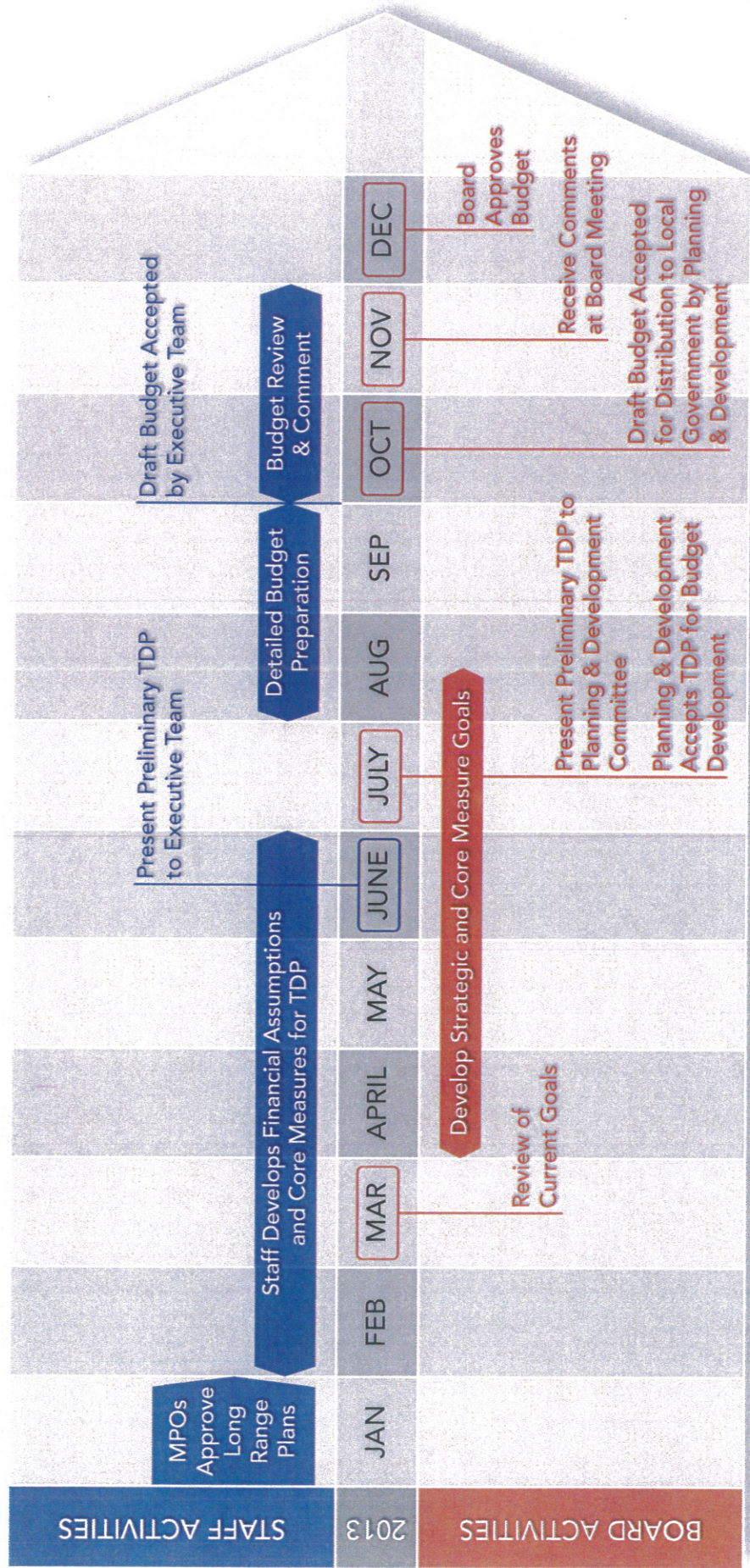
Updated 9/26/13

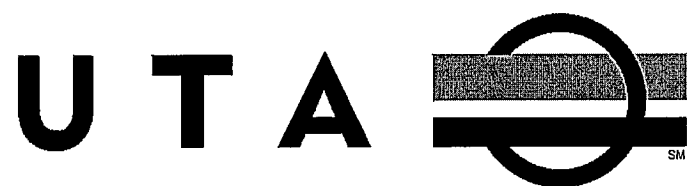
| <u>TASK</u>                                                                                                                                                                                                                                                                                                                                                                                      | <u>COMPLETION DATE</u> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Finalize Budget Process Schedule                                                                                                                                                                                                                                                                                                                                                                 | 18 June 2013           |
| Corporate Staff determines criteria for Operating and Capital Projects. Decision Lens voting for weighting of criteria will be used during the following week by Corporate Staff, to be completed by 24 June for use in with Decision Lens Teams.                                                                                                                                                | 25 June 2013           |
| Present Updated Preliminary TDP Model to Corporate Staff                                                                                                                                                                                                                                                                                                                                         | 2 July 2013            |
| Corporate Staff assesses federal funding, local economics, sales tax collections, future service adjustments, labor and political trends. Discuss assumptions for revenue, ridership and operating projections for 2013. Discuss capital needs and priorities. Executive Team outlines strategies for Operating and Capital Projects and develops revenue & expense targets for a balanced TDPM. |                        |
| <i>Present Preliminary TDP Model Assumptions and Economic Factors to Planning &amp; Development Committee. <u>All Board of Trustee members invited.</u></i>                                                                                                                                                                                                                                      | 10 July 2013           |
| Capital Cash Flow Prepared with Expenditure to date, Project Managers submit forecast of expenditures through end of year for 2013 capital projects and 2012 capital carry forward projects.                                                                                                                                                                                                     | 6 August 2013          |
| <i>Board of Trustees and Executive Staff finalizes the 2014 Strategic Goals. Reviews TDP mode scenarios. <u>All Board of Trustee members invited.</u></i>                                                                                                                                                                                                                                        | 14 August 2013         |
| CFO 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. 2013 Project Carryover Instructions given.                                                                                                                                              | 12 –16 August 2013     |
| Capital and Operating Reduction form are due to Budget Staff                                                                                                                                                                                                                                                                                                                                     | 21 August 2013         |
| Capital budget request by category with justification, criteria, statement of project outcomes, identification of project manager, due to Budget Staff.                                                                                                                                                                                                                                          | 26 August 2013         |
| Operating budget by department by account, description of Department Function and red lined organization chart are due to Budget Staff.                                                                                                                                                                                                                                                          | 30 August 2013         |
| Decision Lens process begins on Capital Projects Large and Medium Cost to be completed by assigned Teams. ET and RGMs rate Mega Projects September 3rd                                                                                                                                                                                                                                           | 3 September 2013       |
| Decision Lens process on Capital Pool items to be completed by assigned Teams                                                                                                                                                                                                                                                                                                                    | 6 September 2013       |

|                                                                                                                                                                                                                                                                                                                                              |                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| Budget Request reviewed by Executive Team and RGMs,<br>GM provides budget guidelines and targets to Executive Staff and RGMs<br>Executive team reviews 2014 revenue assumptions.                                                                                                                                                             | 10 September 2013                             |
| <i>TDP Model and 2014 Budget Assumptions update presented to Planning<br/>and Development Committee, all Board of Trustee members invited.</i>                                                                                                                                                                                               | <i>11 September 2013</i>                      |
| Corporate Staff evaluates capital programs and projects, refines allocation<br>across capital categories (if necessary) and assigns project<br>responsibility to Corporate Staff. Review of Operating budget request<br>and makes any required revisions. 2013 Carryover projects reviewed and<br>determine whether to continue the project. | 12 – 13 Sept 2013<br>( Special 2 day meeting) |
| GM reviews results of ET and RGMs budget meetings                                                                                                                                                                                                                                                                                            | 17 September 2013                             |
| Draft Budget accepted by Corporate Staff                                                                                                                                                                                                                                                                                                     | 1 October 2013                                |
| Staff prepares pre-approved tentative budget document and<br>mails to Board of Trustees.                                                                                                                                                                                                                                                     | 2 October 2013                                |
| <i>Review of 2014 Tentative Budget in Planning &amp; Development Committee<br/>all Board of Trustee members invited.</i>                                                                                                                                                                                                                     | <i>9 October 2013</i>                         |
| <i>Board approves Tentative Budget at Board meeting.<br/>Sets public hearing for November Board meeting<br/>After approval, 2014 Tentative Budget it is sent to Local Governments,<br/>State Legislature and Governor's office of Planning and Budget.<br/>Post budget on UTA Web site inviting public comments.</i>                         | <i>23 October 2013<br/>(In Davis County)</i>  |
| Budget Review and Comment Period.                                                                                                                                                                                                                                                                                                            | 23 October thru 22 November 2013              |
| Review the Final Budget at Corporate Staff meeting. Review Final<br>2013 Carryover Projects                                                                                                                                                                                                                                                  | 19 November 2013                              |
| <i>Board holds public hearing on 2014 Budget</i>                                                                                                                                                                                                                                                                                             | <i>20 November 2013</i>                       |
| Email Final Budget Document to Board Planning Committee.                                                                                                                                                                                                                                                                                     | 26 November 2013                              |
| <i>Board Planning &amp; Development Committee reviews public comments<br/>And recommends 2014 budget to Board</i>                                                                                                                                                                                                                            | <i>4 December 2013</i>                        |
| Incorporate any changes per Planning Committee and mail to Board of<br>Trustees.                                                                                                                                                                                                                                                             | 11 December 2013                              |
| <i>Presentation of the Proposed Final Budget Document to Board<br/>of Trustees for final approval</i>                                                                                                                                                                                                                                        | <i>18 December 2013</i>                       |
| Submit Final Budget to State Auditor                                                                                                                                                                                                                                                                                                         | 17 January, 2014                              |
| Prepare, print and distribute Budget Document and Strategic Plan<br>to Policy Forum, Board and Operating departments.                                                                                                                                                                                                                        | March 2014                                    |

## 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 of 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 statutes 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 Statute 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

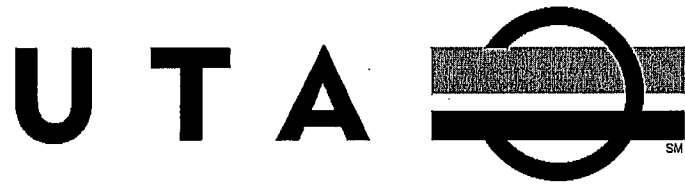
The General Manager shall, at the direction of the Board of Trustees, establish a reserve fund equal to 5% of the Authority's annual budget (the "Reserve Fund"). The General Manager shall not fail to:

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**



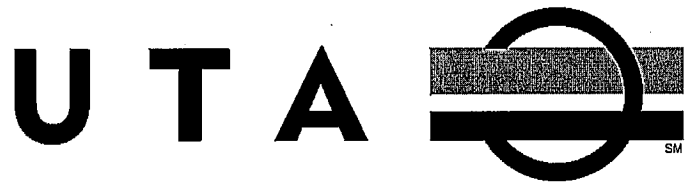
## **2.1 SUMMARY OF MAJOR REVENUE AND EXPENDITURES**



**UTAH TRANSIT AUTHORITY  
2014 FINAL OPERATING BUDGET  
12/18/2013**

|                                                    | ACTUAL 2012        | PROJECTED<br>2013   | FINAL BUDGET<br>2014 |
|----------------------------------------------------|--------------------|---------------------|----------------------|
| <b>REVENUE</b>                                     |                    |                     |                      |
| PASSENGER REVENUE                                  | 43,736,000         | 47,386,629          | 50,000,000           |
| ADVERTISING REVENUE                                | 1,888,000          | 1,945,000           | 2,250,000            |
| INVESTMENT INCOME                                  | 848,000            | 1,346,000           | 2,803,000            |
| SALES TAX REVENUE                                  | 194,100,000        | 207,315,000         | 216,022,000          |
| Motor Vehicle Tax Revenue                          |                    |                     | -                    |
| OTHER REVENUE                                      | 3,574,000          | 3,222,000           | 4,991,600            |
| FEDERAL OPER./PREVENT. MAINT.*                     | 46,612,000         | 48,278,000          | 49,437,000           |
| <b>TOTAL REVENUE</b>                               | <u>290,758,000</u> | <u>309,492,629</u>  | <u>325,503,600</u>   |
| <b>EXPENSE</b>                                     |                    |                     |                      |
| BUS SERVICE                                        | 78,830,000         | 81,388,607          | 83,169,738           |
| RAIL SERVICE                                       | 47,154,000         | 61,873,590          | 71,999,679           |
| PARATRANSIT SERVICE                                | 17,885,000         | 18,726,804          | 19,048,502           |
| RIDESHARE/VANPOOL SERVICE                          | 238,000            | 191,248             | 360,560              |
| OPERATIONS SUPPORT                                 | 27,677,000         | 28,733,784          | 31,648,359           |
| Management Initiatives                             |                    |                     | -                    |
| GENERAL & ADMINISTRATIVE                           | 27,327,000         | 27,760,001          | 29,608,384           |
| <b>NET OPERATING EXPENSE</b>                       | <u>199,111,000</u> | <u>218,674,034</u>  | <u>235,835,222</u>   |
| <b>MAJOR INVESTMENT STUDIES</b>                    |                    |                     |                      |
| EXPENSE                                            | 3,545,000          | 7,443,350           | 5,213,200            |
| OFFSETTING PROJECT FUND                            | (2,100,000)        | (5,231,350)         | (4,455,200)          |
| <b>NET INVESTMENT EXPENSE</b>                      | <u>1,445,000</u>   | <u>2,212,000</u>    | <u>758,000</u>       |
| <b>AMORTIZED CHARGES</b>                           | <u>810,914</u>     | <u>810,914</u>      | <u>810,914</u>       |
| <b>NET EXPENSE</b>                                 | 201,366,914        | 221,696,948         | 237,404,136          |
| <b>AVAILABLE - REVENUE LESS OPERATING EXPENSE</b>  | <u>89,391,086</u>  | <u>87,795,681</u>   | <u>88,099,464</u>    |
|                                                    |                    |                     | -                    |
| BOND DEBT SERVICE                                  | 81,814,125         | 87,960,408          | 87,195,174           |
| Additional Principal Payment                       |                    | 310,982             | 1,000,000            |
| OFFSETTING FUND                                    | (19,546,484)       | (3,112,330)         | -                    |
| <b>NET BOND EXPENSE</b>                            | <u>62,267,641</u>  | <u>85,159,060</u>   | <u>88,195,174</u>    |
| <b>OTHER FINANCIAL ACTIVITIES</b>                  |                    |                     |                      |
| UTAH COUNTY                                        | 6,741,000          |                     | -                    |
| UTAH COUNTY PREPAID ALLOCATION                     |                    | (17,000,000)        | -                    |
| SERVICE STABILIZATION FUND                         |                    | (938,434)           | -                    |
| DISPOSITION OF REAL ESTATE (revenue)               |                    | (5,000,000)         | (5,000,000)          |
| <b>NET OTHER FINANCIAL ACTIVITIES EXPENSE</b>      | <u>6,741,000</u>   | <u>(22,938,434)</u> | <u>(5,000,000)</u>   |
| <b>CONTRIBUTION TO CAPITAL RESERVES</b>            | <u>20,382,445</u>  | <u>25,575,055</u>   | <u>4,904,290</u>     |
| <b>DEBT RETIREMENT</b>                             | 7,615,000          | 7,450,000           | 7,805,000            |
| <b>NEW DEBT ISSUED</b>                             | 180,000,000        |                     | -                    |
| Amortized Premium/discounts (expense but not cash) |                    |                     | 4,637,993            |

\* The current balance of the Service Stabilization Fund is \$10,267,708



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

## Revenue Summary

### Analysis of Revenue Sources

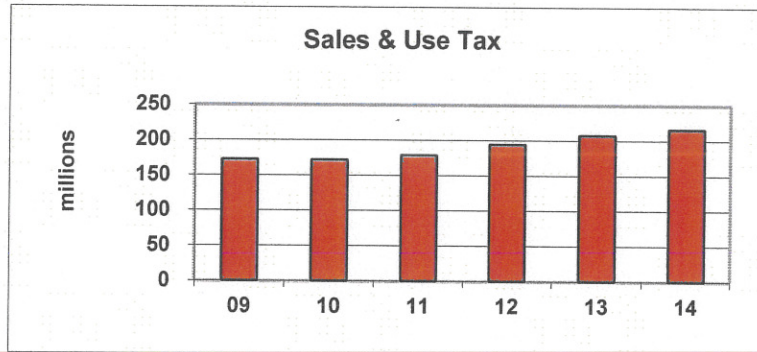
#### Source: Sales and Use Tax

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 1989 to 2013 is 5.5%.. For 2013, the State of Utah Revenue Assumption Committee estimates retail sales, which sales tax is based on, to have a 5.8% increase (last meeting in October 2013) over 2012 receipts, then a 5.1% increase in 2014. The Authority estimated 2014 Sales Tax revenue is based on a 4.2% increase over projected 2013 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 slowly improving economic conditions UTA will use a more conservative estimate than the states forecast.

| Year  | Sales Tax   |
|-------|-------------|
| 2009  | 171,854,169 |
| 2010  | 171,931,237 |
| 2011  | 178,560,993 |
| 2012* | 194,100,000 |
| 2013* | 207,315,000 |
| 2014* | 216,022,000 |

\* Projected

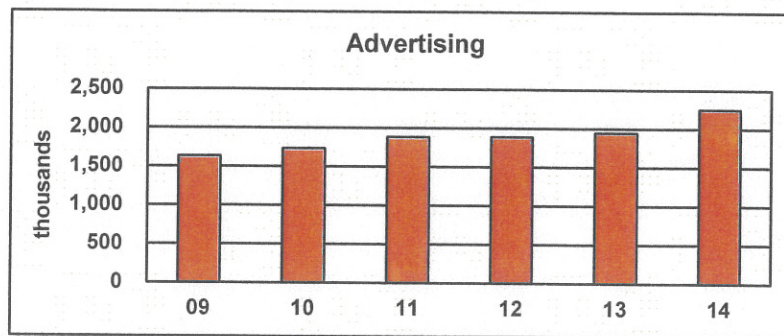


#### Source: Advertising

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 2014 advertising is projected to produce \$2.250 million, a slight increase due to opening of new routes and based and on a new contract guarantees.

| Year  | Advertising |
|-------|-------------|
| 2009  | 1,633,331   |
| 2010  | 1,733,333   |
| 2011  | 1,833,334   |
| 2012  | 1,839,000   |
| 2013* | 1,945,000   |
| 2014* | 2,250,000   |

\* Projected

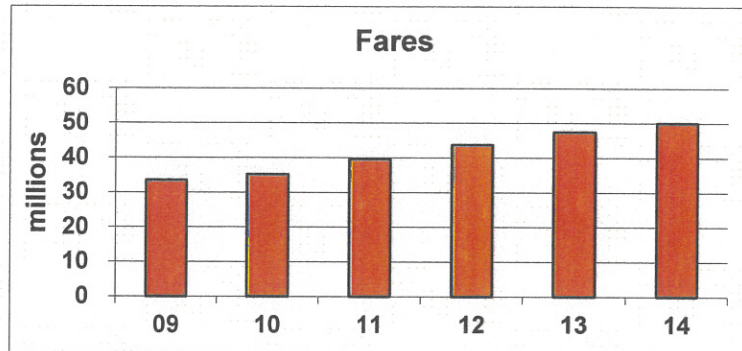


**Source: Passenger Revenue**

The Authority base fare is \$2.50, fares range from \$1.25 for senior citizens to \$5.50 for premium express service. Due to addition new rail lines and increased bus service along with population and employment growth, ridership and fares, are expected to increase. UTA projects \$50 million in Fare Box revenue in 2014.

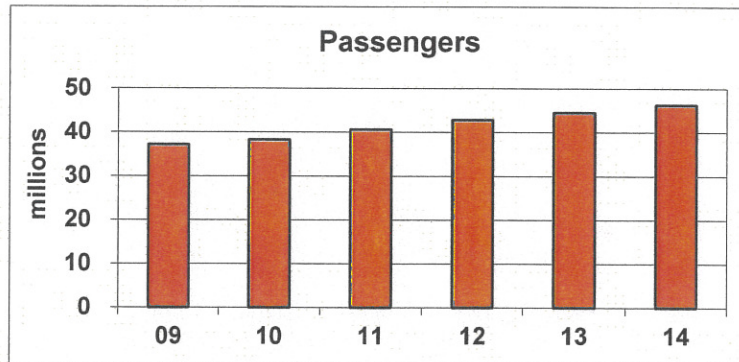
| Year  | Fares      |
|-------|------------|
| 2009  | 33,530,449 |
| 2010  | 35,160,063 |
| 2011  | 39,693,756 |
| 2012  | 43,736,000 |
| 2013* | 47,386,629 |
| 2014* | 50,000,000 |

\* Projected



| Year  | Passengers |
|-------|------------|
| 2009  | 37,218,977 |
| 2010  | 38,363,856 |
| 2011  | 40,605,141 |
| 2012  | 42,806,000 |
| 2013* | 44,518,320 |
| 2014* | 46,296,000 |

\* Projected



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

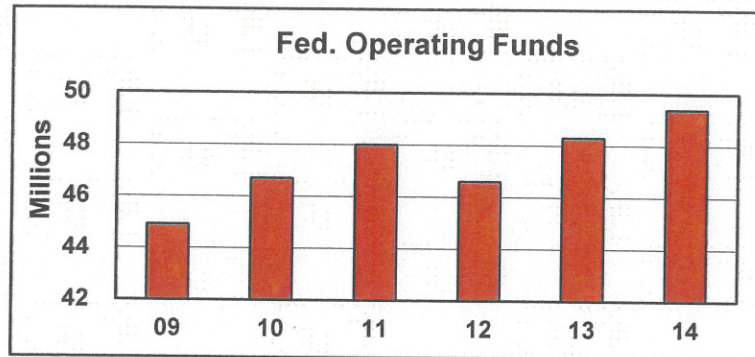
In 2012 the Transportation Bill; Moving Ahead for Progress in the 21<sup>st</sup>. Century (MAP 21) was approved by Congress. MAP 21 allows the Authority to use formula funds for preventive maintenance as defined by the National Transit Database. The use of these funds for preventive maintenance is a 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 2014 are based on a slight increase of funding due to Re-Authorization.

