



2015

Budget Document



UTAH TRANSIT AUTHORITY

UTA 2015 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 2013 actual, 2014 budget, 2014 year end projected, and 2015 budget totals. This section also includes projected fund balances, projected reserves, 2015 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 Counsel's office. Each Director's Business Unit contains the following:

- The Business Unit name and Director.
- Department function
- Department organization chart including the number of 2015 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, 2014. 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

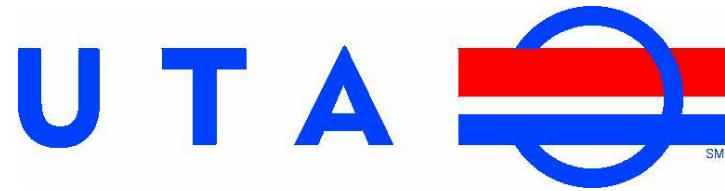
January 1, 2014

Executive Director

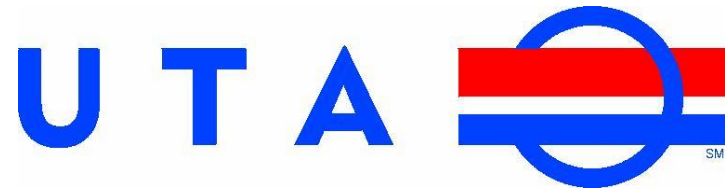
Quick Reference Guide

The following should assist the reader in locating key information contained in the 2015 Utah Transit Authority budget.

To find:	Refer to:	Section	Page
- Strategic Plan	Introduction	1.3	1-10
- The overall policies which guide the 2015 budget	Introduction	1.5	1-24
- Organization chart	Introduction	1.2	1-5
- 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	2-5
- Comparison of 2013 actual, 2014 year-end and 2015 budget expenditures	Summaries of Expenditures	2.3	2-3
- Budget expenditures by major category	Summary of Expenditures	2.3	2-13
- Projected Fund Balances	Projected Fund Balances	2.4	2-26
- Capital projects planned for 2015	Budgeted Capital Expenditures	2.5	2-28
- Debt Obligations	Current Debt Obligations	2.6	2-40
- Primary responsibilities of the department	Department Guide	3	By Dept. (See Table of Contents)



SECTION 1
INTRODUCTION



1.1 BUDGET MESSAGE

UTAH TRANSIT AUTHORITY 2015 BUDGET MESSAGE

The Utah Transit Authority's budget for fiscal year ending December 31, 2015 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 consistently increases year over year ridership and 2014 was no exception. More than 45 million trips were taken in 2014, again breaking UTA's highest annual ridership record.

2014 was UTA's first full year of service on the completed FrontLines 2015 project. The project, which built 70 miles of rail and five new rail lines, was completed ahead of schedule and under budget and creates a strong transit backbone in the Wasatch Front. UTA is constantly looking to the future, both in its budget outlook but also in its planning and goals.

The UTA board of trustees created a 2020 Strategic Plan to help identify the focus of transit moving into the future. The areas highlighted in the plan are:

- Customer focus
- Finances & funding
- Ridership & service
- Accountability
- Sustainability
- Transit oriented development
- Economic development

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

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

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

While cost management may not be a strategy that yields positive ridership or revenue goals, it is important to continue good business practices in order to maintain the most

efficient transit system. Cost management consists of five key components: asset management, capital improvement program, operational efficiencies, quality workforce, and advanced technology.

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

As UTA goes into the 2015 budget year, sales tax revenues are projected to grow by 4.2%. 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 has set the following goals for 2015:

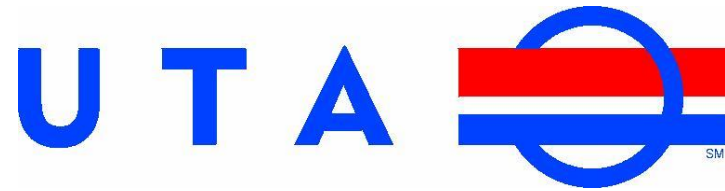
- Increase ridership by 3.3% over 2014
- Develop, track, and show improvement with three customer satisfaction indicators
- \$13.5 million in Non-Small Starts Revenue Development
- \$75 million in Small Starts (Federal) Revenue Development
- Develop dashboard for State of Good Repair and demonstrate adherence
- Investment per Rider (IPR) of \$4.01 (as of this report the final IPR goal had not been set)
- Complete three new groundbreakings at UTA transit oriented development sites
- Make go/no-go decision on Distance-Based Fare by Oct. 31, 2015, and if decision is "go" launch in January, 2016

In addition to working on the above goals UTA will continue to manage all of its expenses and scrutinize all expenditures. It is also focused on improving current performance and looking for opportunities to increase efficiencies and improve processes.

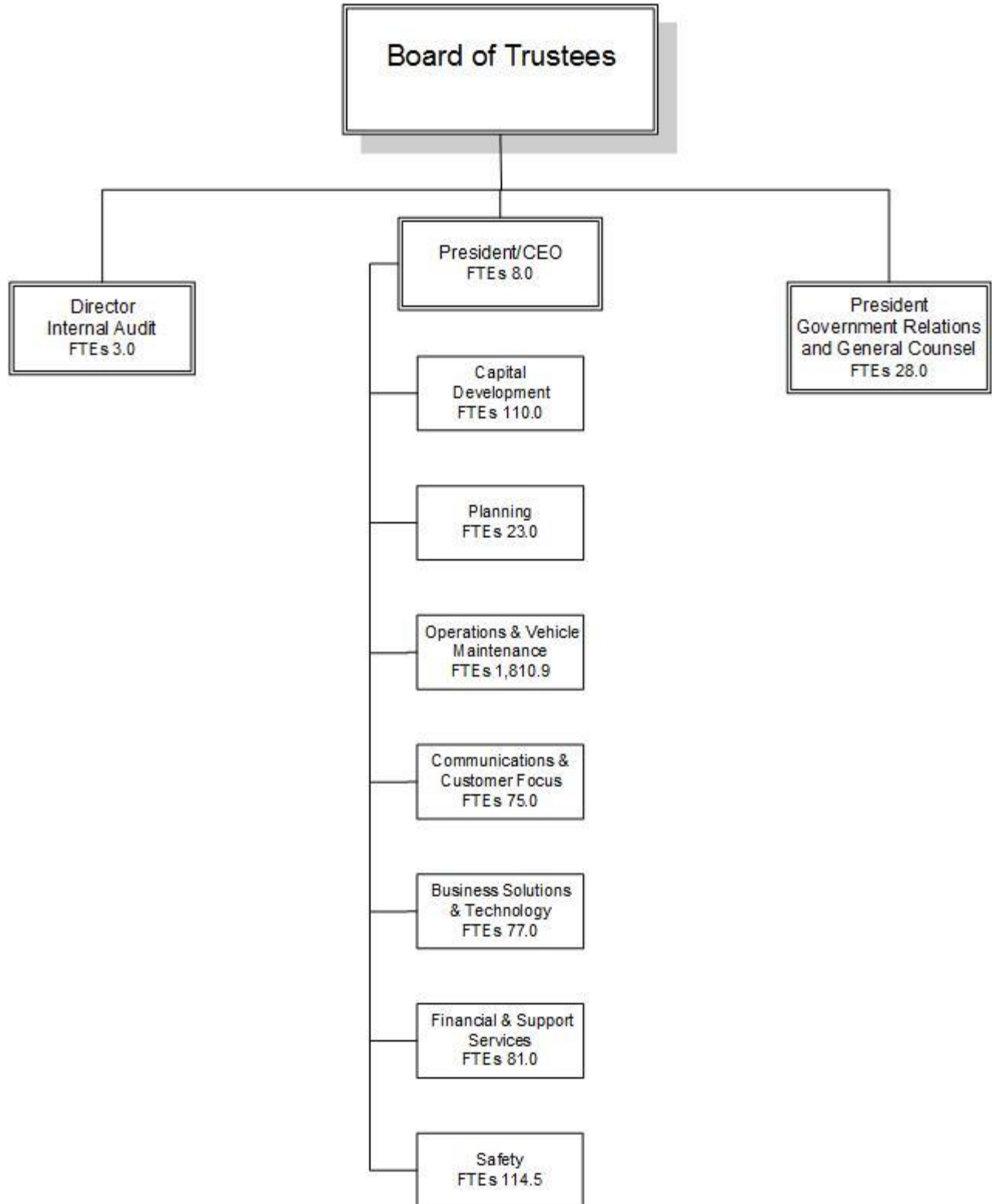
Best Regards,



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

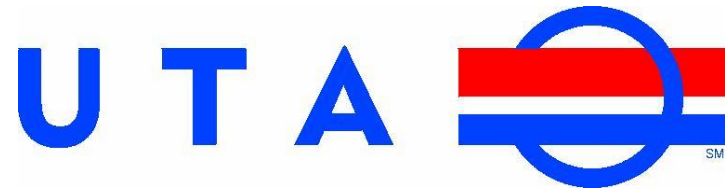
	Actual 2013	Actual 2014	Budget 2015
OPERATIONS:			
Bus			
Salt Lake			
Administration	14.5	5.5	7.0
Operations	454.0	489.0	510.0
Maintenance	131.0	133.0	139.0
Salt Lake	599.5	627.5	656.0
Ogden			
Administration	3.0	2.0	2.0
Operations	126.5	133.5	143.0
Maintenance	41.0	42.0	42.0
Marketing	1.0	-	-
Ogden	171.5	177.5	187.0
Timpanogos			
Administration	8.0	7.0	7.0
Operations	100.5	102.0	103.0
Maintenance	31.0	32.0	32.0
Marketing	1.0	-	-
Timpanogos	140.5	141.0	142.0
Rail			
Light Rail Administration	11.0	14.0	16.0
Light Rail Operations	166.5	171.0	172.0
Light Rail Maintenance	107.0	109.0	123.0
Commuter Rail Administration	2.0	2.0	2.0
Commuter Rail Operations	95.5	101.5	107.0
Commuter Rail Maintenance	31.0	32.0	34.0
Maintenance of Way	113.0	112.0	101.0
Rail	526.0	541.5	555.0
Special Services			
Special Services Administration	25.0	27.0	26.0
Paratransit Operations	120.0	123.0	135.0
Paratransit Maintenance	31.0	33.0	34.0
Vanpool Administration	8.0	8.0	8.0
Mobility Management			3.0
Rideshare Administration	2.0	2.0	2.0
Special Services	186.0	193.0	208.0
Operations Subtotal	1,623.5	1,680.5	1,748.0
OPERATIONS SUPPORT AND GENERAL AND ADMINISTRATION:			
Chief Executive Officer			
Chief Executive Officer	1.0	1.0	1.0
Board Coordination	1.0	1.0	1.0

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

	Actual 2013	Actual 2014	Budget 2015
Corp & Board Support	4.0	3.9	6.0
Chief Executive Officer	6.0	5.9	8.0
Chief Operating Officer			
Chief Operation Officer	2.0	3.0	2.0
Support Maintenance	27.0	27.0	29.0
Fleet Engineering	16.0	13.0	14.0
Training	21.5	13.5	17.9
Chief Operating Officer	66.5	56.5	62.9
Chief Financial Officer			
Chief Financial Officer and Contract Administration	2.0	2.0	2.0
Accounting	10.0	14.0	13.0
Supply Chain Mgt & Contract Admin	29.0	30.0	30.0
Financial Services	13.2	11.8	12.6
Human Resources	20.5	21.5	21.5
Financial Planning & Analysis	1.0	2.0	2.0
Chief Financial Officer	75.7	81.3	81.0
Chief Capital Development Officer			
Major Program Development	27.0	27.0	20.0
Facilities	69.0	68.0	85.0
Real Estate	10.0	5.0	5.0
Chief Capital Development Officer	106.0	100.0	110.0
Chief Technology Officer			
Chief Technology Officer	1.0	1.0	1.0
Technology Development	6.0	5.0	5.0
Technology Deployment	3.0	3.0	3.0
Technology Support	3.0	3.0	3.0
Application Development	8.5	8.5	15.0
Network Support	12.0	13.0	14.0
Telecommunications	4.0	4.0	5.0
Operational Research and Development	23.5	16.0	20.0
Technology Support Facility	11.0	11.0	11.0
Chief Technology Officer	72.0	64.5	77.0
Chief Communications Officer			
Chief Communications Officer	2.0	2.0	2.0
Labor Relations	5.0	7.7	7.0
Public Relations and Marketing	11.0	11.0	11.0
Electronic Fare Collection	6.0	6.0	6.0
Product Development & Sales	6.0	6.0	6.0
Customer Service	41.4	40.0	43.0
Chief Communications Officer	65.4	72.7	75.0
Chief Planning Officer			

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

		Actual 2013	Actual 2014	Budget 2015
Planning		17.0	20.0	23.0
	Chief Planning Officer	17.0	20.0	23.0
Chief Safety Officer				
Safety		9.0	9.0	10.0
Transit Comms Center		16.0	16.0	19.0
Security		73.8	76.6	85.5
	Chief Safety Officer	98.8	101.6	114.5
Internal Audit		3.0	3.0	3.0
General Counsel		8.0	9.0	8.0
Transit Oriented Development		2.0	7.0	8.0
Civil Rights		4.0	3.0	3.0
Risk Management		5.5	5.5	6.0
	Board of Trustees	22.5	27.5	28.0
Operations Support and General and Administration Subtotal		529.8	530.0	579.5
	UTAH TRANSIT AUTHORITY	2,153.2	2,210.4	2,327.4



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 27,804,605 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 provides more than 45,000,000 passenger boardings annually, and 149,000 average daily weekday boardings. The Special Services Business Unit offers paratransit and route deviation services along the Wasatch Front totaling more than 2,000,000 revenue miles and 811,000 passenger boardings per year. UTA's bus services (regular fixed route, regular express, and bus rapid transit) operate over 14,000,000 revenue miles and boast 18,000,000 passenger boardings annually. The Salt Lake Valley TRAX light rail system operates 2,000,000 annual revenue miles with more than 19,000,000 passenger boardings, while the Commuter Rail system, extending from Salt Lake Central Station North to Ogden and south to Provo, operates over 1,000,000 revenue miles and attracts more than 4,000,000 passenger boardings annually. The S-Line streetcar, which connects neighborhoods in South Salt Lake and Sugarhouse, operates approximately 60,000 revenue miles and 335,000 passenger boardings per year.

UTA currently has approximately 2,300 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 2014

With successes of early completion of capital projects in 2013, in 2014 UTA was able to improve on goals centered on customer service. Below are some of the customer focused milestone achievements of 2014.

- Successfully developed a First and Last Mile Strategic plan to address the issues people face when trying to either access or exit access the transit network.
- Supported the development of the 2015-2040 long range transportation plans for Mountainland Association of Governments (MAG) and Wasatch Front Regional Council (WFRC).
- Launched the Mountain Accord project, a collaborative working group focused on long- and short- term challenges facing the Wasatch Mountain range.
- Partnered with Salt Lake City to offer residents the Hive Pass pilot program.
- Launched Open UTA, an online customer feedback forum.
- Partnered with Wasatch Front Regional Council in development of the Local Planning Resource Program which aids communities in land use and transportation planning.

- Initiated the construction of an on-site CNG fueling facility.
- Partnered with two cities to support land use planning around current rail stations
- Developed and adopted guidelines for joint development projects.
- Entered into 2 exclusive agreements for TOD projects.
- Commenced construction on two Phase I TOD projects.








The following chart shows UTA's 2014 Board Goals and Results



UTAH TRANSIT AUTHORITY BOARD GOALS 2014

FINANCING / FUNDING	<i>Board Goal</i>	<i>Responsible Department</i>
	DEVELOP A PLAN TO EDUCATE & INFORM UTA PARTNERS & STAKEHOLDERS ON FULL FUNDING & IMPLEMENTATION OF THE UNIFIED TRANSPORTATION PLAN	PLANNING
	<i>Current Issues</i>	<i>Rating</i>
	UTA has actively participated with the Salt Lake Chamber and other partners of the Utah Transportation Coalition to work collaboratively with legislative leadership in addressing comprehensive funding proposals for transit, local roads, state roads, and active transportation. We have developed educational and other data-driven materials to show the quantitative benefits of ridership and air quality improvements with various amounts of new investments for transit.	
	<i>Board Goal</i>	<i>Responsible Department</i>
	REVENUE DEVELOPMENT GOAL OF \$92.5M (LOCAL/REGIONAL = \$17.5M AND FEDERAL = \$75M)	FINANCE
	<i>Current Issues</i>	<i>Rating</i>
	Local/Regional Goal = \$17,500,000 YTD = \$19,373,991 Percent complete = 110.71%	
	Fed. New Starts Goal = \$75,000,000 YTD = \$0 Percent Complete = 0% (Grant for Provo/Orem BRT anticipated award in 2015).	
	<i>Board Goal</i>	<i>Responsible Department</i>
	DEVELOP & EXECUTE A COMPREHENSIVE 'STATE OF GOOD REPAIR' STRATEGY & REPORTING PROCESS	DEVELOPMENT
	<i>Current Issues</i>	<i>Rating</i>
Coordinating with UTA planning, Wasatch Front Regional Council and Mountainland Association of Governments to address state of good repair issues in the updated long range transportation plans.		
<i>Board Goal</i>	<i>Responsible Department</i>	
INVESTMENT PER RIDER (IPR) OF \$3.99	FINANCE	
<i>Current Issues</i>	<i>Rating</i>	
Preliminary YTD IPR through December is \$3.99.		

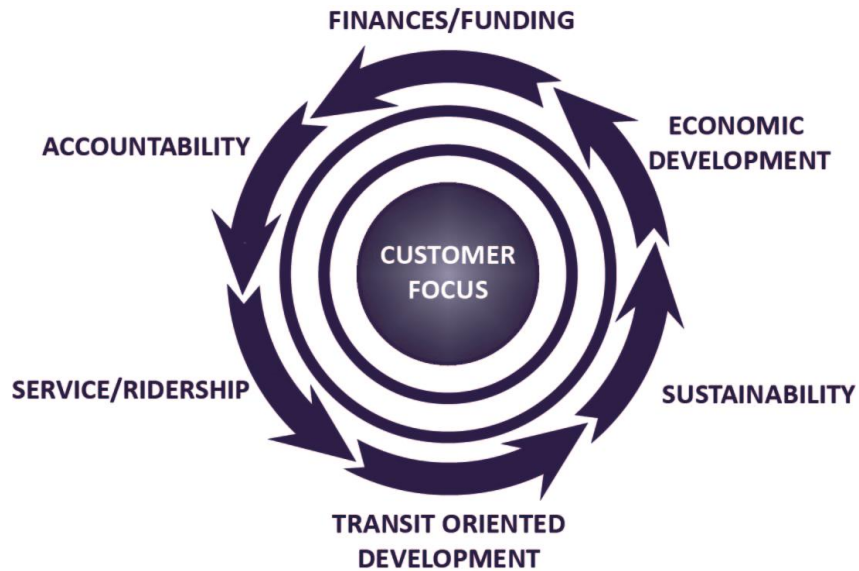
RIDERSHIP / CUSTOMER SERVICE / TECHNOLOGY	<i>Board Goal</i>	<i>Responsible Department</i>
	INCREASE RIDERSHIP BY 4% OVER 2013 ACTUAL	OPERATIONS
	<i>Current Issues</i>	<i>Rating</i>
	December YTD Ridership is 2.17% higher than the same period in 2013.	
	<i>Board Goal</i>	<i>Responsible Department</i>
	CAPITALIZE ON CURRENT MARKETS & DEMAND TO DEVELOP UTA'S NEXT PHASE OF FARE POLICY	COMMUNICATIONS
	<i>Current Issues</i>	<i>Rating</i>
	GOAL COMPLETE. Process is underway to develop and implement UTA's next phase of fare policy, with a focus on a distance-based fare structure. The Fare Policy Analysis Project plan and outline was presented to the Board of Trustees at the July meeting and implemented with an initial public survey was posted on OpenUTA. Phase 1 of the Fare Policy Analysis Project – to be completed in 2014 – included the research phase. Activities included in this phase included a review of existing research/studies, approximately 60 stakeholder interviews, a telephone survey to the public along the Wasatch Front, and an on-board survey of riders. UTA also initiated a distance-based fare beta test on September 2 on three bus routes in Utah County. These efforts were completed in 2014. Staff is currently analysis the research and input, with a report to be provided in Q1 of 2015. The next phase of the project will involve the development of potential fare structure scenarios.	
	<i>Board Goal</i>	<i>Responsible Department</i>
	DEVELOP & EXECUTE A STRATEGY FOR DEPLOYMENT OF CUSTOMER INFORMATION APPLICATIONS	TECHNOLOGY & COMMUNICATIONS
	<i>Current Issues</i>	<i>Rating</i>
	Evaluations and reference checks for FrontRunner wi-fi RFP responses have been completed. A presentation will be made February 3, 2015 to Corporate Staff of findings and recommendations.	
<i>Board Goal</i>	<i>Responsible Department</i>	
USE UTA BENCHMARKING SURVEY & OTHER TOOLS TO IMPROVE UTA'S PERCEIVED IMAGE AMONG OUR STAKEHOLDERS	COMMUNICATIONS	
<i>Current Issues</i>	<i>Rating</i>	
GOAL COMPELTE. Staff completed the 2014-2015 Benchmark survey. The annual survey effort started with focus groups – with both regular riders and infrequent/non-riders – followed by a telephone survey throughout the service area. The focus groups were held in mid-November, and the phone survey was conducted in December with a draft report delivered. The Benchmark survey is designed to gauge overall public perception of UTA as an organization, public perception of our various services, perceived benefits and/or barriers of transit, and high-level indicators of reasons why people ride or don't ride. A draft summary of the survey was provided to the Board in January, and more information will be provided in the Compliance Report due to SRC in April.		
<i>Board Goal</i>	<i>Responsible Department</i>	
DEVELOP UTA EMPLOYEE RETENTION & SUCCESSION STRATEGY	H.R. & FINANCE	
<i>Current Issues</i>	<i>Rating</i>	
The President/CEO and his Executive team ranked the importance of the Succession, Retention and Recruitment recommendations. Recommendations requiring budget approval for 2015 were submitted for consideration. Recommendation having no budget impact are scheduled for implementation in 2015 including the following. <ul style="list-style-type: none"> • Making the application process more user friendly with links to LinkedIn profiles, more flexible requisition questions and eliminating redundant questions. To impact retention of new employees. • Enhancement of the onboarding of employees which will aid managers in integrating new employees in their work. Completion of a through onboarding has shown to increase retention of new employees by making them feel more engaged in a more timely manner. • Implementation of a training strategic plan that will develop training requirements for employees and management, as well as designing and implementing a Supervisor Essential series that will increase lines of communication across functions and allow for a greater understanding of broad business functions. • Creation of a strategic Internship program focused on creating career advancement by linking intern development activities to future job opportunities. Guidelines and toolkit for managers is being drafted in order to create and assist with internship sourcing and mentoring that propels students into business professionals though meaningful learning opportunities in the transit industry. 		

