



**Transit's New Paradox: Advancing
Capital Expansion Programs in a
Service Reduction Era**

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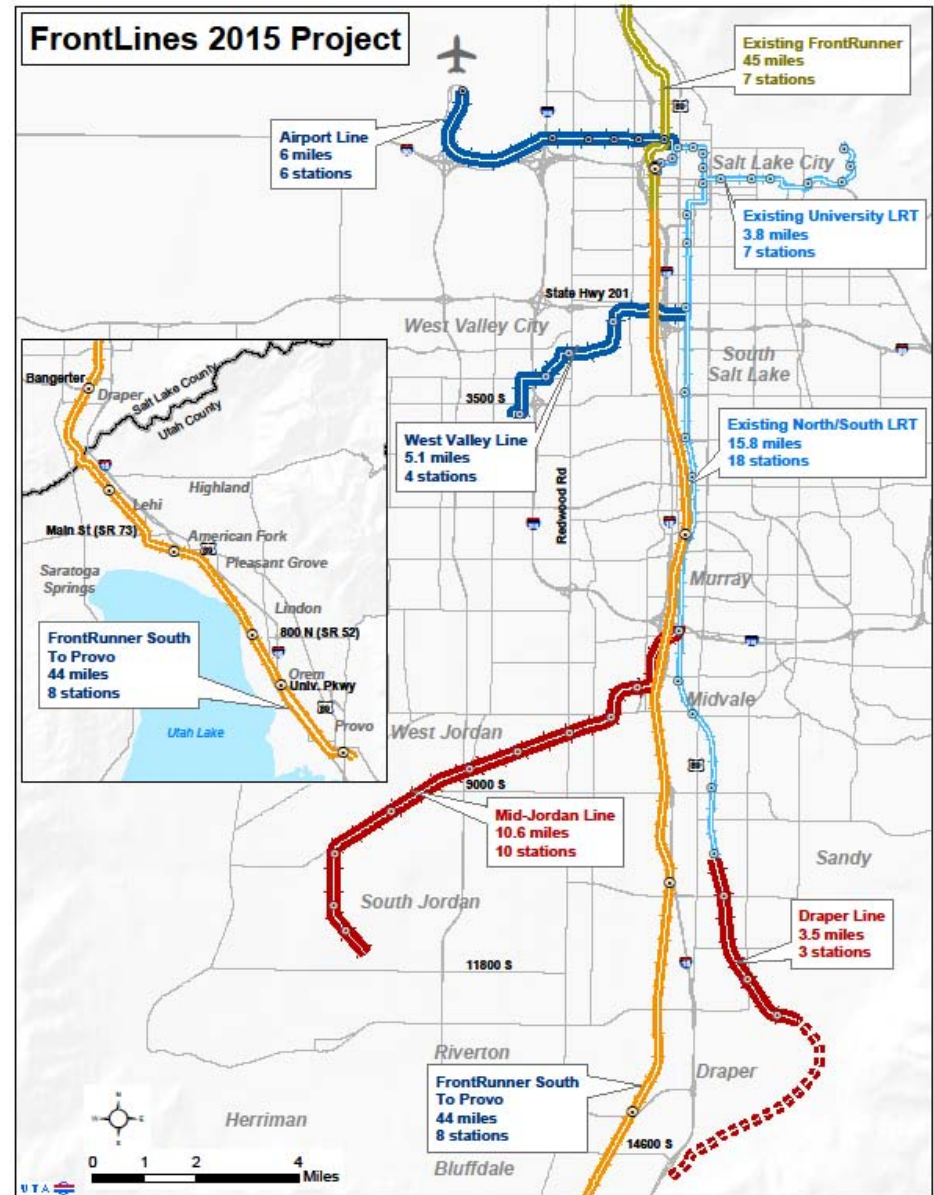
General Manager, Utah Transit Authority

Salt Lake City, Utah



FrontLines 2015

- UTA's largest project in its history
- Sixth largest rail project (U.S. and Canada)
- Building 70 miles of rail in seven years
- One project that includes five lines
 - Mid-Jordan TRAX
 - West Valley TRAX
 - FrontRunner South
 - Draper TRAX
 - Airport TRAX



