

U T A H

T R A N S I T

A U T H O R I T Y



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Salt Lake County and the cities
of Tooele and Grantsville*

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of the House*

Dear UTA Stakeholders,

When the first FrontRunner train pulled into Provo Station on December 6, 2012, it was the culmination of a community's vision and partnership. FrontRunner to Utah County is a great success, and the strong ridership is demonstrating the value of commuter rail to residents from Pleasant View to Provo.

FrontRunner is one piece of the FrontLines 2015 story, where "ahead of schedule and under budget" is not just a sound bite, but a manifestation of UTA's culture and commitment to excellence. FrontRunner to Utah County joins the Mid-Jordan and West Valley TRAX lines, which opened in 2011, and will be joined by the Airport and Draper TRAX lines and the Sugar House streetcar in 2013. FrontLines 2015 is one of the most aggressive rail programs in the country, and when complete, the Wasatch Front will have a truly world-class transit system.

Ridership is the highest in UTA's history, with 42.8 million boardings in 2012. During peak commute hours, UTA is carrying the equivalent of 1.5 lanes of traffic on I-15. More than 25 percent of worker trips to downtown Salt Lake City are taken on transit, and 35 percent of students, faculty and staff take transit to the University of Utah campus each day. More than 251 million passenger miles were reduced on Utah's roads in 2012 by people who chose to take transit.

By reducing congestion on our highways and pollutants in the air, transit is a part of addressing the air quality dilemma along the Wasatch Front. We continue to improve public and private partnerships—with companies and campuses—to advance initiatives that increase ridership and alleviate air quality issues. As an example, in 2013 UTA will add 24 compressed natural gas (CNG) buses to our fleet.



Gregory H. Hughes
Chair, Board of Trustees



Michael A. Allegra
General Manager

UTA's performance includes being reliable stewards of the funding entrusted to us. The FrontLines 2015 program will be completed more than two years ahead of schedule and \$300 million under budget. UTA's capital projects have among the lowest overhead costs in the county, less than half the national average. Two-thirds of UTA's bonds are AAA rated, and we have saved taxpayers millions by bonding at historically low interest rates.

We continually strive to advance technology initiatives designed to increase efficiency and reliability. From expanding our electronic fare collection technology to implementing real-time information and delivering that information via mobile devices and applications, we are improving our service quality and the customer experience.

In 2012, UTA continued its commitment to safety, initiating a plan to re-engineer and upgrade rail crossings and implementing safety enhancements for motorists and pedestrians. We created an award-winning safety awareness campaign, and many UTA employees are volunteer instructors for Operation Lifesaver, providing safety education to school children and other groups along the Wasatch Front.

Riding FrontRunner to Provo on that cold winter morning demonstrated work well done in 2012. It also represents our exciting future and what our riders and the community can continue to expect from UTA—experience, excellence and expertise. We do all of this in our pursuit to connect communities and contribute to Utah's economic vitality, mobility and quality of life.

Gregory H. Hughes
*Chair, Board of Trustees
Utah Transit Authority*

Michael A. Allegra
*General Manager
Utah Transit Authority*



ACCOUNTABILITY

GOVERNANCE

UTA is a government special service district overseen by a board of trustees. Special service districts are usually smaller than a state agency but serve an area larger than traditional city or county borders. UTA serves the residents of Salt Lake, Weber, Davis and Utah counties and select cities within Box Elder and Tooele counties. UTA's funding comes primarily from the municipalities within its service area.

The UTA Board of Trustees provides broad direction, governs the Authority, and sets the policies and goals on issues such as ridership, services and financial responsibilities. Members of the board are generally appointed by the city and county governments within UTA's service area that support the agency with a local-option sales tax, with some members appointed by the state:

- Salt Lake County and municipalities of Grantsville and Tooele – 5 seats
- Unincorporated Salt Lake County – 1 seat
- Salt Lake City – 1 seat
- Utah County – 2 seats
- Davis County – 1 seat
- Weber County and municipalities of Brigham City, Willard and Perry – 1 seat
- Utah Transportation Commission – 1 seat
- Governor – 1 seat
- State House – 1 seat
- State Senate – 1 seat

Board members serve four-year terms with no term limits. The size and structure of the board and the procedures for appointing its members are determined by the Utah State Legislature.