TOD / COMMUNITY DEVELOPMENT / SUSTAINABILITY	<i>Board Goal</i>	<i>Responsible Department</i>
	COMPLETE CONSTRUCTION OF AN ON-SITE CNG FUELING FACILITY	DEVELOPMENT
	<i>Current Issues</i>	<i>Rating</i>
	Construction continuing on the fueling and fare facility. Work schedule impacted by old concrete foundations, poor soils, and archeological observation requirements. Completion now scheduled for April 2015. Gas pipeline construction underway.	
	<i>Board Goal</i>	<i>Responsible Department</i>
	PARTNER WITH TWO (2) CITIES TO PRODUCE STATION AREA LAND USE PLANS	PLANNING
	<i>Current Issues</i>	<i>Rating</i>
	Agreements are in place with two cities, West Valley City and West Jordan City. Both projects are underway and will look at market conditions and land use plans are TRAX stations (Redwood Junction and West Jordan City Center). UTA staff are also assisting two other cities with land use planning work. Assistance includes drafting a form-based code for the American Fork station area and visioning land use exercises with Centerville that would support future transit.	
	<i>Board Goal</i>	<i>Responsible Department</i>
	DEVELOP A COMPREHENSIVE "FIRST/LAST MILE" STRATEGIC PLAN	PLANNING
	<i>Current Issues</i>	<i>Rating</i>
	The First/Last Mile Strategies Study is complete. The team collected large amounts of data, conducted peer agency interviews, and sponsored two workshops where we received valuable input from our stakeholders. We also conducted a barriers to access survey and received comments from over 500 respondents. Station typologies have been finalized and all stations have been assigned to a typology. The top strategies have been identified and assigned potential ridership impact. The consultant team has reviewed draft recommendations with UTA staff and the UTA P&D Committee. A draft of the final document is currently being prepared.	
	<i>Board Goal</i>	<i>Responsible Department</i>
	COMMENCE CONSTRUCTION ON TWO (2) PHASE 1 TOD DEVELOPMENTS	DEVELOPMENT
	<i>Current Issues</i>	<i>Rating</i>
	GOAL COMPLETE. Groundbreaking ceremony held in September for Sandy Phase 1. Loan closed and property conveyed on Jordan Valley TOD.	
	<i>Board Goal</i>	<i>Responsible Department</i>
	ENTER INTO NO LESS THAN THREE (3) EXCLUSIVE AGREEMENTS FOR THREE TOD PROJECTS	DEVELOPMENT
	<i>Current Issues</i>	<i>Rating</i>
GOAL 2/3 COMPLETE. UTA executed two Exclusive Negotiations Agreements (Salt Lake and Ogden IMC's) and is in final negotiations on six more.		
<i>Board Goal</i>	<i>Responsible Department</i>	
ADOPT TOD DESIGN GUIDELINES	DEVELOPMENT	
<i>Current Issues</i>	<i>Rating</i>	
GOAL COMPLETE. TOD Guidelines were adopted in the February 2014 committee meeting.		
<i>Board Goal</i>	<i>Responsible Department</i>	
DEVELOP PUBLIC-PRIVATE PARTNERSHIP STRATEGY FOR MOUNTAIN ACCORD PROJECT	DEVELOPMENT	
<i>Current Issues</i>	<i>Rating</i>	
Plan is being developed.		

UPDATE FOR THE MONTH OF: DECEMBER 2014

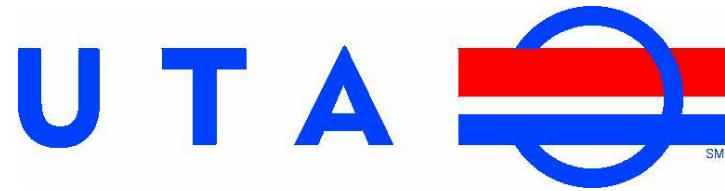
UTA'S 2020 STRATEGIC PLAN

UTA continues to make progress toward its 2020 Strategic Plan, which guides and challenges 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
Customer Focus	Customer Focus
Finances/Funding	Support full funding of the Unified Transportation Plan
	Retire long term debt ahead of schedule
Ridership and Service	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
Accountability	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
Sustainability	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
Transit Oriented Development	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
Economic Development	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 2015 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 Chief Finance Officer, 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 2015 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 July 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. Each department prepares an operating budget and capital needs request, consistent with and linking to the Board Goals. The Executive Team then reviews the items. Capital items that are requested will be added to the capital budget based on need (as determined by the Executive Team) and funding available through the Capital Reserve Fund and any grant funding that may be available.

In October the Executive Team 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 2015 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.

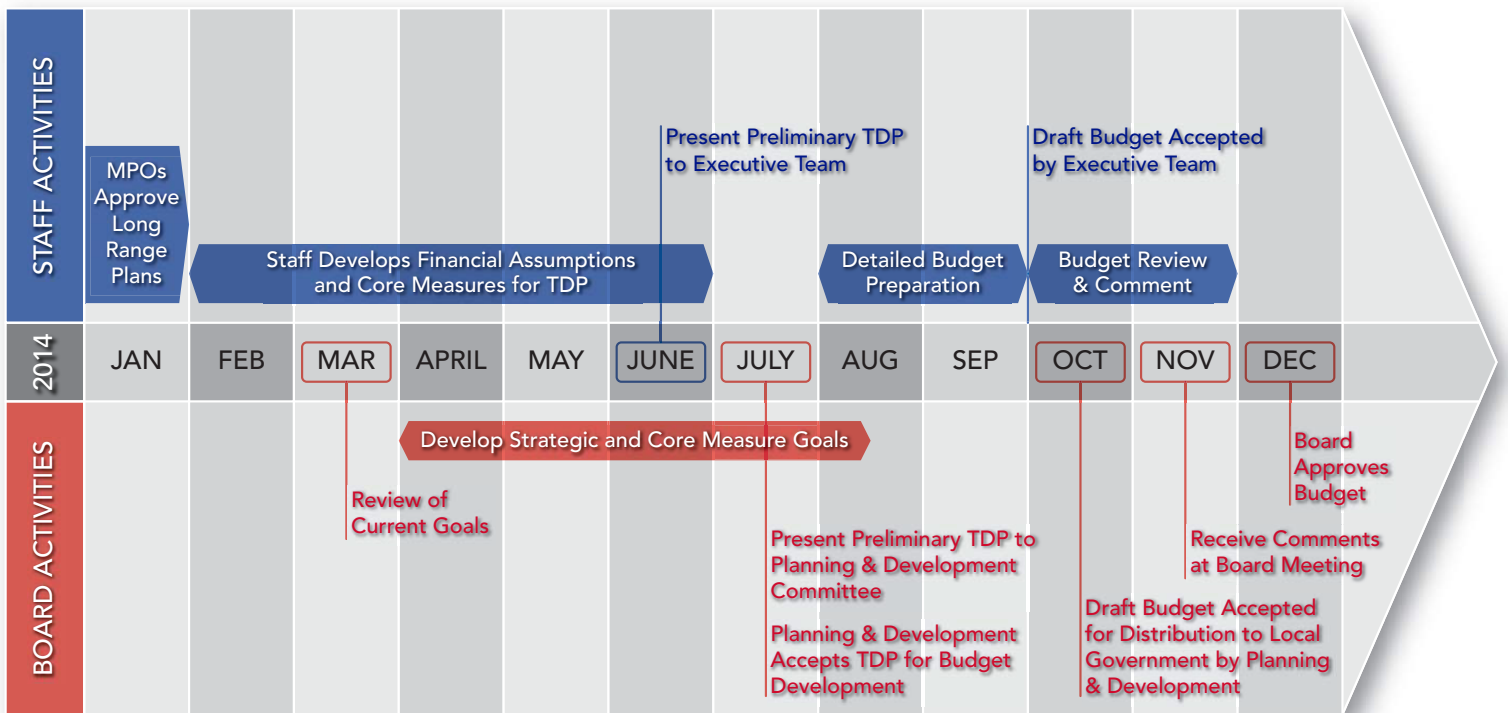
Accounting and Budget Basis: Every preliminary budget shall set forth a statement of the sources of funds and estimated revenues available to defray expenditures. The basis of the budget will be cash, while the basis of accounting, is the based on the accrual method.

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.

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.



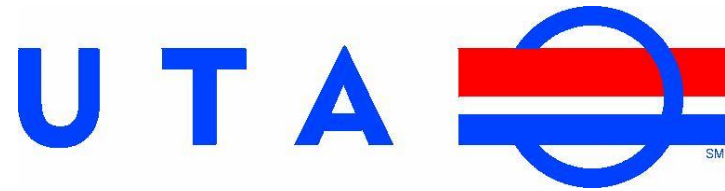
2015 UTAH TRANSIT AUTHORITY BUDGET PREPARATION SCHEDULE

Updated 1/13/15

<u>Task</u>	<u>Completion Date</u>
Corporate Staff determines criteria and weighting for Operating and Capital Projects to be used in Decision Lens SW Tool. Finalize Budget Process Schedule	3 June 2014
Short Term Projections of Capital, Operating Expenses and Tax Revenue for TDP.	25 June 2014
Present Updated Preliminary TDP model to Corporate Staff. Corporate Staff reviews, modifies, and approves TDP assumptions.	1 July 2014
Present Preliminary TDP Model Assumptions and Economic Factors to Planning and Development Committee. All Board of Trustee members invited	9 July 2014
Discuss capital and operating needs and priorities for 2015-2017 TDP. Selected Executive Team members determine capital and operating items to be considered for 2015 budget.	21 July 2014
Targets on 2015 Operating and Capital Budgets Determined	5 August 2014
Capital Cash Flow Prepared with Expenditure to date, Project Managers submit forecast of expenditures through end of year for 2014 capital projects and 2013 capital carry forward projects. Adjust 2015 capital target.	7 August 2014
Board of Trustees and Executive Staff finalizes the 2015 Strategic Goals. All Board of Trustee members invited. Planning Department to facilitate.	13 August 2014
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.	11-15 August 2014
Capital budget request by category with justification, criteria, statement of project outcomes, identification of project manager due to Budget Staff. Submittal at or below target.	25 August 2014
Operating budget by department by account, description of Department Function and red lined organization chart are due to Budget Staff. Submittal at or below target.	29 August 2014

Decision Lens process begins on Capital Projects Large and Medium Cost to be completed by assigned teams. ET and RGM's rate Mega Projects September 2 nd	2 Sept 2014
Decision Lens process on Capital Pool items to be completed by assigned teams	5 Sept 2014
Additional budget request reviewed by Executive Team and RGMs. Executive team reviews updated 2015 revenue assumptions and budget submittals. GM determines 2015 budget modification amounts – operating and capital. New targets given to Chief Officers.	8 Sept 2014
Internal Audit budget review at Finance and Operations Trustee Committee Meeting, presented by Internal Audit Manager	10 Sept 2014
Executive Team and RGMs evaluate changes to meet September 8 target modifications. 2014 Carryover projects reviewed; projects which should be discontinued are identified and stopped.	12 & 15 Sept 2014
Final changes to 2015 budget, reviewed by Executives and RGMs	25 Sept 2014
Staff prepares pre-approved tentative budget document and mails to Board of Trustees	1 Oct 2014
Review of 2015 Tentative Budget in Planning & Development Committee. Board of Trustee members invited.	8 Oct 2014
Board approves Tentative Budget at Board meeting. Time is set for public hearing in November Board meeting. After approval, 2015 Tentative Budget is sent to local governments, State Legislature, and Governor's office of Planning and Budget. Budget is posted on UTA web site inviting public comments <i>Note:</i> <i>"If any constituent entity or customer agency that received the tentative budget has not returned the signature sheet to the local district within 15 calendar days after the tentative budget was mailed, the local district shall send a written notice of the budget hearing to each constituent entity or customer agency that did not return a signature sheet and invite them to attend that hearing."</i>	22 Oct 2014
Budget Review and Comment Period	22 Oct thru 21 Nov 2014
Board holds public hearing on 2015 Budget	19 Nov 2014

Email Final Budget Document to Board Planning Committee	26 Nov 2014
Board Planning & Development Committee reviews public comments and recommends 2015 budget to Board	3 Dec 2014
Incorporate any changes per Planning Committee and mail to Board of Trustees	10 Dec 2014
Presentation of the Proposed Final Budget Document to Board of Trustees for final approval	17 Dec 2014
Submit Final Budget to State Auditor	16 Jan 2015
Prepare, print and distribute Budget Document and Strategic Plan to Policy Forum, Board and Operating Departments	March 2015



1.5 FINANCIAL POLICIES

Financial Information and Policies

A. Basis of Accounting

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

B. Standards for Reporting Purposes

The financial statements of the Authority have been prepared in conformity with accounting principles generally accepted in the United States of America as prescribed by GASB.

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets, deferred outflows of resources, liabilities, deferred inflows of resources, and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts or revenues and expenses during the reporting period. Actual results could differ from those estimates.

C. Federal Planning Assistance and Preventative Maintenance Grants

Federal planning assistance grants received from the Federal Transit Administration (FTA) and preventative maintenance grants are recognized as revenue and receivable during the period in which the related expenses are incurred and eligibility requirements are met. With the passage of the Moving Ahead for Progress Act for the twenty-first century (MAP21), this act allows for the replacement and repair of aging infrastructure.

D. Federal Grants for Capital Expenditures

The U.S. Department of Transportation, through contracts between the Authority and the FTA, provides federal funds of 35% to 93% of the cost of property and equipment acquired by the Authority through federal grants. Grant funds for capital expenditures are earned and recorded as capital contribution revenue when the capital expenditures are made and eligibility requirements are met.

E. Classification of Revenues and Expenses

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

Operating expense: Operating expenses include payments to suppliers, employees, and on behalf of employees and all payments that do not result from transactions defined as capital and related financing, non-capital financing, or investing activities.

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 the contributions from other governments (sales tax), federal grants and investment income.

Non-operating expenses: Non-operating expenses include payments that result from transactions defined as capital and related financing, non-capital financing or investing activities

F. Contributions from Other Governments (Sales Tax)

As approved by the voters in serviced municipalities, sales tax for transit is collected 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. The Authority does not have taxing authority in any jurisdiction, therefore this revenue is considered a contribution from another government.

Approved Local Option Sales Tax:

Salt Lake County	0.6875%
Davis County	0.5500%
Weber County	0.5500%
Box Elder County	0.5500%
Utah County	0.5260%
Tooele County	0.3000%

G. Cash and Cash Equivalents

Cash equivalents include amounts invested in a repurchase agreement, a certificate of deposit and the Utah Public Treasurers' Investments Fund, including restricted and designated cash equivalents. The Authority considers short-term investments with an original maturity of three (3) months or less to be cash equivalents.

H. Receivables

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

I. Parts and Supplies Inventories

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

J. Property, Facilities and Equipment

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

Except for sales of assets in which the unit fair market value is less than \$5,000 from the sale of property, proceeds from facilities and equipment purchased with funds provided by federal grants for capital expenditures are remitted to the FTA on the same percentage basis that such funds were provided by grant contracts with the FTA, or used for similar capital expenses.

Depreciation is calculated using the straight-line method over the established useful lives of individual assets as follows:

Land and Rights of Way	Not depreciated
Facilities and Land Improvements	10-50 years
Revenue Vehicles	7-25 years
Other Property and Equipment	3-10 years

Interest is capitalized when incurred in connection with the financing of constructions projects.

J. Amount Recoverable – Interlocal Agreement

In 2008, the Authority entered into an agreement with the Utah Department of Transportation (UDOT) which required the Authority to pay UDOT \$15 million in 2008 and \$15 million in 2009 for the rights to Salt Lake County's 2% of the 0.25% part 17 sales tax through the years 2045.

The Authority records such payments made to other entities for rights to future revenues as Amount Recoverable – Interlocal Agreement. This amount is amortized over the life of the agreement.

K. Compensated Absences

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

L. 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 self-insurance; damage to property; and injuries to passengers and other individuals resulting from accidents, errors and omissions.

Under the Governmental Immunity Act, the maximum statutory liability in any one accident is \$2,308,400 for incidents occurring after July 1, 2012. The Authority is self-insured for amounts up to this limit. The Authority has Railroad Liability Coverage of \$100 million with \$5 million of risk retention. The Authority is self-insured for worker's compensation up to the amount of \$1 million per incident and has excess insurance for claims over this amount. The Authority has insurance for errors and omissions and damage to property in excess of \$100,000. The Authority has insurance or retains the risk depending on what is in the Authority's best interest for all other matters. There has been no significant reduction in insurance coverage or settlements in excess of insurance coverage during the last three years.

A liability for a claim is established if information indicates that it is probable that a liability has been incurred at the date of the financial statements and the amount of the loss is reasonably estimable (Note 6).

M. Net Position

The Authority's net position is classified as follows:

- *Net investment in capital assets:* This component of net position consists of the Authority's total investment in capital assets, net of accumulated depreciation, reduced by the outstanding debt obligations related to those assets. To the extent debt has been incurred, but not yet expended for capital assets, such amounts are not included as a component of net investment in capital assets.
- *Restricted for debt service:* This component of net position consists of that portion of net position that is restricted by debt covenants for debt service.
- *Restricted for interlocal agreement:* This component of net position consists of that portion of net position that is restricted by interlocal agreement.
- *Restricted for escrows:* This component of net position consists of that portion of net position that is restricted by escrow agreement.
- *Unrestricted:* This component of net position consists of that portion of net position that does not meet the definition of restricted or net investment in capital assets.

O. Budgetary and Accounting Controls

The Authority's annual budgets are 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 for depreciation. Capital expenditures and grant reimbursements are budgeted on a project basis. Multi-year projects are approved in whole, but are budgeted based on estimated annual expenses.

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

The first step in developing the Authority's budget is a review of the Transit Development Program and Long Range Financial Plan. This plan then acts as a focus for the development of programs and objectives. Concurrent with the development of programs and objectives, revenues for the coming year are estimated. The estimates of the coming year's revenues are then used as a guide for the Authority to determine the amount of change in service to be provided in the following year. Once the level of service for the coming year is determined, each manager develops a departmental budget.

0. Budgetary and Accounting Controls - continued

The departmental budgets are then combined to form a preliminary budget request.

The Executive staff reviews the programs, objectives and requests to balance the total budget with the project revenues and service requirements and priorities. Once the preliminary budget is balanced, the Board Planning and Development Committee reviews the budget request.

Within 30 days after the tentative budget is approved by the Board, and at least 30 days before the Board adopts its final budget, the Board sends a copy of the tentative budget, a signature sheet and notice of the time and place for a budget hearing to the chief administrative officers and legislative bodies of each municipality and unincorporated county area within the district of the Authority.

Within 30 days after it is approved by the Board and at least 30 days before the Board adopts its final budget, the Board sends a copy of the tentative budget to the Governor and the Legislature for examination and comment.

Before the first day of each fiscal year, the Board adopts the final budget by an affirmative vote of a majority of all the trustees. Copies of the final budget are filed in the office of the Authority. If for any reason the Board has not adopted the final budget on or before the first day of any fiscal year, the tentative budget for such year, if approved by formal action of the Board, is deemed to be in effect for such fiscal year until the final budget for such fiscal year is adopted.

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

Individual department budgets are monitored for authorized expenditures on a department total rather than on a 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 Authority's budgetary process follows Title 17B, Chapter 1, Section 702 of the Utah Code Annotated, as amended. The annual budget is submitted to the State Auditor's Office within 30 days of adoption.

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

UTA BOARD OF TRUSTEES BYLAWS
ARTICLE VII - BUSINESS ADMINISTRATION

Section 1. Fiscal Year.

The fiscal year of the Authority shall commence on January 1 and end on December 31 of each calendar year.

Section 2. Principal Place of Business.

The principal place of business for the Authority, and the location of all offices and departments, shall be determined from time to time by the Board. The secretary shall publish the location of the principal place of business in the Government Entity Database maintained by the Division of Corporations of the State of Utah.

Section 3. Tentative Budget.

A. Within 30 days after it is approved by the Board, and at least 30 days before the Board adopts its final budget, the Board shall send a copy of the tentative budget, a signature sheet, and notice of the time and place for a budget hearing to the chief administrative officers and legislative bodies of each municipality and unincorporated county area within the district of the Authority.

B. Within 30 days after it is approved by the Board and at least 30 days before the Board adopts its final budget, the Board shall send a copy of the tentative budget to the governor and the Legislature for examination and comment.

Section 4. Final Budget.

A. Before the first day of each fiscal year, the Board shall adopt the final budget by an affirmative vote of a majority of all trustees. Copies of the final budget shall be filed in the office of the Authority. If for any reason the Board shall not have adopted the final budget on or before the first day of any fiscal year, the tentative budget for such year, if approved by formal action of the Board, shall be deemed to be in effect for such fiscal year until the final budget for such fiscal year is adopted.

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

Section 5. Annual Audit Report.

A. The Board shall cause an annual audit of the Authority's financial statements to be conducted in accordance with generally accepted auditing standards following the end of each fiscal year. The audit shall be performed by an independent certified public accounting firm selected by the Board. The auditor shall provide a signed auditor's opinion as to the fair presentation of the financial position of the Authority and the results of Authority operations and changes in its financial position for the fiscal year ended. The Board may cause other audits to be made by the internal auditor or an independent auditor.

B. As soon as practicable, but no later than 30 days after its presentation to the Board, the Board shall submit to the chief administrative officers and legislative bodies of each municipality and unincorporated county area within the district of the Authority a copy of its annual audit report.

Utah Transit Authority budget for 2015 having met and not exceeded the above conditions is therefore considered to have a balanced budget.

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. 2.1.8

Service Sustainability Reserve Fund

The President / CEO 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 President / CEO 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.

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 Boards’ 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. In addition, the General Manager shall not:

1. Fail to budget funds as are necessary for the successful, efficient, and prudent operation of the Utah Transit Authority.
2. Fail to include credible projection of revenues and expenses, separation of capital and operational items, beginning and ending balances, and disclosure of planning assumptions.
3. Fail to budget to meet all bond covenants and debt obligations.
4. Fail to expend in any one fiscal year only such funds as are reasonably projected to be available in that period.
5. Fail to maintain a working capital reserve of at least 9.33% (one month expense plus 1%) of annual budgeted operating expenses.
6. 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.

Utah Transit Authority budget for 2015 having met and not exceeded the above conditions is therefore considered to have a balanced budget.

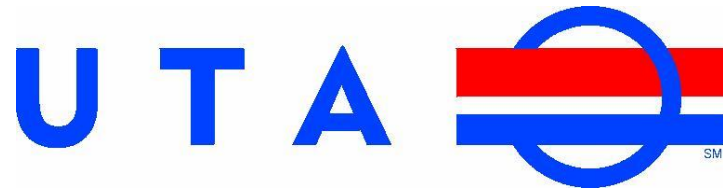
Executive Limitations Policy No. 2.1.8

Service Sustainability Reserve Fund

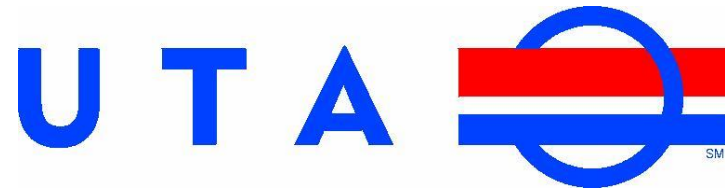
The President / CEO shall, at the direction of the Board of Trustees, establish a reserve fund equal to 5% of the Authority's annual budget (the "Reserve Fund"). The President / CEO shall not fail to:

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



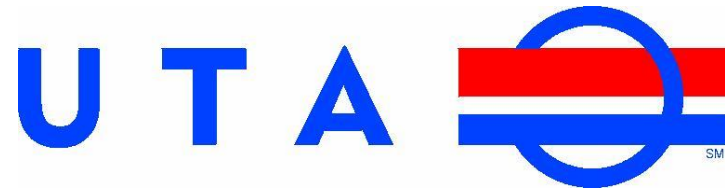
SECTION 2
FUNCTIONAL FINANCIAL PLANS



2.1 SUMMARY OF MAJOR REVENUE AND EXPENDITURES

**UTAH TRANSIT AUTHORITY
2015 OPERATING BUDGET
December 17, 2014**

	Actual 2013	Projected 2014	Final Budget 2015
<u>Revenue</u>			
Sales Tax	\$ 203,806,329	\$ 212,366,000	\$ 221,285,569
Federal Prevent. Maint	\$ 47,986,240	\$ 51,648,000	\$ 52,517,121
Passenger Revenue	\$ 49,977,533	\$ 49,080,000	\$ 51,061,000
Advertising	\$ 2,066,667	\$ 2,250,000	\$ 2,233,333
Investment Income	\$ 1,455,039	\$ 3,500,000	\$ 2,300,000
Other Revenues	\$ 4,347,724	\$ 3,802,000	\$ 3,802,000
Motor Vehicle Registration		\$ 1,703,000	\$ 1,742,000
2014 Operating Carryover			\$ 2,132,713
Service Sustainability			\$ 9,859,977
Total Revenue	<u>\$ 309,639,532</u>	<u>\$ 324,349,000</u>	<u>\$ 346,933,713</u>
<u>Operating Expense</u>			
Bus	\$ 78,894,435	\$ 82,170,000	\$ 82,813,407
Commuter Rail	\$ 61,086,101	\$ 32,000,000	\$ 32,540,493
Light Rail		\$ 39,000,000	\$ 42,188,094
Paratransit Service	\$ 18,202,211	\$ 19,048,000	\$ 19,672,410
Rideshare/Vanpool	\$ 701,656	\$ 361,000	\$ 252,492
Operations Support	\$ 28,439,826	\$ 31,248,000	\$ 36,629,095
General & Administrative	\$ 25,999,127	\$ 29,113,000	\$ 27,602,313
Total Operating Expense	<u>\$ 213,323,356</u>	<u>\$ 232,940,000</u>	<u>\$ 241,698,304</u>
<u>Non-Operating Expense</u>			
Major Investment Studies (net)	\$ (1,333,467)	\$ 758,000	\$ 458,000
Planning/Real Estate/TOD/Major Program Development			\$ 4,262,790
Total Non-operating Expense	<u>\$ (1,333,467)</u>	<u>\$ 758,000</u>	<u>\$ 4,720,790</u>
<u>Debt Service</u>			
Principal and Interest	\$ 93,502,006	\$ 92,969,000	\$ 98,381,906
Contribution to Early Debt Retirement Reserve			\$ 2,132,713
Total Debt Service	<u>\$ 93,502,006</u>	<u>\$ 92,969,000</u>	<u>\$ 100,514,619</u>
Total Expense	<u>\$ 305,491,895</u>	<u>\$ 326,667,000</u>	<u>\$ 346,933,713</u>



2.2 SUMMARY OF MAJOR REVENUE SOURCES

Revenue Summary

Analysis of Revenue Sources

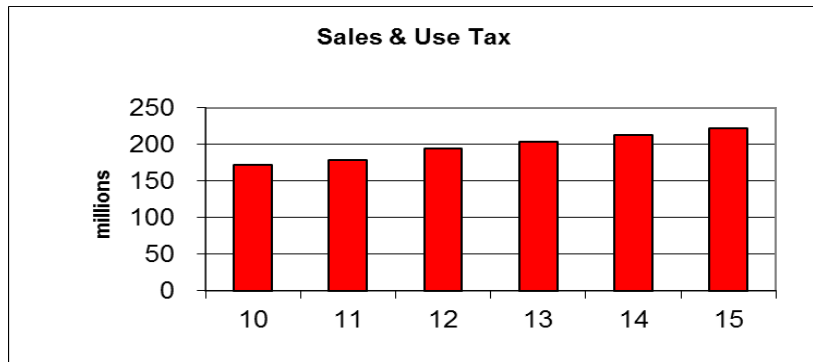
Source: Sales and Use Tax

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. 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 0.6825% for Salt Lake County, 0.526% for Utah, and 0.3% Tooele and Box Elder Counties. This revenue is projected to generate \$221.3 million in 2015.