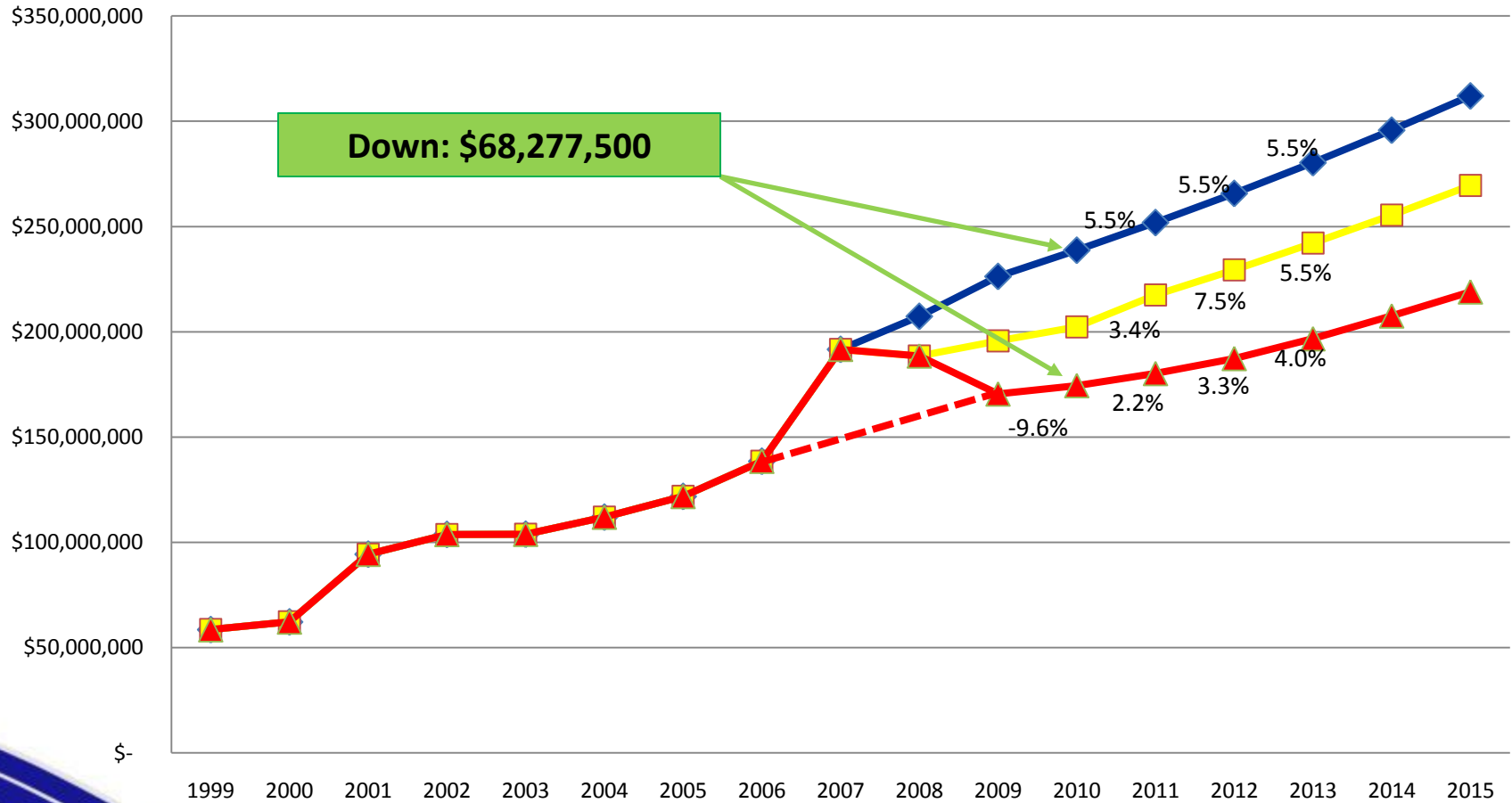
Local Job Creation



- Direct construction jobs: 2,700
- Indirect construction jobs: 2,600
- Subcontractors: 100 +
- New Operations/maintenance jobs: 350



Sales Tax Growth



Economic Impact

The State of Utah:

- Forbes ranked Utah fiscally fittest state in America :
 - “AAA” bond rating
 - Employment rate 7.2% vs. the national rate of 9.6%
- UDOT - \$5-7 mil/day
- Downtown - \$1 mil/day

The Utah Transit Authority:

- No fare increase
- Less than 5-percent reduction in service (Scalpel vs. amputation)
- Capital Projects are ahead of schedule under budget
- UTA \$4 mil/day



Finding opportunity in a down economy

1/3, 1/3, 1/3 Approach:

