

U T A MEMORANDUM

TO: UTA Board of Trustees
FROM: Michael Allegra, General Manager
DATE: November 28, 2012
SUBJECT: GM Report to the Board of Trustees

1. Safety and Compliance

Commuter Rail South – an Amazing Accomplishment by an Amazing Group of People

Today we will culminate the process of activating a project that is 4.5 years in design and construction and 18 months in preparation and certification. As has become a UTA standard, this project has been completed ahead of schedule and under budget. Our Rail Activation Committee for the FrontRunner South Commuter Rail Project will present the final certification report for your acceptance as we take this final step towards opening the line for service on December 10, 2012. We have followed our Safety and Security Certification Plan in coordination with Federal, State and local agencies and officials throughout the project. I am pleased to report that we have completed the steps necessary to begin revenue operations on the line.

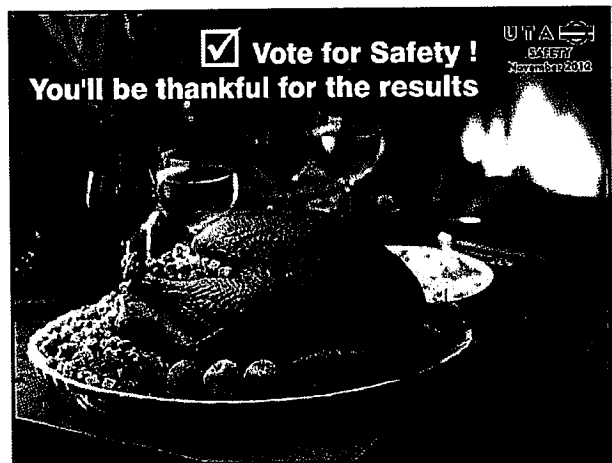
As we make the final preparations for the grand opening of the Commuter Rail South, I want to thank the countless people behind the scenes who have turned an idea into a reality. With the construction complete, the real work begins and I want to recognize those who have worked tirelessly in the testing and start-up operations, the mechanics, transit police, operators, hosts, and the staff who have made this all come together.

My most sincere appreciation and admiration to you all!

Education, Engineering, Enforcement – Safety First and Foremost

We continue to be thankful for the focus on safety, and for our excellent work and construction safety records. You will see as an attachment to this report the details of the FrontRunner South certification process which has been a significant focus over the past months. We have started a new wave of commercials and media efforts for the new opening.

In preparation for the Airport Line opening next year, we have initiated cooperative training sessions with airport and airline



staff and security. We are currently in system integration and testing on the Airport line, which means you will periodically see trains traveling on the alignment as we test the components of the line.

On the public safety side, I signed the updated System Security Plan (SSP) on November 6th. It was submitted and accepted by UDOT, serving as our System Safety Oversight. Also, I would like to announce that the Public Safety department was recently reorganized and they are now reporting directly to the Chief Safety Officer. They have reorganized staffing and reoriented fare enforcement and security efforts in preparation for FrontRunner South coming online and the addition of the new lines next year. Their focus continues to be on fare enforcement and "Tap on/Tap Off" compliance with our traveling public.

2. Stakeholder Relations

ISIS Mobile Wallet hits Salt Lake City

We welcome ISIS to Utah and are excited with the huge media campaign which is underway. The slogan "Free Rides Are a Tap Away – Tap your ISIS mobile wallet and ride for free anywhere UTA travels" has been well-received and is generating a lot of excitement. I am pleased with this innovative and ground-breaking technology and look forward to yet another way to make riding public transportation convenient for our patrons.

<http://www.paywithisis.com/>

Airport TRAX Opening and Testing

Testing began in late October with slow-running trains which gradually increased speed as the month progressed. There are currently multiple trains running the length of the line Monday through Thursday. Testing has gone well and we are continuing to focus on safety as this line is thoroughly tested and certified. Our safety awareness and education campaign is ongoing and concentrating on the North Temple corridor and the surrounding neighborhoods and schools.

With the completion of major construction, we would like to express our sincere thanks to the businesses along North Temple who patiently endured disruptions. More than ever, our message to the public is: "SHOP NORTH TEMPLE!"

Much activity is still going on as we prepare to open the Airport line on April 14, two years ahead of schedule.