**Year Federal Operating/Preventative Maintenance Grants**

|       |            |
|-------|------------|
| 2009  | 44,974,000 |
| 2010  | 46,722,029 |
| 2011  | 48,082,370 |
| 2012  | 46,612,000 |
| 2013* | 48,278,000 |
| 2014* | 49,437,000 |

\* Projected



**Source: Investment Income**

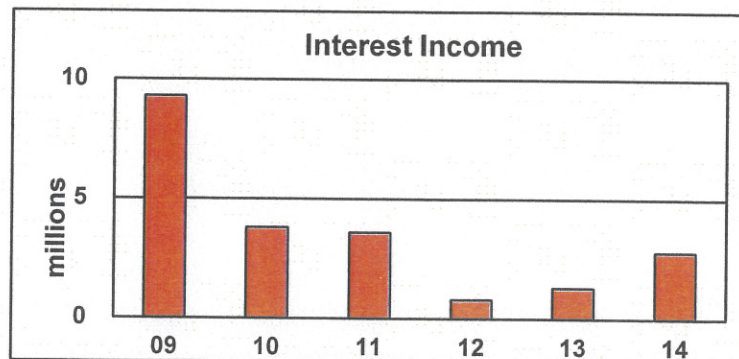
Interest income consists of interest earned on invested operating funds not yet expended and funds held for future capital expenditures. Some of the Authority's funds are invested with the Public Treasurers Investment Fund managed by the State Treasurer's office; others are invested in funds that can yield a higher interest, but still be secure.

An approximate rate of 1.5% (estimated earnings from the investment fund) is applied to projected funds in the capital reserve accounts in 2014 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**

|       |           |
|-------|-----------|
| 2009  | 9,389,049 |
| 2010  | 3,836,572 |
| 2011  | 3,672,397 |
| 2012  | 848,000   |
| 2013* | 562,000   |
| 2014* | 562,000   |

\* Projected

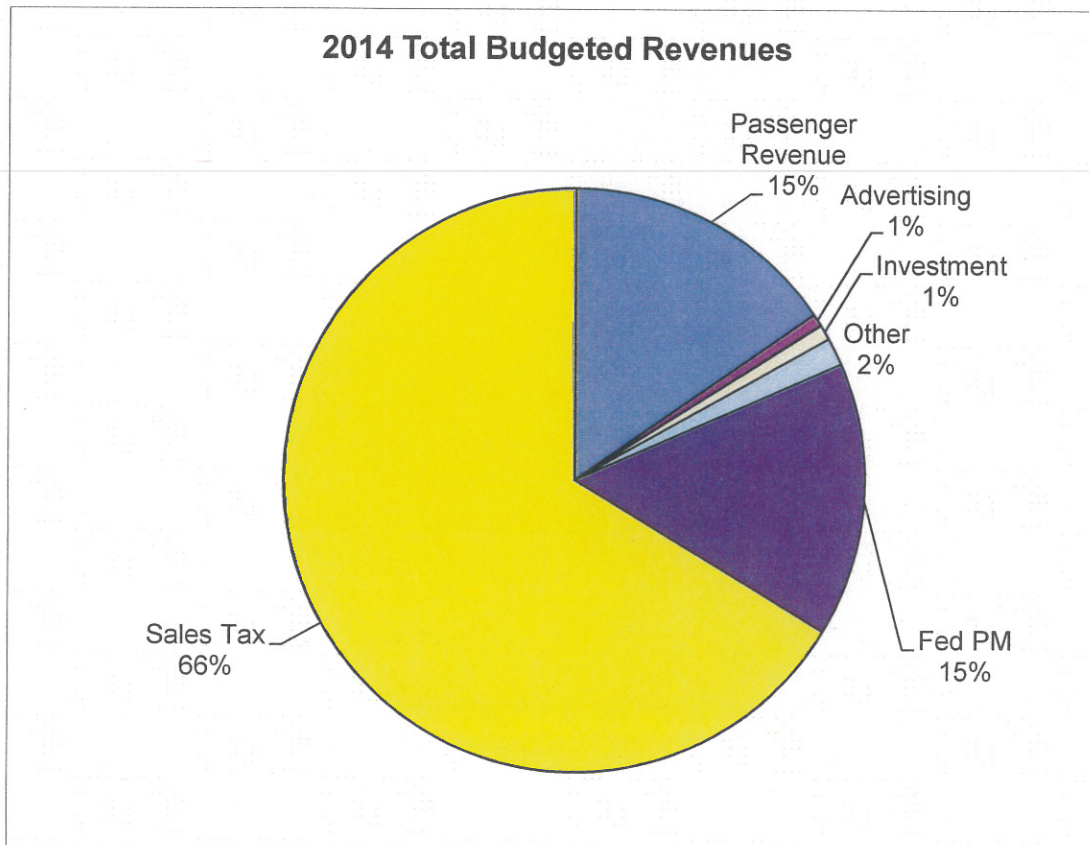
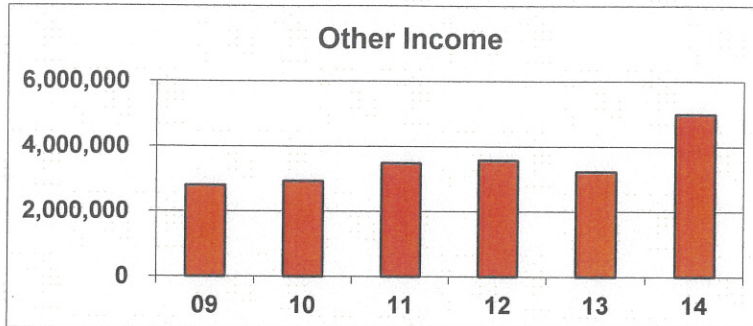


**Source: Other Income**

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 2013 is based on year-to-date YTD data and annualized. 2014 estimate is based on estimated revenue including new, Intermodal space.

| Year  | Other     |
|-------|-----------|
| 2009  | 2,797,757 |
| 2010  | 2,930,185 |
| 2011  | 3,483,140 |
| 2012  | 3,574,000 |
| 2013* | 3,222,000 |
| 2014* | 4,991,600 |

\* Projected





## **2.3 SUMMARY OF EXPENDITURES**

## 2014 Final Operating Budget Key Assumptions

|                           |                       |                    |
|---------------------------|-----------------------|--------------------|
|                           | <u>2013 Projected</u> | <u>2014 Budget</u> |
| Operating Expense Budget: | \$218.7 million       | \$235.8 million    |

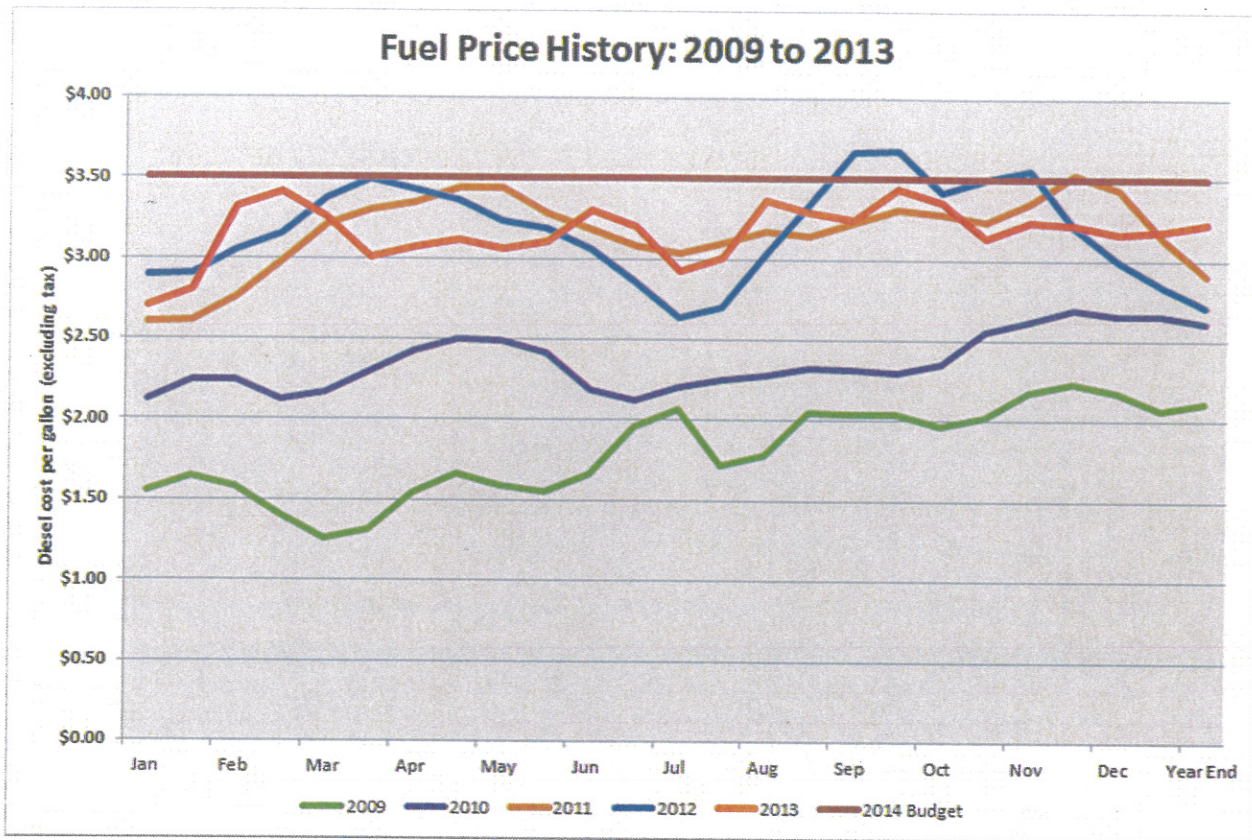
### Key Assumptions:

- Sales Tax Revenues: 4.2% increase over 2013 budget. Based upon:
  - State RAC current projection of 5.1% growth in retail sales tax increase
  - State RAC current projection of growth in new car sales
  
- Diesel Fuel: average of \$3.50 per gallon
  - Reflects DOE estimates and UTA experiences.
  - See Graph, next page
  
- Energy & Utilities: a 5% increase
  - Based on Rocky Mountain Power rate increase requests
  - See Graph, next page
  
- Service Changes:
  - Net increase of \$12.2 million to total bus/rail/paratransit service
  - Airport, Draper and Streetcar full year impacts
  
- Employee Compensation:
  - Includes 2% merit increase (bargaining unit and administration)
  - Incorporates recommended market salary lane adjustments
  
- Benefits
  - Medical insurance costs projected to increase 5.3% bargaining unit and 12.0% administrative in May of 2014



## 2014 Final Budget Overview

- **Economic Outlook**
  - Improving growth in employment and retail sales for Utah and the U.S.
  - Expected increases in fuel costs as energy prices increase in 2014.
  
- **Revenue Projections**
  - Sales tax growth trends moving upward.
  - Increases in both farebox revenue due to new service offerings and fare increase and federal funding.
  
- **Service Changes**
  - Impact of full year of service of Airport and Draper Trax extensions, plus Sugarhouse Streetcar.
  
- **Operating Expense Projections**
  - Rail service expense increased to accommodate new Streetcar and TRAX services.
  - Bus service expense declines as service changes are introduced, offset by labor increases.
  - Operating Support expenses increasing to support overall increase in transit services.
  - Operating expenses include increased benefit costs.
  
- **Capital Expenditures**
  - Continued investment in finishing 2015 projects.
  - Impact of borrowing for completion of projects results in higher bond debt service expense.



The “Fuel Price History: 2009 to 2013” chart shown above illustrates the monthly changes in UTA diesel prices from 2009 to 2013. After the drop in diesel prices in 2009 due to the recession, prices have gradually climbed as economic growth returned.

The red line represents the actual 2013 UTA diesel price. For most of 2013 the price per gallon of diesel moved within the \$2.50 to \$3.50 per gallon range.

Budgeted 2014 diesel price is \$3.50 per gallon, as represented by the maroon line.

## 2014 Final Operations Budget:

## Expense Projections

|                                    | 2013 Projected       | 2014 Budget          |
|------------------------------------|----------------------|----------------------|
| Bus Service                        | \$81,388,607         | \$83,169,738         |
| Rail Service                       | \$61,873,590         | \$71,999,679         |
| Paratransit                        | \$18,726,804         | \$19,048,502         |
| Rideshare/Vanpool                  | \$191,248            | \$360,560            |
| Operations Support                 | \$28,733,784         | \$31,648,359         |
| General & Administrative           | \$27,760,001         | \$29,608,384         |
| <b>Total Net Operating Expense</b> | <b>\$218,674,034</b> | <b>\$235,835,222</b> |

### Key Elements:

- **Service Increase:** includes total net service increase of \$12.2 million
  - Rail Service: net increase of \$10.1 million
  - Bus Service: net increase of \$1.8 million
  - Paratransit & Vanpool: net increase of \$0.5 million
  - Airport, Draper Trax and Streetcar full year operation
- **Operations Support & Administration**
  - Net increase of \$4.7 million: primarily impacts of support needed for new services and wage increase
- **Headcount Changes:** 72 headcount increase
  - Rail: 24 new FTEs
  - Bus: 26 new FTEs
  - Paratransit: 10 new FTEs
  - Admin and Ops Support: 12 new FTEs

### **Bus Service**

- Salt Lake \$54,735,588
- Mt. Ogden: \$15,992,821
- Timpanogos: \$12,441,329

**Total in 2014 Final Budget: \$83,169,738**

### **Rail Service**

- Commuter Rail, TRAX – operations: \$19,340,733
- Commuter Rail, TRAX – maintenance: \$31,214,741
- Commuter Rail, TRAX – administration: \$ 1,947,752
- Maintenance of Way: \$19,588,667

**Total in 2014 Final Budget: \$72,091,893**

### **Paratransit Service**

- Operations, maintenance & administration: \$19,070,594

### **Rideshare / Vanpool Service**

- Vanpool and Rideshare administration: \$338,468

### **Operations Support**

- Administrative Services \$ 776,022
  - Financial Services
- Customer Service \$3,889,325
- COO Office \$5,951,068
  - Support Maintenance, Fleet Engineering, Facilities, Training
- Business Solutions \$3,339,538
  - Technology Support, Telecommunications, Ops Research
- Facilities \$9,837,732
- Safety (incl. Police) \$7,762,461

**Total in 2014 Final Budget: \$31,556,145**

## **Administration**

- Administrative Services \$6,252,657
  - Accounting, Purchasing, CFO, Human Resources
  
- Capital Development \$2,367,907
  - Major Program Development, Planning, Intermodal Hubs
  
- Customer Focus \$3,096,589
  - Chief Communications Officer, Labor Relations Public Relations & Marketing
  
- Chief Operations Officer \$ 681,171
  - Chief Operations Officer
  
- General Manager \$4,327,694
  - General Manager, Board Support, Board Coord.
  
- Internal Audit \$ 263,957
  
- Legal \$5,236,358
  - General Counsel, Civil Rights, Risk Management, Transit Oriented Development
  
- Technology \$5,638,384
  - Chief Technology Officer, Technology Deployment Support, Application Development and Network Support
  
- Planning \$1,494,245

**Total in 2014 Final Budget: \$29,608,385**

**Total Operating Expenses in 2014 Final Budget: \$235,835,222**

**2014 Final Budget:  
Major Investment Studies**

|                                      | <b>2013 Projected</b> | <b>2014 Budget</b> |
|--------------------------------------|-----------------------|--------------------|
| Expense                              | \$7,446,350           | \$5,213,200        |
| Offsetting Project Fund              | (\$5,231,350)         | (\$4,455,200)      |
| <b>Total Net Investment Expense:</b> | <b>\$2,212,000</b>    | <b>\$ 758,000</b>  |

- Expenses of \$5.2 million include:
  - Taylorsville/Murray, BRT, Redwood Road, SLC Op Plan, Central Bus Garage, CNG transit studies.
  
- Offsetting project funds of \$4.5 million include:
  - Grants and futures grants
  - Contributed capital
  
- Studies are dependent on receiving future grants and contributed capital funds

**Utah transit authority**  
**Operating budget**  
**2014**

The following pages contain a detailed breakdown of the 2014 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 2014 Budget page and can be found in the “Expense” portion of the page under the “Final 2014 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  
2014 FINAL OPERATING BUDGET  
12/18/2013**

|                                                    | ACTUAL 2012        | PROJECTED<br>2013   | FINAL BUDGET<br>2014 |
|----------------------------------------------------|--------------------|---------------------|----------------------|
| <b>REVENUE</b>                                     |                    |                     |                      |
| PASSENGER REVENUE                                  | 43,736,000         | 47,386,629          | 50,000,000           |
| ADVERTISING REVENUE                                | 1,888,000          | 1,945,000           | 2,250,000            |
| INVESTMENT INCOME                                  | 848,000            | 1,346,000           | 2,803,000            |
| SALES TAX REVENUE                                  | 194,100,000        | 207,315,000         | 216,022,000          |
| Motor Vehicle Tax Revenue                          |                    |                     | -                    |
| OTHER REVENUE                                      | 3,574,000          | 3,222,000           | 4,991,600            |
| FEDERAL OPER./PREVENT. MAINT.*                     | 46,612,000         | 48,278,000          | 49,437,000           |
| <b>TOTAL REVENUE</b>                               | <u>290,758,000</u> | <u>309,492,629</u>  | <u>325,503,600</u>   |
| <b>EXPENSE</b>                                     |                    |                     |                      |
| BUS SERVICE                                        | 78,830,000         | 81,388,607          | 83,169,738           |
| RAIL SERVICE                                       | 47,154,000         | 61,873,590          | 71,999,679           |
| PARATRANSIT SERVICE                                | 17,885,000         | 18,726,804          | 19,048,502           |
| RIDESHARE/VANPOOL SERVICE                          | 238,000            | 191,248             | 360,560              |
| OPERATIONS SUPPORT                                 | 27,677,000         | 28,733,784          | 31,648,359           |
| Management Initiatives                             |                    |                     | -                    |
| GENERAL & ADMINISTRATIVE                           | 27,327,000         | 27,760,001          | 29,608,384           |
| <b>NET OPERATING EXPENSE</b>                       | <u>199,111,000</u> | <u>218,674,034</u>  | <u>235,835,222</u>   |
| <b>MAJOR INVESTMENT STUDIES</b>                    |                    |                     |                      |
| EXPENSE                                            | 3,545,000          | 7,443,350           | 5,213,200            |
| OFFSETTING PROJECT FUND                            | (2,100,000)        | (5,231,350)         | (4,455,200)          |
| <b>NET INVESTMENT EXPENSE</b>                      | <u>1,445,000</u>   | <u>2,212,000</u>    | <u>758,000</u>       |
| <b>AMORTIZED CHARGES</b>                           | <u>810,914</u>     | <u>810,914</u>      | <u>810,914</u>       |
| <b>NET EXPENSE</b>                                 | <u>201,366,914</u> | <u>221,696,948</u>  | <u>237,404,136</u>   |
| <b>AVAILABLE - REVENUE LESS OPERATING EXPENSE</b>  | <u>89,391,086</u>  | <u>87,795,681</u>   | <u>88,099,464</u>    |
| <b>BOND DEBT SERVICE</b>                           |                    |                     |                      |
| BOND DEBT SERVICE                                  | 81,814,125         | 87,960,408          | 87,195,174           |
| Additional Principal Payment                       |                    | 310,982             | 1,000,000            |
| OFFSETTING FUND                                    | (19,546,484)       | (3,112,330)         | -                    |
| <b>NET BOND EXPENSE</b>                            | <u>62,267,641</u>  | <u>85,159,060</u>   | <u>88,195,174</u>    |
| <b>OTHER FINANCIAL ACTIVITIES</b>                  |                    |                     |                      |
| UTAH COUNTY                                        | 6,741,000          |                     | -                    |
| UTAH COUNTY PREPAID ALLOCATION                     |                    | (17,000,000)        |                      |
| SERVICE STABILIZATION FUND                         |                    | (938,434)           | -                    |
| DISPOSITION OF REAL ESTATE (revenue)               |                    | (5,000,000)         | (5,000,000)          |
| <b>NET OTHER FINANCIAL ACTIVITIES EXPENSE</b>      | <u>6,741,000</u>   | <u>(22,938,434)</u> | <u>(5,000,000)</u>   |
| <b>CONTRIBUTION TO CAPITAL RESERVES</b>            | <u>20,382,445</u>  | <u>25,575,055</u>   | <u>4,904,290</u>     |
| <b>DEBT RETIREMENT</b>                             |                    |                     |                      |
| DEBT RETIREMENT                                    | 7,615,000          | 7,450,000           | 7,805,000            |
| <b>NEW DEBT ISSUED</b>                             |                    |                     |                      |
| NEW DEBT ISSUED                                    | 180,000,000        |                     | -                    |
| Amortized Premium/discounts (expense but not cash) |                    |                     | 4,637,993            |