The UTAs growth rate for Sales and Use Tax from 1989 to 2013 is 5.5%. For 2014, the State of Utah Revenue Assumption Committee estimates retail sales, which sales tax is based on, to have a 4.0% increase (last meeting in September 2014) over 2013 receipts, then a 5.6% increase in 2015. The Authority estimated 2015 Sales Tax revenue is based on a 4.2% increase over projected 2014 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 state's forecast.

Year	Sales Tax
2010	171,893,734
2011	183,091,518
2012	196,693,541
2013	203,806,328
2014*	212,366,000
2015*	221,285,569

* Projected

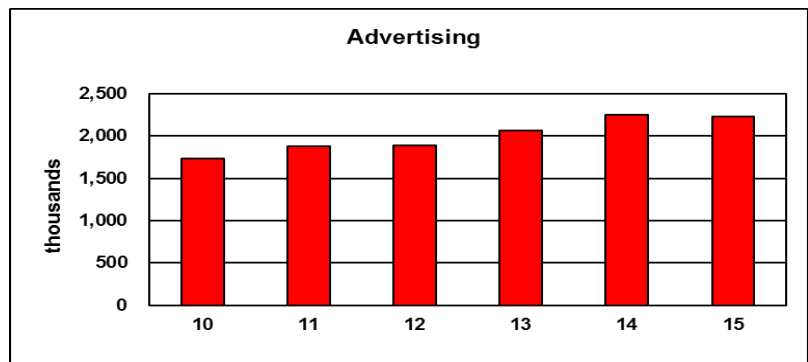


Source: Advertising

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 2015 advertising is projected to produce \$2.233 million, a slight increase due to opening of new routes and based and on a new contract guarantees.

Year	Advertising
2010	1,733,333
2011	1,833,334
2012	1,839,000
2013	2,066,667
2014*	2,250,000
2015*	2,233,333

* Projected

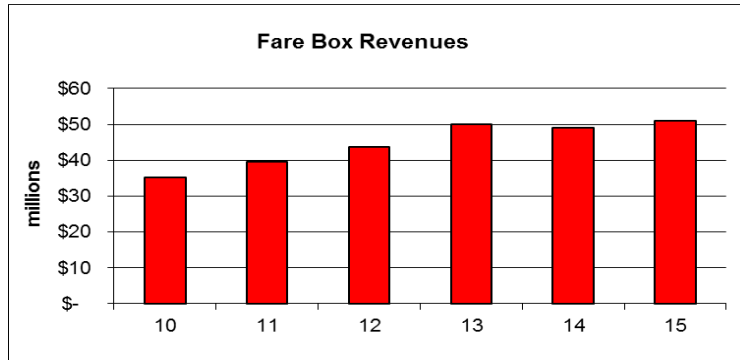


Source: Passenger Revenue

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 \$51 million in Fare Box revenue in 2015.

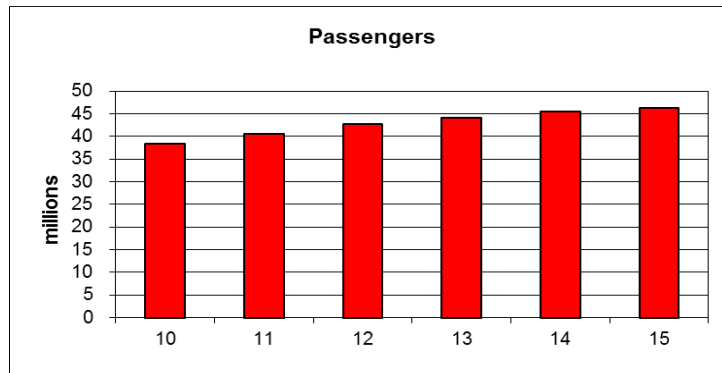
Year	Fares
2010	35,160,063
2011	39,693,756
2012	43,736,000
2013	49,977,533
2014*	49,080,000
2015*	51,061,000

* Projected



Year	Passengers
2010	38,363,856
2011	40,605,141
2012	42,806,077
2013	44,120,284
2014*	45,444,000
2015*	47,532,000

* Projected



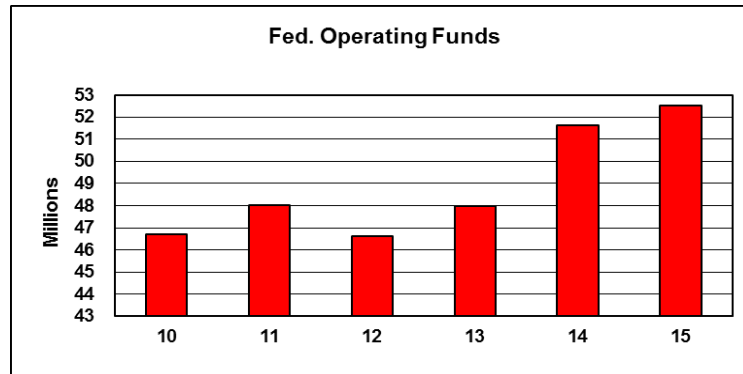
Source: Federal Operating and Preventative Maintenance Revenue Grants

In 2012 the Transportation Bill, Moving Ahead for Progress in the 21st 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 and 2015 are based on a slight increase of funding due to additional qualifying Rail Lines.

Year Federal Operating/Preventative Maintenance Grants

2010	46,722,029
2011	48,082,370
2012	46,612,000
2013	47,986,240
2014*	51,648,000
2015*	52,517,000

* Projected



Source: Investment Income

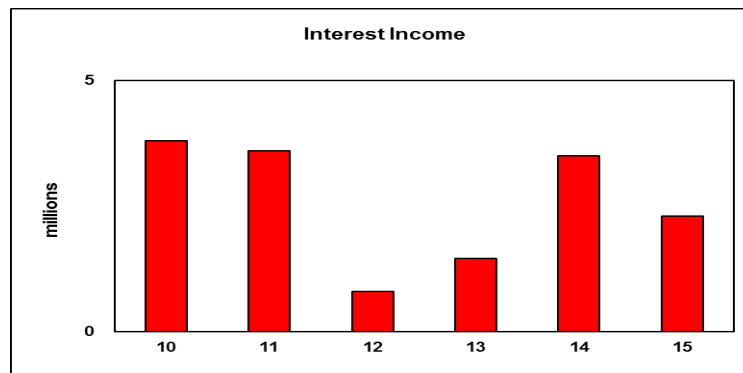
Interest income consists of interest earned on invested operating funds not yet expended and funds held for future capital expenditures. Some of the Authority’s funds are invested with the Public Treasurers Investment Fund managed by the State Treasurer’s office; others are invested in funds that can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

An approximate rate of .9% (estimated earnings from the investment fund) is applied to projected funds in the capital reserve accounts in 2015 in the Transit Development Plan model. Note that the higher interest income years are mainly from holding bond proceeds to be used in following years’ capital projects.

Year Interest

2010	3,836,572
2011	3,670,949
2012	1,892,548
2013	1,455,039
2014*	3,500,000
2015*	2,300,000

* Projected

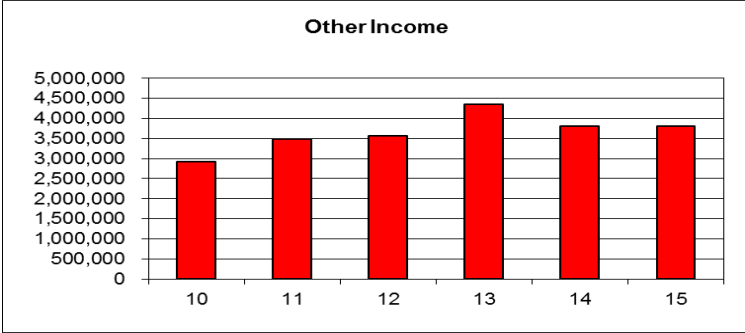


Source: Other Income

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 2014 is based on year-to-date YTD data and annualized. The 2015 estimate is based on estimated revenue including new, Intermodal space.

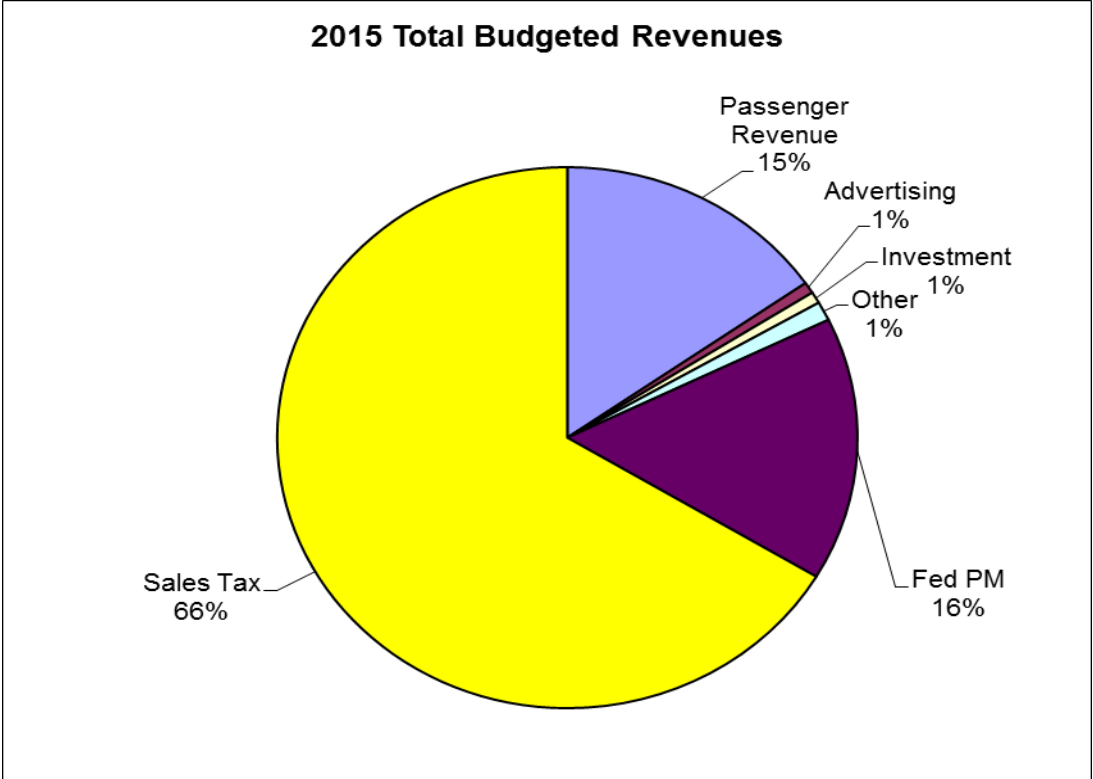
Year	Other
2010	2,930,185
2011	3,483,140
2012	3,574,000
2013	4,347,724
2014*	3,802,000
2015*	3,802,000

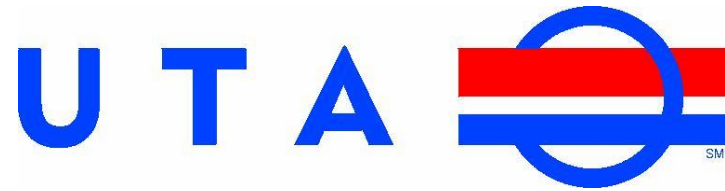
* Projected



Note: Balanced Sheet Items not addressed in this Document:

Motor Vehicle Registration Fees, used for a specific capital project \$1,742,000, 2014 Operating Carryover \$2,132,713 and Service Sustainability \$9,859,977.





2.3 SUMMARY OF EXPENDITURES

2015 Final Operating Budget Key Assumptions

Operating Expense Budget:	<u>2014 Projected</u> \$232.9 million	<u>2015 Budget</u> \$241.7 million
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Key Assumptions:

- Sales Tax Revenues: 4.2% increase over 2014 budget. Based upon:
 - State RAC current projections of growth in retail sales taxes
 - State RAC current projection of growth in new car sales

- Diesel Fuel: average of \$3.30 per gallon
 - Reflects DOE estimates and UTA experiences.
 - See Diesel Price History Graph

- Energy & Utilities: a 3% increase
 - Based on Rocky Mountain Power rate increase requests

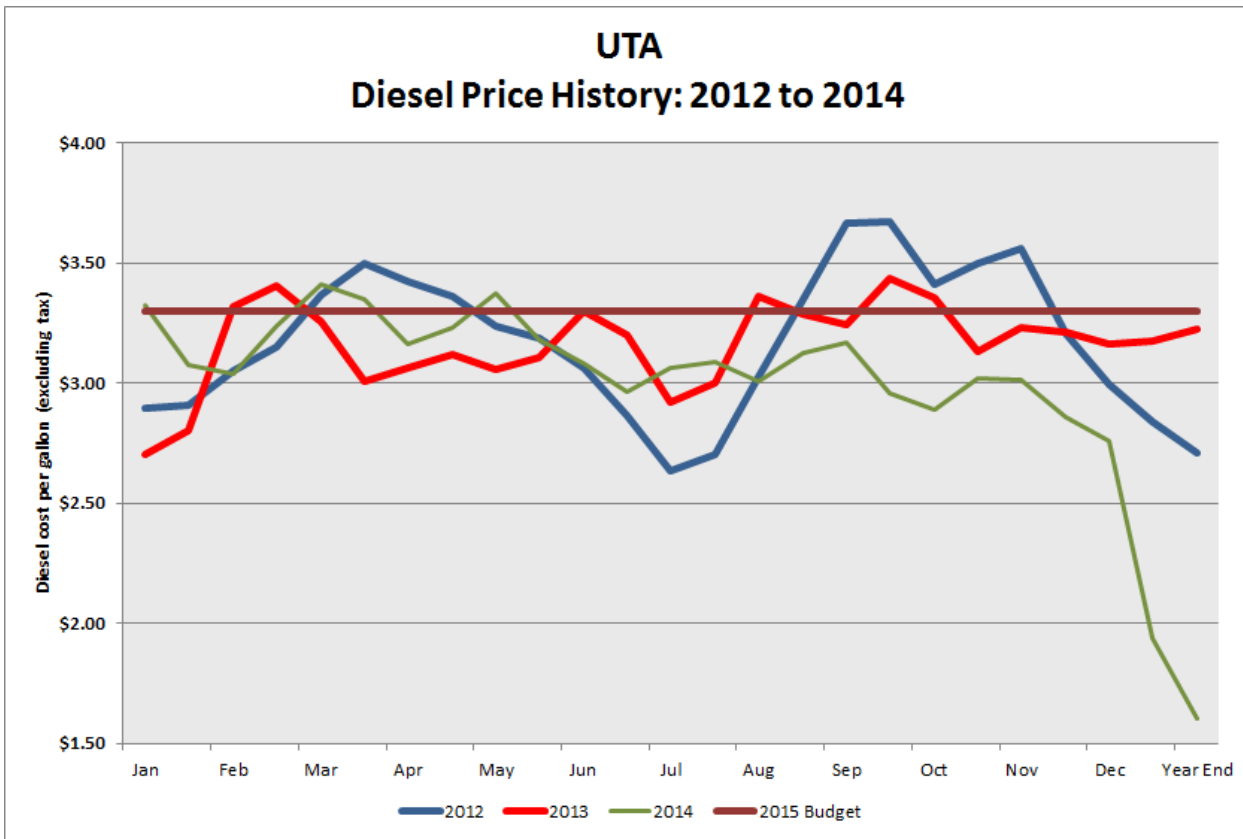
- Service Changes:
 - Net increase of \$4.8 million to total bus/rail/paratransit service
 - No new rail service additions in 2014 or 2015

- Employee Compensation:
 - Includes 2% merit increase (bargaining unit and administration)
 - Incorporates recommended market salary lane adjustments

- Benefits
 - Medical insurance costs projected to increase 2.0% bargaining unit and 9.5% administrative in May of 2015

2015 Final Budget Overview

- **Economic Outlook**
 - Improving growth in employment and retail sales for Utah and the U.S.
 - Expected declines in fuel costs as energy prices decline in 2015.
- **Revenue Projections**
 - Sales tax growth trends moving upward.
 - Increases in Farebox revenue due to increases in ridership.
- **Service Changes**
 - No major changes in service.
- **Operating Expense Projections**
 - Rail service expense increased to reflect parts costs increases and baseline labor cost increases.
 - Bus service expense increases as service increases slightly and baseline labor costs 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: 2012 to 2014” chart shown above illustrates the monthly changes in UTA diesel prices from 2012 to 2014.

The green line represents the actual 2014 UTA diesel price. For most of 2014 the price per gallon of diesel moved within the \$2.75 to \$3.50 per gallon range. However, fuel prices have dramatically dropped at year end (these prices appeared after final 2015 budget preparation). UTA has reduced our budgeted fuel price from \$3.40 in 2014 to \$3.30 in 2015, but prices may persist at lower levels and are being closely monitored.

Budgeted 2015 diesel price is \$3.30 per gallon, as represented by the maroon line.

2015 Final Operations Budget: Expense Projections

	2014 Projected	2015 Budget
Bus Service	\$82,170,000	\$82,813,407
Rail Service	\$71,000,000	\$74,728,587
Paratransit	\$19,048,000	\$19,672,410
Rideshare/Vanpool	\$361,000	\$252,492
Operations Support	\$31,248,000	\$36,629,095
General & Administrative	\$29,113,000	\$27,602,313
Total Net Operating Expense	\$232,940,000	\$241,698,304

Key Elements:

- **Service Increase:** includes total net service increase of \$4.9 million
 - Rail Service: net increase of \$3.7 million
 - Bus Service: net increase of \$0.6 million
 - Paratransit & Vanpool: net increase of \$0.6 million

- **Operations Support & Administration**
 - Net increase of \$5.3 million: primarily impacts of support needed for new services and wage increase

- **Headcount Changes:** 4 headcount decrease
 - Rail: Reduced 4.0 FTEs
 - Bus: Reduced 3.0 FTEs
 - Paratransit: 10 new FTEs
 - Admin and Ops Support: Reduced 7.0 FTEs

Bus Service

- Salt Lake \$52,406,402
- Mt. Ogden \$15,755,115
- Timpanogos \$12,494,212
- Operations Planning \$ 735,844
- Transit Dispatch \$ 1,421,834

Total in 2015 Final Budget: \$82,813,407

Rail Service

- Commuter Rail, TRAX – operations \$20,853,910
- Commuter Rail, TRAX – maintenance \$34,354,084
- Commuter Rail, TRAX – administration \$ 2,542,567
- Maintenance of Way \$16,978,026

Total in 2015 Final Budget: \$74,728,587

Paratransit Service

- Operations, maintenance & administration **\$19,672,410**

Rideshare / Vanpool Service

- Vanpool and Rideshare administration **\$252,492**

Operations Support

- Administrative Services \$2,977,918
 - Financial Services
 - Supply Chain Management
- Customer Service \$3,148,747
- COO Office \$5,917,890
 - Support Maintenance, Fleet Engineering, Facilities, Training
- Business Solutions \$3,342,207
 - Technology Support, Telecommunications, Ops Research
- Facilities \$12,856,875
- Safety (incl. Police) \$8,385,458

Total Operations Support in 2015 Final Budget: \$36,629,095

Administration

- Administrative Services \$4,337,575
 - Accounting, CFO, Human Resources
- Capital Development \$ 884,123
- Customer Focus \$3,899,434
 - Chief Communications Officer, Labor Relations
Public Relations &Marketing
- Chief Operations Officer \$ 595,367
 - Chief Operations Officer
- President/ CEO \$4,703,359
 - Present, Board Support, Board Coord.
- Internal Audit \$ 389,120
- Legal \$4,737,534
 - General Counsel, Civil Rights, Risk Management,
- Technology \$8,055,798
 - Chief Technology Officer, Technology Deployment
Support, Application Development and Network Support

Total Administration in 2015 Final Budget: \$27,602,313

Total Operating Expenses in 2015 Final Budget: \$241,698,304

2015 Final Budget:

Planning/Real Estate/TOD/Major Program Development

	2014 Projected	2015 Budget
Planning	\$1,334,180	\$1,158,758
Real Estate/TOD	\$ 578,391	\$1,730,123
Major Program Dev	\$ 685,663	\$1,373,909
Total Net Investment Expense:	\$2,598,234	\$4,262,790

- These expenses were previously categorized as operating expenses. After review, determined that these costs were not directly related to operations.