A CULTURE OF TRANSPARENCY

UTA is committed to the taxpayers and the citizens it serves. While trying to meet the transit needs of the community, manage an ambitious capital program, and plan for future growth, UTA encourages public participation and feedback. The agency prides itself in going above and beyond the legal requirements regarding public access, particularly for functions such as service planning, fares and project development. In 2012, some of UTA's transparency efforts included:

- Conducting board committee and full board business in open meetings
- Adopting a more stringent ethics policy
- Implementing an enhanced public participation process, using technology and other strategies, to increase access and promote better dialogue and input
- Posting documents including studies, employee compensation and financial reports on utapublicrecords.com
- Posting information on Utah's transparency website
- GRAMA compliance

UTA GETS A CLOSER LOOK

In any given year, UTA undergoes numerous evaluations including an annual salary audit, Homeland Security audits, procurement audits, various operational and safety compliance audits, and more. The year 2012 proved to be no exception with the agency receiving a favorable legislative audit report on its operating practices. UTA also fared well in an audit of its procurement procedures and received excellent feedback on a host of smaller audits conducted by the Federal Transit Administration (FTA).

As part of its financial oversight program, UTA conducts internal financial audits and reports each year. Like most government agencies, UTA prepares a Comprehensive Annual Financial Report. UTA also prepares a monthly financial report that is reviewed by the Board of Trustees.

REINVENTING PUBLIC OUTREACH

UTA follows rigorous guidelines with its outreach, including public hearing policies and procedures with mandatory comment periods. In 2012, UTA developed and implemented an enhanced public involvement program for service changes. The new program is designed to increase public access and participation and to promote more meaningful dialogue and input. The new program includes an initial public scoping-type process to gather the public's priorities and preferences for the transit system prior to holding the required public open houses to solicit comment on service proposals. In addition, UTA creatively uses new technologies and tactics—such as Twitter chats, online comment forms and other social media tools—to share and receive information from the public.





A SUSTAINABLE APPROACH

Sustainability is more than a concept at UTA; it's a core value embraced and practiced throughout the organization. UTA plans and manages its growth while preparing for and supporting the needs of the burgeoning Wasatch Front. Further, the agency has maintained ISO 14001 certification for environmental management since 2005.

In addition to employing its own sustainability initiatives, UTA is pleased to support the efforts thousands undertake every day to live greener and improve air quality. Every full bus saves 28,792 gallons of fuel and 15 tons of pollutants annually. Full, three-car light rail trains save 216,656 gallons of gasoline and 93 tons of pollutants. Commuter rail riders also make a difference, with each full, four-car FrontRunner train saving 954,166 gallons of gasoline and 442 tons of air pollutants each year.

GREENING THE FLEET

In 2012, UTA ordered 24 compressed natural gas (CNG) buses. These new additions to the bus fleet have lower emissions due to their use of cleaner burning fuel and are more cost-effective to operate. The first CNG buses are scheduled to arrive by July 2013.

UTA has also raised the bar when it comes to reducing pollution through replacements of its diesel-powered bus fleet. By opting for clean diesel technology when purchasing new buses, UTA has reduced nitrogen oxide emissions and particulate matter by more than 60 percent.

FUEL SAVINGS

Fuel savings from reducing engine idling, tuning engines and new bus replacements is another way UTA saves taxpayer money. In 2012, UTA improved its miles per gallon performance in its bus fleet, averaging 4.54 mpg over 4.47 mpg in 2011. This increased efficiency saved more than 300,000 gallons of fuel for the year and resulted in a savings of nearly \$1 million.

PREPARING FOR GROWTH

Regional population forecasts predict an increase of one million residents by 2040, which will increase the need for housing and other community infrastructure along the Wasatch Front. UTA is preparing for this growth by implementing an ambitious transit-oriented development (TOD) program that merges mobility with complementary lifestyles. TOD encourages people to live, work and play in transit-accessible areas, reducing the need for a personal automobile. In 2012, UTA made progress in launching TOD development agreements in West Jordan, Layton and Clearfield as well as other cities along the Wasatch Front.