\* The current balance of the Service Stabilization Fund is \$10,267,708



2-19

## UTAH TRANSIT AUTHORITY OPERATING BUDGET 2014

|                                      | Actual<br>2012    | Actual<br>2013    | Budgeted<br>2014  |
|--------------------------------------|-------------------|-------------------|-------------------|
| <b>*** UTA BUS DETAIL ***</b>        |                   |                   |                   |
| <b>*** BUS OPERATIONS ***</b>        |                   |                   |                   |
| LABOR                                | 29,443,261        | 29,310,462        | 30,077,638        |
| FRINGES                              | 13,646,306        | 13,500,208        | 14,604,268        |
| SERVICES                             | 78,095            | 60,209            | 54,500            |
| FUEL AND LUBRICANTS                  | 73,848            | 54,448            | 63,500            |
| SUPPLIES                             | 141,856           | 153,891           | 129,353           |
| UTILITIES                            | 35,207            | 38,278            | 32,900            |
| TRAVEL & MEETINGS                    | 19,104            | 28,265            | 16,300            |
| OTHER                                | (89,741)          | (82,280)          | 8,300             |
| * TOTAL BUS OPERATIONS *             | 43,347,936        | 43,063,482        | 44,986,759        |
| <b>*** BUS MAINTENANCE ***</b>       |                   |                   |                   |
| LABOR                                | 9,876,061         | 10,143,437        | 10,398,539        |
| FRINGES                              | 4,470,682         | 4,580,688         | 4,406,944         |
| SERVICES                             | 223,740           | 208,636           | 211,500           |
| FUEL AND LUBRICANTS                  | 12,833,627        | 12,099,388        | 13,402,779        |
| TIRES AND TUBES                      | 1,274,996         | 1,242,134         | 1,332,766         |
| PARTS                                | 2,843,958         | 2,896,132         | 3,355,273         |
| SUPPLIES                             | 354,331           | 335,798           | 295,100           |
| TOOLS                                | 93,595            | 83,342            | 58,002            |
| UTILITIES                            | 7,492             | 9,434             | 8,034             |
| TRAVEL & MEETINGS                    | 39,386            | 16,196            | 22,500            |
| WARRANTY SCRAP RECOVERIES            | (253,201)         | (268,640)         | (176,714)         |
| OTHER                                | (16,293)          | (34,817)          | (3,600)           |
| * TOTAL BUS MAINTENANCE *            | 31,748,374        | 31,311,728        | 33,311,123        |
| <b>*** TOTAL BUS SERVICE***</b>      | <b>75,096,310</b> | <b>74,375,210</b> | <b>78,297,881</b> |
| EXPENSES CAPITALIZED                 | 0                 | 0                 | 0                 |
| FEDERAL PLANNING FUNDS               | 0                 | 0                 | 0                 |
| TOTAL OFFSETTING FUNDS               | 0                 | 0                 | 0                 |
| <b>*** NET BUS SERVICE ***</b>       | <b>75,096,310</b> | <b>74,375,210</b> | <b>78,297,881</b> |
| <b>*** ADMINISTRATIVE SUPPORT***</b> |                   |                   |                   |
| LABOR                                | 2,423,585         | 2,773,964         | 3,016,780         |
| FRINGES                              | 927,235           | 1,120,075         | 1,351,207         |
| SERVICES                             | 45,406            | 126,438           | 168,980           |
| FUEL AND LUBRICANTS                  | 4,022             | 5,173             | 11,200            |
| SUPPLIES                             | 108,929           | 169,303           | 92,521            |
| UTILITIES                            | 15,748            | 18,725            | 19,900            |
| TRAVEL & MEETINGS                    | 33,524            | 50,026            | 69,964            |
| MEDIA                                | 10,604            | 19,520            | 28,755            |
| OTHER                                | 218,922           | 201,423           | 183,650           |
| * TOTAL ADMINISTRATIVE SUPPORT *     | 3,787,975         | 4,484,648         | 4,942,957         |
| <b>***TOTAL UTA BUS***</b>           | <b>78,884,285</b> | <b>78,859,858</b> | <b>83,240,838</b> |
| EXPENSES CAPITALIZED                 |                   |                   |                   |
| FEDERAL PLANNING FUNDS               | (74,000)          | (74,234)          | (71,100)          |
| TOTAL OFFSETTING FUNDS               | (74,000)          | (74,234)          | (71,100)          |
| <b>*** NET UTA BUS ***</b>           | <b>78,810,285</b> | <b>78,785,624</b> | <b>83,169,738</b> |

**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2014**

|                                         | Actual<br>2012     | Actual<br>2013     | Budgeted<br>2014   |
|-----------------------------------------|--------------------|--------------------|--------------------|
| <b>*** RAIL SERVICE DETAIL ***</b>      |                    |                    |                    |
| <b>*** RAIL OPERATIONS ***</b>          |                    |                    |                    |
| LABOR                                   | 10,233,951         | 12,009,070         | 13,110,450         |
| FRINGES                                 | 4,246,205          | 4,993,679          | 5,847,404          |
| SERVICES                                | 55,420             | 63,249             | 61,000             |
| FUEL AND LUBRICANTS                     | 112,187            | 131,431            | 142,400            |
| SUPPLIES                                | 80,483             | 78,668             | 72,380             |
| UTILITIES                               | 73,378             | 122,718            | 79,000             |
| TRAVEL & MEETINGS                       | 16,002             | 18,146             | 25,000             |
| OTHER                                   | 475                | 30,969             | 3,100              |
| <b>* TOTAL RAIL OPERATIONS *</b>        | <b>14,818,101</b>  | <b>17,447,930</b>  | <b>19,340,734</b>  |
| <b>*** RAIL VEHICLE MAINTENANCE ***</b> |                    |                    |                    |
| LABOR                                   | 7,628,384          | 7,763,626          | 7,999,263          |
| FRINGES                                 | 3,169,986          | 3,188,643          | 3,547,544          |
| SERVICES                                | 2,343,378          | 3,104,655          | 3,015,000          |
| FUEL AND LUBRICANTS                     | 5,301,195          | 8,688,738          | 9,442,978          |
| PARTS                                   | 6,773,229          | 11,145,949         | 7,965,950          |
| SUPPLIES                                | 638,764            | 740,738            | 623,817            |
| TOOLS                                   | 62,540             | 96,581             | 78,260             |
| UTILITIES                               | 27,142             | 26,229             | 23,000             |
| TRAVEL & MEETINGS                       | 16,160             | 18,031             | 17,800             |
| WARRANTY SCRAP RECOVERIES               | (4,111,218)        | (9,485,499)        | (575,300)          |
| OTHER                                   | 112                | (14,283)           | 0                  |
| <b>* TOTAL RAIL MAINTENANCE *</b>       | <b>21,849,672</b>  | <b>25,273,407</b>  | <b>32,138,312</b>  |
| <b>*** MAINTENANCE OF WAY ***</b>       |                    |                    |                    |
| LABOR                                   | 5,524,337          | 6,479,763          | 6,705,596          |
| FRINGES                                 | 2,173,661          | 2,600,537          | 2,888,721          |
| SERVICES                                | 720,194            | 771,353            | 815,000            |
| FUEL AND LUBRICANTS                     | 255,818            | 303,914            | 355,000            |
| PARTS                                   | 489,722            | 532,589            | 530,000            |
| SUPPLIES                                | 376,066            | 272,839            | 395,000            |
| TOOLS                                   | 28,635             | 25,272             | 25,000             |
| UTILITIES                               | 5,967,256          | 7,423,121          | 8,094,282          |
| TRAVEL & MEETINGS                       | 11,349             | 9,661              | 6,500              |
| WARRANTY SCRAP RECOVERIES               | 0                  | 0                  | (3,500)            |
| OTHER                                   | (4,517)            | (27,100)           | 500                |
| <b>* TOTAL MAINTENANCE OF WAY *</b>     | <b>15,542,521</b>  | <b>18,391,948</b>  | <b>19,812,099</b>  |
| <b>*** TOTAL RAIL SERVICE***</b>        | <b>52,210,294</b>  | <b>61,113,285</b>  | <b>71,291,144</b>  |
| EXPENSES CAPITALIZED                    | (7,899,961)        | (1,804,260)        | (1,147,003)        |
| FEDERAL PLANNING FUNDS                  | 0                  | (9,517)            |                    |
| <b>TOTAL OFFSETTING FUNDS</b>           | <b>(7,899,961)</b> | <b>(1,813,777)</b> | <b>(1,147,003)</b> |
| <b>*** NET RAIL SERVICE ***</b>         | <b>44,310,333</b>  | <b>59,299,508</b>  | <b>70,144,141</b>  |

**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2014**

|                                           | Actual<br>2012    | Actual<br>2013    | Budgeted<br>2014  |
|-------------------------------------------|-------------------|-------------------|-------------------|
| <b>*** PARATRANSIT SERVICE DETAIL ***</b> |                   |                   |                   |
| <b>*** PARATRANSIT OPERATIONS ***</b>     |                   |                   |                   |
| LABOR                                     | 5,067,509         | 5,262,876         | 5,403,330         |
| FRINGES                                   | 2,356,267         | 2,448,756         | 2,514,503         |
| SERVICES                                  | 188,887           | 210,499           | 195,468           |
| FUEL AND LUBRICANTS                       | 1,591             | 489               | 1,596             |
| SUPPLIES                                  | 68,830            | 72,969            | 38,831            |
| UTILITIES                                 | 11,466            | 12,026            | 13,947            |
| TRAVEL & MEETINGS                         | 32,011            | 25,073            | 0                 |
| OTHER                                     | 4,042             | 6,309             | 5,524             |
| * TOTAL PARATRANSIT OPERATIONS            | <u>7,730,603</u>  | <u>8,038,997</u>  | <u>8,173,199</u>  |
| <b>*** PARATRANSIT MAINTENANCE ***</b>    |                   |                   |                   |
| LABOR                                     | 1,581,030         | 1,635,316         | 1,752,789         |
| FRINGES                                   | 711,009           | 734,923           | 845,111           |
| SERVICES                                  | 58,487            | 138,327           | 95,816            |
| FUEL AND LUBRICANTS                       | 1,097,179         | 1,161,303         | 1,320,903         |
| TIRES/TUBES                               | 117,495           | 129,116           | 120,299           |
| PARTS                                     | 326,786           | 291,990           | 396,651           |
| SUPPLIES                                  | 37,016            | 44,225            | 40,269            |
| TOOLS                                     | 4,540             | 1,696             | 1,000             |
| UTILITIES                                 | 2,116             | 1,937             | 3,000             |
| TRAVEL & MEETINGS                         | 537               | 4,482             | 5,002             |
| WARRANTY SCRAP RECOVERIES                 | (8,730)           | (1,027)           | 0                 |
| OTHER                                     | 216               | 234               | 5,916             |
| * TOTAL PARA MAINTENANCE *                | <u>3,927,681</u>  | <u>4,142,524</u>  | <u>4,586,756</u>  |
| <b>*** TOTAL PARATRANSIT SERVICE***</b>   | <b>11,658,284</b> | <b>12,181,521</b> | <b>12,759,955</b> |
| EXPENSES CAPITALIZED                      | 0                 | 0                 | 0                 |
| FEDERAL PLANNING FUNDS                    | 0                 | 0                 | 0                 |
| TOTAL OFFSETTING FUNDS                    | <u>0</u>          | <u>0</u>          | <u>0</u>          |
| <b>*** NET PARATRANSIT SERVICE ***</b>    | <b>11,658,284</b> | <b>12,181,521</b> | <b>12,759,955</b> |
| <b>PURCHASED SERVICES</b>                 | <b>4,427,810</b>  | <b>4,481,512</b>  | <b>4,551,939</b>  |

**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2014**

|                                                 | Actual<br>2012 | Actual<br>2013 | Budgeted<br>2014 |
|-------------------------------------------------|----------------|----------------|------------------|
| <b>*** VANPOOL/RIDESHARE SERVICE DETAIL ***</b> |                |                |                  |
| <b>*** VANPOOL OPERATIONS ***</b>               |                |                |                  |
| LABOR                                           | 461,555        | 366,180        | 582,324          |
| FRINGES                                         | 196,576        | 176,613        | 282,984          |
| SERVICES                                        | 49,685         | 45,282         | 72,270           |
| FUEL                                            | 16,280         | 17,380         | 16,137           |
| MAINT ITEMS                                     | 0              | 0              | 17,340           |
| SUPPLIES                                        | 22,293         | 7,398          | 6,755            |
| UTILITIES                                       | 3,059          | 2,146          | 2,813            |
| INSURANCE                                       | 0              | 0              | 0                |
| TRAVEL & MEETINGS                               | 3,714          | 1,715          | 10,289           |
| FEES                                            | (159,944)      | (132,866)      | (148,860)        |
| OTHER                                           | 3,364          | 20,743         | 15,955           |
| * TOTAL VANPOOL/RDSHR OPERATIONS *              | 596,582        | 504,591        | 858,007          |
| EXPENSES CAPITALIZED                            | 0              | 0              | 0                |
| FEDERAL PLANNING FUNDS                          | (531,950)      | (434,455)      | (519,539)        |
| TOTAL OFFSETTING FUNDS                          | (531,950)      | (434,455)      | (519,539)        |
| <b>*** NET VANPOOL/RIDESHARE SERVICE ***</b>    | <b>64,632</b>  | <b>70,136</b>  | <b>338,468</b>   |

**UTAH TRANSIT AUTHORITY  
OPERATING BUDGET  
2014**

|                                          | Actual<br>2012    | Actual<br>2013    | Budgeted<br>2014  |
|------------------------------------------|-------------------|-------------------|-------------------|
| <b>*** OPERATIONS SUPPORT DETAIL ***</b> |                   |                   |                   |
| LABOR                                    | 13,649,923        | 15,046,096        | 15,660,952        |
| FRINGES                                  | 5,273,540         | 5,978,465         | 6,776,552         |
| SERVICES                                 | 3,175,122         | 3,668,347         | 3,855,643         |
| FUEL AND LUBRICANTS                      | 350,966           | 404,628           | 394,848           |
| TIRES AND TUBES                          | 0                 | 0                 | 551               |
| PARTS                                    | 748,172           | 760,358           | 915,694           |
| SUPPLIES                                 | 822,480           | 744,325           | 682,791           |
| TOOLS                                    | 40,247            | 47,056            | 72,498            |
| REPAIRS                                  | 101,811           | 78,920            | 55,000            |
| UTILITIES                                | 2,326,897         | 3,000,563         | 3,186,826         |
| TRAVEL & MEETINGS                        | 111,271           | 128,351           | 125,160           |
| WARRANTY SCRAP RECOVERIES                | (55,523)          | (285)             | (57,000)          |
| OTHER                                    | 12,329            | (15,705)          | 15,671            |
| <b>*** TOTAL OPERATIONS SUPPORT ***</b>  | <b>26,557,235</b> | <b>29,841,118</b> | <b>31,685,185</b> |
| EXPENSES CAPITALIZED                     | (442,902)         | (442,105)         | (129,040)         |
| NON-FEDERAL PLANNING FUNDS               | 0                 |                   | 0                 |
| FEDERAL PLANNING FUNDS                   | 0                 | (423,739)         | 0                 |
| <b>TOTAL OFFSETTING FUNDS</b>            | <b>(442,902)</b>  | <b>(865,843)</b>  | <b>(129,040)</b>  |
|                                          | <b>26,114,334</b> | <b>28,975,276</b> | <b>31,556,145</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  
2014**

|                                                    | Actual<br>2012     | Actual<br>2013     | Budgeted<br>2014   |
|----------------------------------------------------|--------------------|--------------------|--------------------|
| <b>*** GENERAL &amp; ADMINISTRATION DETAIL ***</b> |                    |                    |                    |
| LABOR                                              | 14,356,750         | 14,509,621         | 14,951,981         |
| FRINGES                                            | 4,863,109          | 4,928,525          | 5,900,147          |
| SERVICES                                           | 6,028,201          | 4,202,162          | 4,392,419          |
| FUEL AND LUBRICANTS                                | 50,061             | 47,174             | 46,674             |
| SUPPLIES                                           | 466,404            | 626,249            | 643,144            |
| UTILITIES                                          | 746,787            | 747,941            | 674,456            |
| INSURANCE                                          | 1,605,519          | 2,113,277          | 2,354,000          |
| TRAVEL & MEETINGS                                  | 670,451            | 398,680            | 380,012            |
| MEDIA COSTS                                        | 923,621            | 977,626            | 655,000            |
| CONTINGENCY                                        | 0                  | 250,875            | 2,906,479          |
| OTHER                                              | 640,628            | 760,401            | 656,141            |
| <b>*** TOTAL ADMINISTRATION ***</b>                | <b>30,351,531</b>  | <b>29,562,532</b>  | <b>33,560,453</b>  |
| EXPENSES CAPITALIZED                               | (4,615,956)        | (4,137,109)        | (3,670,522)        |
| OFFSETTING NON FEDERAL FUNDS                       |                    |                    |                    |
| FEDERAL PLANNING FUNDS                             | (947,122)          | (275,910)          | (281,546)          |
| <b>TOTAL OFFSETTING FUNDS</b>                      | <b>(5,563,078)</b> | <b>(4,413,019)</b> | <b>(3,952,068)</b> |
| <b>*** NET ADMINISTRATION EXPENSE ***</b>          | <b>24,788,453</b>  | <b>25,149,513</b>  | <b>29,608,385</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, Lal  
Human Resources, General Manager., Chief Communications  
Chief Capital Development Officer and Public Relations/Marke

**UTAH TRANSIT AUTHORITY**  
**PRIMARY TRANSIT DEVELOPMENT PLAN - OPERATING BUDGET SUMMARY**  
**2014 - 2020**  
**(\$000)**

|                                    | TDP<br>BUDGET<br>2014 | TDP<br>ESTIMATED<br>2015 | TDP<br>ESTIMATED<br>2016 | TDP<br>ESTIMATED<br>2017 | TDP<br>ESTIMATED<br>2018 | TDP<br>ESTIMATED<br>2019 | TDP<br>ESTIMATED<br>2020 |
|------------------------------------|-----------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>REVENUE</b>                     |                       |                          |                          |                          |                          |                          |                          |
| PASSENGER REVENUE                  | 50,000                | 51,245                   | 52,523                   | 56,864                   | 58,273                   | 60,019                   | 65,739                   |
| ADVERTISING REVENUE                | 2,250                 | 2,300                    | 2,350                    | 2,400                    | 2,450                    | 2,500                    | 2,560                    |
| INVESTMENT REVENUE                 | 2,803                 | 2,082                    | 2,537                    | 2,954                    | 4,202                    | 3,860                    | 3,777                    |
| SALES TAX REVENUE                  | 216,022               | 226,283                  | 237,326                  | 249,192                  | 261,652                  | 274,734                  | 288,471                  |
| OTHER REVENUE                      | 4,992                 | 5,112                    | 5,235                    | 5,360                    | 5,489                    | 5,621                    | 5,756                    |
| JOINT DEVELOPMENT                  | 0                     | 0                        | 0                        | 0                        | 1,000                    | 1,030                    | 1,061                    |
| UT. COUNTY O&M BRT SUBSIDY         | 0                     | 0                        | 2,500                    | 2,560                    | 2,621                    | 2,684                    | 2,749                    |
| FEDERAL OPER./PM RAIL              | 7,433                 | 7,724                    | 8,132                    | 19,301                   | 19,571                   | 19,845                   | 26,151                   |
| FEDERAL OPER./PREVENT. MAINT.      | 42,004                | 44,171                   | 45,022                   | 45,643                   | 46,272                   | 46,911                   | 47,558                   |
| <b>TOTAL REVENUES</b>              | <b>325,504</b>        | <b>338,918</b>           | <b>355,624</b>           | <b>384,275</b>           | <b>401,532</b>           | <b>417,204</b>           | <b>443,821</b>           |
| <b>EXPENSES</b>                    |                       |                          |                          |                          |                          |                          |                          |
| BUS SERVICE                        | 83,170                | 84,417                   | 85,684                   | 87,740                   | 89,846                   | 92,002                   | 94,210                   |
| PROVO / OREM BRT                   | 0                     | 0                        | 2,500                    | 2,560                    | 2,621                    | 2,684                    | 2,749                    |
| RAIL SERVICE                       | 72,000                | 73,080                   | 74,176                   | 75,956                   | 77,779                   | 79,646                   | 81,557                   |
| PARATRANSIT SERVICE                | 19,049                | 19,334                   | 19,624                   | 20,095                   | 20,578                   | 21,071                   | 21,577                   |
| RIDESHARE/VANPOOL SERVICES         | 361                   | 366                      | 371                      | 380                      | 390                      | 399                      | 408                      |
| OPERATIONS SUPPORT                 | 31,648                | 32,123                   | 32,605                   | 33,387                   | 34,189                   | 35,009                   | 35,850                   |
| GENERAL & ADMINISTRATIVE           | 29,608                | 29,955                   | 30,405                   | 31,134                   | 31,882                   | 32,647                   | 33,430                   |
| <b>NET OPERATING EXPENSES</b>      | <b>235,835</b>        | <b>239,276</b>           | <b>245,365</b>           | <b>251,253</b>           | <b>257,284</b>           | <b>263,458</b>           | <b>269,781</b>           |
| Motor Vehicle Registration Revenue | 1,703                 | 1,742                    | 1,782                    | 1,823                    | 1,865                    | 1,908                    | 1,952                    |
| <b>AVAILABLE</b>                   | <b>91,372</b>         | <b>101,384</b>           | <b>112,041</b>           | <b>134,844</b>           | <b>146,113</b>           | <b>155,654</b>           | <b>175,992</b>           |