Major Investment Studies

	2014 Projected	2015 Budget
Expense	\$5,213,200	\$7,123,000
Offsetting Project Fund	(\$4,459,200)	(\$6,665,000)
Total Net Investment Expense:	\$ 758,000	\$ 458,000

- Expenses of \$7.1 million include:
 - Taylorsville/Murray, Bus Rapid Transit, Redwood Road, Salt Lake Operating Plan, Central Bus Garage, Compressed Natural Gas transit studies.
- Offsetting project funds of \$6.7 million include:
 - Grants and futures grants
 - Contributed capital
- Studies are dependent on receiving future grants and contributed capital funds

Utah transit authority Operating budget 2015

The following pages contain a detailed breakdown of the 2015 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 page’s detail budget for the type of UTA mode of transportation or support type it represents. This amount is carried forward to the 2015 Budget page and can be found in the “Expense” portion of the page under the “Final 2015 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
2015 OPERATING BUDGET
December 17, 2014**

	Actual 2013	Projected 2014	Final Budget 2015
<u>Revenue</u>			
Sales Tax	\$ 203,806,329	\$ 212,366,000	\$ 221,285,569
Federal Prevent. Maint	\$ 47,986,240	\$ 51,648,000	\$ 52,517,121
Passenger Revenue	\$ 49,977,533	\$ 49,080,000	\$ 51,061,000
Advertising	\$ 2,066,667	\$ 2,250,000	\$ 2,233,333
Investment Income	\$ 1,455,039	\$ 3,500,000	\$ 2,300,000
Other Revenues	\$ 4,347,724	\$ 3,802,000	\$ 3,802,000
Motor Vehicle Registration		\$ 1,703,000	\$ 1,742,000
2014 Operating Carryover			\$ 2,132,713
Service Sustainability			\$ 9,859,977
Total Revenue	<u>\$ 309,639,532</u>	<u>\$ 324,349,000</u>	<u>\$ 346,933,713</u>
<u>Operating Expense</u>			
Bus	\$ 78,894,435	\$ 82,170,000	\$ 82,813,407
Commuter Rail	\$ 61,086,101	\$ 32,000,000	\$ 32,540,493
Light Rail		\$ 39,000,000	\$ 42,188,094
Paratransit Service	\$ 18,202,211	\$ 19,048,000	\$ 19,672,410
Rideshare/Vanpool	\$ 701,656	\$ 361,000	\$ 252,492
Operations Support	\$ 28,439,826	\$ 31,248,000	\$ 36,629,095
General & Administrative	\$ 25,999,127	\$ 29,113,000	\$ 27,602,313
Total Operating Expense	<u>\$ 213,323,356</u>	<u>\$ 232,940,000</u>	<u>\$ 241,698,304</u>
<u>Non-Operating Expense</u>			
Major Investment Studies (net)	\$ (1,333,467)	\$ 758,000	\$ 458,000
Planning/Real Estate/TOD/Major Program Development			\$ 4,262,790
Total Non-operating Expense	<u>\$ (1,333,467)</u>	<u>\$ 758,000</u>	<u>\$ 4,720,790</u>
<u>Debt Service</u>			
Principal and Interest	\$ 93,502,006	\$ 92,969,000	\$ 98,381,906
Contribution to Early Debt Retirement Reserve			\$ 2,132,713
Total Debt Service	<u>\$ 93,502,006</u>	<u>\$ 92,969,000</u>	<u>\$ 100,514,619</u>
Total Expense	<u>\$ 305,491,895</u>	<u>\$ 326,667,000</u>	<u>\$ 346,933,713</u>

**UTAH TRANSIT AUTHORITY
OPERATING BUDGET
2015**

	Actual 2013	Projected 2014	Budgeted 2015
*** UTA BUS DETAIL ***			
*** BUS OPERATIONS ***			
LABOR	29,310,462	30,077,638	30,358,203
FRINGES	13,500,208	14,604,268	14,887,621
SERVICES	60,209	54,500	54,838
FUEL AND LUBRICANTS	54,448	63,500	63,143
SUPPLIES	153,891	129,353	126,898
UTILITIES	38,278	32,900	34,569
TRAVEL & MEETINGS	28,265	16,300	15,318
OTHER	(82,280)	8,300	8,200
* TOTAL BUS OPERATIONS *	<u>43,063,482</u>	<u>44,986,759</u>	<u>45,548,791</u>
*** BUS MAINTENANCE ***			
LABOR	10,143,437	10,398,539	10,639,778
FRINGES	4,580,688	4,406,944	5,237,297
SERVICES	208,636	211,500	186,500
FUEL AND LUBRICANTS	12,099,388	12,691,982	12,572,527
TIRES AND TUBES	1,242,134	1,332,766	1,289,447
PARTS	2,896,132	3,355,273	2,970,165
SUPPLIES	335,798	295,100	296,000
TOOLS	83,342	58,002	55,002
UTILITIES	9,434	8,034	9,922
TRAVEL & MEETINGS	16,196	22,500	20,000
WARRANTY SCRAP RECOVERIES	(268,640)	(181,114)	(218,975)
OTHER	(34,817)	800	(3,700)
* TOTAL BUS MAINTENANCE *	<u>31,311,728</u>	<u>32,600,325</u>	<u>33,053,963</u>
*** TOTAL BUS SERVICE***	74,375,210	77,587,084	78,602,754
EXPENSES CAPITALIZED	0	0	0
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	<u>0</u>	<u>0</u>	<u>0</u>
*** NET BUS SERVICE ***	<u>74,375,210</u>	<u>77,587,084</u>	<u>78,602,754</u>
*** ADMINISTRATIVE SUPPORT***			
LABOR	2,773,964	2,807,667	2,621,168
FRINGES	1,120,075	1,235,829	1,251,742
SERVICES	126,438	168,980	50,134
FUEL AND LUBRICANTS	5,173	11,200	4,800
SUPPLIES	169,303	92,521	65,040
UTILITIES	18,725	19,900	10,400
TRAVEL & MEETINGS	50,026	69,964	39,269
MEDIA	19,520	28,755	18,100
OTHER	310,234	183,650	150,000
* TOTAL ADMINISTRATIVE SUPPORT *	<u>4,593,459</u>	<u>4,618,466</u>	<u>4,210,653</u>
TOTAL UTA BUS	78,968,669	82,205,550	82,813,407
EXPENSES CAPITALIZED			
FEDERAL PLANNING FUNDS	(74,234)	(35,550)	0
TOTAL OFFSETTING FUNDS	<u>(74,234)</u>	<u>(35,550)</u>	<u>0</u>
*** NET UTA BUS ***	<u>78,894,435</u>	<u>82,170,000</u>	<u>82,813,407</u>

**UTAH TRANSIT AUTHORITY
OPERATING BUDGET
2015**

	Actual 2013	Projected 2014	Budgeted 2015
*** RAIL SERVICE DETAIL ***			
*** RAIL OPERATIONS ***			
LABOR	12,009,070	13,110,449	14,164,662
FRINGES	4,993,679	5,847,404	6,328,099
SERVICES	63,249	61,000	182,811
FUEL AND LUBRICANTS	131,431	142,400	140,000
SUPPLIES	78,668	72,380	163,621
UTILITIES	122,718	79,000	99,517
TRAVEL & MEETINGS	18,146	25,000	25,000
OTHER	30,969	3,100	200
* TOTAL RAIL OPERATIONS *	<u>17,447,930</u>	<u>19,340,733</u>	<u>21,103,910</u>
*** RAIL VEHICLE MAINTENANCE ***			
LABOR	7,763,626	7,999,263	8,557,220
FRINGES	3,188,643	3,547,543	3,958,882
SERVICES	3,104,655	3,015,000	3,244,246
FUEL AND LUBRICANTS	8,688,738	8,942,978	8,887,255
PARTS	11,145,949	7,965,950	10,041,759
SUPPLIES	740,738	623,817	644,936
TOOLS	96,581	78,260	97,000
UTILITIES	26,229	23,000	21,000
TRAVEL & MEETINGS	18,031	17,800	5,000
WARRANTY SCRAP RECOVERIES	(9,485,499)	(575,300)	(122,000)
OTHER	(14,283)	0	0
* TOTAL RAIL MAINTENANCE *	<u>25,273,407</u>	<u>31,638,311</u>	<u>35,335,297</u>
*** MAINTENANCE OF WAY ***			
LABOR	6,479,763	6,705,597	5,988,911
FRINGES	2,600,537	2,888,721	2,683,611
SERVICES	771,353	815,000	425,000
FUEL AND LUBRICANTS	303,914	355,000	265,000
PARTS	532,589	530,000	238,974
SUPPLIES	272,839	395,000	174,500
TOOLS	25,272	25,000	17,000
UTILITIES	7,423,121	7,419,839	7,338,707
TRAVEL & MEETINGS	9,661	6,500	7,000
WARRANTY SCRAP RECOVERIES	0	(3,000)	(9,550)
OTHER	(27,100)	0	450
* TOTAL MAINTENANCE OF WAY *	<u>18,391,948</u>	<u>19,137,657</u>	<u>17,129,603</u>
*** TOTAL RAIL SERVICE***	61,113,285	70,116,701	73,568,810
EXPENSES CAPITALIZED	(1,804,260)	(1,102,003)	(1,382,340)
FEDERAL PLANNING FUNDS	(9,517)	0	0
TOTAL OFFSETTING FUNDS	<u>(1,813,777)</u>	<u>(1,102,003)</u>	<u>(1,382,340)</u>
*** NET RAIL SERVICE ***	<u>59,299,508</u>	<u>69,014,698</u>	<u>72,186,470</u>
*** ADMINISTRATIVE SUPPORT***			
LABOR	1,253,041	1,245,864	1,352,939
FRINGES	447,786	478,789	646,456
SERVICES	8,744	93,300	381,000
FUEL AND LUBRICANTS	1,898	11,000	6,100
SUPPLIES	43,949	42,649	41,000
UTILITIES	2,975	45,000	12,000
TRAVEL & MEETINGS	35,527	42,200	39,000
OTHER	91,943	68,500	105,623
* TOTAL ADMINISTRATIVE SUPPORT	<u>1,885,863</u>	<u>2,027,302</u>	<u>2,584,117</u>
TOTAL RAIL SERVICES	61,185,371	71,042,000	74,770,587
EXPENSES CAPITALIZED	(99,270)	(42,000)	(42,000)
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	<u>(99,270)</u>	<u>(42,000)</u>	<u>(42,000)</u>
*** NET RAIL SERVICES ***	<u>61,086,101</u>	<u>71,000,000</u>	<u>74,728,587</u>

**UTAH TRANSIT AUTHORITY
OPERATING BUDGET
2015**

	Actual 2013	Projected 2014	Budgeted 2015
*** PARATRANSIT SERVICE DETAIL ***			
*** PARATRANSIT OPERATIONS ***			
LABOR	5,262,876	5,403,330	4,953,831
FRINGES	2,448,756	2,514,503	703,385
SERVICES	210,499	195,468	2,843,000
FUEL AND LUBRICANTS	489	1,596	43,690
SUPPLIES	72,969	38,831	2,768
UTILITIES	12,026	13,947	41,772
TRAVEL & MEETINGS	25,073	0	4,943
OTHER	6,309	5,524	7,793
* TOTAL PARATRANSIT OPERATIONS	<u>8,038,997</u>	<u>8,173,199</u>	<u>8,601,182</u>
*** PARATRANSIT MAINTENANCE ***			
LABOR	1,635,316	1,752,789	1,748,421
FRINGES	734,923	845,111	854,402
SERVICES	138,327	95,816	54,657
FUEL AND LUBRICANTS	1,161,303	1,320,903	1,395,130
TIRES/TUBES	129,116	120,299	177,692
PARTS	291,990	396,651	331,861
SUPPLIES	44,225	40,269	40,030
TOOLS	1,696	1,000	2,005
UTILITIES	1,937	3,000	3,000
TRAVEL & MEETINGS	4,482	5,002	5,002
WARRANTY SCRAP RECOVERIES	(1,027)		0
OTHER	234	5,916	6,156
* TOTAL PARA MAINTENANCE *	<u>4,142,524</u>	<u>4,586,755</u>	<u>4,618,356</u>
*** TOTAL PARATRANSIT SERVICE***	12,181,521	12,759,954	13,219,538
EXPENSES CAPITALIZED	0	0	0
FEDERAL PLANNING FUNDS	0	0	0
TOTAL OFFSETTING FUNDS	<u>0</u>	<u>0</u>	<u>0</u>
*** NET PARATRANSIT SERVICE ***	12,181,521	12,759,954	13,219,538
PURCHASED SERVICES	4,481,512	4,551,939	4,573,859
*** ADMINISTRATIVE SUPPORT***			
LABOR	1,055,650	1,138,397	1,358,710
FRINGES	516,670	569,292	721,650
SERVICES	1,119	24,000	27,500
SUPPLIES	5,451	8,500	172,759
UTILITIES	2,285	2,700	3,540
TRAVEL & MEETINGS	6,733	20,019	23,019
OTHER	(36,523)	(8,801)	14,792
* TOTAL ADMINISTRATIVE SUPPORT	<u>1,551,384</u>	<u>1,754,107</u>	<u>2,321,970</u>
TOTAL PARATRANSIT	18,214,417	19,066,000	20,115,368
EXPENSES CAPITALIZED	0	0	0
FEDERAL PLANNING FUNDS	(12,206)	(18,000)	(442,958)
TOTAL OFFSETTING FUNDS	<u>(12,206)</u>	<u>(18,000)</u>	<u>(442,958)</u>
*** NET PARATRANSIT ***	18,202,211	19,048,000	19,672,410

UTAH TRANSIT AUTHORITY OPERATING BUDGET 2015

	Actual 2013	Projected 2014	Budgeted 2015
*** VANPOOL/RIDESHARE SERVICE DETAIL ***			
*** VANPOOL/RIDESHARE OPERATIONS ***			
LABOR	681,925	551,532	522,266
FRINGES	492,388	269,321	271,254
SERVICES	45,282	72,270	72,270
FUEL	17,380	16,137	16,372
MAINT ITEMS	0	17,340	3,300
SUPPLIES	7,398	6,755	7,255
UTILITIES	2,146	2,813	2,813
INSURANCE	0	0	0
TRAVEL & MEETINGS	1,715	10,289	9,405
FEEs	(132,866)	(147,730)	(147,730)
OTHER	20,743	81,812	14,825
* TOTAL VANPOOL/RDSHR OPERATIONS *	1,136,111	880,539	772,031
EXPENSES CAPITALIZED	0	0	0
FEDERAL PLANNING FUNDS	(434,455)	(519,539)	(519,539)
TOTAL OFFSETTING FUNDS	(434,455)	(519,539)	(519,539)
*** NET VANPOOL/RIDESHARE SERVICE ***	701,656	361,000	252,492

UTAH TRANSIT AUTHORITY OPERATING BUDGET 2015

	Actual 2013	Projected 2014	Budgeted 2015
*** OPERATIONS SUPPORT DETAIL ***			
LABOR	14,510,646	15,642,559	18,543,005
FRINGES	5,978,465	6,772,031	8,692,005
SERVICES	3,668,347	3,570,412	3,569,156
FUEL AND LUBRICANTS	404,628	394,848	455,638
TIRES AND TUBES	0	0	551
PARTS	760,358	916,245	1,068,359
SUPPLIES	744,325	682,791	634,889
TOOLS	47,056	72,498	72,344
REPAIRS	78,920	55,000	68,000
UTILITIES	3,000,563	3,186,826	3,815,128
TRAVEL & MEETINGS	128,351	125,160	106,800
WARRANTY SCRAP RECOVERIES	(285)	0	(51,000)
OTHER	(15,705)	(32,453)	19,131
*** TOTAL OPERATIONS SUPPORT ***	29,305,668	31,385,917	36,994,006
EXPENSES CAPITALIZED	(442,105)	(137,918)	(129,266)
NON-FEDERAL PLANNING FUNDS			0
FEDERAL PLANNING FUNDS	(423,739)	0	(235,644)
TOTAL OFFSETTING FUNDS	(865,843)	(137,918)	(364,910)
	28,439,826	31,248,000	36,629,095

Operations Support includes:

Customer Service, Telecommunications, OPO, EFC, Tech Support, Financial Services, Facilities, Fleet Engineering, Support Maintenance, Security, Training, Safety, and Environmental Management

UTAH TRANSIT AUTHORITY OPERATING BUDGET 2015

	Actual 2013	Projected 2014	Budgeted 2015
*** GENERAL & ADMINISTRATION DETAIL ***			
LABOR	14,509,621	15,152,976	10,841,036
FRINGES	4,928,525	6,008,461	4,514,033
SERVICES	5,051,776	5,292,419	5,363,303
FUEL AND LUBRICANTS	47,174	46,674	8,500
SUPPLIES	626,249	643,144	532,980
UTILITIES	747,941	674,456	637,586
INSURANCE	2,113,277	2,354,000	2,150,500
TRAVEL & MEETINGS	398,680	380,012	291,656
MEDIA COSTS	977,626	655,000	535,000
CONTINGENCY	250,875	1,237,335	2,583,396
OTHER	760,401	718,591	412,802
*** TOTAL ADMINISTRATION ***	30,412,146	33,163,068	27,870,792
EXPENSES CAPITALIZED	(4,137,109)	(3,732,972)	(200,279)
OFFSETTING NON FEDERAL FUNDS			
FEDERAL PLANNING FUNDS	(275,910)	(317,096)	(68,200)
TOTAL OFFSETTING FUNDS	(4,413,019)	(4,050,068)	(268,479)
*** NET ADMINISTRATION EXPENSE ***	25,999,127	29,113,000	27,602,313

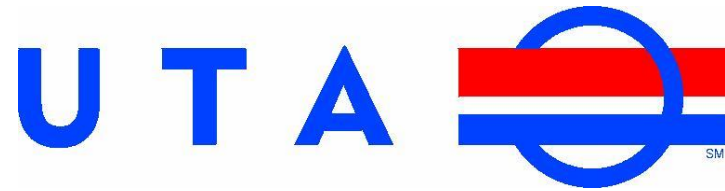
Administration includes:

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

UTAH TRANSIT AUTHORITY
PRIMARY TRANSIT DEVELOPMENT PLAN - OPERATING BUDGET SUMMARY
2015 - 2020
(\$000)

	TDP BUDGET 2015	TDP ESTIMATED 2016	TDP ESTIMATED 2017	TDP ESTIMATED 2018	TDP ESTIMATED 2019	TDP ESTIMATED 2020
REVENUE						
PASSENGER REVENUE	\$ 51,061	\$ 52,322	\$ 56,583	\$ 57,995	\$ 59,700	\$ 65,280
ADVERTISING REVENUE	\$ 2,233	\$ 2,283	\$ 2,333	\$ 2,383	\$ 2,433	\$ 2,483
INVESTMENT REVENUE	\$ 2,300	\$ 1,362	\$ 2,841	\$ 4,544	\$ 5,215	\$ 6,045
SALES TAX REVENUE	\$ 221,286	\$ 232,084	\$ 243,689	\$ 255,873	\$ 268,667	\$ 282,100
UTAH COUNTY O&M BRT SUBSIDY	\$ -	\$ 2,500	\$ 2,560	\$ 2,621	\$ 2,684	\$ 2,749
OTHER REVENUE	\$ 3,802	\$ 2,850	\$ 2,850	\$ 2,850	\$ 2,850	\$ 2,850
JOINT DEVELOPMENT	\$ -	\$ -	\$ 110	\$ 1,000	\$ 1,030	\$ 1,061
FEDERAL OPER./PM RAIL	\$ 6,726	\$ 6,924	\$ 17,315	\$ 17,598	\$ 17,885	\$ 28,052
FEDERAL OPER./PREVENT. MAINT	\$ 45,791	\$ 46,969	\$ 47,895	\$ 48,839	\$ 49,803	\$ 50,786
TOTAL REVENUES	\$ 333,199	\$ 347,294	\$ 376,176	\$ 393,704	\$ 410,267	\$ 441,405
EXPENSES						
BUS SERVICE	\$ 82,813	\$ 82,329	\$ 82,814	\$ 83,394	\$ 85,312	\$ 87,274
PROVO OREM BRT SERVICE	\$ -	\$ 2,500	\$ 2,560	\$ 2,621	\$ 2,684	\$ 2,749
LRT RAIL	\$ 42,188	\$ 41,941	\$ 42,188	\$ 42,484	\$ 43,461	\$ 44,460
COMMUTER RAIL	\$ 32,540	\$ 32,350	\$ 32,541	\$ 32,768	\$ 33,522	\$ 34,293
PARATRANSIT SERVICE	\$ 19,672	\$ 19,557	\$ 19,673	\$ 19,810	\$ 20,266	\$ 20,732
RIDESHARE/VANPOOL SERVICES	\$ 252	\$ 251	\$ 252	\$ 254	\$ 260	\$ 266
OPERATIONS SUPPORT	\$ 36,629	\$ 36,415	\$ 36,629	\$ 36,886	\$ 37,734	\$ 38,602
GENERAL & ADMINISTRATIVE	\$ 31,865	\$ 31,679	\$ 31,865	\$ 32,088	\$ 32,826	\$ 33,581
NET OPERATING EXPENSES	\$ 245,961	\$ 247,022	\$ 248,522	\$ 250,306	\$ 256,065	\$ 261,957
Motor Vehicle Registration Revenue	\$ 1,742	\$ 1,782	\$ 1,823	\$ 1,865	\$ 1,908	\$ 1,952
AVAILABLE FOR DEBT SERVICE AND CAPITAL	\$ 88,980	\$ 102,054	\$ 129,476	\$ 145,263	\$ 156,109	\$ 181,400

Note: Some Totals may not be exact due to rounding and transferring from other spreadsheets and accruals.



2.4 PROJECTED BALANCES

**UTA FUND BALANCE REPORT
2015 FORECAST**

	General Fund	Rail Construction Fund	Bond Fund	Risk Contingency Fund	PROJECTED All Funds 2015
BEGINNING FUND BALANCE - 1/01/15	149,361,644	0	48,669,567	7,316,789	205,348,000
Revenue:					
Passenger	51,061,000				51,061,000
Advertising	2,233,333				2,233,333
Investment Income	1,389,061		545,099	365,839	2,300,000
Sales Tax	221,285,569				221,285,569
Other Revenue	3,802,000				3,802,000
Federal Operating Funds/ Prevent. Maintenance	52,517,121				52,517,121
Motor Vehicle Registration	1,742,000				1,742,000
Capital Grants	54,705,430				54,705,430
Local Contributions	33,541,965				33,541,965
Sale of Assets	7,500,000				7,500,000
Other Capital Sources	5,845,000				5,845,000
TOTAL RESOURCES	435,622,479	0	545,099	365,839	436,533,418
Transfers To (+) / From (-)	-98,381,906		98,381,906		0
TOTAL AVAILABLE RESOURCES	486,602,217	0	147,596,572	7,682,628	641,881,418
Expenditures:					
Operating Expenses	241,698,304				241,698,304
Major Investment Studies (Net)	458,000				458,000
Planning/Real Estate/TOD/Major Program Develop	4,262,790				4,262,790
Debt Service (Principal and Interest)			98,381,906		98,381,906
Contribution to Early Debt Retirement Reserve	2,132,713				2,132,713
State of Good Repair Capital Projects	46,587,792				46,587,792
Provo-Orem BRT Capital Project	68,042,000				68,042,000
Other Capital Projects	19,186,659				19,186,659
TOTAL EXPENDITURES	382,368,258	0	98,381,906	0	480,750,164
ENDING FUND BALANCE -12/31/15	104,233,959	0	49,214,666	7,682,628	161,131,254

Notes:

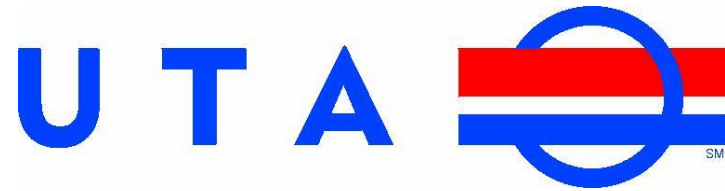
Description of Fund Structure

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 Executive Team against the following criteria:

- The Transit Development Plan.
- Does the expenditure provide lower operating cost, increase ridership or increase passenger revenues?
- Will the expenditure generate grant or operating revenue of 20% or more of the cost?
- Does the improvement contribute toward a state of good repair (SGR)?
- Does the improvement increase UTA public image/perception or contribute toward UTAs sustainability goal?

After the capital items/project list is compiled and approved by the Executive Team, 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 and Service Vehicles will arrive in 2015 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.
- 5) Leasing of Bus and other Revenue Vehicles.

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 that were not completed, but approved to be carryover are also included in the Capital Budget. Each year the new Budget cycle requires 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 2015 capital budget with the budgeted amounts from 2014.

Updating this plan in July 2015 will be the first step in the planning process for the 2016 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.

CAPITAL PROJECTS DESCRIPTION

Revenue Service

In 2015 the revenue vehicle purchases consist of 23 CNG 40ft. replacement buses, 32 Paratransit vehicles and 50 Rideshare vans. These buses will help keep UTA's fleet updated. Funding requirements will be met with a leasing program in addition to 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. This area also includes funding for Revenue Service Vehicle Repair Components (such as replacement engines and transmission) of \$1,975,409. In addition to the 2015 revenue vehicle the budget includes budget for vehicles that were budgeted and ordered in 2014 but have not yet been received. This includes 29 Paratransit Vans, 35 expansion and replacement Rideshare vans and Bus equipment.

Impact on Operating Budget

The replacement Buses purchased in 2015 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 2015, 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 2015 UTA plans to make continued enhancements to the RTPI system and its prediction algorithm across rail and fixed bus routes. 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 3rd party smart phone application development and the creation of UTA mobile app.

Impact on Operating Budget

None.

Electronic Fare Collection

During 2015 EFC will focus on finalization of system-wide distance based readiness. 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. A mobile ticketing app will be created to enhance customer experience and add additional flexibility of the current system.

Impact on Operating Budget

As the project completes there will be additional operating expenses that need to be identified for personnel, maintenance and support services. The potential expense of this shift will not occur until identified for the following year.