BIKING

UTA has long recognized bicycling and transit make a great team. In 2012, the agency took further steps to successfully blend these complementary modes of transportation as a way to promote connectivity and increase transit ridership. From increasing bicycle capacity on FrontRunner to working with local officials to pave bike trails along transit corridors, UTA and the

cycling community are constantly looking for ways to reduce barriers to cycling and encourage non-motorized trips.

THE WAVE OF THE FUTURE

UTA is co-developing "WAVE" technology for electric buses and its potential application on fixed-route bus service. The technology, now being tested at the University of Utah, allows an electrical current from a supply source in the street to charge batteries without plugs or wires, enabling zero emission electric buses to periodically charge along the route.



SUNNY OUTLOOK

The new Airport TRAX line won't be powered by the sun, but the sun's energy will be harnessed by 288 solar panels installed along the six-mile project. The panels generate 67.6 kWh of power, which will be credited as an offset for the electricity used to operate the line.

PERFORMANCE

UTA prides itself on its commitment to high standards of management and operational practices. Recognized throughout the public transportation industry for delivering projects ahead of schedule and under budget, UTA accomplishes this with an overhead rate of approximately half the national average. The agency is often cited among the nation's best transit authorities. UTA credits its success to innovative project management and delivery, and to rigorous management and ethical standards that promote agency transparency, superior performance and wise use of taxpayer money.



RIDERSHIP ON THE RISE

Although 70 percent of UTA riders have access to a car, people continue to choose transit as a viable transportation option. Ridership increased by three percent in 2012, reaching an all-time high of 42.8 million boardings. TRAX ridership increased 14 percent, largely due to the first full year of operation for the Mid-Jordan and West Valley TRAX lines. FrontRunner also saw a 109 percent month-over-month increase in December 2012 with the debut of FrontRunner South. Overall, FrontRunner ridership increased two percent over a 12-month period.

UTA continues to make a significant impact on Utah's two largest traffic generators—downtown Salt Lake City and the University of Utah. In 2012, UTA carried more than 25 percent of worker trips into downtown Salt Lake and carried 35 percent of student, faculty and staff trips to the University of Utah. Strong ridership in these locations reduces traffic congestion and eases parking demand.

FISCAL MANAGEMENT

UTA has a long history of being fiscally prudent. Through a combination of long-range forecasting,

detailed annual budget development, and a culture of innovation and continuous improvement, UTA provides strong levels of transit service at a lean and efficient cost. The Board of Trustees, staff and agency stakeholders all participate in the budget process, creating an annual budget that reflects service levels, anticipated revenues and costs.

Even with an annual budget, UTA continues to seek and implement ways to reduce costs. In 2012, the agency completed the year three percent under budget. In spite of lost revenue due to the economic recession and continued volatility in fuel prices, UTA has continued to keep operational expenses under budget.

OPERATIONAL EFFICIENCY

The most important measurement of UTA's efficiency is the amount of tax subsidy spent to transport a passenger. Called "Investment Per Rider" (IPR), this figure is calculated by taking net operating expense minus passenger revenue, then dividing it by ridership. In 2012, UTA's goal was to achieve an IPR of no more than \$3.60 per rider. The agency met this goal, with an IPR of \$3.44. UTA has successfully reduced the IPR for several years, achieving a 9.2 percent reduction since 2009.

UTA is highly competitive among its peer transit agencies with respect to operating expenses. On the bus system, UTA has the third-lowest operating expense per boarding when compared to 10 peer transit agencies of similar size

and service mix. For light rail, UTA is even stronger, with the second-lowest operating expense per boarding compared to the same 10 transit agencies.

BONDING

UTA has deftly managed its budget to ensure completion of the five rail projects in the FrontLines 2015 program, despite losing hundreds of millions in projected revenue since 2008 due to the economic recession. An important part of UTA's financial strategy included issuing \$180 million in new bonds in 2012 to complete the FrontLines 2015 program. The bond issuance was accelerated by six months to leverage historically low long-term financing rates, resulting in a savings of \$5.3 million.