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



## **2.4 PROJECTED BALANCES**



**UTA FUND BALANCE REPORT  
2014 FORECAST**

|                                               | General<br>Fund    | Rail<br>Construction<br>Fund | Bond<br>Fund       | Risk<br>Contingency<br>Fund | PROJECTED<br>All Funds<br>2014 |
|-----------------------------------------------|--------------------|------------------------------|--------------------|-----------------------------|--------------------------------|
| <b>BEGINNING FUND BALANCE - 1/01/14</b>       | 200,733,193        | 0                            | 46,864,113         | 7,280,923                   | 254,878,229                    |
| <b>Revenue:</b>                               |                    |                              |                    |                             |                                |
| Passenger                                     | 50,000,000         |                              |                    |                             | 50,000,000                     |
| Advertising                                   | 2,250,000          |                              |                    |                             | 2,250,000                      |
| Investment Income                             | 1,638,954          |                              | 800,000            | 364,046                     | 2,803,000                      |
| Sales Tax                                     | 216,022,000        |                              |                    |                             | 216,022,000                    |
| Other Revenue                                 | 9,991,600          |                              |                    |                             | 9,991,600                      |
| Federal Operating Funds/ Prevent. Maintenance | 49,437,000         |                              |                    |                             | 49,437,000                     |
| Offsetting Project Fund                       | 4,455,200          |                              |                    |                             | 4,455,200                      |
| Capital Grants                                | 12,533,027         |                              |                    |                             | 12,533,027                     |
| Debt Issue                                    |                    |                              | 0                  |                             | 0                              |
| Contributed Capital                           | 14,687,500         |                              |                    |                             | 14,687,500                     |
| <b>TOTAL RESOURCES</b>                        | <b>361,015,281</b> | <b>0</b>                     | <b>800,000</b>     | <b>364,046</b>              | <b>362,179,327</b>             |
| Transfers To (+) / From (-)                   | -95,922,674        |                              | 95,922,674         |                             | 0                              |
| <b>TOTAL AVAILABLE RESOURCES</b>              | <b>465,825,800</b> | <b>0</b>                     | <b>143,586,787</b> | <b>7,644,969</b>            | <b>617,057,556</b>             |
| <b>Expenditures:</b>                          |                    |                              |                    |                             |                                |
| Operating Expenses                            | 241,048,422        |                              |                    |                             | 241,048,422                    |
| Debt Service                                  |                    |                              | 87,117,674         |                             | 87,117,674                     |
| Debt Retirement                               |                    |                              | 8,805,000          |                             | 8,805,000                      |
| Debt Reserve                                  |                    |                              |                    |                             | 0                              |
| Capital Projects *                            | 99,746,689         |                              |                    |                             | 99,746,689                     |
| Capital - Rail Construction *                 |                    |                              |                    |                             | 0                              |
| Interlocal Agreements Expense                 |                    |                              |                    |                             | 0                              |
| <b>TOTAL EXPENDITURES</b>                     | <b>340,795,111</b> | <b>0</b>                     | <b>95,922,674</b>  | <b>0</b>                    | <b>436,717,785</b>             |
| <b>ENDING FUND BALANCE -12/31/14</b>          | <b>125,030,689</b> | <b>0</b>                     | <b>47,664,113</b>  | <b>7,644,969</b>            | <b>180,339,771</b>             |

**Notes:**

\* Detail on Capital items can be found in Section 2.5 Capital Expenditure, Exhibit B.

**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 Corporate Staff, it is submitted to the Board of Trustee'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 Service Vehicles will arrive in 2014 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.

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.

A list following this narrative shows the major categories of Capital Projects. 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 2014 through 2015 have been included on the request for approval so planning and procurement requirements can begin. Board approval is given only for the 2014 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 2014 capital budget with the budgeted amounts from 2013.

Updating this plan in July 2014 will be the first step in the planning process for the 2015 budget. 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. 4

## **CAPITAL PROJECTS DESCRIPTION**

### **Revenue Service**

In 2014 the revenue vehicle purchases consist of 20 Clean Diesel 40' replacement buses, 29 Paratransit vehicles and 45 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 2015 are estimated and given for replacement and expansion vehicles for planning purposes. This area also includes funding for replacement of Maintenance Vehicles of \$203,450 and Revenue Service Vehicle Repair Components (such as replacement engines and transmission) of \$1,488,700. These two areas are based on a budgeted 5 year plan and purchases our determined by priorities during the year but must stay within budget.

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

The replacement Buses purchased in 2014 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 2014, 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 provides UTA riders with real time travel information and provides UTA Operations valuable decision making information and operational analysis. Onboard technologies determine vehicle location and share the information with central operations. The location information is used to make departure times available on rail platforms through public display signs and through web and smart phone applications. In 2014 the RTPI will go live on FrontRunner. Emphasis will be placed on reviewing the current system architecture and infrastructure to improve the overall system accuracy. Additional emphasis will be placed on continuing 3<sup>rd</sup> party smart phone application development for which we make available a public feed of real time vehicle location information.

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

Internal support manpower will be shifted from capital development budgets to operating budgets.

### **Electronic Fare Collection**

During 2014 EFC will focus on finalization of the product development. Final inspection and adjustment of on-board technology will occur to ensure it provides the level of location accuracy necessary to process fares based upon distance traveled.

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

As the project completes there will be a shift of personnel from capitalized development efforts to operationalized support efforts. The full expense of this shift will not occur until the following year. An annual maintenance and support expense associated with the EFC software license has begun in 2014.

### **Video Surveillance**

Video surveillance cameras have been placed on all existing rail platforms and many park and ride lots. During 2014 additional cameras will be placed on high hazard grade crossings throughout the UTA's system. Technology will continue to enable the administration group to monitor, record, and review any and all cameras installed.

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

Operating costs are expected for the licensing and maintenance agreements associated with vendor supplied technologies.

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

Two categories are included in this capital project area:

1. 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.
2. 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 2014 the funding source will be from current grants, local match and contributed capital funds from communities benefiting from the projects.

### **Depot District Service Center**

A major portion of the Capital Budget, \$13.5M, will go towards developing the Depot District Service Center. This Service Center will be located adjacent to the Administration Building in Salt Lake City. The purpose of this new service center is to replace the aging Central Garage, which has grown too small to house the increased number of Buses required in Salt Lake City and to develop a CNG fueling facility for the future CNG buses UTA is converting from Diesel to.

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

It is estimated that fuel saving alone between Diesel and CNG gas will be approximately \$1,200,000 per year for 100 planned buses. In addition, increased efficiency is expected from the new facility design and by using state of the art maintenance equipment.

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

Transit Enhancements provides UTA's passenger amenities with a \$2.4 million budgeted to be spent on Transit amenities. UTA is dedicated to upgrading facilities for customers and employees.

### **Facility Projects**

Included is the planning for the Airport Station Relocation Design, South Utah County Park and Ride, Provo Orem BRT, Riverside Garage Expansion, Positive Train Control and the Wasatch Summit Program. Also included are other smaller facilities remodeling and expansions projects that will take place in 2014.

### ***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. \$7.1M has been budgeted, with the majority of funding to cover the cost coming mostly from Contributed Capital through interested partners and possible future grants.

### **State of Good Repair Projects**

An area of capital expenditures UTA has identified is for facilities and projects to maintain a state of good repair. This has become an increasingly important as UTA grows in services and facilities. In the past many of these projects have been addressed as part of other capital areas. Bud due to the importance and growth in these projects, UTA is recognizing it as its own area of capital expenditures.

Over \$27.5million will go into updating, repairing and replacement of UTA infrastructure. Projects planned for 2014 include: \$11M for SD-1X0 Rail Cars Rebuild Program, over \$2M for Stray Current Mitigation , \$7M for replacing of Tactile on N/S TRAX line and the University line and an additional \$1 for various State of Good Repair Projects.

### **Rail Projects**

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

These funds will be used to maintain LRT and Commuter Rail vehicles, ticket vending machines, trackage repair, update rail operations infrastructure.

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

The projects will be absorbed as part of the routine maintenance budget.

**UTAH TRANSIT AUTHORITY**

**2014 CAPITAL BUDGET**

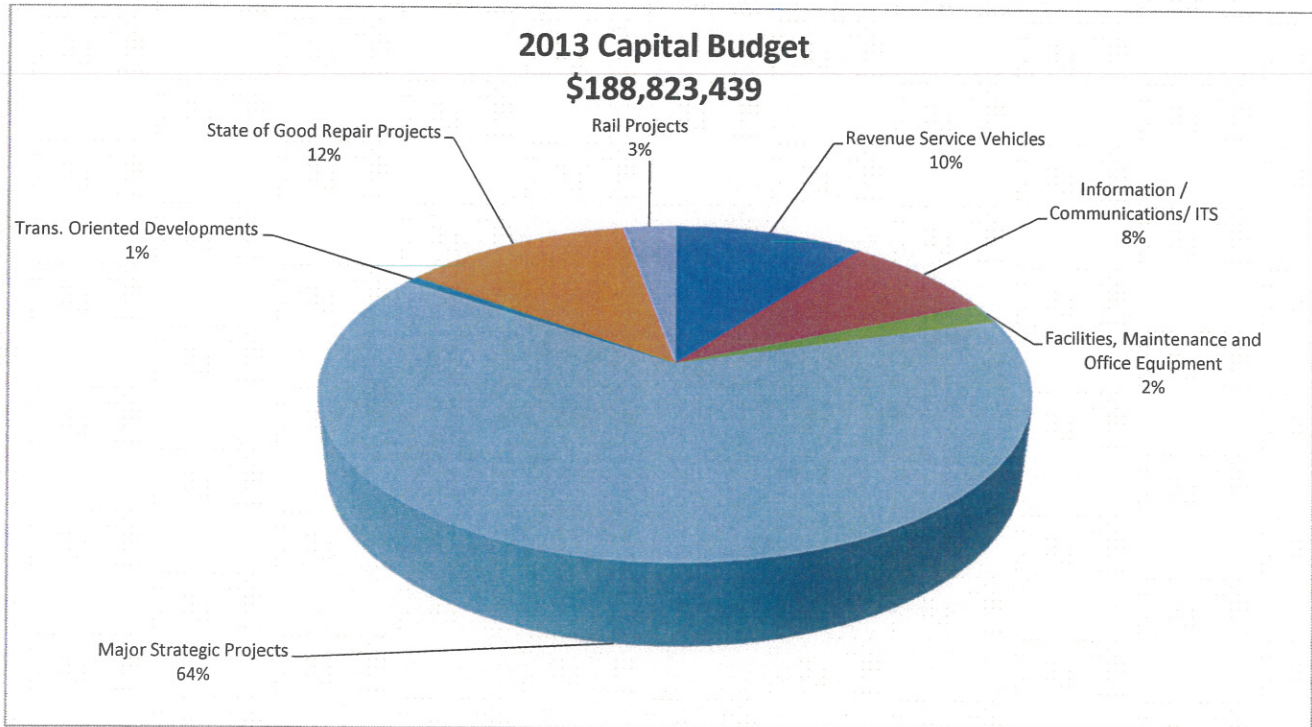
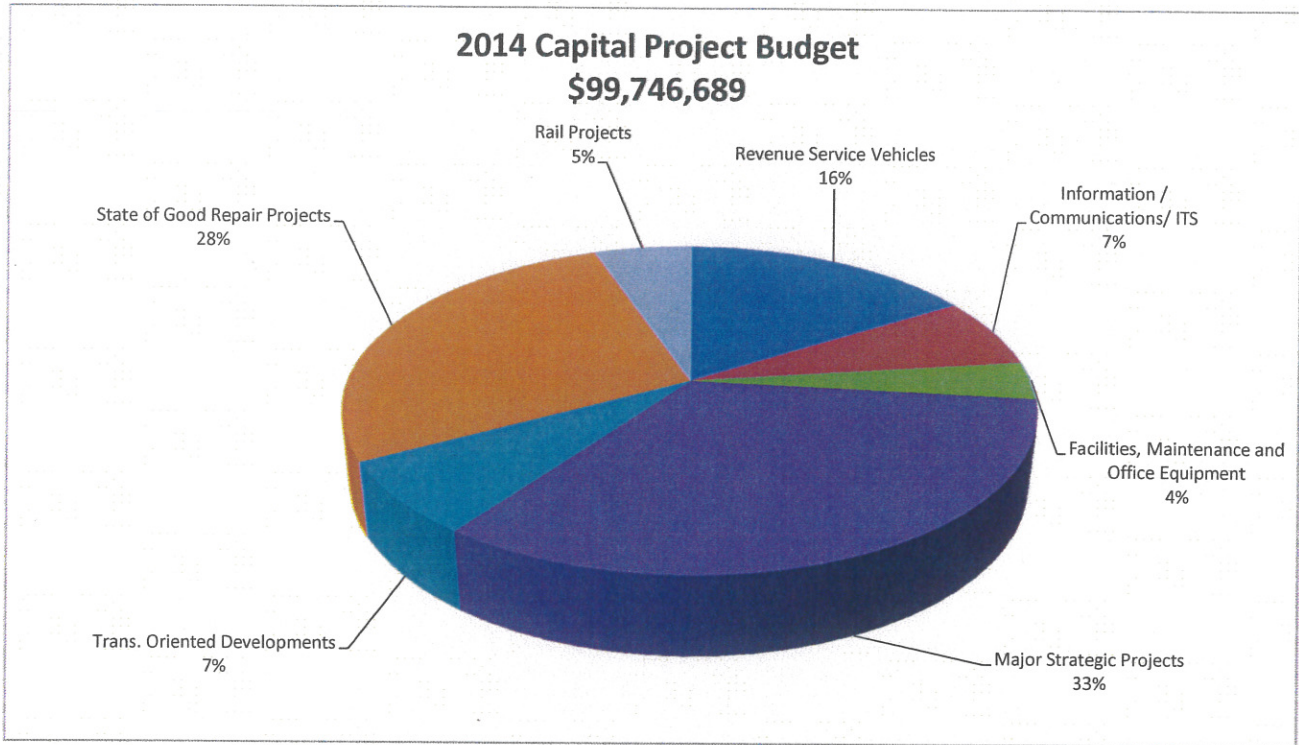
**November 19, 2013**

|                                                     | Capital Budget<br>2014 | Projected Capital<br>Expenditures *<br>2015 |
|-----------------------------------------------------|------------------------|---------------------------------------------|
| <b>Revenue Service &amp; Support Vehicles</b>       |                        |                                             |
| 20 Clean Diesel 40" Buses                           | \$ 8,870,980           |                                             |
| 29 Paratransit & Flex Route Vans                    | \$ 3,502,000           |                                             |
| 45 Rideshare Vans                                   | \$ 1,618,520           |                                             |
| Replacement Maintenance Vehicles                    | \$ 230,450             |                                             |
| Components ( Engines, Transmissions, Batteries)     | \$ 1,788,710           |                                             |
|                                                     | <u>\$ 16,010,660</u>   | <u>\$ 35,232,000</u>                        |
| <b>Information / Communication / ITS</b>            |                        |                                             |
| EFC Distance Base Fares and Prepaid Cards           | \$ 2,000,000           |                                             |
| New Radio Communication System                      | \$ 1,091,250           |                                             |
| Passenger Information System                        | \$ 1,000,000           |                                             |
| Technology Capital Pool                             | \$ 2,757,126           |                                             |
|                                                     | <u>\$ 6,848,376</u>    | <u>\$ 5,470,000</u>                         |
| <b>Facilities, Maintenance and Office Equipment</b> |                        |                                             |
| Facilities Repair and Replace                       | \$ 1,845,600           |                                             |
| Office Capital Equipment                            | \$ 695,319             |                                             |
| * Safety and Security                               | \$ 1,076,540           |                                             |
|                                                     | <u>\$ 3,617,459</u>    | <u>\$ 4,264,000</u>                         |
| <b>Major Strategic Projects</b>                     |                        |                                             |
| * Depot District Service Center                     | \$ 13,500,000          |                                             |
| Sugarhouse Street Car                               | \$ 1,031,467           |                                             |
| Positive Train Control                              | \$ 7,000,000           |                                             |
| * Wasatch Summit Program                            | \$ 2,615,400           |                                             |
| * Airport Station Relocation Design                 | \$ 1,182,000           |                                             |
| * Provo Orem BRT                                    | \$ 2,787,500           |                                             |
| * South Utah County Park and Ride                   | \$ 1,500,600           |                                             |
| Riverside Expansion                                 | \$ 1,200,000           |                                             |
| * MSP and Transit Enhancement Projects              | \$ 2,464,109           |                                             |
|                                                     | <u>\$ 33,281,076</u>   | <u>\$ 6,970,000</u>                         |
| <b>Transit Oriented Development</b>                 |                        |                                             |
| * Sandy TOD                                         | \$ 6,000,000           |                                             |
| * 3900 So. UTA TOD                                  | \$ 1,137,200           |                                             |
|                                                     | <u>\$ 7,137,200</u>    | <u>\$ -</u>                                 |
| <b>State of Good Repair Projects</b>                |                        |                                             |
| SD-1X0 Rail Cars Rebuild Program                    | \$ 11,002,015          |                                             |
| Stray Current Mitigation                            | \$ 2,000,000           |                                             |
| Replace Tactile on N/S Line & U Line                | \$ 7,192,000           |                                             |
| Upgrade grade crossings                             | \$ 6,302,000           |                                             |
| State of Good Repair Projects                       | \$ 965,903             |                                             |
|                                                     | <u>\$ 27,461,918</u>   | <u>\$ 10,902,000</u>                        |
| <b>Rail Maintenance Projects</b>                    |                        |                                             |
| Rail Vehicle Maintenance and Infrastructure Repair  | \$ 5,390,000           |                                             |
|                                                     | <u>\$ 5,390,000</u>    | <u>\$ 5,689,000</u>                         |
|                                                     | <u>\$ 99,746,689</u>   | <u>\$ 68,527,000</u>                        |
| <b>Source of Funds for Capital Items</b>            |                        |                                             |
| Current & Future Grants                             | \$ 12,533,027          |                                             |
| Local & Other Contributions                         | \$ 14,687,500          |                                             |
| Sales of Assets                                     | \$ 5,000,000           |                                             |
| UTA Funding                                         | \$ 67,526,162          |                                             |
|                                                     | <u>\$ 99,746,689</u>   |                                             |

\* Within these line items there are conditional projects based on receiving Grants and Contributed Capital



Figure 2.5.1



UTAH TRANSIT AUTHORITY  
TRANSIT DEVELOPMENT PLAN - CAPITAL PROJECT SUMMARY  
2014 - 2020  
(000)