Front Runner Wi-Fi Enhancements

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

Impact on Operating Budget

Operating costs are expected for the support personnel and 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 2015 the funding source will be from current grants, local match and contributed capital funds from communities benefiting from the projects.

Provo Orem Bus Rapid Transit (BRT)

A major portion of the Capital Budget, \$68M, will go towards developing the Provo Orem Bus Rapid Transit. The BRT will be located adjacent to the Administration Building in Provo and Orem City. The purpose of this new service is to meet the transit demand in Utah County between those two cities and students commuting to Brigham Young University and Utah Valley University.

Impact on Operating Budget

Operating cost will be approximately \$2.5M per year, but will be offset by fares and Utah County subsidy through 2028.

Transit Enhancements and Security Equipment Projects

Transit Enhancements provides UTA's passenger amenities with a \$2.8M 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, Positive Train Control to increase passenger safety, TVM replacements an Operators restroom and finishing 2014 Capital. Budget project. Also included are other smaller facilities remodeling and expansions projects.

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.

The Transit Enhancement Projects 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 effort in planning and developing property for Transit Oriented Developments (TOD) that would enhance UTA's transit mission continues to gain momentum. \$128,300 has been budgeted for the Clearfield TOD, with funding coming from UTA reserves.

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. Due to the importance and growth in these projects, UTA is recognizing it as its own area of capital expenditures.

Over \$6.9M will go into updating, repairing and replacement of UTA infrastructure. Projects planned for 2015 include: \$3.5M for SD Rail Cars Rebuild Program, over \$500K for Stray Current Mitigation, \$800K for replacing of Tactile on N/S TRAX line and the University line and an additional \$2.1M 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, C- Car Tires, track maintenance and repair, update rail operations infrastructure.

Impact on Operating Budget

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

**UTAH TRANSIT AUTHORITY
2015 CAPITAL BUDGET - SUMMARY
December 17, 2014**

<u>Funding Sources</u>	<u>2015 budget</u>
Grants	\$ 54,705,430
Local Contributions	\$ 33,541,965
Sale of Assets	\$ 7,500,000
2014 Capital Carry Forward	\$ 32,224,056
Other	\$ 5,845,000
Total Funding Sources	<u><u>\$ 133,816,451</u></u>
<u>Expense</u>	
State of Good Repair Projects (22 buses, 61 paratransit vans, 103 rideshare vans, pedestrian crossing upgrades, tactile tile replacements, positive train control, TRAX car overhauls, and facility maintenance)	\$ 46,587,792
Provo-Orem BRT	\$ 68,042,000
Other Capital Projects (FrontRunner, Wi-Fi, Mobile ticketing, distance-based fares, Trip Planner redesign, RideUTA for mobile devices, and CNG fueling site)	\$ 19,186,659
<u>Total Expense</u>	<u><u>\$ 133,816,451</u></u>

Note:

The following 3 pages detail the individual Capital Budget Projects and Items. These are sorted by Category used in our Transit Development Plan Model. The reader will note that there are some projects listed without any dollars approved. These are shown to illustrate the need of additional projects that were requested, but due to budget constraints were unable to be funded.

2015 Capital Request List

Description	Cost	Funding	UTA Cash Required
NEEDS TO BE INCLUDED			

REV SERVICE VEHICLES

Item #	2015 Capital Project/Equip Request	Manager	2015	Awarded Grant/ Other \$ to be used in 2015	2015 UTA Cash
	Bus Replacement Fleet Eng. Schedule	Meyer	\$ 14,826,432	\$ 12,270,120	\$ 2,556,312
Spec Services	Rehab of shared vehicles for Coord Mob	Ryan Taylor	\$ 70,000	\$ 56,000	\$ 14,000
Spec Services	Shared Vehicle Program (new vehicles)	Ryan Taylor	\$ 130,000	\$ 104,000	\$ 26,000
	Rideshare Vans	Maynard	\$ 558,693	\$ 520,860	\$ 37,833
		Sub Total	\$ 15,585,125	\$ 12,950,980	\$ 2,634,145
2014 Carryover					
REV18514	29 Paratransit and Flex route Vans		\$ 3,355,293		\$ 3,355,293
REV18614	20 Rideshare Vans Expansion		\$ 549,150	\$ 511,972	\$ 37,178
	15 Rideshare Vans replacement		\$ 511,801	\$ -	\$ 511,801
REV19014	Hybrid Buss ESS Battery Storage System		\$ 155,220		\$ 155,220
MSP11813	Cameras on Buses RFP, install in 2014		\$ 289,600		\$ 289,600
		Sub Total	\$ 4,861,064	\$ 511,972	\$ 4,349,092
		Total	\$ 20,446,189	\$ 13,462,952	\$ 6,983,237

INFORMATION TECHNOLOGY

Item #	Capital Project/Equip Request	Manager	2015	Awarded Grant/ Other \$ to be used in 2015	2015 UTA Cash
	Critical JDEdwards Development	Abe Kololli	\$ 162,500		\$ 162,500
	Firewall	Abe Kololli			\$ -
OPS	MDC System Upgrade	Benson	\$ 218,400		\$ 218,400
	Server Replacement and storage	Abe Kololli	\$ 918,281		\$ 918,281
	Internet Security (Tripwire Expansion, Splunk Monitoring & Radar)	Abe Kololli	\$ 28,000		\$ 28,000
	Data 911 CPU & SSD	Abe Kololli	\$ 137,000		\$ 137,000
	EFC Enhancement	Fiet	\$ 600,000		\$ 600,000
	Mobile Ticketing App	Fiet	\$ 75,000		\$ 75,000
	Ride UTA Web / Mobile App	Fiet	\$ 200,000		\$ 200,000
	FrontRunner Wi-Fi Replacement	Abe Kololli	\$ 1,000,000		\$ 1,000,000
OPS	Trapeze VTCLI Scheduling and Dispatch	Taylor	\$ 271,538	\$ 271,538	\$ -
OPS	UTA VTCLI One Click	Taylor	\$ 550,000	\$ 450,000	\$ 100,000
TAG24	FrontRunner Mobile Data Computers	Robin Braziel	\$ 250,000		\$ 250,000
TAG35	Upgrade Trapeze	Benson	\$ 23,800		\$ 23,800
TAG12	Trapeze Downstream Application Updates (30	Stephanie Johnston	\$ 150,000		\$ 150,000
		Sub Total	\$ 4,584,519	\$ 721,538	\$ 3,862,981
2014 Carryover					
ICI00514	Electronic Fare Collection (EFC Distance Base Fares and Prepaid Cards)		\$ 500,000		\$ 500,000
ICI00114	Passenger Information Systems		\$ 500,000		\$ 500,000
ICI14014	Camera Installation at Top Haz. Xing's		\$ 31,000		\$ 31,000
ICI14114	Police Citation / Dispatch SW		\$ 298,750		\$ 298,750
ICI14414	Upgrade Trapeze Products to Version 13		\$ 5,000		\$ 5,000
ICI14214	Scheduling Reliability Meth. & Tool		\$ 140,000		\$ 140,000
ICI07813	JDEdwards Enhancements		\$ 50,000		\$ 50,000
ICI09413	Rail business unit upgrade to DSI		\$ 34,000		\$ 34,000
ICI 114	Application Development and Enhance		\$ 19,500		\$ 19,500
ICI131	Security Compliance Contract Work		\$ 26,000		\$ 26,000
ICI134	Process Improvement		\$ 50,000		\$ 50,000
ICI143	UTA Recording System for Call Center		\$ 24,000		\$ 24,000
ICI144	Upgrade Trapeze to version 13		\$ 20,000		\$ 20,000
ICI145	RFID Vehicle and Comp. Tracking System		\$ 50,000		\$ 50,000
ICI11113	TOPS Upgrade/Replacement Operations System		\$ 300,000		\$ 300,000
ICI12513	Community Living Grant (CLVAII) Data Exchange		\$ 440,000	\$ 401,300	\$ 38,700
ICI13013	Trapeze Enhancement		\$ 34,000		\$ 34,000
ICI14614	IT Savings Commitment			\$ 300,000	\$ (300,000)
ICI14614	Front Runner WiFi Enhancements		\$ 1,450,000		\$ 1,450,000
		Sub Total	\$ 3,972,250	\$ 701,300	\$ 3,270,950
		Total	\$ 8,556,769	\$ 1,422,838	\$ 7,133,931

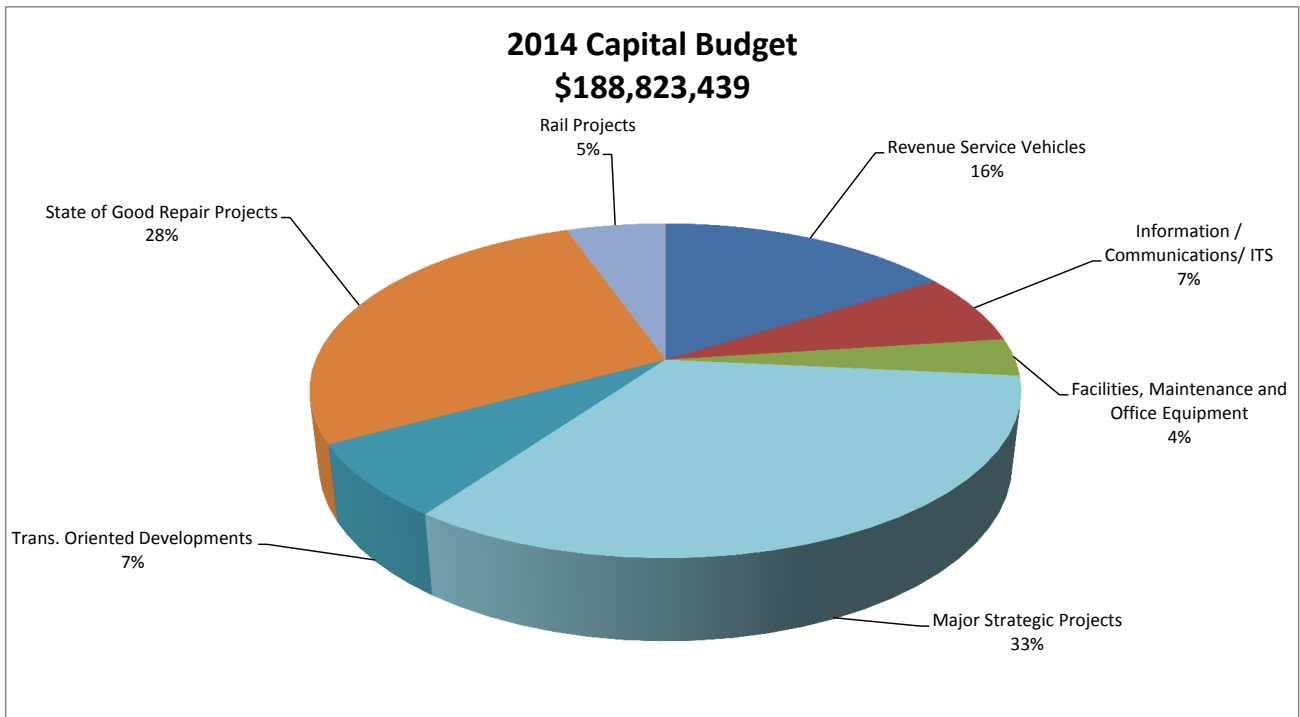
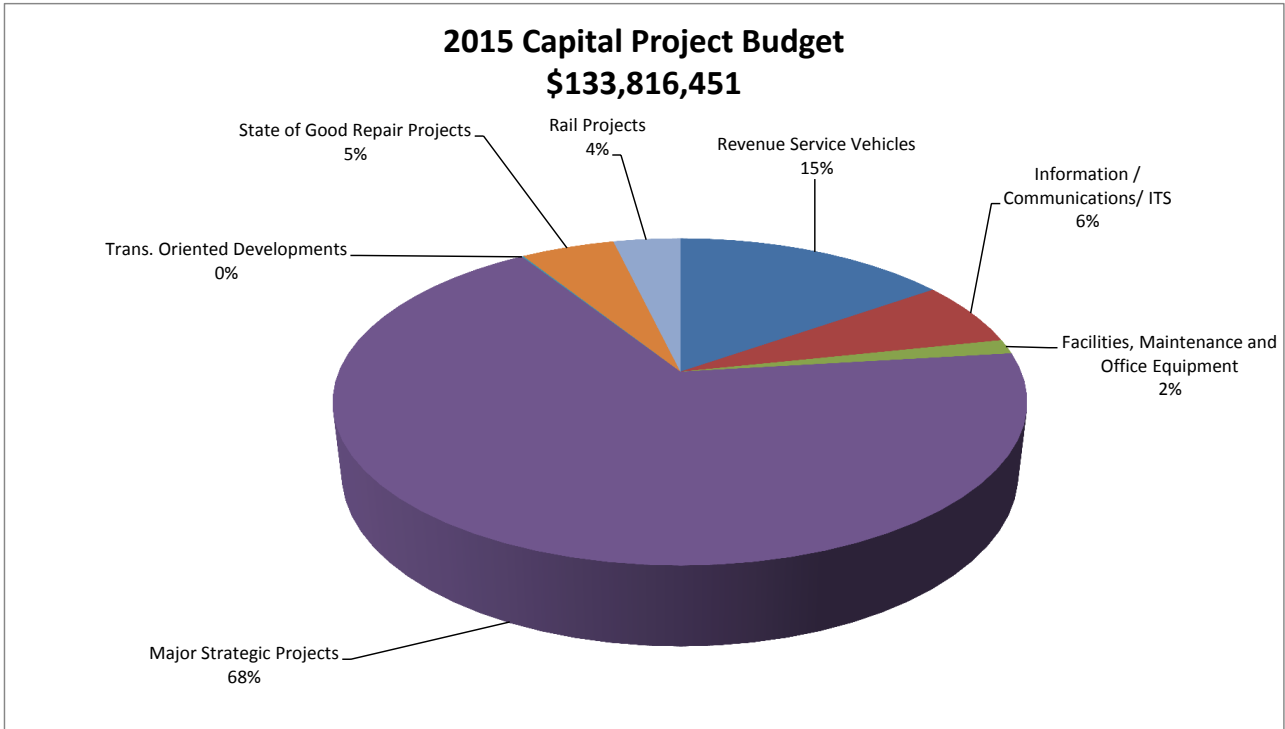
FACILITIES, SAFETY & ADMIN . EQUIP.

Item #	2015 Capital Project/Equip Request	Manager	2015	Awarded Grant/ Other \$ to be used in 2015	2015 UTA Cash
	ADMIN EQUIP				
	Misc. Office Equipment Repair/Replace	Biles	\$ 86,260	\$ -	\$ 86,260
	Copy Machine	Whicker	\$ 6,336	\$ -	\$ 6,336
	New AC Machine	Whicker	\$ 7,404	\$ -	\$ 7,404
TIMP	Engine Dolly	Whicker	\$ 5,072	\$ -	\$ 5,072
	SAFETY & SECURITY				
FMA532	Emergency Evac and Response Items	Cornell-Titcomb	\$ 45,000	\$ 36,000	\$ 9,000
FMA533	Emergency Resp. Equipment	Cornell-Titcomb	\$ 93,750	\$ 75,000	\$ 18,750
FMA534	Police Department training	Chief Larsen	\$ 60,000	\$ 48,000	\$ 12,000
FMA535	Police Ballistic Vests, replace	Chief Larsen	\$ 16,000	\$ 12,800	\$ 3,200
FMA536	Police Laptop replacements/ SGR	Chief Larsen	\$ 12,000	\$ 9,600	\$ 2,400
FMA537	Police Point of contact mobile devices scanner/printer	Chief Larsen	\$ 75,000	\$ 60,000	\$ 15,000
FMA539	Police Tasers	Chief Larsen	\$ 15,000	\$ 12,000	\$ 3,000
FMA538	Police Handheld Radios	Chief Larsen	\$ 20,000	\$ 16,000	\$ 4,000
FMA540	Police Fire Arms	Chief Larsen	\$ 10,000	\$ 8,000	\$ 2,000
FMA541	Security Upgrades/SGR	Chief Larsen	\$ 55,000	\$ 44,000	\$ 11,000
FMA543	Police Replacement Vehicles	Chief Larsen	\$ 216,666	\$ 173,333	\$ 43,333
FMAxxx	Police Upgrade Bike bug and bait (2 ea0	Chief Larsen	\$ 10,000	\$ 8,000	\$ 2,000
FMAxxx	Body Cameras	Chief Larsen	\$ 30,000	\$ 24,000	\$ 6,000
FMAxxx	FEO Equipment	Chief Larsen	\$ 24,500	\$ 19,600	\$ 4,900
FMAxxx	Bus Safety & Security	Huffajer	\$ 22,000	\$ 17,600	\$ 4,400
FMAxxx	Cameras for WV Fairbourne Garage	Worth	\$ 110,000	\$ 88,000	\$ 22,000
	Police Building	Goeres			
	FACILITY MAINTENANCE				
SLBU Maint	JLG Lift for Fall Protection Rqmnts [OSHA Std 1926.501(a)]	Dean Klebenow	\$ 15,000	\$ -	\$ 15,000
SLBU Maint	6K Forklift To Replace ~20 Year Old One @ Meadowbrook	Dean Klebenow	\$ 20,000	\$ -	\$ 20,000
SLBU Maint	Fall Protection System @ Central	Dean Klebenow	\$ 12,000	\$ -	\$ 12,000
Spec Services	New AC machine for maintenance	Ben Adams	\$ -	\$ -	\$ -
	Sub Total		\$ 966,988	\$ -	\$ 47,000
	2014 Carryover				
	Rail Corridor Fencing		\$ 39,343	\$ -	\$ 39,343
	UTA Corridor Fencing		\$ 50,000	\$ -	\$ 50,000
	Upgrade Trapeze Products to Version 13		\$ 5,000	\$ -	\$ 5,000
	Safety / Security Sub Total		\$ 852,996	\$ 549,333	\$ 303,663
	Police Building				
	Sub Total		\$ 947,339	\$ 549,333	\$ 398,006
	Total		1,914,327	549,333	445,006

MAJOR STRATEGIC PROJECTS

Item #	2015 Capital Project/Equip Request	Manager	2015	Awarded Grant/ Other \$ to be used in 2015	2015 UTA Cash
SGR001	Ped Crossing upgrades	Cluff	\$ 1,000,000	\$ 600,000	\$ 400,000
SGR	Farmington Passenger Crossing Refinish		\$ 500,000	\$ -	\$ 500,000
MSP122	Positive Train Control - PTC	Baxter	\$ 4,000,000	\$ -	\$ 4,000,000
RAI038	500 West	Webb	\$ -	\$ -	\$ -
MSP062	Bus / Rail Passenger Amenities	Ericson	\$ 1,048,376	\$ 838,701	\$ 209,675
	Bus / Rail Passenger Amenities	Ericson	\$ 300,374	\$ 240,299	\$ 60,075
SGR040	SD Overhauls	Saini	\$ -	\$ -	\$ -
MSP102	Depot District Service	Thorpe	\$ -	\$ -	\$ -
	Provo Orem BRT	Ericson	\$ 68,042,000	\$ 34,500,000	\$ -
Other	Provo Orem BRT	Ericson	\$ -	\$ 33,542,000	\$ -
MSP124	Airport Station Relocation Design	Webb	\$ -	\$ -	\$ -
FAC	FRN operator restrooms	Cluff	\$ -	\$ -	\$ -
SGR/OPS	TVM Replacement Program	R. Benson	\$ 570,000	\$ -	\$ 570,000
OPS	Operator Restroom No. Temple Station	R. Benson	\$ -	\$ -	\$ -
FMA286	JRSC Control Room (TCC)	Cluff	\$ -	\$ -	\$ -
RAIL	HEP	Engum	\$ 230,000	\$ -	\$ 230,000
New	Tooele Bus Facility	Meyer	\$ -	\$ -	\$ -
Other	Sale of UTA Property		\$ -	\$ 7,500,000	\$ -
	Sub Total		\$ 75,690,750	\$ 77,221,000	\$ 5,969,750
	2014 Carryover				
MSP12214	Positive Train Control		\$ 2,000,000	\$ -	\$ -
MSP10214	Depot District Service		\$ 9,000,000	\$ 8,184,439	\$ 815,561
RAI03514	Sugar House Streetcar/Carryover \$443,533		\$ 73,000	\$ -	\$ 73,000
RAI03814	500 West		\$ 430,000	\$ 399,900	\$ 30,100
MSP12414	Airport Station Relocation Design		\$ 670,000	\$ -	\$ 670,000
MSP12113	Cameras forward facing on FrontRunner		\$ 319,600	\$ -	\$ 319,600
FL 2015	Draper		\$ 217,000	\$ -	\$ 217,000
FL 2015	OCIP		\$ 750,000	\$ -	\$ 750,000
FL 2015	ORW ROW		\$ 1,650,009	\$ -	\$ 1,650,009
	Sub Total		\$ 15,109,609	\$ 8,584,339	\$ 4,525,270
	Total		90,800,359	85,805,339	10,495,020

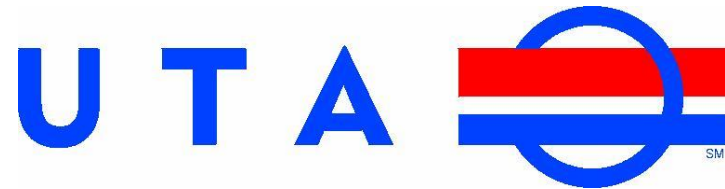
Figure 2.5.1



UTAH TRANSIT AUTHORITY
PRIMARY TRANSIT DEVELOPMENT PLAN - CAPITAL PROJECT SUMMARY
2015 - 2020
(000)

Figure 2.5.2

	Budget 2015	Projected 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
CAPITAL FUNDING						
GRANTS, FUTURE GRANTS AND CONTRIBUTED CAPITAL	\$ 111,668	\$ 94,777	\$ 40,647	\$ 33,832	\$ 42,127	\$ 35,292
BONDING	\$ 8,738	\$ 8,738	\$ 8,738	\$ 28,738	\$ 33,738	\$ 28,738
NET REVENUES FOR DEBT SERVICE AND CAPITAL	\$ 88,980	\$ 102,054	\$ 129,476	\$ 145,263	\$ 156,109	\$ 181,400
TOTAL SOURCES OF FUNDS FOR CAPITAL ITEMS	\$ 209,386	\$ 205,569	\$ 178,861	\$ 207,833	\$ 231,975	\$ 245,430
CAPITAL EXPENSES						
PLANNING & ENVIRONMENTAL STUDIES	\$ 6,222	\$ 2,429	\$ 2,485	\$ 2,542	\$ 2,601	\$ 2,661
REVENUE SERVICE VEHICLES	\$ 20,446	\$ 17,473	\$ 37,688	\$ 30,921	\$ 39,260	\$ 32,416
INFORMATION / COMMUNICATION /ITS	\$ 8,557	\$ 4,952	\$ 5,066	\$ 5,182	\$ 5,302	\$ 5,424
FACILITIES, MAINTENANCE AND OFFICE EQUIPMENT	\$ 1,914	\$ 3,749	\$ 3,836	\$ 3,924	\$ 4,014	\$ 4,106
CAPITAL PROJECTS	\$ 22,758	\$ 6,997	\$ 6,901	\$ 7,077	\$ 7,258	\$ 8,444
TRANSIT ORIENTED DEVELOPMENTS	\$ 128	\$ -	\$ -	\$ -	\$ -	\$ -
STATE OF GOOD REPAIR	\$ 6,985	\$ 9,360	\$ 9,641	\$ 9,930	\$ 10,228	\$ 10,535
RAIL MAINTENANCE PROJECTS	\$ 4,986	\$ 5,214	\$ 5,334	\$ 5,457	\$ 5,583	\$ 5,711
PROVO OREM BRT PROJECT	\$ 68,042	\$ 79,570	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE	\$ 104,949	\$ 111,276	\$ 115,387	\$ 124,577	\$ 135,850	\$ 148,353
TOTAL EXPENSE OF CAPITAL AND PLANNING	\$ 244,987	\$ 241,021	\$ 186,338	\$ 189,611	\$ 210,094	\$ 217,649
ADDITIONS TO/(USE OF) CAPITAL RESERVES	\$ (35,601)	\$ (35,451)	\$ (7,478)	\$ 18,222	\$ 21,881	\$ 27,781