While the amount of bonding undertaken by the Authority is high, the total ratio of debt payments to income is 20 to 30 percent, not unlike a typical household mortgage. This discipline has helped UTA maintain its AAA and AA+ bond ratings with bonding agencies.

A REGION CONNECTED BY RAIL

One of UTA's most visible accomplishments in 2012 was the completion of the FrontRunner South commuter rail project. Now extended from Salt Lake City to Provo, FrontRunner makes it possible for residents to enjoy rail access along a 90-mile stretch of the Wasatch Front. Once a vision for 2030, FrontRunner South joins the Mid-Jordan and West Valley TRAX lines, which opened in August 2011, in being built and opened for service far ahead of the original target dates.

MORE CONNECTIONS TO COME

With each mile of newly laid track and every bus added into service, UTA continues to redefine transit connectivity. In 2013, UTA will further improve connectivity when the Airport TRAX and Draper TRAX lines are opened, well ahead of schedule. Both projects will be completed under budget, continuing UTA's record.

A CULTURE OF SAFETY

Safety is fundamental to UTA's vision and success, as demonstrated by the establishment of a comprehensive safety department. In 2012, safety received additional emphasis, which led to numerous system improvements and enhancements, coupled with a coordinated effort to expand the reach of UTA's safety message into the community and nationally.

CHIEF SAFETY OFFICER

The role of UTA's Chief Safety Officer assumed even greater importance in 2012. Tasked with overseeing and promoting a safe travel environment for UTA's riders and the public, the Chief Safety Officer has been conducting full-scale reviews of the agency's

systems and infrastructure to identify innovative new approaches and techniques to encourage safe behavior around transit. Activities include the installation of special pedestrian signals and gates at rail crossings, and re-engineering rail crossing arms and other barriers to promote motorist safety.





CREATING BEST PRACTICES

The effectiveness of UTA's newly designed pedestrian safety treatments at railroad crossings, such as flashing warning signs, is drawing interest from transit agencies throughout the United States and Canada. Additionally, the FTA considers UTA's new rail activation "hold point" process as a best practice example for testing and bringing rail lines into service. This process consists of three distinct hold points. During each hold point, time is allocated to review and assess actions of a particular start-up phase before approval is given to move into the next phase. The Chief Safety Officer must approve each hold point before continuing to the next phase. This process ensures all certification processes and safety reviews are conducted before pre-revenue testing is allowed to begin.

SAFETY SYMPOSIUM

In conjunction with the nationally recognized Operation Lifesaver rail safety program, in 2012 UTA continued the work that was initiated during its 2011 Safety Symposium. The Symposium, which attracted more than

160 attendees, included officials from the FTA, the Federal Railroad Administration (FRA), the Utah Department of Transportation (UDOT) and local municipalities. The goal was to establish coordinated teams to work on rail safety issues on a continual basis. Results include improved cooperation with other agencies, improved design of pedestrian crossings, and several legislative initiatives to promote rail safety awareness.

PUBLIC AWARENESS AND EDUCATION

Besides crafting an award-winning safety advertising campaign, UTA has been actively sharing its safety message throughout the community with grassroots visits to schools, city councils, community events and other gatherings. UTA partners with the Operation Lifesaver program to teach rail safety at these events, with special attention paid to educating and informing cities and neighborhoods soon to be impacted by the opening of new rail lines. In 2012, UTA was also awarded the Operation Lifesaver (Utah) Agency Excellence Award for its many safety efforts.

PROJECTS AND SERVICES

CREATING MORE TRANSIT OPTIONS – COMPLETING PROJECTS AND ADDING SERVICES

The year 2012 was busy for UTA, highlighted by the opening of the \$850 million FrontRunner South commuter rail line. The agency also broke ground on the Sugar House streetcar project, started new ski service to Ogden-area resorts, and moved forward on the Murray-Taylorville bus rapid transit line.

FRONTRUNNER SOUTH

UTA doubled the length of its FrontRunner line in 2012 with the addition of 45 miles of new passenger rail between Provo and Salt Lake City. The line that serves as the backbone of UTA's regional transportation system now extends almost 90 miles from Pleasant View to Provo. Passengers can make an end-to-end trip in approximately two hours or travel from Provo or Ogden to Salt Lake in approximately one hour.