Figure 2.5.2

|                                                 | Budget<br>2014    | Projected<br>2015 | Estimated<br>2016 | Estimated<br>2017 | Estimated<br>2018 | Estimated<br>2019 | Estimated<br>2020 |
|-------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>CAPITAL FUNDING</b>                          |                   |                   |                   |                   |                   |                   |                   |
| GRANTS, FUTURE GRANTS AND CONTRIBUTED CAPITAL   | \$ 43,025         | \$ 112,000        | \$ 119,205        | \$ 40,715         | \$ 47,343         | \$ 45,782         | \$ 41,212         |
| BONDING                                         | \$ 8,748          | \$ 8,748          | \$ 8,748          | \$ 8,748          | \$ 28,748         | \$ 33,748         | \$ 28,748         |
| BEGINNING CAPITAL RESERVE                       | \$ 249,683        | \$ 172,220        | \$ 148,374        | \$ 125,467        | \$ 118,704        | \$ 106,017        | \$ 100,980        |
| NET REVENUES FOR DEBT SERVICE AND CAPITAL       | \$ 91,372         | \$ 101,384        | \$ 112,065        | \$ 134,904        | \$ 146,209        | \$ 155,753        | \$ 176,095        |
| <b>TOTAL SOURCES OF FUNDS FOR CAPITAL ITEMS</b> | <b>\$ 392,827</b> | <b>\$ 394,351</b> | <b>\$ 388,392</b> | <b>\$ 309,834</b> | <b>\$ 341,003</b> | <b>\$ 341,300</b> | <b>\$ 347,034</b> |
| <b>CAPITAL EXPENSES</b>                         |                   |                   |                   |                   |                   |                   |                   |
| REVENUE SERVICE VEHICLES                        | \$ 16,011         | \$ 35,232         | \$ 33,599         | \$ 35,626         | \$ 42,293         | \$ 41,461         | \$ 36,857         |
| INFORMATION / COMMUNICATION / ITS               | \$ 6,848          | \$ 5,470          | \$ 5,601          | \$ 5,735          | \$ 5,873          | \$ 6,014          | \$ 6,158          |
| FACILITIES, MAINTENANCE AND OFFICE EQUIPMENT    | \$ 3,617          | \$ 4,650          | \$ 4,761          | \$ 4,876          | \$ 4,993          | \$ 5,113          | \$ 5,235          |
| MAJOR STRATEGIC PROJECTS                        | \$ 49,343         | \$ 75,681         | \$ 88,330         | \$ 8,978          | \$ 9,202          | \$ 9,432          | \$ 10,669         |
| TRANSIT ORIENTED DEVELOPMENTS                   | \$ 7,137          | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              |
| STATE OF GOOD REPAIR PROJECTS                   | \$ 27,462         | \$ 10,300         | \$ 10,609         | \$ 10,927         | \$ 11,255         | \$ 11,593         | \$ 11,941         |
| RAIL PROJECTS                                   | \$ 5,390          | \$ 5,689          | \$ 5,826          | \$ 5,966          | \$ 6,109          | \$ 6,255          | \$ 6,405          |
| CHALLENGE CAPITAL REDUCTIONS / ADJUSTMENTS      | -1905             | -3000             | -3072             | -3146             | -3221             | -3299             | -3378             |
| Inter Local Agreements                          | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              |
| Debt Service                                    | \$ 104,748        | \$ 111,954        | \$ 114,839        | \$ 119,678        | \$ 155,932        | \$ 161,141        | \$ 168,595        |
| <b>Total Expense of Capital Items</b>           | <b>\$ 218,651</b> | <b>\$ 245,976</b> | <b>\$ 260,493</b> | <b>\$ 188,640</b> | <b>\$ 232,436</b> | <b>\$ 237,710</b> | <b>\$ 242,482</b> |
| Additions to / (Use of Reserves)                | \$ 174,176        | \$ 148,374        | \$ 127,899        | \$ 121,194        | \$ 108,567        | \$ 103,591        | \$ 104,552        |



## **2.6 CURRENT DEBT OBLIGATIONS**

SCHEDULE OF SALES TAX AND TRANSPORTATION REVENUE BONDS OUTSTANDING (as of 1/1/14)

| <u>Description</u>                                                                                                                                                                                                                                | <u>Date of Maturity</u> | <u>Coupon Interest Rates</u> | <u>Principal Amount Payable</u> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------|---------------------------------|
| <b>Senior Debt:</b>                                                                                                                                                                                                                               |                         |                              |                                 |
| <u>Series 2005 A, Sales Tax Revenue Refunding Bonds</u>                                                                                                                                                                                           |                         |                              |                                 |
| (Advanced Refunding of a Portion of the 1997 A Bonds)                                                                                                                                                                                             |                         |                              |                                 |
|                                                                                                                                                                                                                                                   | 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                    |
|                                                                                                                                                                                                                                                   |                         |                              | \$ 14,105,000                   |
| <u>Series 2005 B, Sales Tax Revenue Bonds**</u>                                                                                                                                                                                                   |                         |                              |                                 |
| (Commuter Rail North Project)                                                                                                                                                                                                                     |                         |                              |                                 |
|                                                                                                                                                                                                                                                   | June 15, 2014           | 4.00%                        | \$ 2,400,000                    |
|                                                                                                                                                                                                                                                   | June 15, 2015           | 4.00%                        | \$ 2,525,000                    |
|                                                                                                                                                                                                                                                   |                         |                              | \$ 4,925,000                    |
| **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.<br>An additional defeasance took place with the 2013 Bonds. |                         |                              |                                 |
| <u>Series 2006 C, Sales Tax Revenue Refunding Bonds</u>                                                                                                                                                                                           |                         |                              |                                 |
| (Advanced Refunding of a Portion of the 2002 A Bonds)                                                                                                                                                                                             |                         |                              |                                 |
|                                                                                                                                                                                                                                                   | 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                   |
|                                                                                                                                                                                                                                                   |                         |                              | \$ 130,715,000                  |
| <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                  |

\$ 700,000,000

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 |
|---------------|--------|----|-------------|

Series 2013, Sales Tax Revenue Refunding Bonds  
(Advanced Refunding of a Portion of the 2005B Bonds)

|               |        |    |                   |
|---------------|--------|----|-------------------|
| June 15, 2014 | 1.330% | \$ | 5,000             |
| June 15, 2015 | 1.330% | \$ | 5,000             |
| June 15, 2016 | 1.330% | \$ | 5,000             |
| June 15, 2017 | 1.330% | \$ | 5,000             |
| June 15, 2018 | 1.330% | \$ | 13,985,000        |
|               |        | \$ | <u>14,005,000</u> |

**Total Outstanding Senior Debt**

\$ 1,169,750,000

**Subordinate Debt:**

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

|               |                               |    |            |
|---------------|-------------------------------|----|------------|
| June 15, 2036 | Variable Rate,<br>Daily Reset | \$ | 71,490,000 |
|---------------|-------------------------------|----|------------|

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

|               |                               |    |            |
|---------------|-------------------------------|----|------------|
| June 15, 2036 | Variable Rate,<br>Daily Reset | \$ | 71,490,000 |
|---------------|-------------------------------|----|------------|

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 2012, Subordinated Sales Tax Revenue and Refunding Bonds  
(FrontLines 2015 Projects)

|               |       |    |                    |
|---------------|-------|----|--------------------|
| June 15, 2015 | 4.00% | \$ | 3,245,000          |
| June 15, 2016 | 4.00% | \$ | 5,275,000          |
| June 15, 2017 | 5.00% | \$ | 4,245,000          |
| June 15, 2021 | 5.00% | \$ | 2,840,000          |
| June 15, 2022 | 5.00% | \$ | 2,985,000          |
| June 15, 2023 | 5.00% | \$ | 3,140,000          |
| June 15, 2024 | 5.00% | \$ | 3,300,000          |
| June 15, 2025 | 5.00% | \$ | 3,470,000          |
| June 15, 2026 | 5.00% | \$ | 3,545,000          |
| June 15, 2027 | 5.00% | \$ | 3,665,000          |
| June 15, 2028 | 5.00% | \$ | 3,850,000          |
| June 15, 2029 | 5.00% | \$ | 4,050,000          |
| June 15, 2030 | 5.00% | \$ | 4,255,000          |
| June 15, 2031 | 5.00% | \$ | 4,475,000          |
| June 15, 2032 | 5.00% | \$ | 4,705,000          |
| June 15, 2039 | 4.00% | \$ | 73,600,000         |
| June 15, 2042 | 5.00% | \$ | <u>164,875,000</u> |
|               |       | \$ | <u>295,520,000</u> |

**Total Outstanding Subordinate Debt**

\$ 899,624,109

**Total Outstanding Sales Tax and Transportation Revenue Debt**

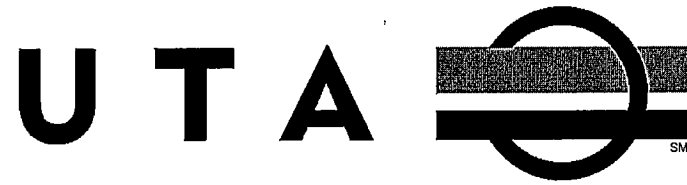
\$ 2,069,374,109

**LEGAL DEBT LIMIT (as of 1/1/14)**

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 2014, is based on estimated fair market value for 2013 and uniform fees for 2012, in the areas located within the authority's service district.

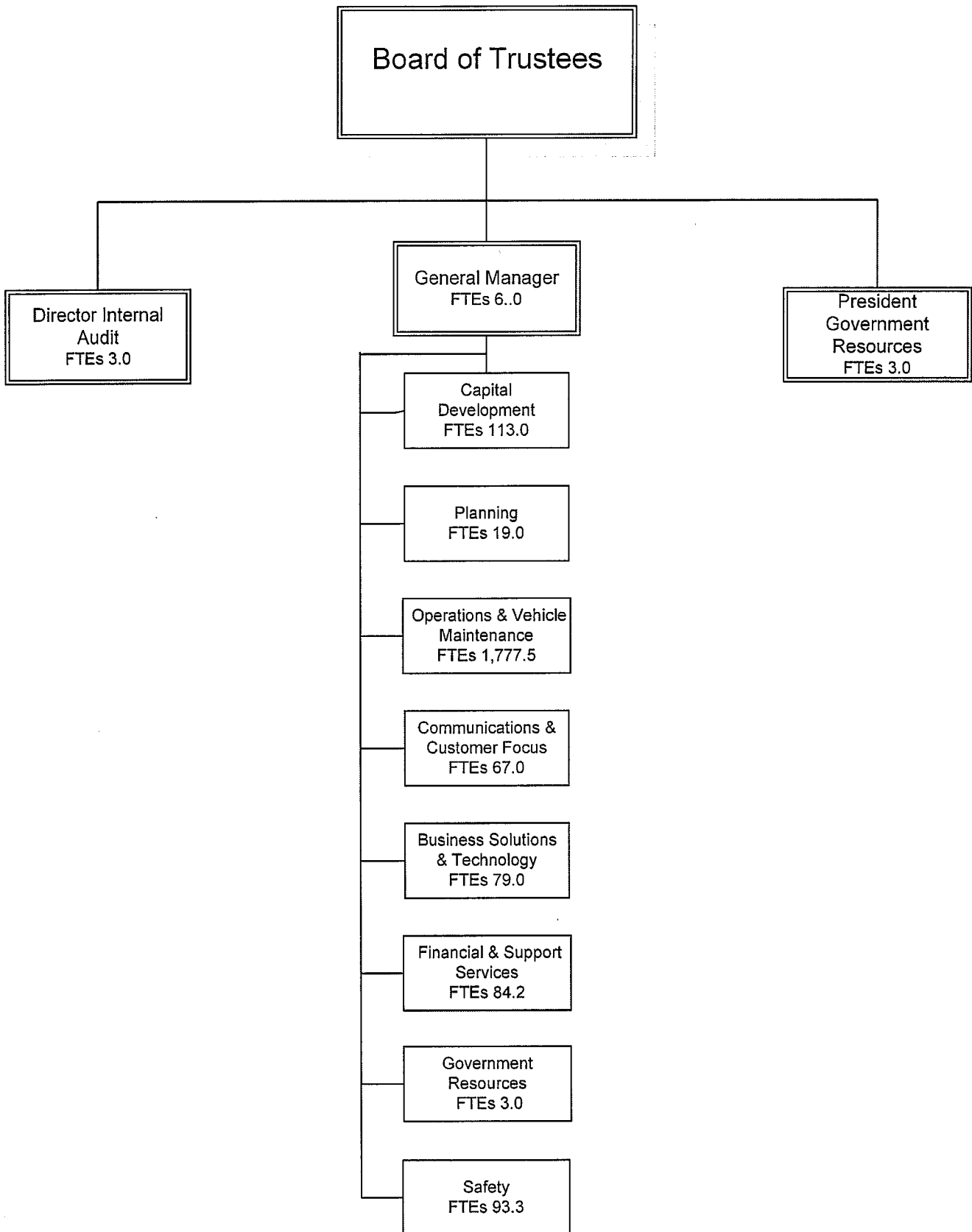
**Total Legal Debt Limit**

|                                                                         |                      |                         |
|-------------------------------------------------------------------------|----------------------|-------------------------|
| Fair Market Value (2013 estimate)                                       |                      | \$ 190,443,559,372      |
| Debt Limit: 3% of assessed value                                        |                      | <u>5,713,306,781</u>    |
| Debt applicable to limitation                                           |                      |                         |
| Total applicable debt                                                   | \$2,069,374,109      |                         |
| Plus unamortized bond premium,<br>net of deferred amounts on refundings | <u>\$ 62,574,698</u> |                         |
| Total debt applicable to limitation                                     |                      | <u>\$ 2,131,948,807</u> |
| Unused Legal Debt Limit                                                 |                      | <u>\$ 3,581,357,975</u> |



**SECTION 3  
DEPARTMENTAL GUIDE**







**GENERAL MANAGER AND OFFICE  
OF THE 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, 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:**

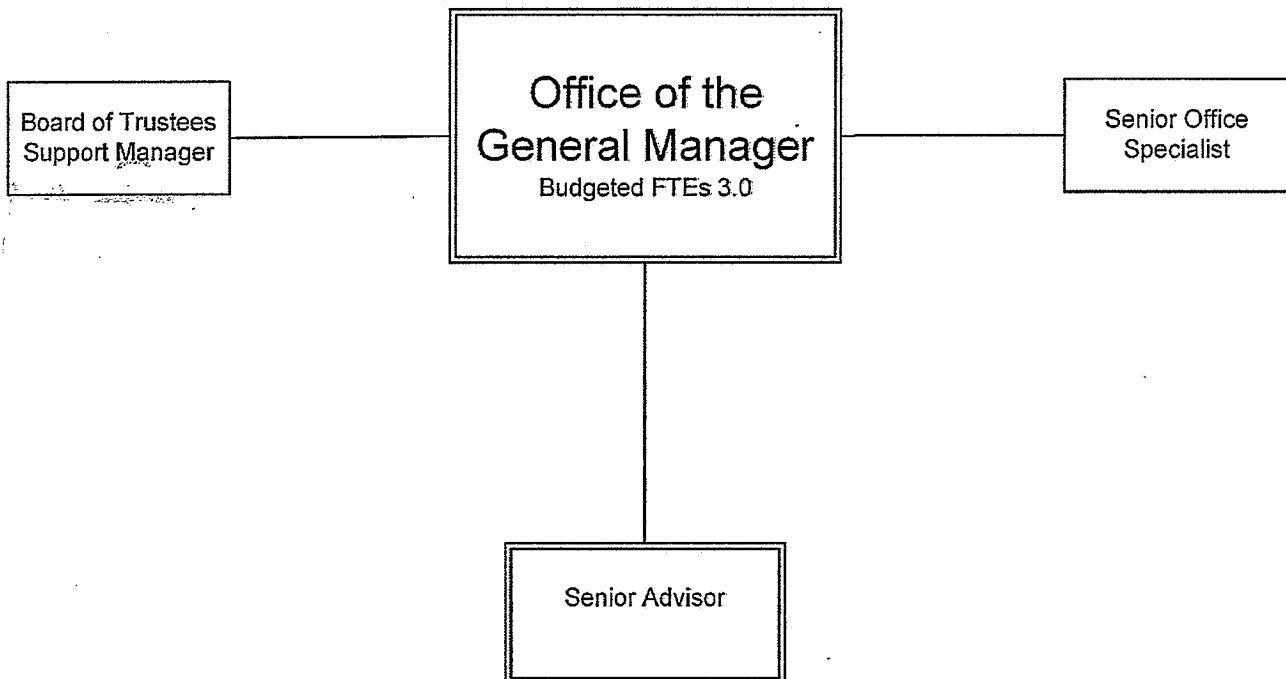
This area provides the organization with the ability to gather and disseminate data and assists the other functional areas with analysis to allow for improved decision making. It establishes performance requirements, evaluates the operations of the organization, suggests methods that may assist in a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

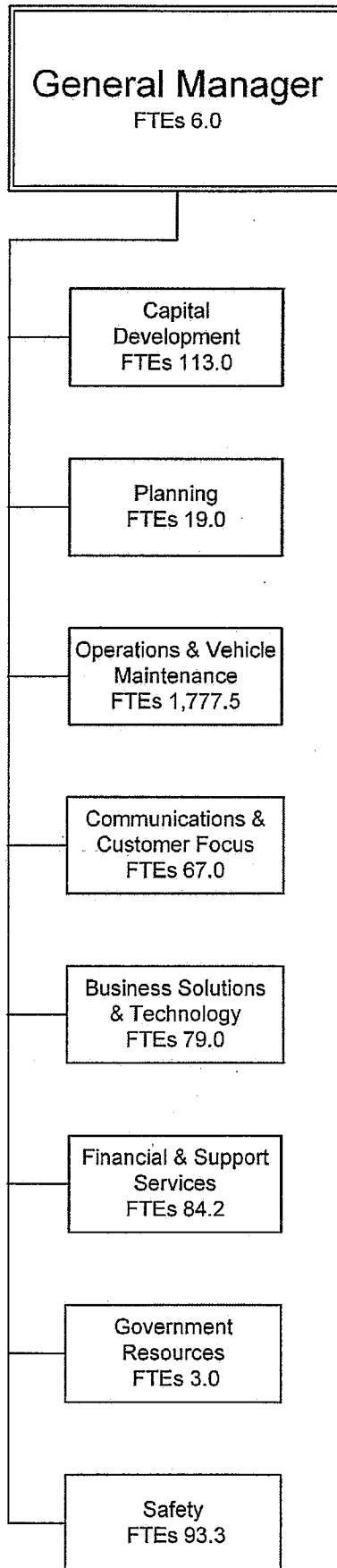
**Finance & Administration:**

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.







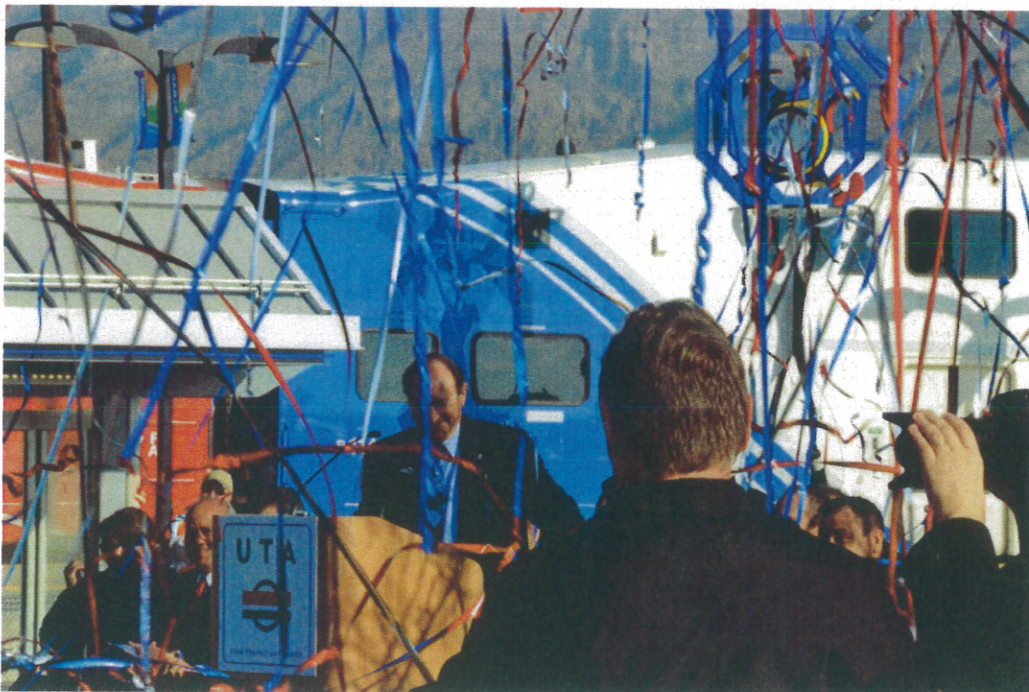
**CAPITAL DEVELOPMENT**

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

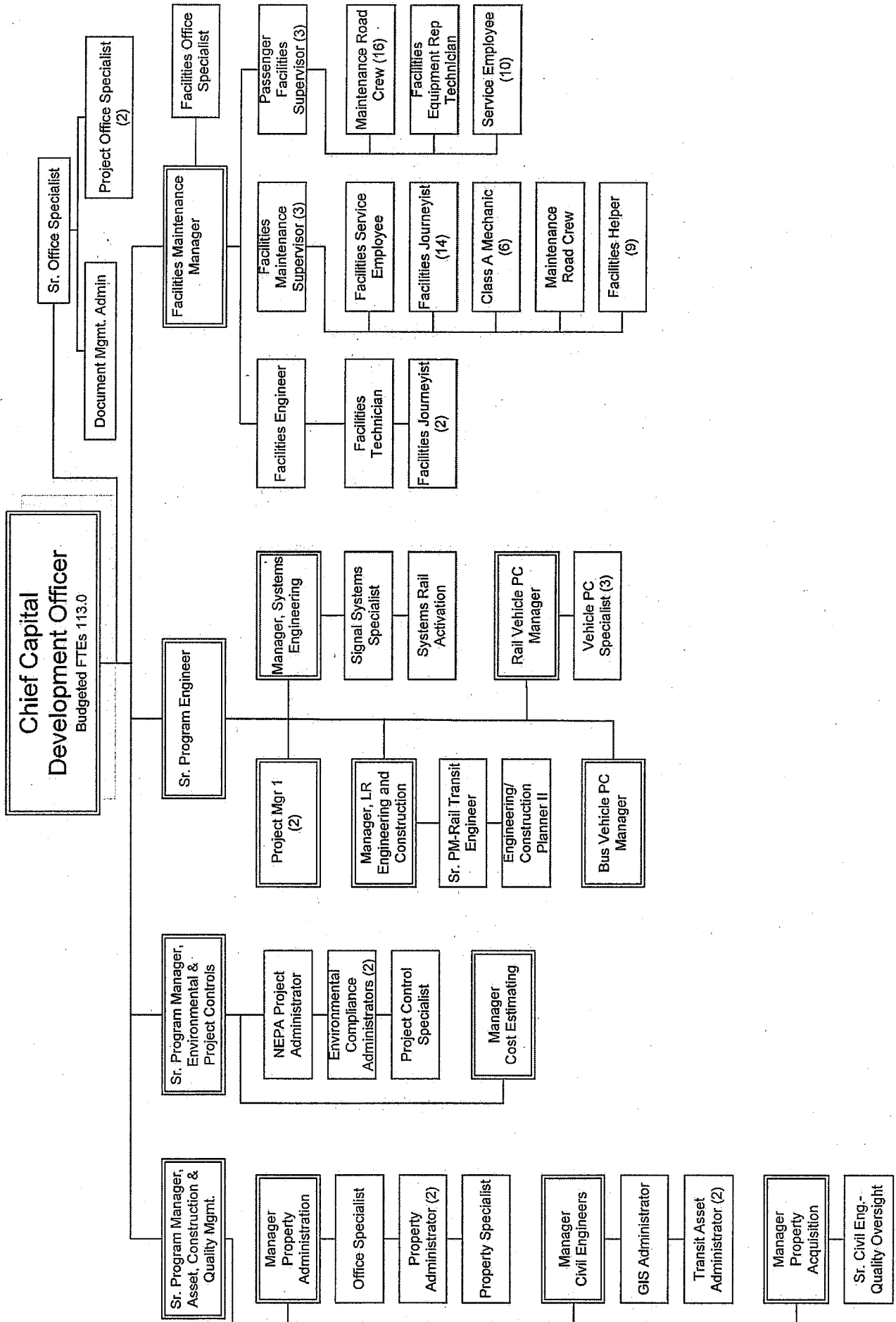
*Capital Development*  
*Steve Meyer*

**Department Function:**

The Capital Development Department is comprised of engineering and construction, geographic information systems, real estate acquisition and asset management, and facilities maintenance activities. The Capital Development Department is responsible for engineering and construction/ construction management of approved UTA transit and facilities projects, including State-of-Good-Repair projects, bus rapid transit, light rail lines, commuter rail, park-and-ride lots and other major transportation facilities. The department also encompasses environmental analysis/documentation; geographic information system management; real estate acquisition and asset management; as well as cleaning, repairs and maintenance of TRAX and FrontRunner stations, bus stops, transit hubs and occupied facilities. 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.