- Fares and Service:
 - Converted low performing fixed into high performing flex routes (combination of fixed and paratransit)
 - Reduced only low ridership trips, not routes
 - No fare increase (\$2 mil fuel surcharge revenue)
- Capital:
 - Reduced contingency
 - Challenged contractors to be creative
- Administration
 - Internal efficiencies
 - Delayed capital

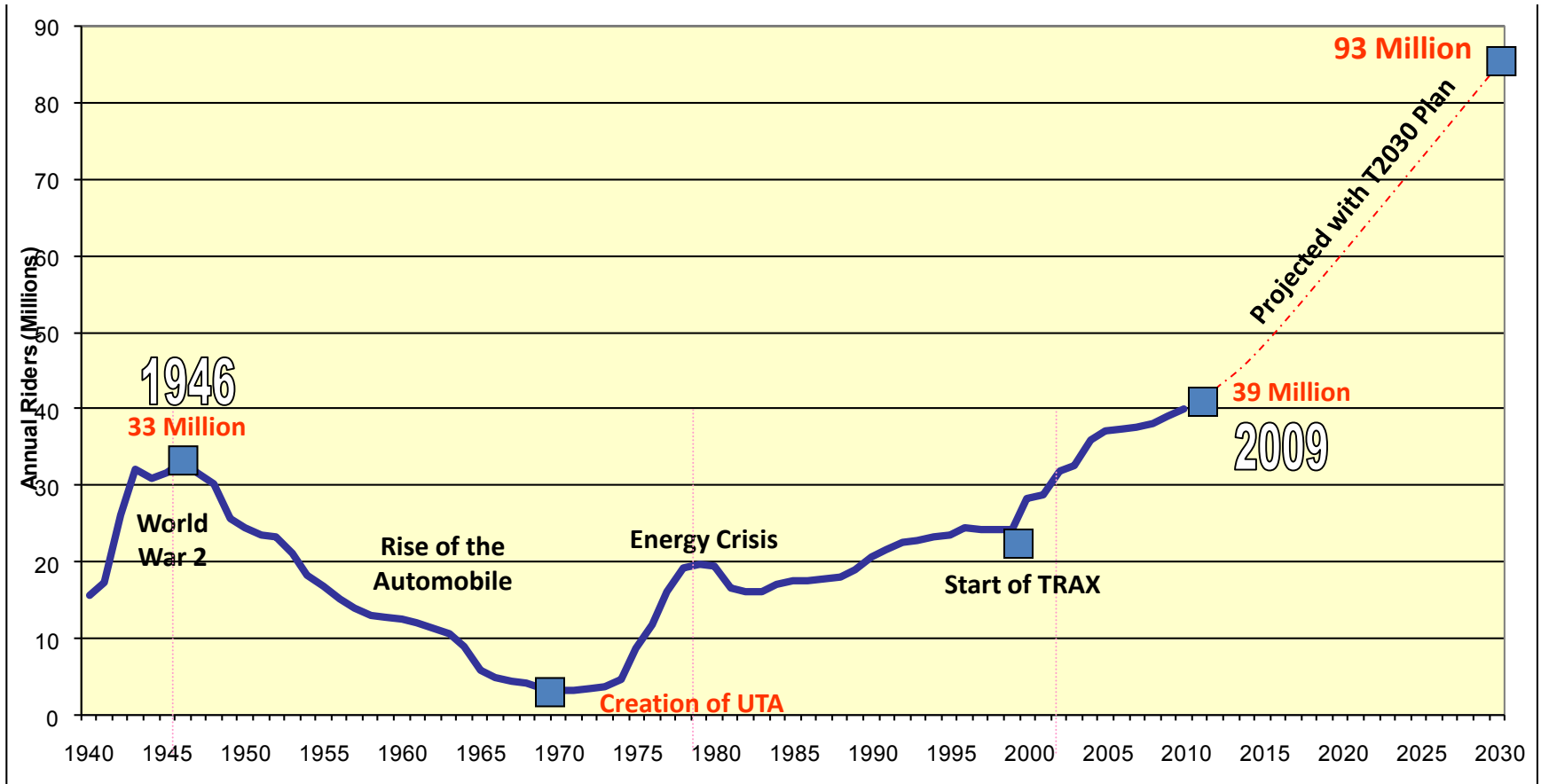
Results:

- Fares and Service:
 - Ridership continues to increase
- Capital:
 - Ahead of schedule/under budget
- Administration:
 - Manager's challenges \$1.5 mil

Family of Transit Options



Transit Ridership in Utah



Vision



90% of residents
along the Wasatch
Front within
one mile
of a major transit
stop by 2030