The FrontRunner South line was built with a focus on safety. All public at-grade crossings feature active warning devices, raised medians and supplemental pedestrian treatments. These safety measures allowed local municipalities to implement an FRA quiet zone along the line. Trains no longer have to sound their horns at crossings along the 90-mile stretch between Pleasant View and Provo—making it the nation's longest continuous quiet zone.

SUGAR HOUSE STREETCAR

UTA broke ground on the \$55 million, two-mile Sugar House streetcar line in May 2012 in a ceremony that featured United States Department of Transportation Secretary Ray LaHood. The first modern streetcar line in the Salt Lake area, the Sugar House streetcar has received a great deal of community support. The line, which has already spurred significant economic redevelopment, is designed to transform the area into a model for a livable, sustainable community and

is being built and funded under the direction of three partners: UTA, Salt Lake City and the City of South Salt Lake.

The Sugar House streetcar line will improve passenger connectivity while encouraging mixed-use development and enhancing the character of the surrounding community. The line will feature seven stations and will run from the heart of the Sugar House neighborhood to the Central Point Station, where it will connect with TRAX. The line will open for service in December 2013.

OGDEN SKI SERVICE

In 2012, UTA expanded its popular ski service to include Ogden-area ski resorts Powder Mountain and Snowbasin. The expanded ski service was funded through a partnership with Ogden City, Weber County, the Ogden Convention and Visitors Bureau, and the participating ski resorts.

To minimize cost, retired buses from the Salt Lake fleet were used for the service. In its first year, the new ski service met its ridership goals while providing reliable transportation to ski resort employees and patrons.

PARK CITY BUS SERVICE

In 2012, bus service between Salt Lake and Park City entered into its second year of service. The service grew in popularity, with ridership approximately doubling over 2011. Park City service was established through a unique partnership between

Park City, Summit County and UTA. While arrangements for transit systems to operate outside of their districts can be problematic due to financial, political and legal issues, the Park City bus service demonstrates that with persistent effort, entities can come together to provide unique transportation options for the greater region.



near 5300 South and the Intermountain Medical Center campus. The Locally Preferred Alternative route—with exclusive bus lane elements—was approved by the project partners. Once funding for construction and operations is secured, construction could begin as early as 2015.

MURRAY-TAYLORSVILLE BUS RAPID TRANSIT

The City of Taylorsville received approximately \$4 million from the Utah State Legislature in 2012 to fund the design and engineering of the Murray-Taylorsville bus rapid transit project. The project will connect Murray's downtown commercial district and the Salt Lake Community College Redwood campus in Taylorsville with TRAX and FrontRunner stations

LOOKING AHEAD

The year 2013 will be highlighted by the completion of UTA's \$2.5 billion FrontLines 2015 program two years ahead of schedule. With the completion of the Airport and Draper TRAX lines and the Sugar House streetcar line, UTA's network of 140 miles of passenger rail will provide Wasatch Front residents with more transportation choices and ease of connectivity than ever before.

MOVING US INTO THE FUTURE – TRANSIT TECHNOLOGY

A wave of new technology is making public transportation safer and more convenient, and UTA is leading the way. The agency has a strong commitment to exploring new technologies designed to gather, process and disseminate system information, allowing customers to make better decisions about how to travel and to improve the customer experience.

SOCIAL MEDIA

In less than two years, UTA's social media investment grew from virtually nothing to an award-winning program drawing the attention of its transit peers

across the country. The agency's social media "followers" continue to grow steadily, and UTA continues its focus on creating high levels of engagement and dialogue with riders and the public.



MOBILE PAYMENTS

UTA made significant headway in accepting mobile payments, which is a growing trend in the mobile phone and banking industries. In the fall of 2012, UTA began accepting payments from the ISIS mobile payment network and from Google Wallet. ISIS also offered free rides on UTA to its customers for a trial period.