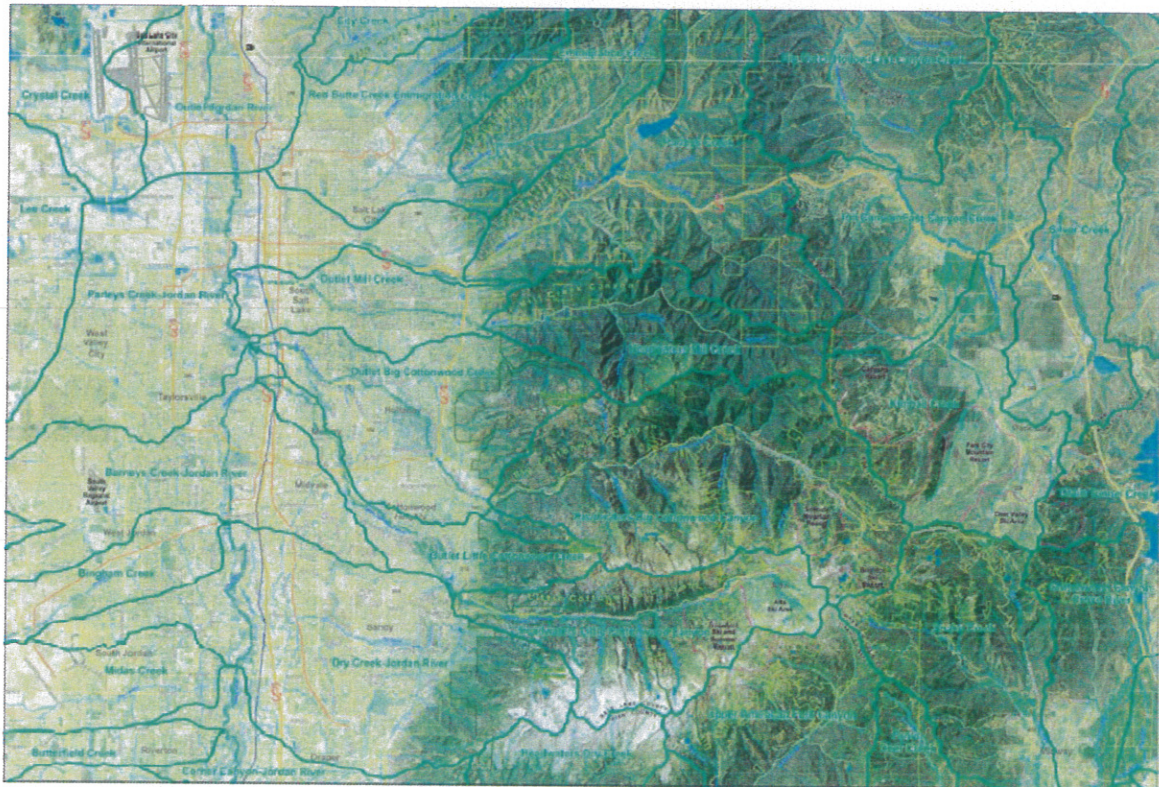
## PLANNING

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

***Planning***  
***Matt Sibul***

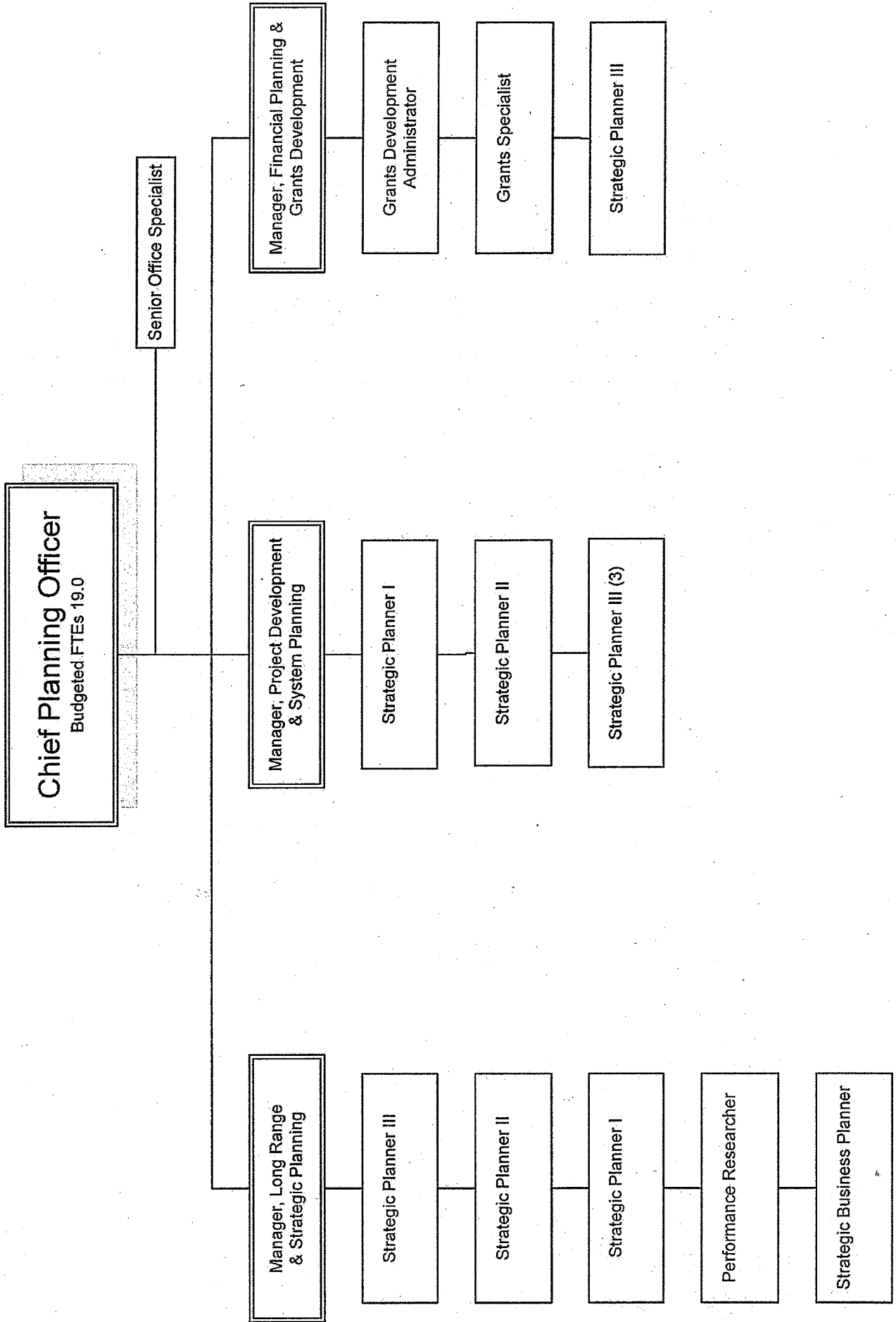
**Department Function:**

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 development. Planning is responsible for short (1-5 years) and long-range (10-30 years) strategic planning. 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.



Map and system do not meet water quality standards  
Shades of River™  
Vitality™  
CS Vitality™

**Map Series: Environment  
Water System**  
\* Source: Utah Dept. of Environmental Quality  
\*\* Source: US Geological Survey (88-0)  
\*\*\* Source: AONC





**OPERATIONS AND VEHICLE  
MAINTENANCE**

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

**Department Function:**

The Operations department is responsible for delivering all of UTA's transit service on a daily basis. Operations, under the direction of the Chief Operating Officer, seven Regional General Managers, and three support managers, have approximately 1762 employees of which 54% are Operators, 25% work in Maintenance and the remaining 21% are Administrative employees.

Operations provides fixed-route bus, flex route bus, para-transit, vanpool/rideshare, light-rail and commuter rail services covering Weber, Davis, Salt Lake and Utah Counties as portions of Box Elder and Tooele Counties. Operations has a fleet of 475 fixed-route buses which include hybrid-electric, Compressed Natural Gas (CNG), ski and over-the-road coaches, plus 163 Para-transit buses. In addition, Operations has a fleet of 483 Vanpool vehicles, 146 light-rail vehicles, 53 commuter rail cars and 18 locomotives. Operations serves more than 6,500 bus stops, 50 light-rail and 16 commuter rail stations with an annual ridership exceeding 44.1 million.

**BUSINESS UNITS:**



**Mt. Ogden Business Unit – Eddy Cumins, Regional General Manager:**

The Mt. Ogden Business Unit (MOBU) provides fixed route bus service in Davis & Weber Counties, express service to Salt Lake and ski service to the Powder Mountain and Snowbasin ski resorts. The MOBU has 175 employees and 90 vehicles.

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

The Timpanogos Business Unit provides fixed route bus service for Utah County and ski service to the Sundance ski resort. The Timpanogos Business Unit has 143 employees and 68 vehicles.

**Salt Lake Business Unit – Lorin Simpson, Regional General Manager:**

The Salt Lake Business Unit (SLBU) consists of two garages (Meadowbrook and Central) and is the provider for fixed route bus service and Bus Rapid Transit (BRT) service for Salt Lake County. In addition, the SLBU is responsible for the Park City-Salt Lake City Connect, express service to Tooele and Davis Counties and ski service to the Snowbird, Alta, Solitude and Brighton ski resorts. The SLBU has 609 employees and 342 vehicles.

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

The Special Service Business Unit (SSBU) is responsible for Utah Transit Authority's Para-transit, Flex Route, Coordinated Mobility Management, Travel Training, Vanpool and Carshare services throughout all of the UTA service area. The Special Services Business Unit provides



service directly and also through private and non-profit contractors. The SSBU has 177 employees, 163 Para-transit buses and 483 Vanpool vehicles.

**Light Rail Business Unit (TRAX) – Todd Provost, Regional General Manager:**

The Light Rail Business Unit is responsible for the operation and maintenance of four light rail (TRAX) lines (Blue, Green, Red and S-Line); all of which serve Salt Lake County and run on a total of 45 miles of electrified double track. The Light Rail Business Unit

has 283 employees and 146 light-rail vehicles.

**Commuter Rail Business Unit (FrontRunner) – Bruce Cardon, Regional General Manager:**

The Commuter Rail Business Unit is responsible for the operation and maintenance of UTA's commuter rail line (FrontRunner). This service spans 88 miles of track and serves Weber, Davis, Salt Lake and Utah Counties. The Commuter Rail Business Unit has 163 employees, 53 commuter rail cars and 18 locomotives.

**Bus Support Business Unit – Grantley Martelly, Regional General Manager:**

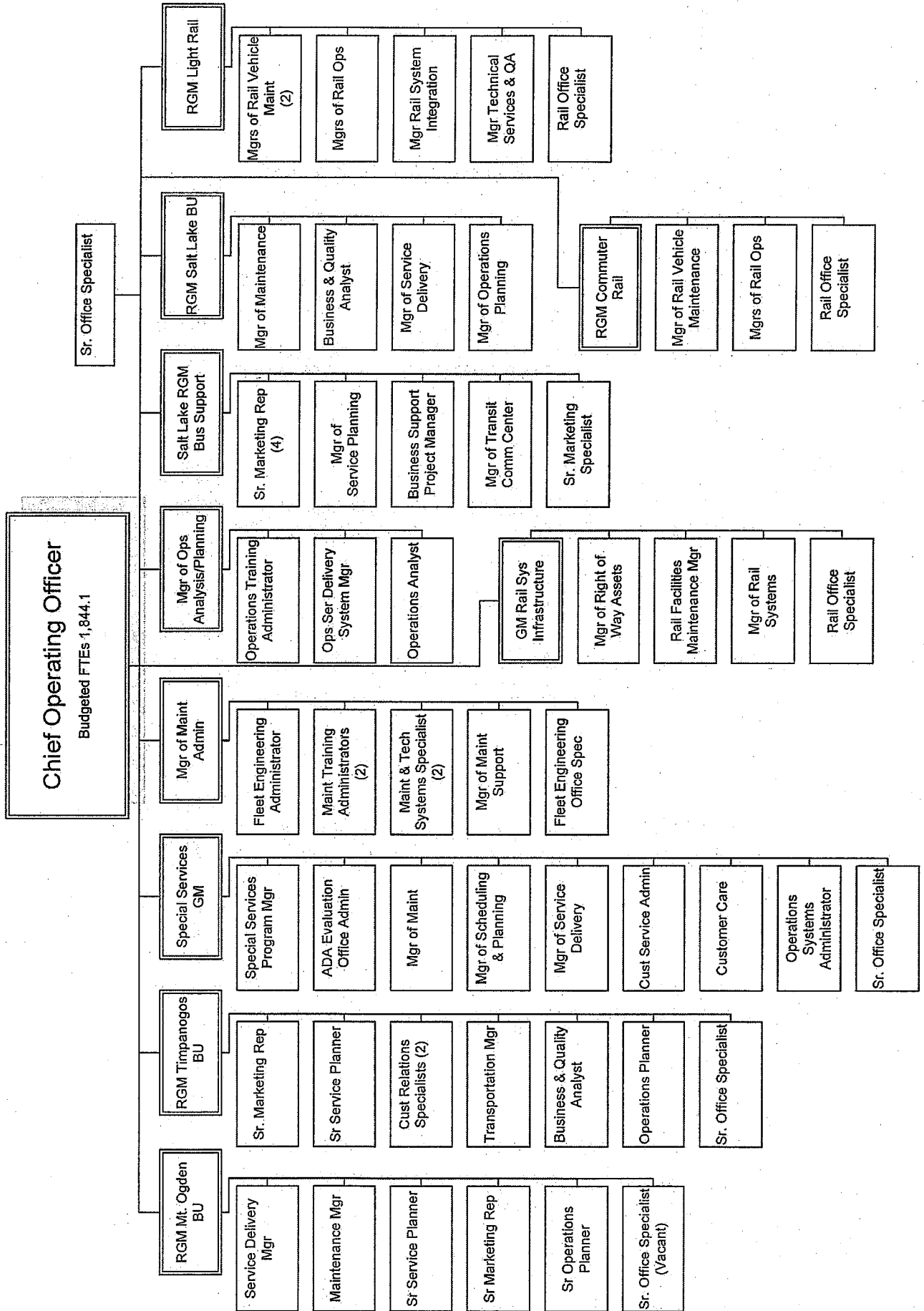
The Bus Support Business Unit provides long term service planning and marketing functions. In addition, the Bus Support Business Unit includes oversight of the bus and police dispatch center and UTA's camera systems.



**Operations Support Functions:**

The operations department receives overall support from the Operations Analysis & Planning Division (managed by Jonathan Yip), the Rail Systems Infrastructure/Maintenance of Way Division (managed by Ron Benson) and the Maintenance Administration Division (managed by James Baxter).









**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 2014, 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 department is comprised of several analysts that are primarily focused on fares: fare strategy, fare policy, fare structure, and fare collection. In addition to establishing fare policy, operating & monitoring UTA's electronic fare collection system (EFC), administering existing 3rd party programs (e.g. EcoPass, EdPass, SkiPass), validating & analyzing EFC ridership data, and coordinating fares-related change day activities, this group is actively engaged in testing and marketing activities relating to the Q3 2013 rollout of prepaid smartcards. This group is also currently exploring the feasibility of a distance-based fare structure. The group's mission is strategically grow ridership through the marketing, operation,

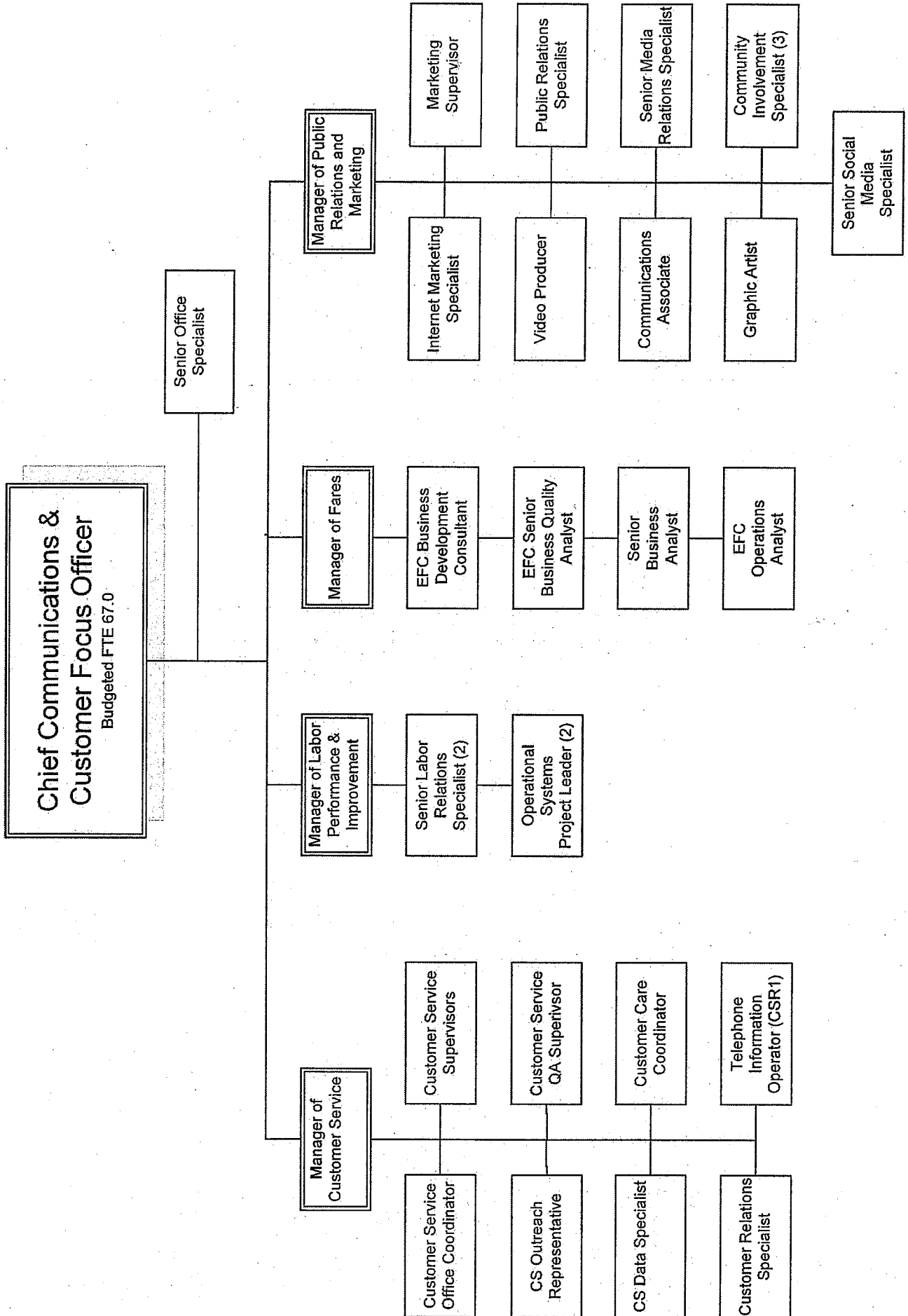
and evolution of UTA's electronic fare collection system.