Regional Tactical Training Event

In cooperation with the Salt Lake City International Airport and the Federal Bureau of Investigation, UTA hosted a regional tactical training event over the course of four days in October. Included in the event were 16 local, State and Federal law enforcement agencies that were trained in sophisticated breaching, assault, and hostage rescue techniques required to ensure the safety of our patrons. We were recognized in a letter from the U.S. Department of Justice for the outstanding support, work and professionalism of our staff who made this event a reality. I would also like to thank the many security personnel, operators and supervisors for their time and attention to detail for this event with special thanks to Officer

Sherman Farnsworth, Sergeant C.J. Coles, Captain Richard Boddy, and Safety Administrator Martin Cocker.

UTA issues an Interim Notice to Proceed for Aerial Photography as part of the Preliminary Engineering and ROW Assessment for FrontRunner Commuter Rail North Extension

This Interim Notice to Proceed allows us to get the aerial mapping before snow impacts the quality of the survey. We are evaluating the possibility of a UTA-owned alignment from Ogden to Brigham City which would be able to operate without impact to Union Pacific freight operations. Because UTA currently shares the right-of-way with Union Pacific to Pleasant View, we are only able to schedule trains on the tracks in coordination with their schedule.

Partnership with EDCUtah brings Workday Inc. Business Expansion to Salt Lake City

In an effort to draw more businesses to Utah, the Utah Transit Authority joined with other key partners in convincing Workday Inc. that Salt Lake City was the place to expand their operations. Workday Inc. is a company which provides remote storage applications <http://www.sfgate.com/news/article/Workday-Inc-to-expand-in-UT-add-100s-of-jobs-4026401.php>

3. Information Exchange Opportunities

International Association of Public Transport (UITP) Committee Meeting

This meeting was a great success and we were pleased to host these impressive transit professionals from around the globe for their two-day meeting. France, Germany, United Arab Nations, Austria and Great Britain were a few countries represented amongst this group of global leaders.

APTA/TRB 12th National Light Rail Conference Sustaining the Metropolis: LRT & Streetcars for Super Cities

Earlier this month we hosted the National Light Rail Conference for the American Public Transportation Association and the Transportation Research Board. Hundreds of our peers came to Salt Lake City to share experiences as well as to learn from the successes here in Salt Lake City. I would like to thank APTA for this well-organized conference and for allowing us the opportunity of hosting many esteemed colleagues.

<http://www.apta.com/mc/lightrail/program/Pages/default.aspx>

4. Energy and Conservation

Clean Natural Gas (CNG) Update

With the order of 24 CNG buses scheduled for delivery in 2013, we will have a new CNG bus of the same model coming through our facilities on December 11, 2012. This has been arranged for the benefit of our operations and maintenance personnel, and others that may be interested. The bus is on its way to Long Beach, but the manufacturer Gillig has agreed to bring it here for up-close examination. The first of our UTA CNG buses will go into production on April 1, 2013. The various UTA departments, in cooperation with the CNG SWAT Team, are preparing for our new CNG program, including working on a

comprehensive safety plan for the vehicles and fuel usage, preparing finance plans and researching additional funding sources, and exploring other uses for, and sources of, CNG.

Clean Air Conference to be held on November 29, 2012

The Salt Lake Chamber will be hosting "The Business Case for Clean Air" on November 29, 2012 at the Chamber offices. There is not a charge for this timely conference which will discuss air quality issues specific to Utah and allow attendees to participate in a roundtable discussion. Because this issue impacts not only us but generations to come, I highly encourage all interested to participate.

http://www.slchamber.com/page/list/view/events_calendar?event=3899

5. Awards and Recognitions

Unified Transportation Plan Recognition Received

I would like to welcome Paul Allred and Gene Karr of Holladay City who have joined us today to present an award by the Utah Chapter of the American Planning Association for our work on the Unified Transportation Plan. Our partnerships are a key component to our success and we sincerely appreciate the recognition and for them taking time out of their day to present us with the award.