TECHNOLOGY NEVER STOPS

In 2013, UTA's use of technology will increase as the agency ramps up efforts to improve convenience by providing a reloadable pre-paid fare card. The pre-paid card will allow passengers to load cash value on an electronic tap card to use as fare payment on UTA's system. The card will be available online, at UTA Customer Service centers and at several local retailers.

The agency is also preparing to launch a new SMS information texting system that will allow waiting passengers to text UTA for information on the next real-time bus or train arrival at their location. This technology, along with a new and improved online trip planner at rideuta.com, will debut in the fall of 2013.

UTA made significant changes to its social media program in 2012, providing passengers and stakeholders with more timely, relevant information about the agency and its services. These changes include the development of a service information tab on Facebook, which provides UTA's fans with the ability to see real-time updates during service interruptions. The development of the tab was in direct response to requests from Facebook fans for UTA to provide service updates on Facebook in addition to Twitter.

The agency also continued its practice of answering general questions on Twitter as well as providing information about significant rail and bus delays. UTA also conducted several Twitter chats throughout the year, allowing people to directly ask questions of UTA staff and receive answers to those questions in real time.

MOBILE APPLICATIONS

In February 2012, UTA opened its real-time data feed to private developers to use in creating mobile applications. During the year, several applications were developed and are in active use by the public. The demand for mobile applications continues to grow as many riders appreciate the security that comes with being able to track their train or bus in real time.





UTA FACTS

SERVICE AREA

- Serves Box Elder, Weber, Davis, Tooele, Salt Lake and Utah counties
- Covers 1,600 square miles, serving 80 percent of the state's population

OPERATIONS & PERFORMANCE

- Established March 3, 1970
- Employs 2,253
- Three-time recipient of APTA's "Outstanding Public Transportation System" award, more than any other transit agency
- Maintains both ISO 9001 certification for quality management and ISO 14001 certification for environmental management

FUNDING

- Local-option sales tax: Salt Lake County: 0.68375 cent; Weber, Davis counties: 0.55 cent; Utah County: 0.526 cent; Box Elder 0.55 cent; Tooele and Grantsville cities: 0.3 cent
- More than \$1.7 billion received in discretionary federal grants in last 10 years

RIDERSHIP

- 2012 systemwide ridership: 42,806,077 trips, a 3.01 percent increase over 2011
- Average weekday ridership total (December 2012): 152,654
 - TRAX: 60,592
 - FrontRunner: 11,937
 - Salt Lake County Bus: 51,078
 - Utah County Bus: 8,720
 - Weber & Davis County Bus: 12,029
 - Paratransit: 1,579
 - Vanpools: 5,411

RIDESHARE

- 48 schools with annual student transit passes
- 119 businesses with annual employee transit passes
- 441 vanpools
- 2,818 carpool matches

BUS & PARATRANSIT

- 105 routes
- 14 Flex bus routes
- 6,206 active bus stops
- 412 buses
- 117 paratransit vehicles
- Fleet 100 percent accessible to riders with disabilities
- Used more than 5.7 million gallons of diesel fuel in 2012
- Each one-cent increase in cost of fuel to UTA = \$50,000

LIGHT RAIL

- 35.3 light rail miles
- 41 stations
- 114 TRAX vehicles

COMMUTER RAIL

- 89 miles of rail
- 16 stations
- 18 locomotives
- 22 bi-level cab cars
- 16 bi-level coach cars
- 15 refurbished passenger cars

FRONTLINES 2015 PROJECT

- Mid-Jordan TRAX line (10.6 miles) opened August 2011
- West Valley TRAX line (5.1 miles) opened August 2011
- Provo to Salt Lake FrontRunner commuter rail line (44 miles) opened December 2012
- Airport TRAX line (6 miles) opens April 2013
- Draper TRAX line (3.5 miles) opens August 2013

FUTURE PROJECTS

- Sugar House streetcar (2 miles) opens December 2013
- Bus Rapid Transit:
 - Provo/Orem (10 miles)
 - Mountain View Corridor Transit (5 miles)
 - Southwest Salt Lake County (13 miles)

UTAH TRANSIT AUTHORITY



669 W 200 S

Salt Lake City

Utah 84101

rideuta.com