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.







**BUSINESS SOLUTIONS AND  
TECHNOLOGY**

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

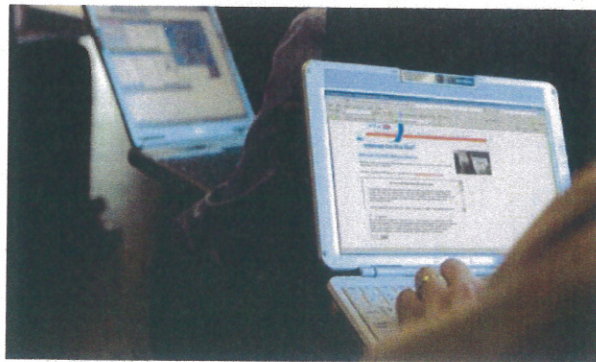
**Department Function:**

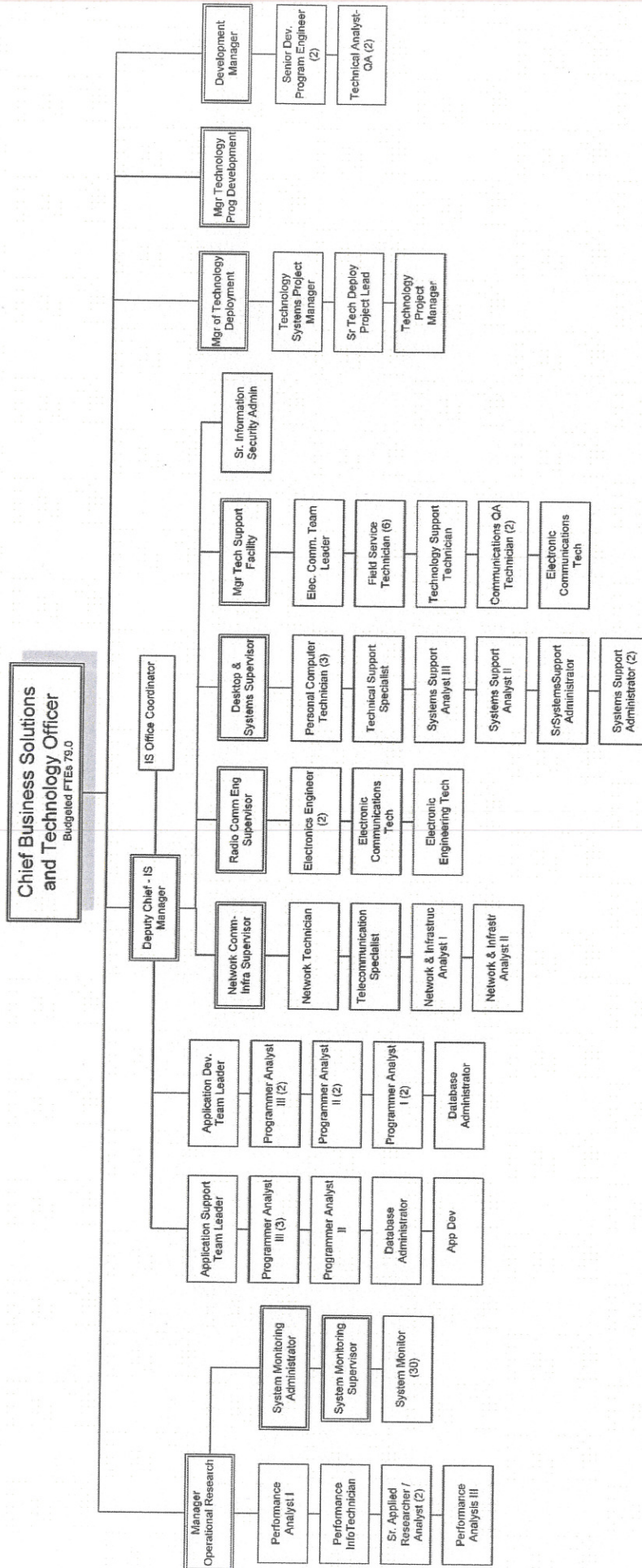
The primary focus of the Business Solutions Office is to use appropriate technology deployment to improve Utah Transit Authority's (UTA's) services to its customers, increase operational efficiencies, improve operations and management performance and enhance our image in the eyes of the public as a means 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 2014, special emphasis will be placed on Electronic Fare Collection (EFC) to utilize prepaid UTA cards as a means of fare payment. Additional development of the EFC will incorporate loyalty rewards as a means to move existing monthly passes to the FAREPAY pre-paid product. 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. Emphasis in 2014 will be on performance measurement and reporting for all technology systems and reliable operation of technology systems.

Recognition of needs to maintain a "state of good repair" of technology equipment will drive the development of a Technology Advisory Group. This group, comprised of delegates from each Executive, will review and prioritize corporate technology projects over the year. The goal is to align the technology strategy with corporate direction while maintaining core technology services.

An initiative will begin to orient UTA Business Units of data and information availability and teach them how this information can be used in business decisions. Initial steps to centralize data and coordinate data definitions and access will be taken in 2014.







**FINANCIAL AND SUPPORT SERVICES**



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

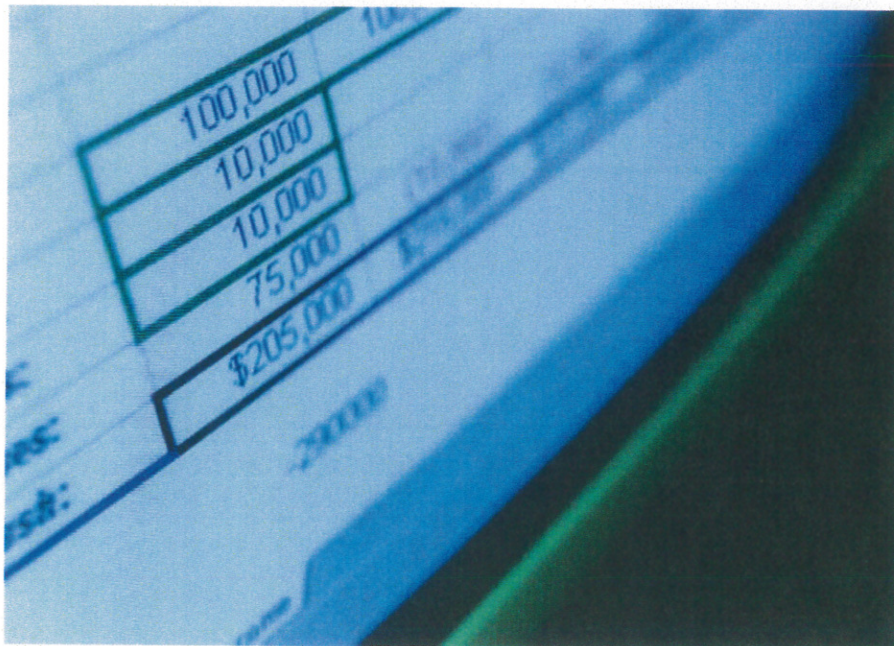
*Financial and Support Services*  
*Robert Biles*

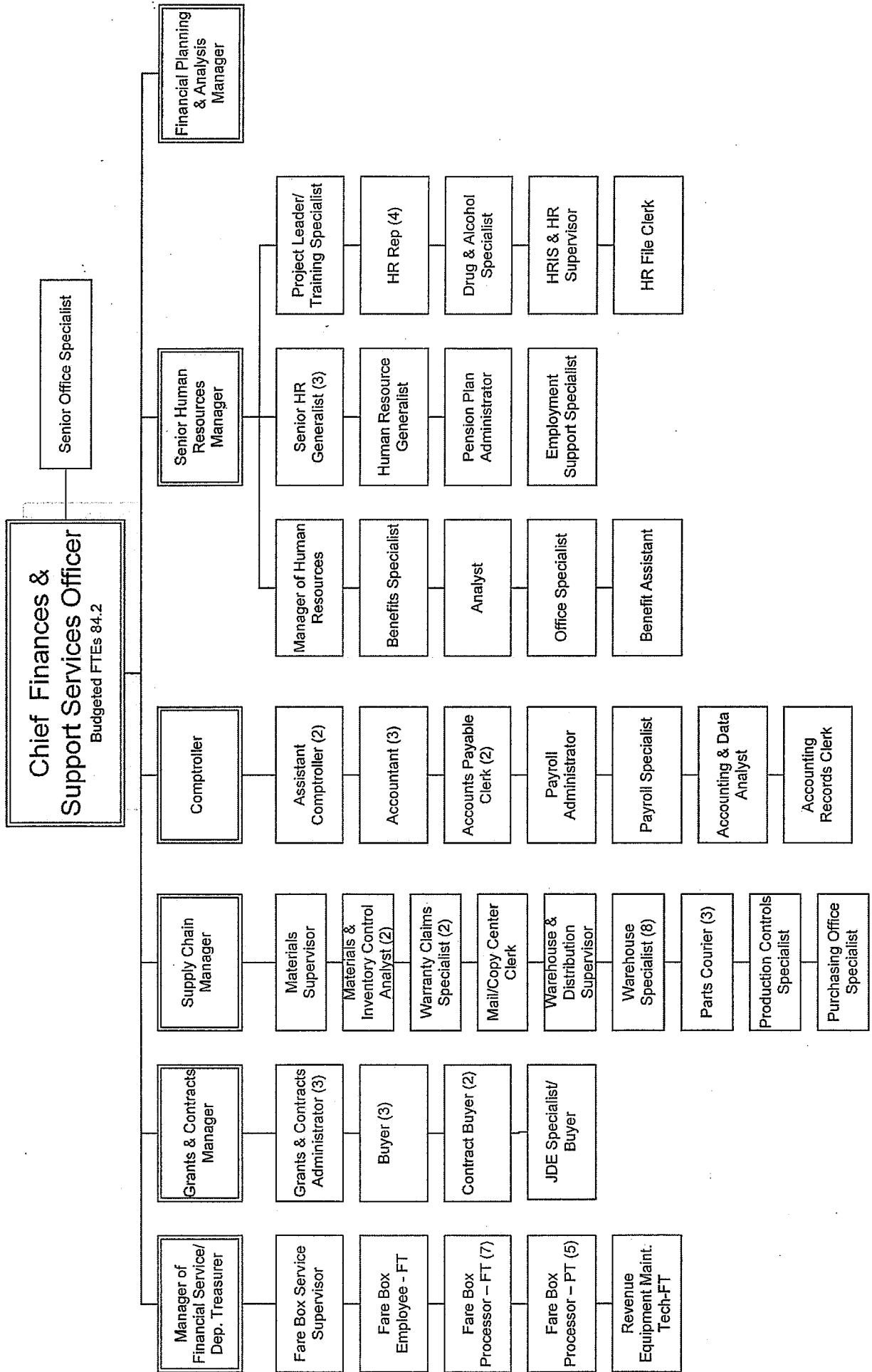
**Department Function:**

The Administrative Services Department provides support to the organization in managing its financial, human and material resources. Administrative Services is responsible for reporting on the Authority's fiscal activities through monthly and annual financial reports as well as debt administration, budgeting, 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.

The following departments are included in Administrative Services: Accounting, Financial Services and Fare Collection, Human Resources, Supply Chain Management, and Budget.







## **GOVERNMENT RESOURCES**

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

*Government Resources*  
*Bruce T. Jones*

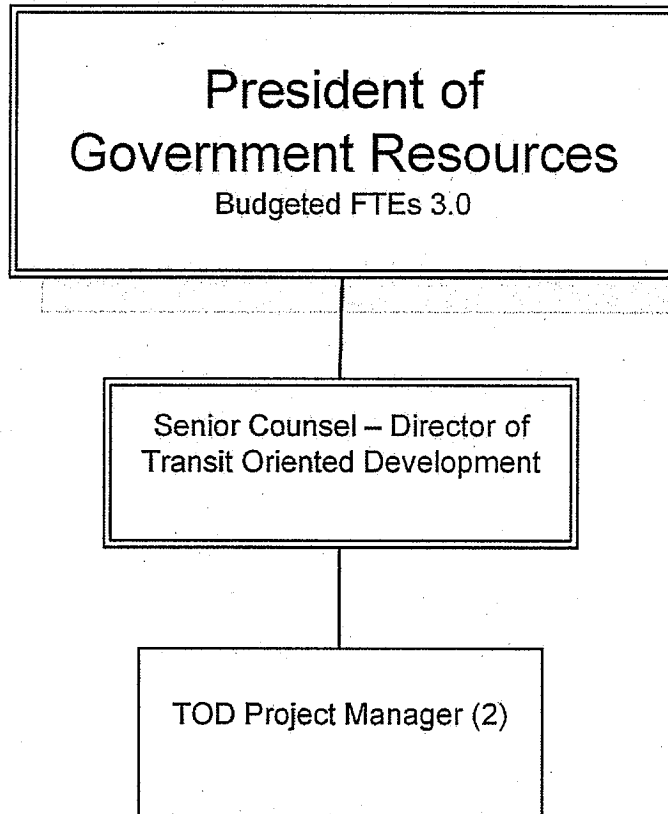
**Department Function:**

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

- Transit Oriented Development (TOD):
  1. Manage of work and daily coordination of work
  2. Develop and negotiate agreements
  3. Resolve issues
  4. Coordinate with developers
  5. Develop and follow a Financial Plan
  6. Determine UTA's role in the development
  7. Provide oversight over budgets and accounting
- Government Relations:
  1. Coordinate 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 acts as the coordinating mechanism between the TOD office and Capital Development to build the team using TOD staff and Capital resources. The TOD group, Capital Development and the Developer 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 against the project” feeling that creates a focus toward risk reduction and problem solving. Man 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.





**SAFETY**

**Department Name:**  
**Chief Safety Officer**

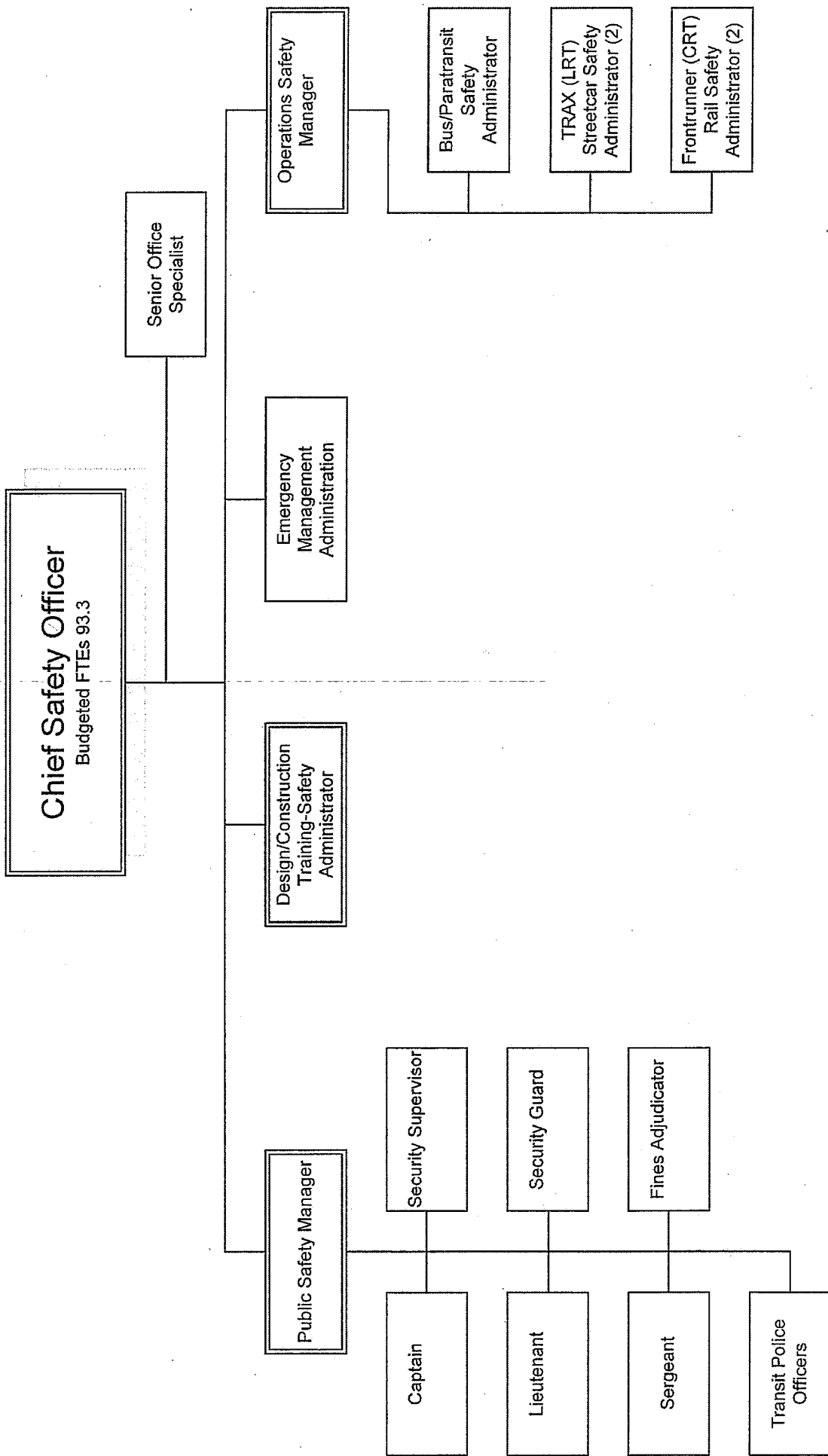
*Safety*  
*Dave Goeres*

**Department Function:**

**Safety** - The UTA Safety department has the responsibility for providing safety oversight of construction and operation for all modes of transit services which includes: FrontRunner commuter rail, TRAX light rail, fixed bus service, special services and van pool. This oversight includes the construction of systems and the work environment for operators, mechanics and administrative staff. Providing a safe and efficient transit service for passengers and a safe and healthful work environment and for all employees is the first priority of UTA, and the focus of improving our safety culture. A safety budget is developed to support safety improvements as needed for projects, personnel, training, industrial hygiene testing and safety equipment. The safety department personnel are responsible for the development of overall safety plans for UTA, and the coordination with local municipalities, the State Safety Oversight (SSO), and the Federal Railroad and Transit Administrations. Safety Administrators have a primary role in the functioning of safety committees, which has a primary purpose to observe, track and mitigate hazards.

**Public Safety** - Public Safety has responsibility to provide a secure transit system for all modes of UTA transit. This includes the buses, trains, transit stations and UTA operations, maintenance and administrative facilities. As a result, customers and employees enjoy an environment made safe by fully certified peace officers and facility security staff. UTA Public Safety personnel are out on the transit system daily, and respond to calls to perform a full spectrum of policing functions. The Public Safety Department provides a police dispatch service which monitors and dispatches calls to officers. With the completion of FrontLines 2015 program and Sugar House Streetcar, 2014 will bring new service area challenges to the department. Fare enforcement, law and order and incident investigation and scene management are primary functions of the department. This will require continued personnel training and coordination with many city agencies and other UTA departments. UTA Police are an active member of the Valley Police Chief Alliance.

**Emergency Management** – The role of emergency management within UTA is to coordinate participation and response to incidents and natural disasters which may occur. This is done by ensuring the appropriate emergency preparation plans required for our facilities and systems are completed, and by planning and conducting drills and exercises to evaluate UTA response. Emergency response coordinates closely with all business units, and with state and local officials to ensure the role of UTA in a regional event is well planned and executed. Emergency management staff coordinates with UTA's fire life safety and security committee (FLSSC) to plan, conduct and evaluate emergency response drills in preparation for new rail lines, and annually to ensure compliance with requirements.