2.6 CURRENT DEBT OBLIGATIONS

SCHEDULE OF SALES TAX AND TRANSPORTATION REVENUE BONDS OUTSTANDING (as of 1/1/15)

<u>Description</u>	<u>Date of Maturity</u>	<u>Coupon Interest Rates</u>	<u>Principal Amount Payable</u>
Senior Debt:			
<u>Series 2005 A, Sales Tax Revenue Refunding Bonds</u>			
(Advanced Refunding of a Portion of the 1997 A Bonds)			
	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
			<u>\$ 12,835,000</u>
<u>Series 2005 B, Sales Tax Revenue Bonds**</u>			
(Commuter Rail North Project)			
	June 15, 2015	4.00%	\$ 2,525,000
			<u>\$ 2,525,000</u>
<p>**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. An additional defeasance took place with the 2013 Bonds.</p>			
<u>Series 2006 C, Sales Tax Revenue Refunding Bonds</u>			
(Advanced Refunding of a Portion of the 2002 A Bonds)			
	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
			<u>\$ 126,580,000</u>
<u>Series 2008 A, Sales Tax Revenue Bonds</u>			
(2015 Construction Projects)			
	June 15, 2018	5.00%	\$ 19,225,000
	June 15, 2019	5.25%	\$ 20,235,000
	June 15, 2020	5.00%	\$ 21,300,000
	June 15, 2021	5.00%	\$ 22,390,000
	June 15, 2022	5.25%	\$ 23,570,000
	June 15, 2023	5.25%	\$ 24,840,000
	June 15, 2024	5.00%	\$ 26,145,000
	June 15, 2025	5.00%	\$ 27,485,000
	June 15, 2026	5.00%	\$ 28,895,000
	June 15, 2027	5.00%	\$ 30,380,000
	June 15, 2028	5.00%	\$ 31,935,000
	June 15, 2032	4.75%	\$ 60,000,000
	June 15, 2032	5.00%	\$ 84,660,000
	June 15, 2036	5.00%	\$ 176,355,000
	June 15, 2038	5.25%	\$ 102,585,000
			<u>\$ 700,000,000</u>

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

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

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

June 15, 2039	5.937%	\$	261,450,000
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Series 2013, Sales Tax Revenue Refunding Bonds
(Advanced Refunding of a Portion of the 2005B Bonds)

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
		\$	14,000,000

Total Outstanding Senior Debt \$ 1,161,940,000

Subordinate Debt:

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
		\$	261,124,109

***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
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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>
		\$	295,520,000

Series 2014A, Sales Tax Revenue Refunding Bonds
 (Combined with 2014B Bonds, Refunded the Remaining 2006 A&B Bonds)

June 15, 2017	1.350%	\$	<u>80,370,000</u>
		\$	80,370,000

Series 2014B, Sales Tax Revenue Refunding Bonds
 (Combined with 2014A Bonds, Refunded the Remaining 2006 A&B Bonds)

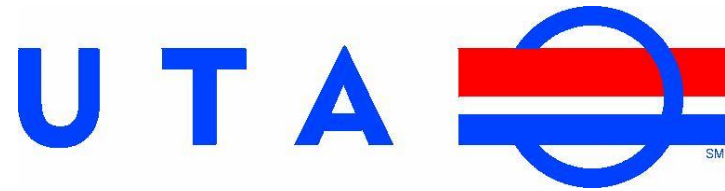
June 15, 2018	1.600%	\$	<u>62,000,000</u>
		\$	62,000,000

Total Outstanding Subordinate Debt

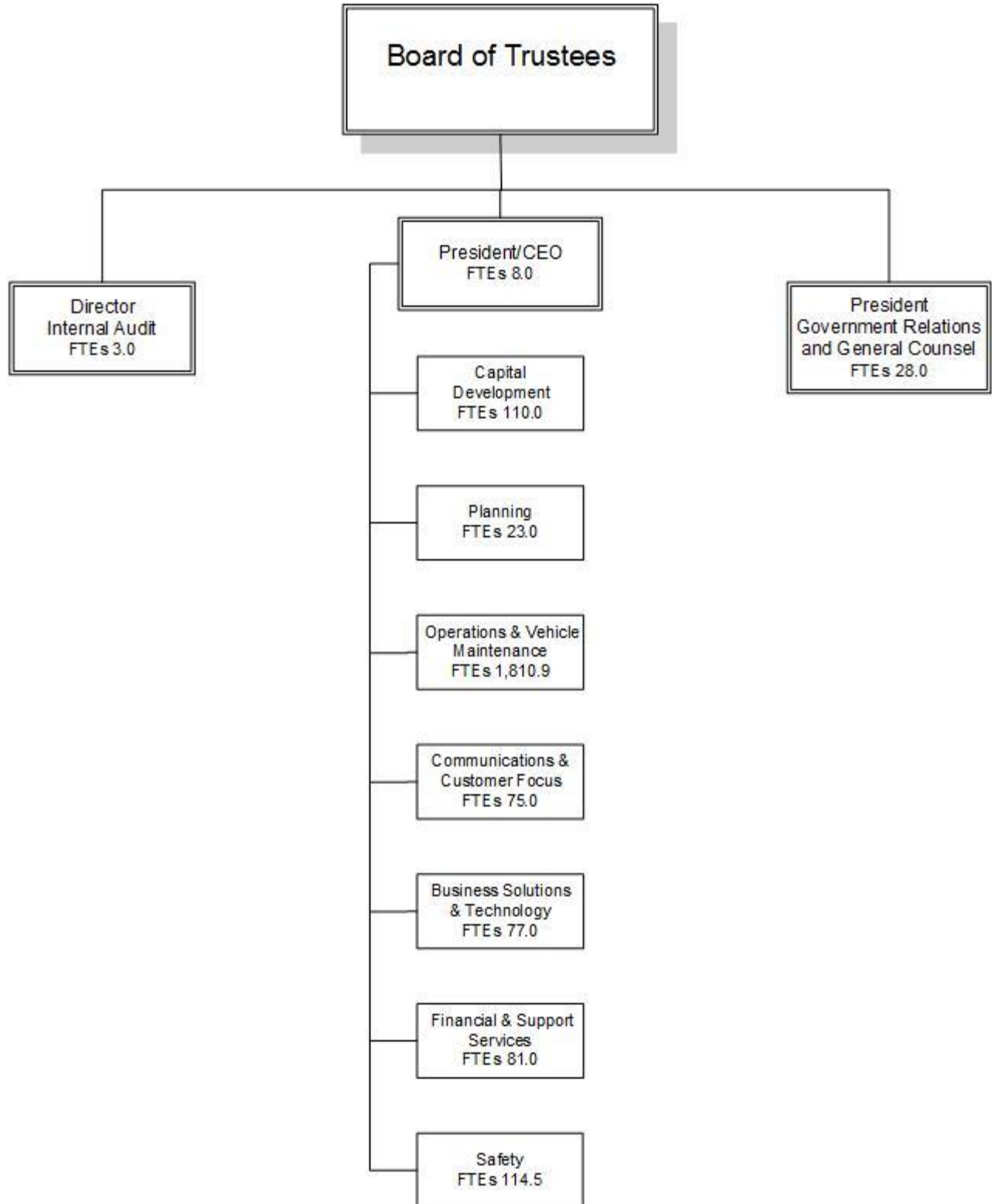
\$ 899,014,109

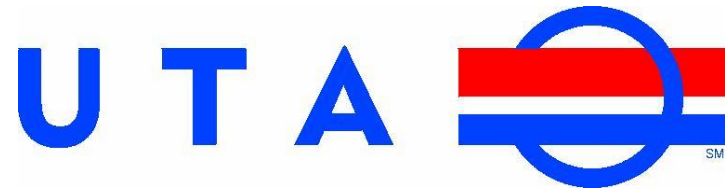
Total Outstanding Sales Tax and Transportation Revenue Debt

\$ 2,060,954,109



SECTION 3
DEPARTMENTAL GUIDE





OFFICE OF PRESIDENT/CEO

Department Name:
President/CEO

Office of President/CEO
Michael A. Allegra

Department Function:

The President/CEO's staff is comprised of nine functions including; Office of the President/CEO, Office of the General Counsel, Communications & Customer Focus, Business Solutions & Technology, Operations & Vehicle Maintenance, Finance & Administration, Planning, and Capital Development. The President/CEO'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 President/CEO'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 President/CEO:

This organizational area provides direct support for the President/CEO on a daily basis in areas including Federal, State, and Local Governmental Relations, Board coordination, and prioritization of schedule. It also assures that assignments are made to others on behalf of the President/CEO 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 President/CEO 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:

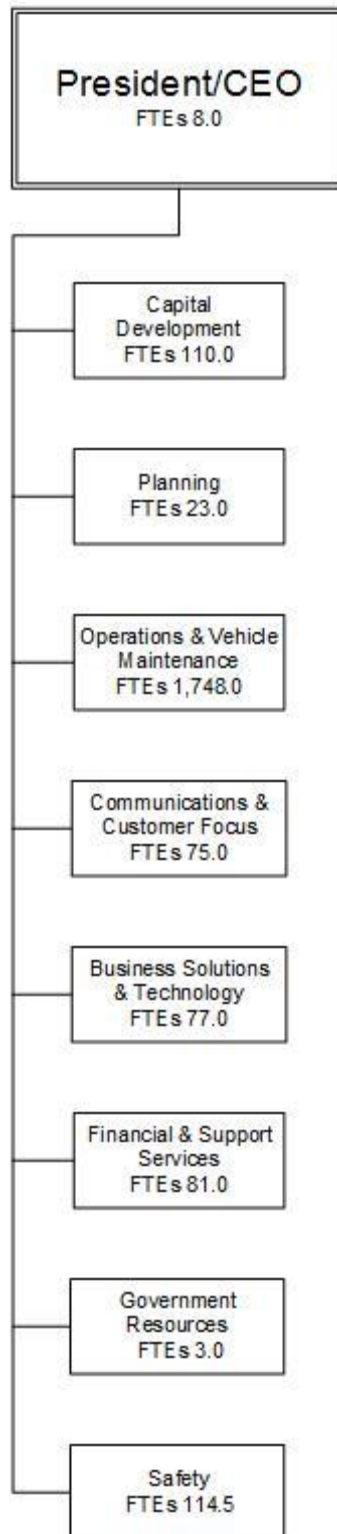
The Support Services Department provides support to the organization in managing its financial, human, and materials resources and safeguarding its customers, employees and property. Support Services is responsible for reporting on the Authority's fiscal activities through monthly and annual financial 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.

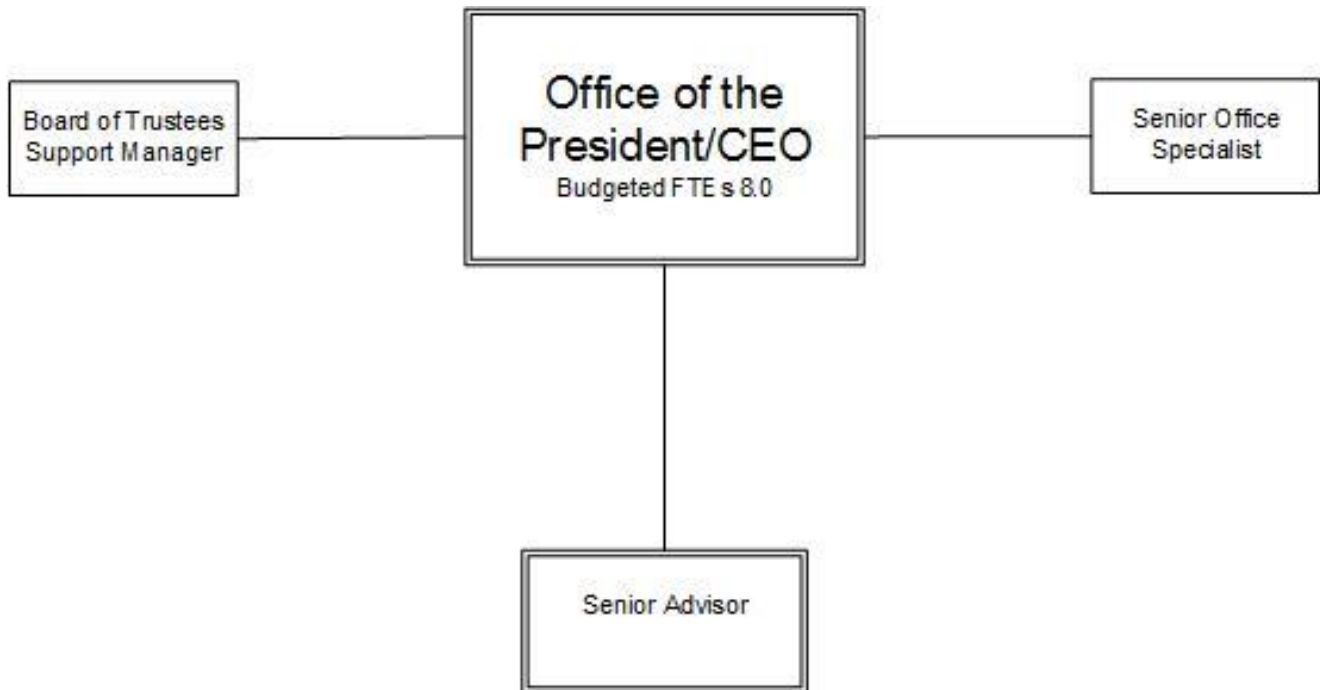
Government Resources:

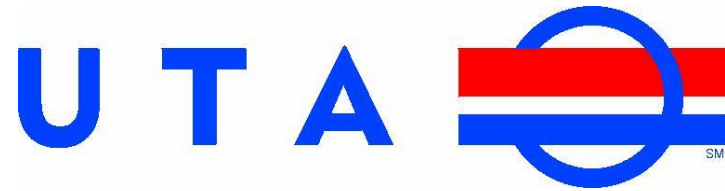
Responsibilities of this area include oversight of federal state and local government relations.

Transit Oriented Development:

Responsibilities of this area include direct supervision of Transit Oriented Development (T.O.D.) project manager and b) responsibility over 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

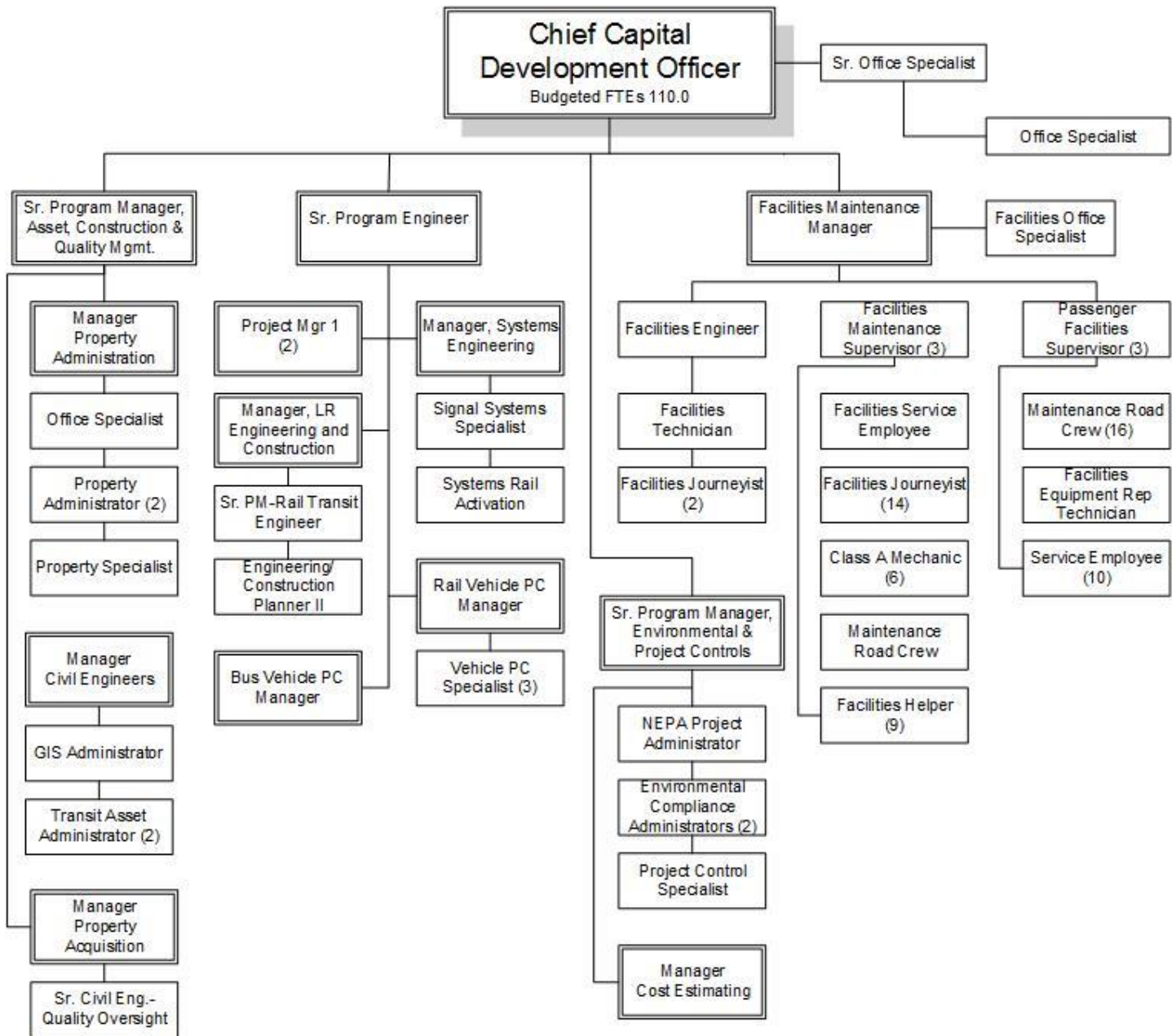
Department Name:
Chief Capital Development Officer:

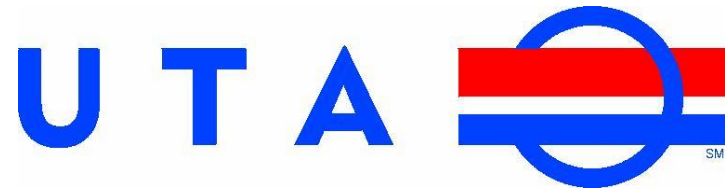
Capital Development
Steve Meyer

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.







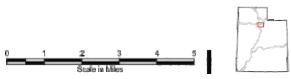
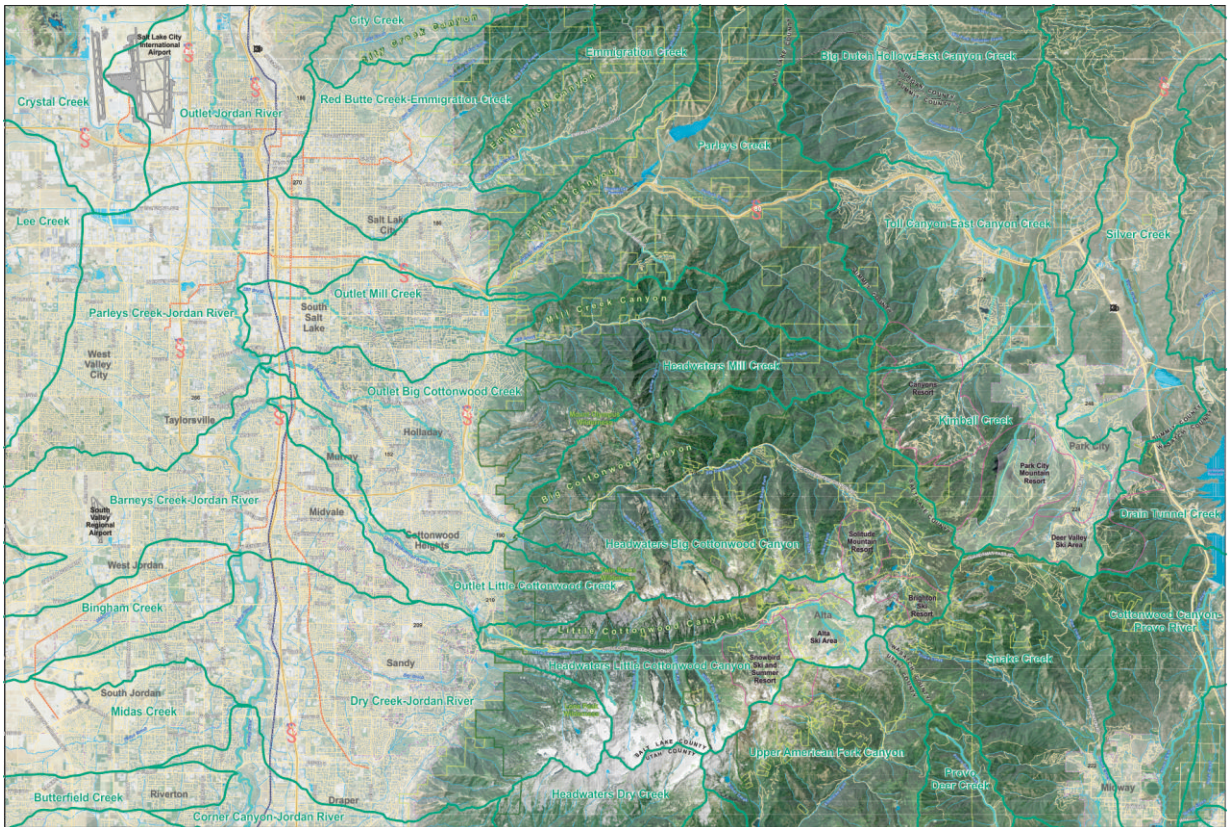
PLANNING

Department Name:
Chief Planning Officer:

Planning
Matt Sibul

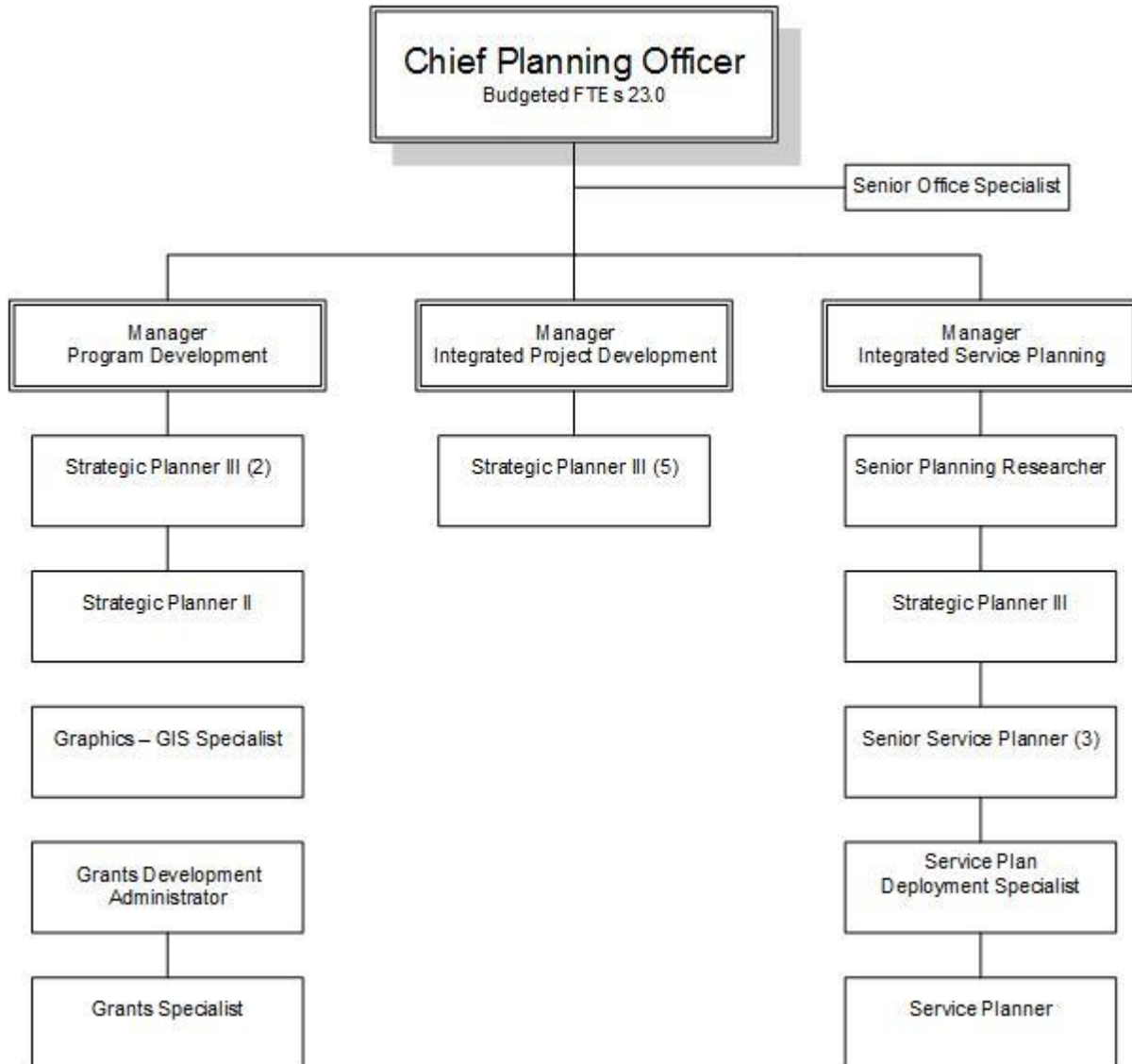
Department Function:

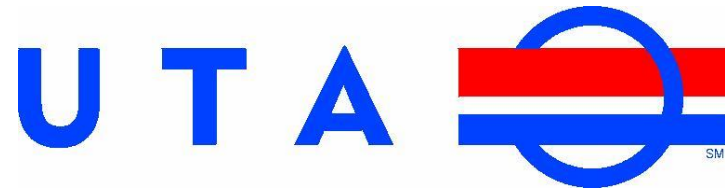
The Planning Department works with the President/CEO to develop the short and long-term vision for the direction of the organization. Planning is comprised of three groups: integrated service planning, program development and integrated project development. Integrated Service Planning monitors rail and bus routes to give our customers the best service possible. Program Development is responsible for short (1-5 years) and long (10-30 years) range strategic planning. Integrated Project Development handles UTA transit and facilities projects, as well as 'active transportation' or biking, walking, urban planning and land use. 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.



Impaired waters (do not meet water quality standards)
Stream or River**
Wetland**
Wetland***

Map Series: Environment Water System
* Source: US Env. Protection Agency
** Source: US Geological Survey (BHD)
*** Source: AGRC





OPERATIONS AND VEHICLE MAINTENANCE

Department Name:
Chief Operating Officer:

Operations & Vehicle Maintenance
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 VP/Chief Operating Officer, six Regional General Managers, and three support managers, have approximately 1797 employees of which 55% are Operators, 24% work in Maintenance and the remaining 21% are Administrative employees.

Operations provides fixed-route bus, flex route bus, para-transit, vanpool/rideshare, light-rail, streetcar, and commuter rail services covering Weber, Davis, Salt Lake and Utah Counties as portions of Box Elder and Tooele Counties. Operations have a fleet of 474 fixed-route buses which include hybrid-electric, Compressed Natural Gas (CNG), ski and over-the-road coaches, plus 161 Para-transit buses. In addition, Operations has a fleet of 485 Vanpool vehicles, 146 light-rail vehicles, 53 commuter rail cars and 18 locomotives. Operations serve more than 6,500 bus stops; 50 light-rail, 7 street car, 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 180 employees and 96 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 140 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 618 employees and 350 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, 161 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 291 employees and 146 light-rail vehicles.

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

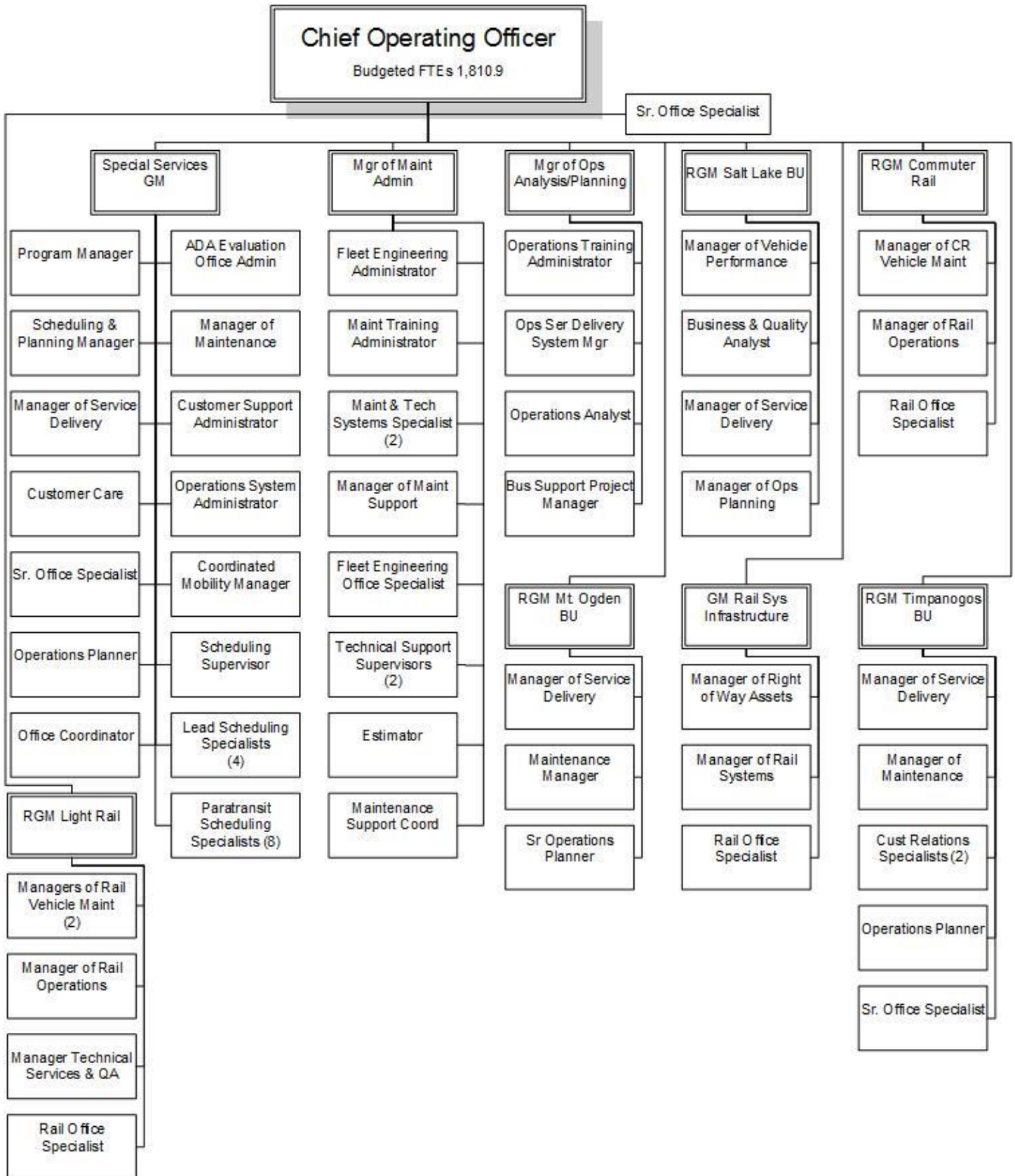
The Commuter Rail Business Unit is responsible for the operation and maintenance of UTA's commuter rail line (FrontRunner). This service spans 88 miles of track and serves Weber, Davis, Salt Lake and Utah Counties. The Commuter Rail Business Unit has 182 employees, 53 commuter rail cars and 18 locomotives.

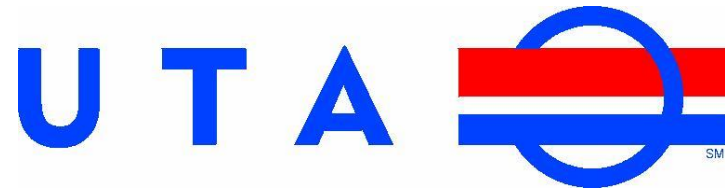


Operations Support Functions:

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, Organizational Development and 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, to coordinate training across UTA, to manage organizational improvement initiatives and to coordinate broad fare strategy and product initiatives.

In 2015, 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 and customer support for electronic fare FAREPAY cards. Additional responsibilities include communication of delays and emergency notifications regarding rail incidents via email, Twitter and platform signage.

The Fare Strategy and Electronic Fare Collection (EFC) 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,

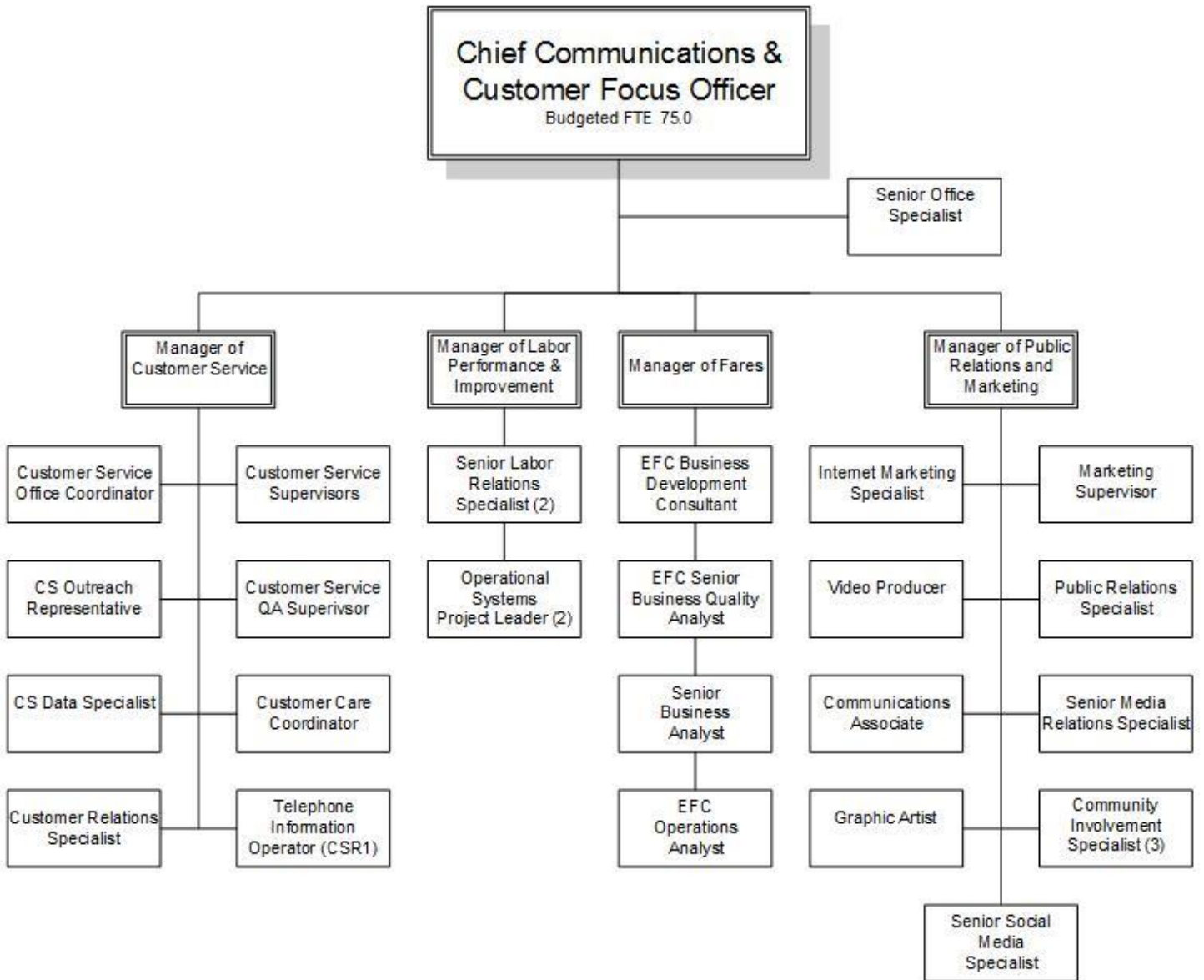
SkiPass), validating and analyzing EFC ridership data, and coordinating fares-related change day activities, this group is actively engaged in testing and marketing activities relating to the Q3 2013 rollout of prepaid smartcards. This group is also currently exploring the feasibility of a distance-based fare structure. The group's vision is that all business stakeholders make superior decisions, identify new and relevant opportunities, and implement effective strategies because they have easy access to meaningful and useful information regarding UTA's market segments and how patrons are using our bus and rail services. The group's mission is to enable better business decisions at UTA that contribute to growth in ridership and revenue by bolstering business intelligence and by marketing, operating, and evolving UTA's electronic fare collection system.

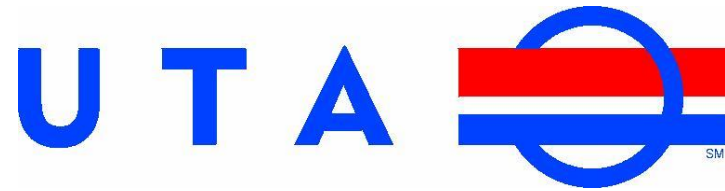
The Organizational Development and Labor Relations departments will continue to facilitate internal and external communication regarding agency and labor issues, lead employee relations initiatives, lead the implementation of UTA's strategic training plan, and serve as continuous improvement and organizational development resources for UTA and its business units.

The Labor Relations department will focus on preparing issues for negotiations on a new Collective Bargaining Agreement (CBA) in 2016. The team will continue to work with business unit management and union leaders on issue resolution, problem solving, and CBA interpretation issues.

The Organizational Development and Training 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 and focus on implementation of quality and training standards across the organization.







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.

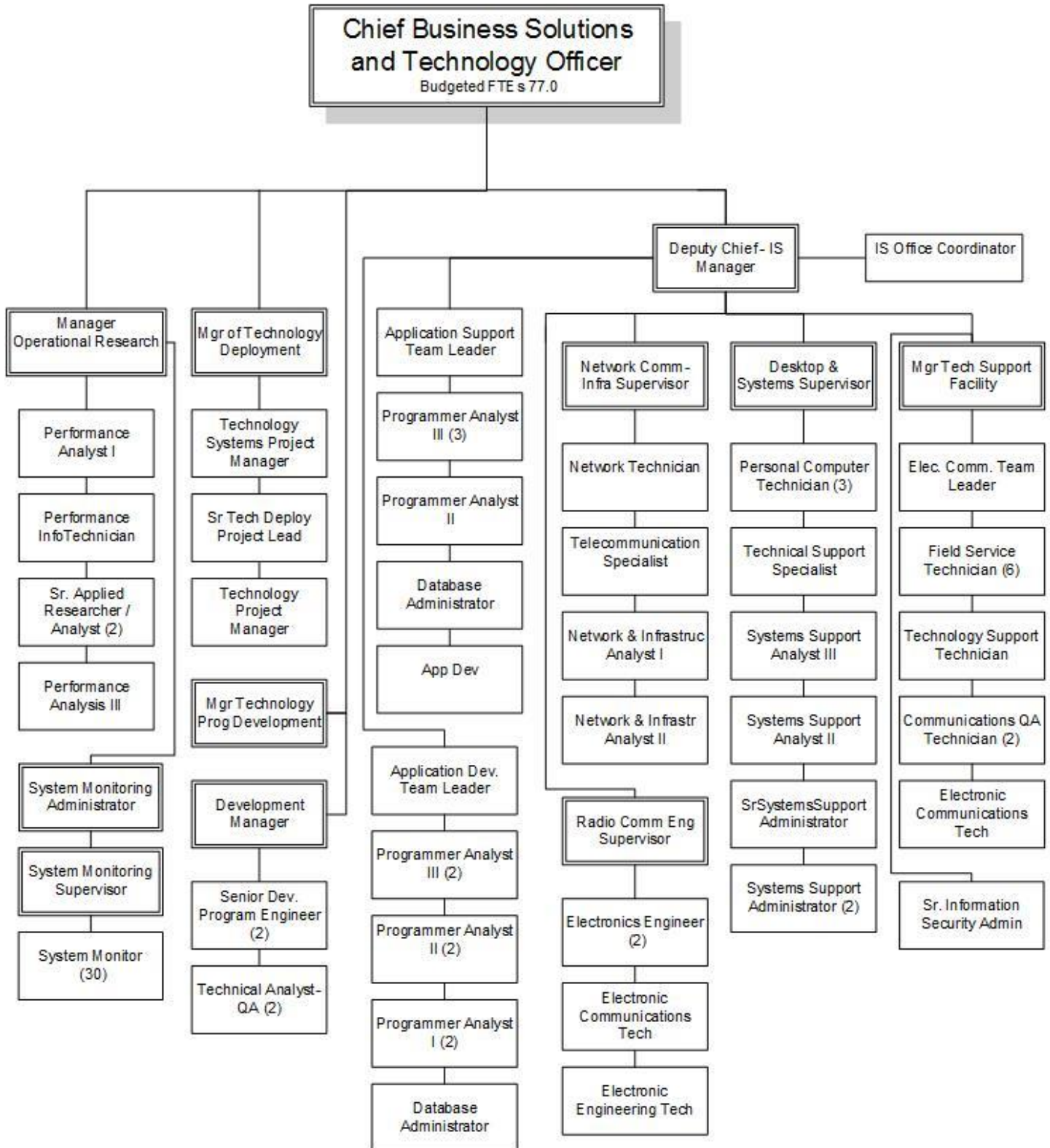
Opportunities for technology application exist in providing customer information, enhancing the riding experience through information, entertainment, reliability and travel time reduction. During 2015, special emphasis will be placed on Electronic Fare Collection (EFC) to provide full capability for processing distance based fare. Additional development of the EFC will incorporate loyalty rewards as a means to move existing monthly passes to the FAREPAY pre-paid product. Mobile ticketing will be investigated as a resource to assist in the deployment of UTA's fare strategy. Public access to Wi-Fi on Frontrunner trains and at station platforms will be enhanced in 2015. 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.

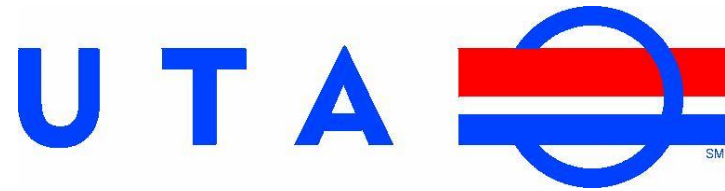
Information Systems, a department within the Business Solutions Office, provides support for computer and data network needs, telephone communication and radio communication. Special attention is given to the security of data and computer network to protect against the ever-growing threat of intrusion 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 2015 will be on performance measurement and quality improvement for all 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, reviews and prioritizes 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. Procurement and implementation of data warehouse, data management, and reporting and analysis tools will be completed in 2015.







FINANCIAL AND SUPPORT SERVICES

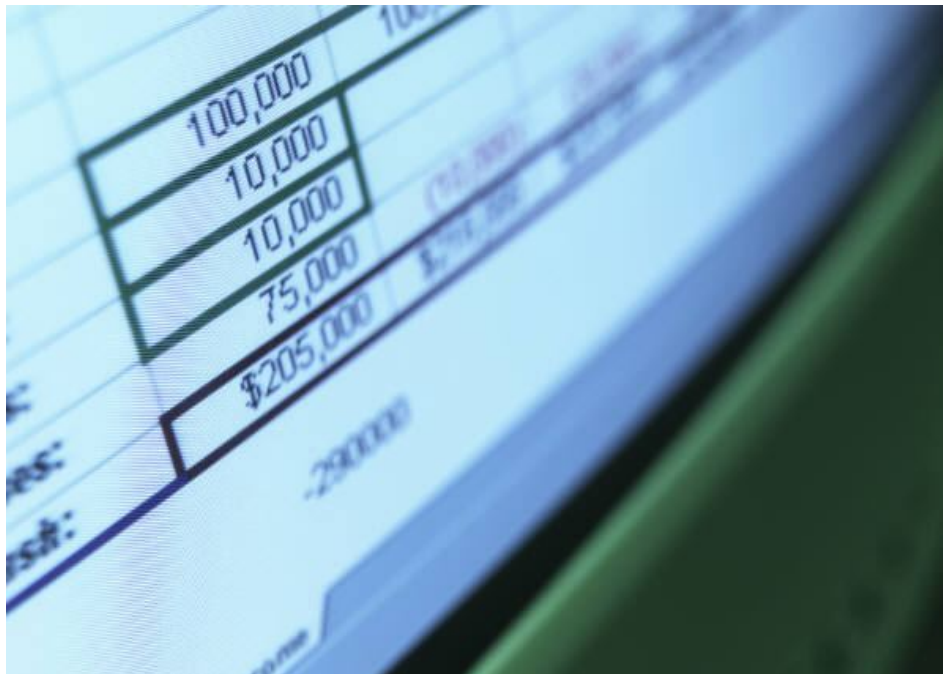
Department Name:
Chief Financial Officer

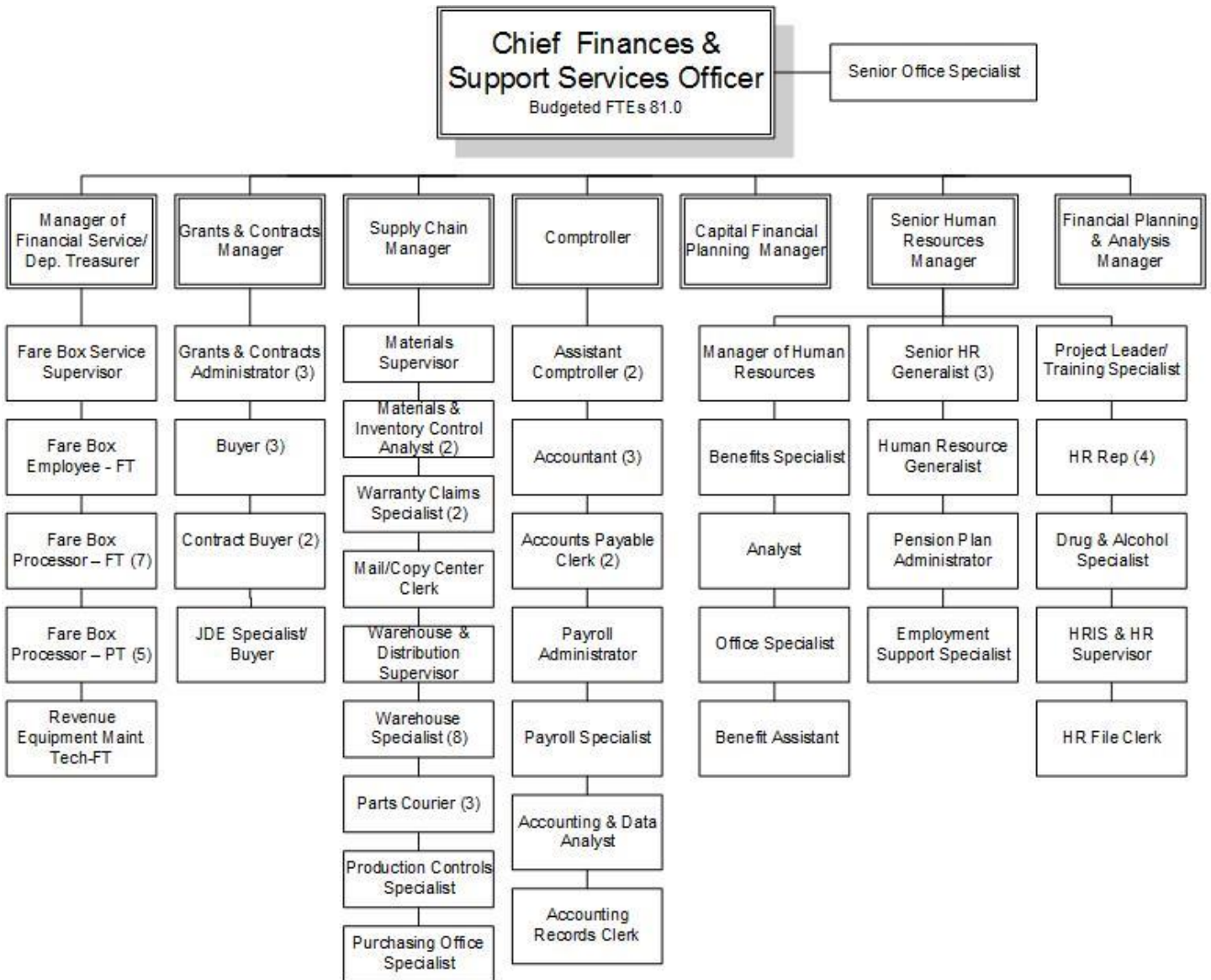
Financial and Support Services
Robert Biles

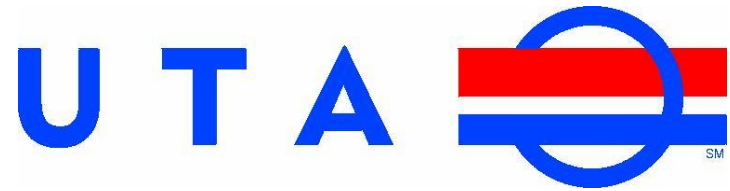
Department Function:

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.