**INTERNAL AUDITOR**

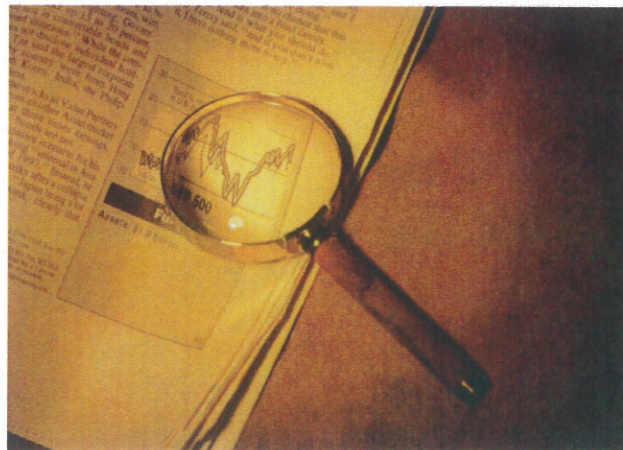
**Department Name:**  
**Director:**

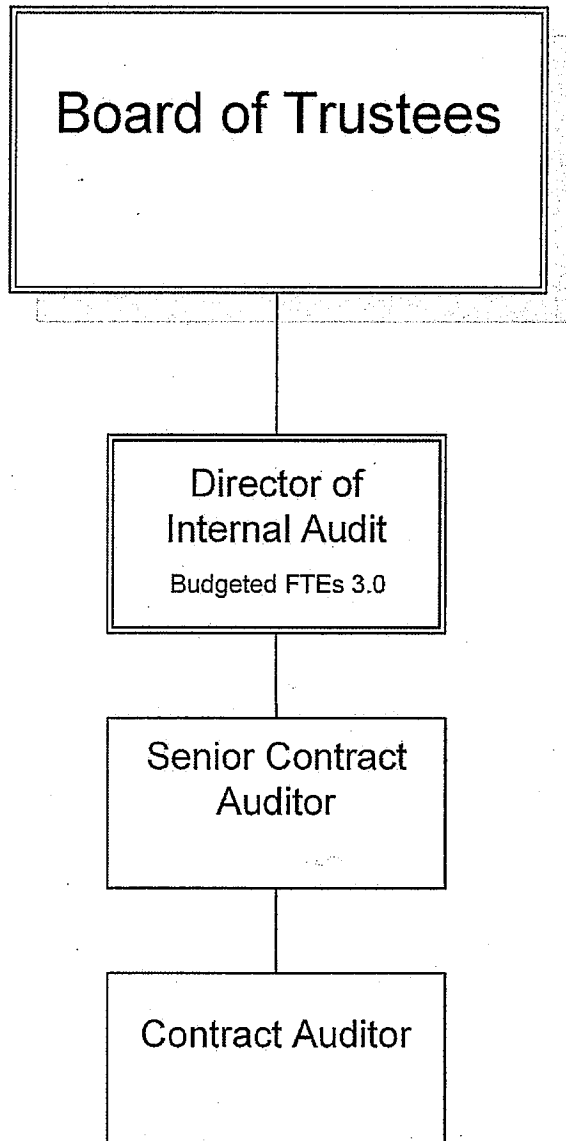
*Internal Auditor*  
*Alan Maughan*

**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.

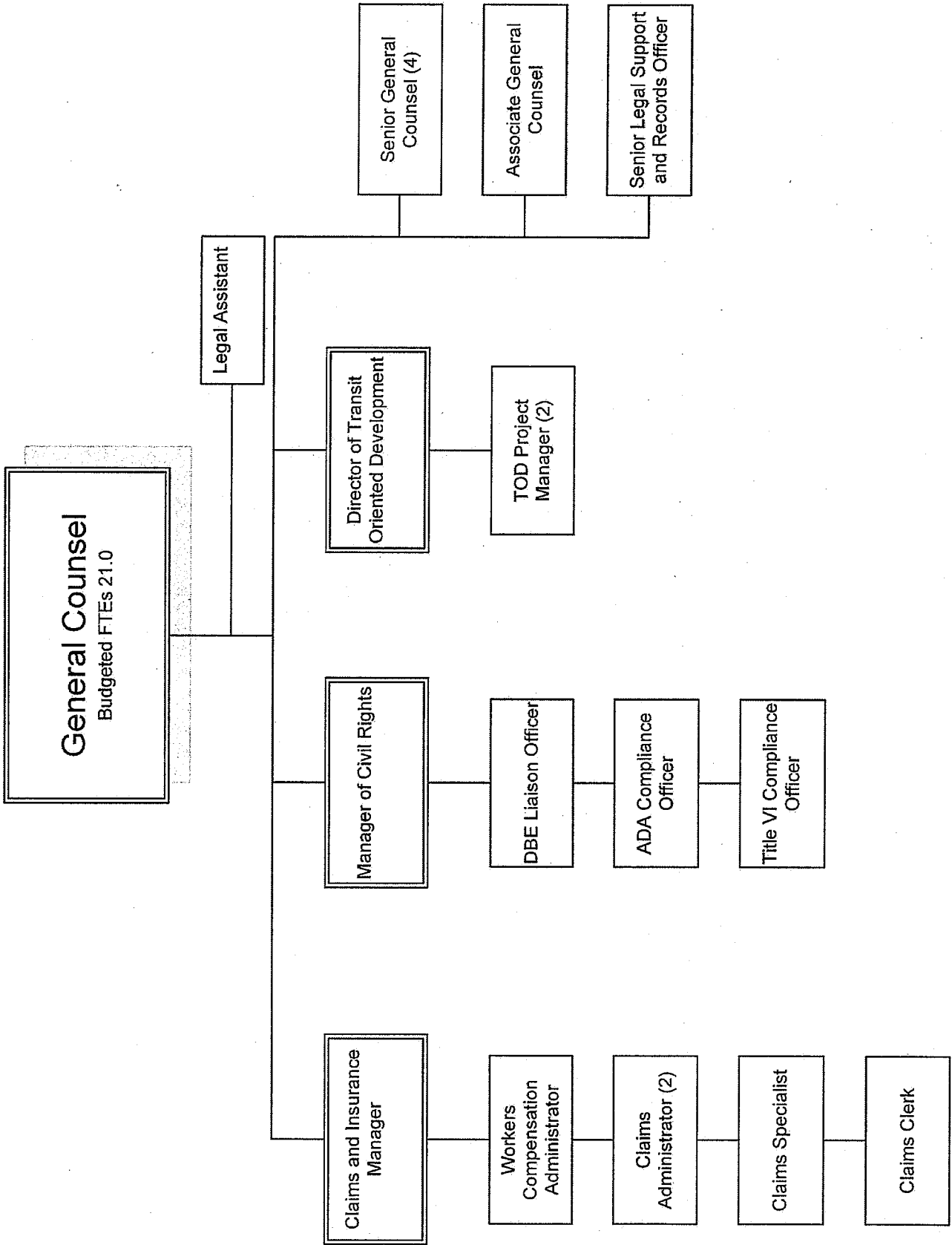
The Civil Rights Unit of the Office ensures the Authority remains in compliance with federal laws and regulations regarding (EEO) Equal Employment Opportunity, the Title VI nondiscrimination in federally-assisted programs (transportation) the (DBE) Disadvantage Business Enterprise and the (ADA) Americans 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.

**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.



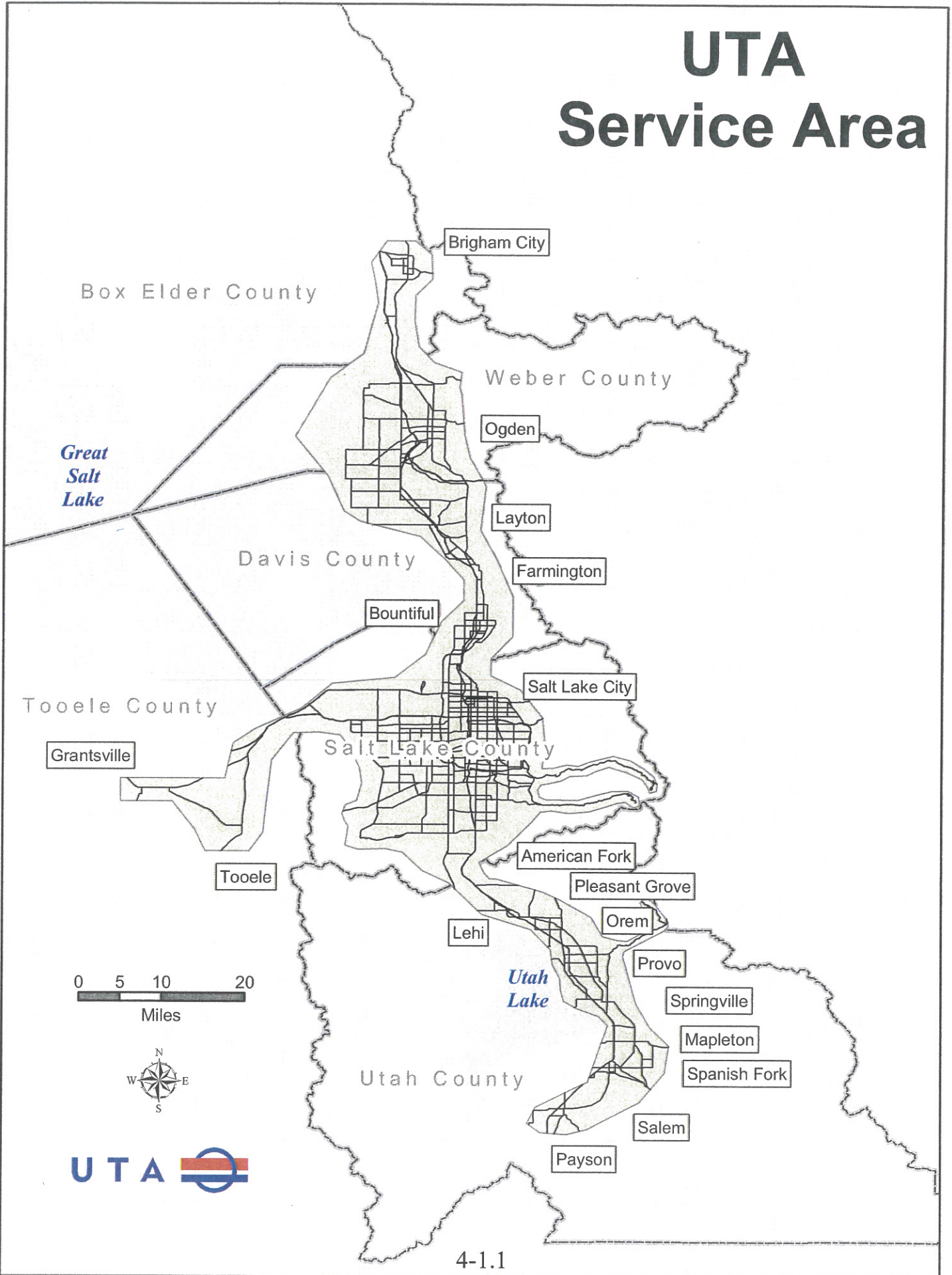




**SECTION 4  
APPENDICES**



# UTA Service Area



## 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 620 vehicles, 146 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 operates in one of the largest geographical service areas of any transit agency in the U.S. and serves a population of approximately 2.2 million

### **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 16-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 UTA's 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: UTA's board is comprised of five members who are appointed by municipalities within Salt Lake and Tooele Counties; one member appointed by Salt Lake County; one member appointed by Salt Lake City; two members appointed by Utah County; one member appointed by Davis and Weber counties; one member appointed by the governor; one member appointed by the Speaker of the Utah House of Representatives; one member appointed by the Utah State Senate; one member appointed by the Utah Transportation Commission; and one non-voting member appointed by district member municipalities within the un-annexed counties.

### **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 seven 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 address 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.

It is projected that in 2014, UTA will receive approximately 23% of the operating cost from passengers as fares paid for service.

UTA receives both formula and discretionary federal funds as authorized by MAP 21. Formula funds are allocated through Operating/Preventative Maintenance Grants as defined by the National Transit Database.

Discretionary funds allow 50 to 80% of the capital costs for light rail, streetcar, commuter rail, and BRT to be paid from federal funds through the Fixed Guideway Capital Investment Grants Program (New Starts/Small Starts), provided that there is a 20 to 50% local match and available ongoing operational funds. These helped fund recent rail expansions (FrontLines 2015), and UTA may seek these funds for future projects. Other smaller discretionary funding opportunities are also being pursued.

Appropriations for both formula and discretionary funds are made by 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)
- 122 routes – 6332 bus stops
- 508 active buses, 112 active paratransit vehicles, and 146 TRAX vehicles, 63 commuter passenger rail vehicles and 18 commuter locomotives, and 488 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 and Ogden.

**Ridership:**

- 158,747 average weekday (2013)

- 44,120,284 total annual passenger trips (2012)

**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)
- FarePay (reloadable pre-paid fare cards discount program)
- Ski bus service
- Bike racks
- Monthly passes
- Free fare zone
- UTA web site
- Ride Time real time bus service text messaging
- Car share program (P3 project with Enterprise Rent-a-car)

**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
- Bus Rapid Transit: 3500 South (9 miles) completed July 2008
- Mid-Jordan and West Valley TRAX opened August 2011
- FrontRunner South from Provo to Salt Lake City completed December 2012
- Provo and Orem Intermodal Hubs completed December 2012
- Airport Light Rail Extensions completed April 2013
- Draper Light Rail Extensions completed August 2013
- Sugar House Streetcar opened December 2013
- Depot District Service Center phase I scheduled to be completed 2014
- Bangerter Station TOD Project construction to begin 2014
- Provo/Orem BRT (10 miles) scheduled for 2016
- Phase II Depot District Service Center projected 2016

## 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 2.2 million.

**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 16.91% from 2000 to 2010. 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 28.24% from 2000 to 2010. 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 14.61% from 2000 to 2010. 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 42.92% from 2000 to 2010. 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 40.17% from 2000 to 2010. 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., Adobe Systems 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 17.66% from 2000 to 2010. 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.



## **BUDGETGLOSSARY**

## 2014 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. It provides specific guidance on accessibility of transportation vehicles and facilities.

**AGC** - Associated General Contractors

### **Alternative Fuels**

Fuels other than traditional gasoline/diesel such as compressed natural gas (CNG), liquefied natural gas (LNG), hybrid electric, propane, biodiesel, electric, bio or soy fuel, and hydrogen.

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

**ATU** - Amalgamated Transit Union

### **AVL - Automatic Vehicle Location**

Position determination via an automatic technology or combination of technologies, such as global positioning system (triangulation of satellite signals), or signposts (beacons at known locations transmit signals picked up by vehicle). The technology typically includes real-time reporting of that location to a dispatcher. AVL, or similar technology is a necessary component for "Next Bus" implementation.

**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 by their value (greater than \$5,000) and projected useful life (greater than one year).

**Capital Costs**

Costs of long-term assets of a public transit system such as property, buildings, and vehicles.

**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 in which the Bus Operator is the CEO of his bus. CEO stands for **C**ontrol of the bus, always being on time never **E**arly, and always **O**n route.

**Clean Air Act Amendments of 1990** - Legislation designed to curb three major threats to the nation's environment and to the health of millions of Americans: acid rain, urban air pollution, and toxic air emissions.

**Commuter Rail** - passenger train service for short-distance travel between a central city and adjacent suburbs.

**CMAQ - Congestion Mitigation and Air Quality** - Grant program funded by highway program money in MAP-21 to reduce traffic congestion and improve air quality. Funding is available for areas that do not meet the National Ambient Air Quality Standards (nonattainment areas) as well as former nonattainment areas that are now in compliance (maintenance areas).

**CNG - Compressed Natural Gas** - An alternative fuel, consisting of primarily methane (CH<sub>4</sub>).

**Debt** - The amount of money required to pay interest and principal on the Authority's 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.

**Demand Response** - A service where passengers, or their agents, contact UTA to schedule door to door transportation services. A demand response (DR) operation is characterized by the following a) the vehicles do not operate over a fixed route or on a fixed schedule except, on a temporary basis to satisfy a special need, and b) the vehicle may be dispatched to pick-up several passengers at different pick-up points before taking them to their respective destinations and may even be interrupted en route to these destinations to pick up other passengers. UTA's Paratransit program is demand response.

**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.

**Discretionary Funding** – One time funding or annual funding allocations which distributed on a competitive basis, must be specifically applied for and not guaranteed like a Formula Funds.

**Electronic Fare Collection or EFC** - UTA's system of fare payment when such fare payment is made via a unique electronic micro-chip embedded in an electronic fare card media, which may include a credit card or debit card, issued by a bank.

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

**Enterprise Fund** – A fund that 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.

#### **Environmental Justice**

The federal policy to promote equity for disadvantaged communities and promote the inclusion of racial and ethnic populations and low-income communities in decision-making. Local and regional transportation agencies must ensure that services and benefits, as well as burdens, are fairly distributed to avoid discrimination.

**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 gained from the sale of passenger tickets, passes, tokens or other instruments of fare payment.

**FHWA – Federal Highway Administration** – Supports State and local governments with grants for transportation projects including transit related projects.

**FRA - Federal Railroad Administration**

**FY - Fiscal Year** - Annual schedule for keeping financial records and for budgeting transportation funds UTA's fiscal year runs from Jan. 1 through Dec. 31, while the federal fiscal year runs from Oct. 1 through Sept. 30.

**Fixed Guideway System** - a surface transportation facility, including a platform, using and occupying a separate right-of-way or rail corridor, including by way of example, light rail, commuter rail, bus rapid transit or similar technology for surface transportation purposes.

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

**Formula Funds** – Funds specifically allocated to different agencies by the federal government to pay for transportation, transit and other programs. Funds are allocated annually based on population and other demographic information.

**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.

**Headways** - The time interval between vehicles moving in the same direction on a particular route.

**Highway Trust Fund** - The federal trust fund established by the Highway Revenue Act of 1956; this fund has two accounts -- the Highway Account and the Mass Transit Account. Trust fund revenues are derived from federal highway-user taxes and fees such as motor fuel taxes; trust fund uses and expenditures are determined by law.

**HOV - High-Occupancy-Vehicle Lane** - The technical term for a carpool lane or commuter lane.

**Hybrid 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 policies.

**Intermodal** - The term "mode" is used to refer to a means of transportation, such as automobile, bus, train, ship, bicycle and walking. Intermodal refers specifically to the connections between modes. Intermodal is 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** - The use of computer technology to improve transportation systems.

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

**Layover Time** - The time between transfers or arrival/departure times.

**Low-floor vehicles** - Vehicles which have entranceways and floors closer to the ground for easier access by those with disabilities.

**LRT - Light rail transit** - An electric railway with a light volume traffic capacity as 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".

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

**Local Match** - The portion of funding provided by UTA or other contributors (as opposed to funding provided at the Federal level) towards purchase of capital items.

**MIS – Majors Investment Study**

**MPO – Metropolitan Planning Organization** - Local group that selects highway and transit projects to which funds will be granted. The governor designates an MPO in every urbanized area with a population of over 50,000. The primary MPOs in UTA's transit district are Wasatch Front Regional Council, (WFRC) and Mountainland Association of Governments, (MAG).

**MAP-21 – Moving Ahead for Progress in the 21<sup>st</sup> Century** – Federal legislation signed into law on July 6, 2012, funding surface transportation programs at over \$105 billion for fiscal years 2013 and 2014.

**Non-Attainment Area** - Areas of the country where air pollution levels persistently exceed the National Ambient Air Quality standards. Attainment/nonattainment are important factors in determining CMAQ grant funding, (see CMAQ).

**New Start** – A new or extended fixed guideway and corridor-based bus systems, including rapid rail, light rail, commuter rail, bus rapid transit, and ferries.

**Operating Budget** - A plan outlining expenditures and proposed sources of financing current service. The operating budget does not include capital or reserve monies. 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 items such as payroll, services, supplies, fuel, utilities, insurance, etc. Capital expenditures are not included.

**OV&P - Employee Partnering and Visioning Training** - A week-long program in which operators receive and give input on information about the authority, its people and operations.

**Paratransit** - Transportation service, comparable to fixed-route 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 boardings, including charter and special trips. Each passenger is counted each time that person boards a vehicle.

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

**Peak Hours** - Refers to weekday a.m. and p.m. service during commute hours to carry a maximum number of passengers. An example of commute or peak hours could be defined as time between 6 and 9 a.m. in the morning, and between 3 and 6 p.m. at night.

**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 Authority 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 or bus rapid transit).

**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 transit 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 transit 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.

**Ridership** - The number of passengers using a particular mode of transit.

**Rideshare**- transportation, other than public transit, in which more than one person shares in the use of the vehicle, such as a van or car, to make a trip. Rideshare assistance is offered by UTA to promote carpooling and company-sponsored van sharing.

**Rolling Stock**- Transit vehicles such as buses, vans, cars, railcars, locomotives, trolley cars and buses, as well as vehicles used for support services.

**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. Superseded by MAP 21.

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

**Scheduled Miles** – 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).

**Smart Growth** - A set of policies and programs designed to protect, preserve and economically stimulate established communities, while protecting valuable natural and cultural resources and limiting sprawl.

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

**STIP – State Transportation Improvement Program** - Federally mandated state program covering a four-year span and updated every year. The STIP determines when and if transportation projects will be funded by the state. Projects included in the STIP must be consistent with the long-range transportation plan.

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

**STP - Surface Transportation Program** - One of the key funding programs MAP-21. STP moneys are “flexible,” meaning they can be spent on mass transit, pedestrian and bicycle facilities, as well as on roads and highways.

**TRAX Light Rail** – The UTA light rail system, consisting of the red (University of Utah to Daybreak), blue (Downtown to Draper), green (Downtown to West Valley), Airport (Downtown to Salt Lake City Airport) and S-Line streetcar (Sugarhouse) lines.

**TDP- Transit Development Plan** – an 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 programs and projects to UTA's system by showing the cost impact the program may have on our current system.

**TOD - Transit-Oriented Development** - A type of development that links land use and transit facilities to support the transit system and help reduce sprawl, traffic congestion and air pollution. It includes housing, along with complementary public uses (jobs, retail and services), located at a strategic point along a regional transit system, such as a rail hub or major transit stop.

**UDOT – Utah Department of Transportation**

**Unlinked Passenger Trips** - The number of passengers who board public transportation vehicles. Passengers are counted each time they board a vehicle no matter how many vehicles they use to travel from their origin to their destination. For example, a passenger who boards one route and then immediately transfers to another route has taken 2 unlinked trips.

**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.

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

**Vanpool** – A service provided by UTA where the Agency provides the van and a group of 7-15 people with a similar commuting route provide the driver, bookkeeper, and passengers. The group can also be coordinated through the UTA website.

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