SAFETY

Department Name:
Chief Safety Officer

Safety
Dave Goeres

Department Function:

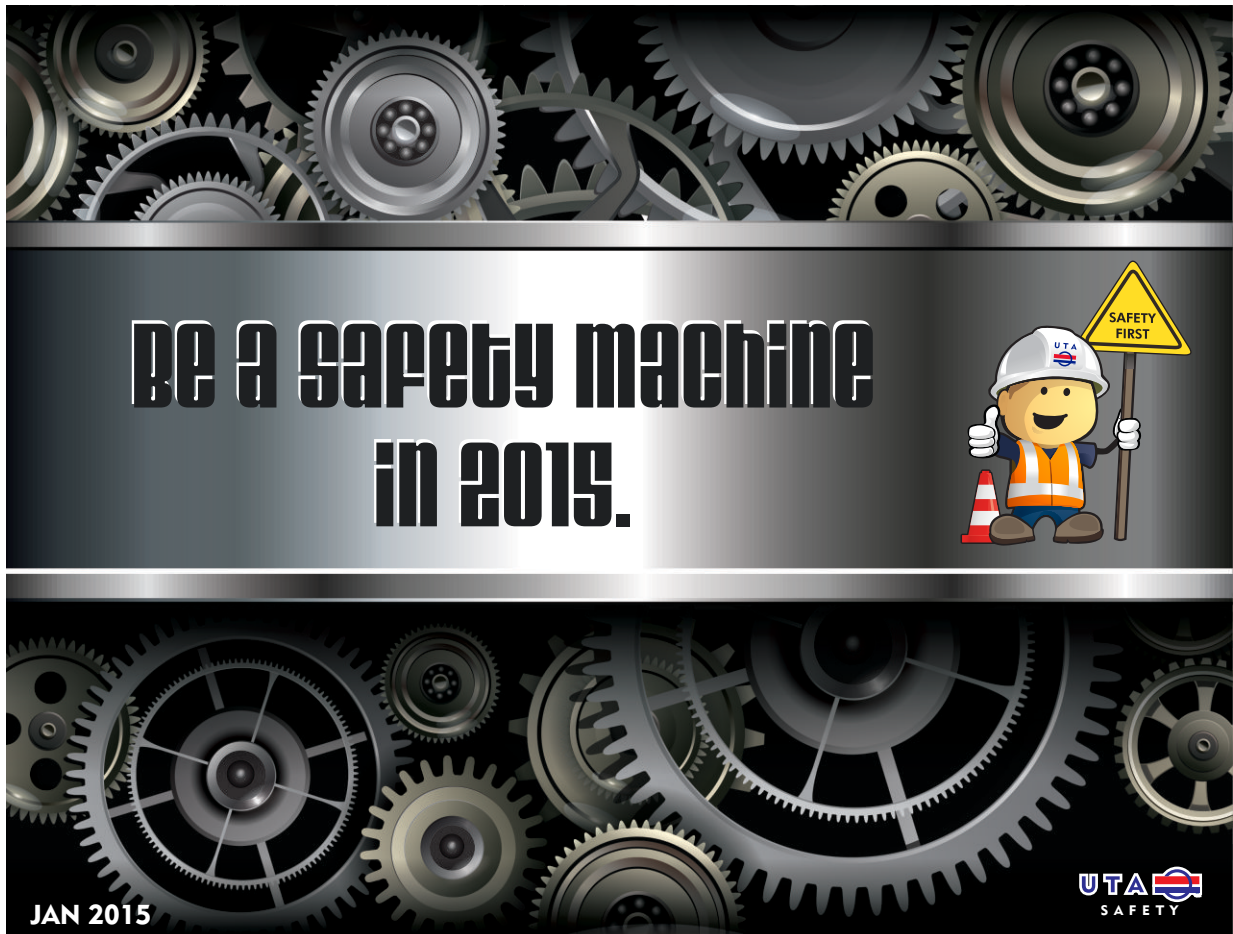
Safety - The UTA Safety department has the responsibility for providing safety oversight of construction and operation for all modes of transit services which includes: FrontRunner commuter rail, TRAX light rail, fixed bus service, special services and van pool. This oversight includes the construction 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.

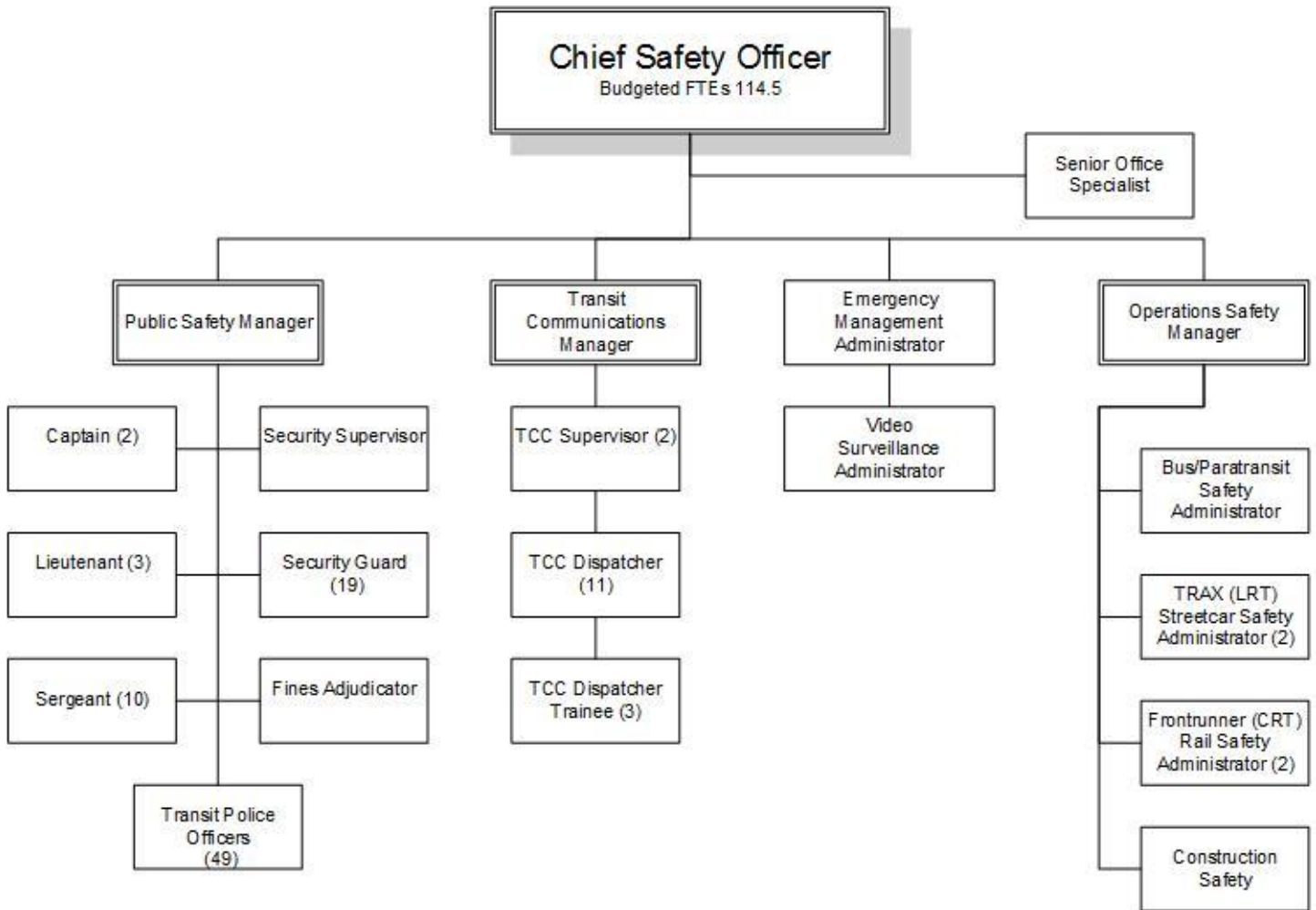
Public Safety - Public Safety has responsibility to provide a secure transit system for all modes of UTA transit. This includes the buses, trains, transit stations and UTA operations, maintenance and administrative facilities. As a result, customers and employees enjoy an environment made safe by fully 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, 2015 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.

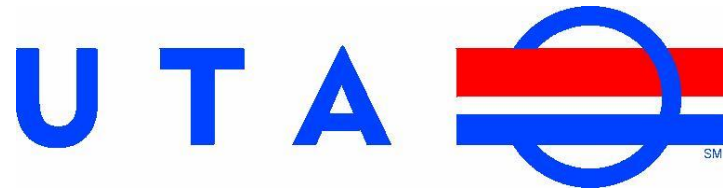
Emergency Management – The role of emergency management within UTA is to coordinate participation and response to incidents and natural disasters which may occur. This is done by ensuring the appropriate emergency preparation plans required for our facilities and systems are completed, and by planning 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.

Video Security Systems – Video security systems within UTA are designed to enhance the safety and security of our passengers and the UTA infrastructure. Video systems are currently located at facilities, platforms, park and ride lots, and on bus and rail vehicles. The systems are recorded to assist UTA in recovery of damages from theft and accidents, and to assist in recreating incidents. The system enhances UTA's use of technology to cover our expansive system. Operations of the system is managed by the Video Security System committee, which meets bi-monthly to set policy, priority and direction for the programs.

Transit Communications Center (Bus & Police) – The role of the TCC is to monitor, assist and coordinated response to incidents for bus and police in the UTA system. The center has a manager, assistant manager and 17 dispatchers responsible for communications with the 600 buses and UTA police officers on the system. The TCC operates on 24 hours a day, and receives the “See something, Say Something” 801-287-EYES (3937) calls from customers on the system.







OFFICE OF GENERAL COUNSEL
AND
GOVERNMENT RESOURCES

**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.

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.

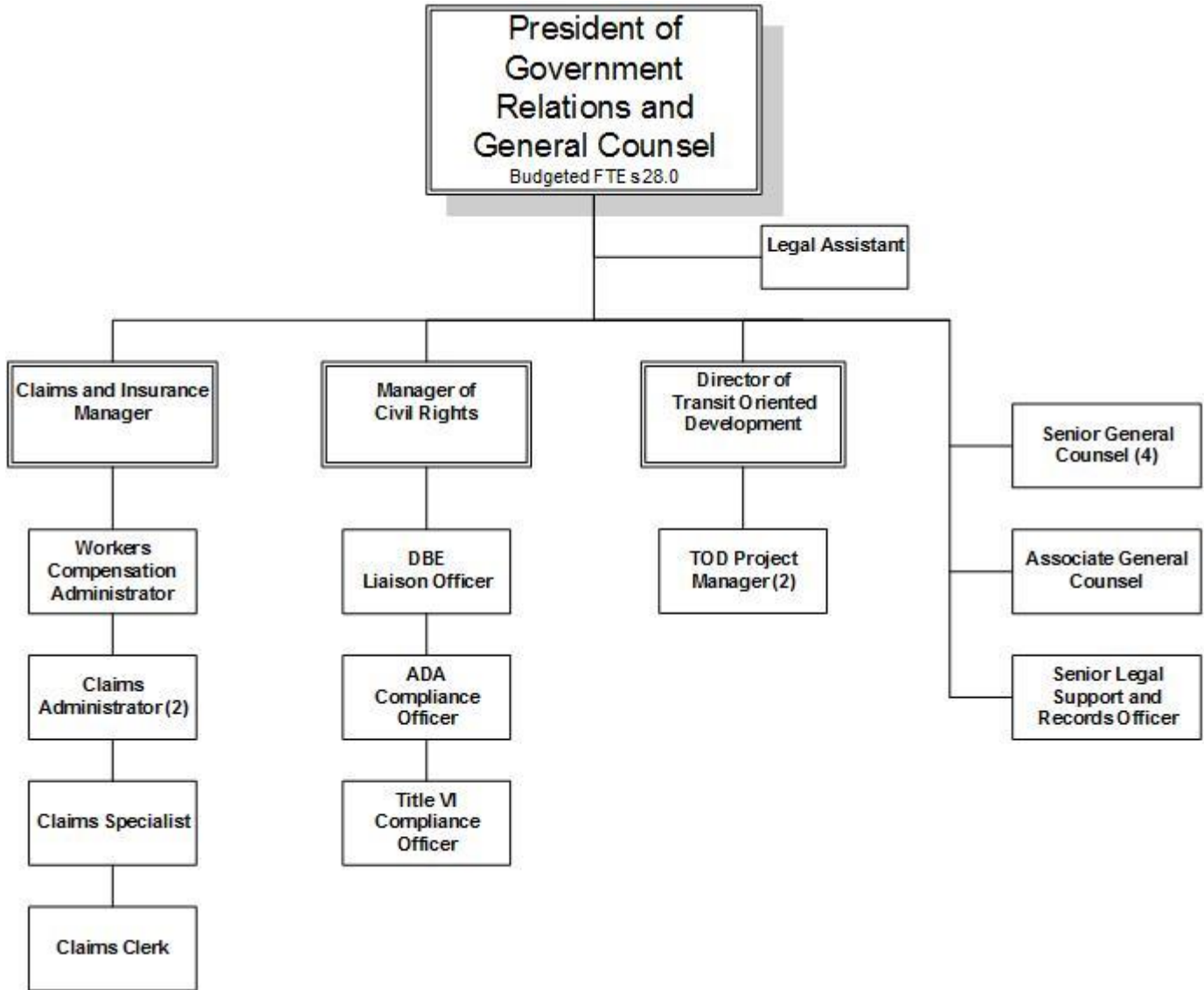
Formal Coordinating Processes of Transit Oriented Development:

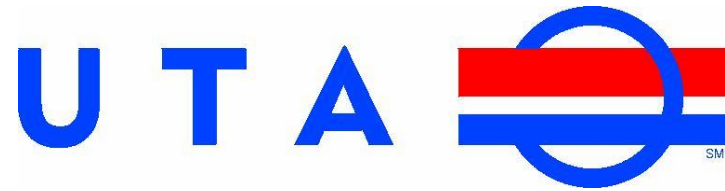
- **Application of Resources** - The TOD Manager acts as the coordinating mechanism between the TOD office and Capital Development to build the team using TOD staff and Capital resources. The TOD group, Capital Development and the Developer provide staffs to form a project team whom are lead by TOD through 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.

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.







INTERNAL AUDIT

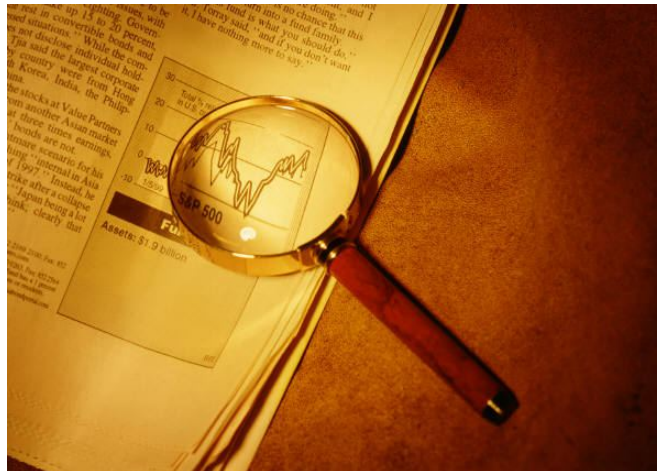
Department Name:
Director:

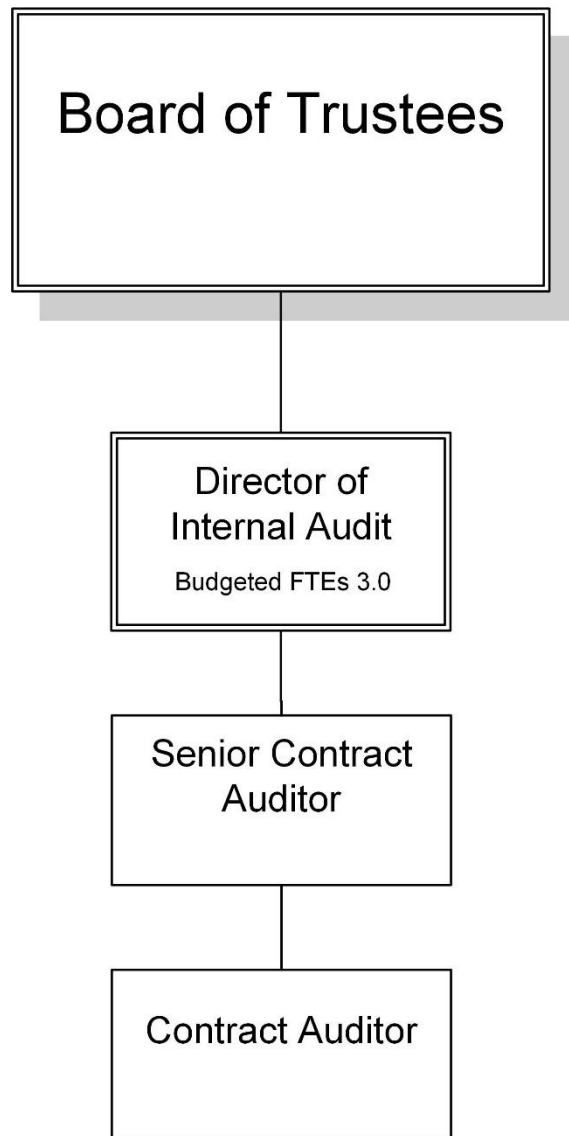
Internal Auditor
Alan Maughan

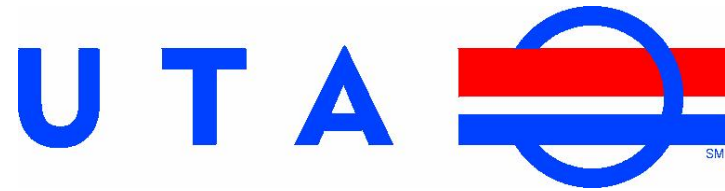
Department Function:

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.

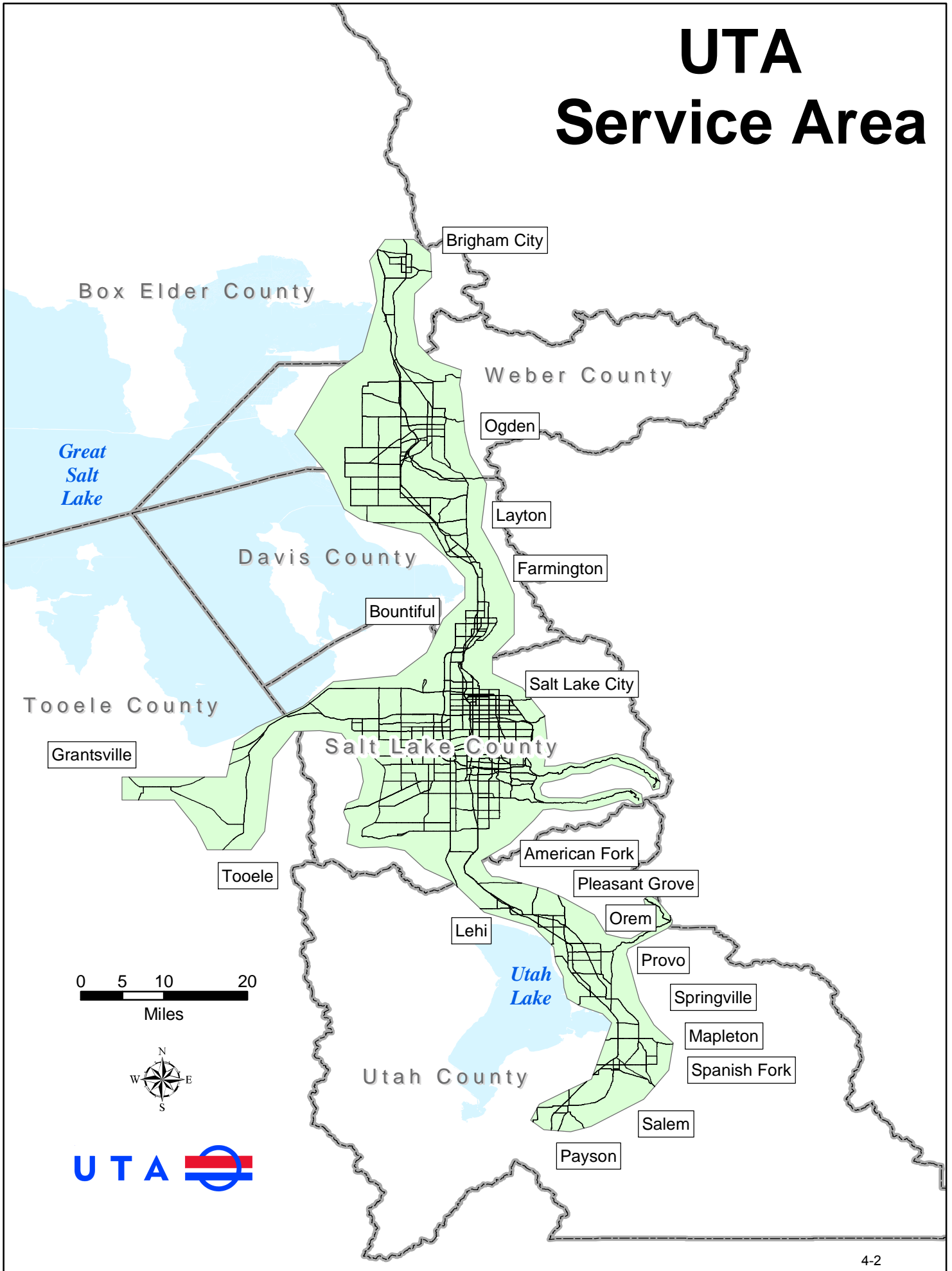






SECTION 4
APPENDICES

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 buses, light rail, commuter rail, streetcar, paratransit and vanpools 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 President/General Manager, in accordance with the direction, goals and policies of the Board of Trustees. The President 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 areas are the Wasatch Front Regional Council and Mountainland Association of Governments, they 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 Utah Department of Transportation 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 2015, UTA will receive approximately 21% 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)
- 119 routes – 6,273 bus stops
- 493 active buses, 113 active paratransit vehicles, and 114 TRAX vehicles, 53 commuter passenger rail vehicles and 18 commuter locomotives, and 470 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:

- 154,458 average weekday (2014)
- 45,193,393 total annual passenger trips (2014)

UTA Services and Rider Programs:

- Fixed route bus service
- TRAX (light rail)
- S-Line (streetcar)
- 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

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
- MAX 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 extension completed April 2013
- Draper Light Rail extension completed August 2013
- Sugar House Streetcar completed December 2013
- Depot District Service Center phase I scheduled to be completed 2015
- Provo/Orem BRT (10 miles) scheduled for 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.

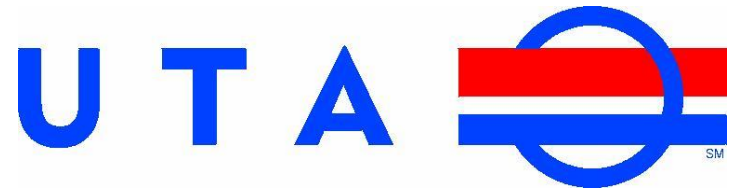
Davis County. Davis County accounts for approximately 14% of the population and approximately 10% of the nonagricultural employment of the service area of the Authority. The principal cities include Bountiful, Centerville, Farmington, Kaysville, Layton and Clearfield. The county's population increased 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.



BUDGET GLOSSARY

2015 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.

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.

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 (CH₄).

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 cannot 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.

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.

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.

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.

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.

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 – Major 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 21st 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.

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 a Program, 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.

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).

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

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.

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.