Utah Transit Authority Selected as Intermountain-Area Owner of the Year

We recently received this impressive plaque from Engineering News-Record (ENR) Mountain States, recognizing us as the Intermountain Owner of the Year. Along with the article which was written in April 2012 on the ENR Mountain States website, we are truly grateful for their flattering words and thank them for this recognition.

http://mountainstates.construction.com/mountainstates_construction_firms/2012/0423-Utah-Transit-Moving-Full-Speed-Ahead-.asp?page=2

Appreciation of Support for Transit Policing Over the past ten years, UTA's Police Department has grown along with the changes and expansion in our system, with an increase from 23 to 62 police officers. The UTA Police Department has effectively recruited top talent, consisting of experienced police officers from many jurisdictions along the Wasatch Front with our officers averaging 14 years of police experience. In 2006, UTA approached the Utah State Legislature about providing full law enforcement authority to the UTA Police Department. Representative Greg Hughes co-sponsored a bill with former board member, Senator Curtis Bramble, giving transit police officers the same authority as their police peers. Our transit police currently work cooperatively with over 65 city and county jurisdictions. The transit police are charter members of the Valley Police Alliance in Salt Lake County, are active in the Utah Chiefs of Police Association, and regularly attend Chiefs of Police meetings in the counties that UTA services.

SAFETY AND COMPLIANCE

ATTACHMENTS



Memorandum

To: UTA Board of Trustees
From: Michael A. Allegra, General Manager
Date: November 28, 2012
Re: Safety Certification of the FrontRunner South Commuter Rail Project
Cc: Carlos Braceras, Eric Cheng and Richard Clark (UDOT)
Linda Gehrke (FTA); James M. Jordan and Anthony J. Smialek (FRA)

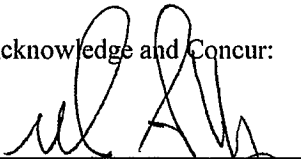
The Utah Transit Authority's Rail Activation Committee (RAC) has implemented and followed the established procedures outlined in the Safety and Security Certification Plan for the Safety Certification of the FrontRunner South Commuter Rail project. The section of track will extend nearly 45 miles from the Salt Lake City Central station to the Provo City station, serving 8 new stations along the alignment.

The rail activation "hold point" process includes :

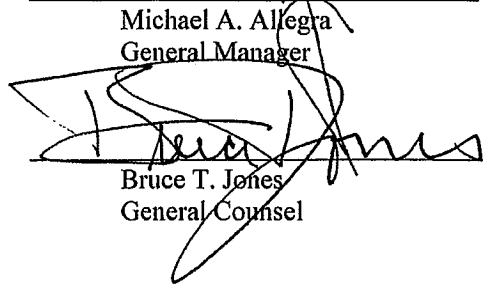
- **Hold Point #1** – Substantial completion of construction of the rail corridor and completion of stand-alone system component testing . Approval allows initiation of system integration testing (SIT).
- **Hold Point #2** – Completion of system integration testing and substantial completion of the project. Approval allows pre-revenue operations, conducting of emergency drills, training of operators, maintenance personnel and finalizing system testing.
- **Hold Point #3** – Completion of training, pre-revenue testing, construction (or work-around) and revenue readiness safety and security certification of project. Approval allows initiation of revenue operations.

A summary of the Safety Certification process has been reviewed with the General Manager's Safety and Security Committee and approved. Following the certification efforts completed by the Rail Activation Committee, the UTA corporate staff evaluation and recommendation, and my inspections of the line, as General Manager of Utah Transit Authority, I approved the Rail Activation Process Hold Point #3 document and signed the Safety Certification for the FrontRunner South project today. I recommend to the UTA Board of Trustees that we accept this process and move forward with the operation of the new FrontRunner South Commuter Rail System, with an opening day scheduled for December 10, 2012.

Acknowledge and Concur:



Michael A. Allegra
General Manager



Bruce T. Jones
General Counsel

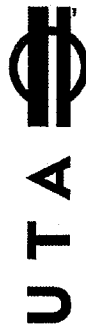
Greg H. Hughes
Chair, Board of Trustees

Certificate of Safety Certification

FrontRunner South Commuter Rail Service (Provo to Salt Lake City)

In accordance with Utah Transit Authority's System Safety Program Plan, UTA certifies that the identified certifiable elements of the FrontRunner South Commuter Rail Service project have been verified and that they comply with the Safety and Security Certification Plan processes. This process ensures that safety and security concerns and hazards have been adequately addressed prior to the initiation of revenue passenger service. Elements that have been identified as exceptions requiring additional safety development are listed by attachment and each has an identified work-around procedure to mitigate any potential hazard at this time. All exception elements will be tracked to completion and certified.

UTAH TRANSIT AUTHORITY
SAFETY CERTIFICATION
CERTIFICATE OF COMPLIANCE



A handwritten signature in black ink, appearing to read "M. Allegra", written over a horizontal line.

Michael A. Allegra, General Manager, Utah Transit Authority

11/28/12

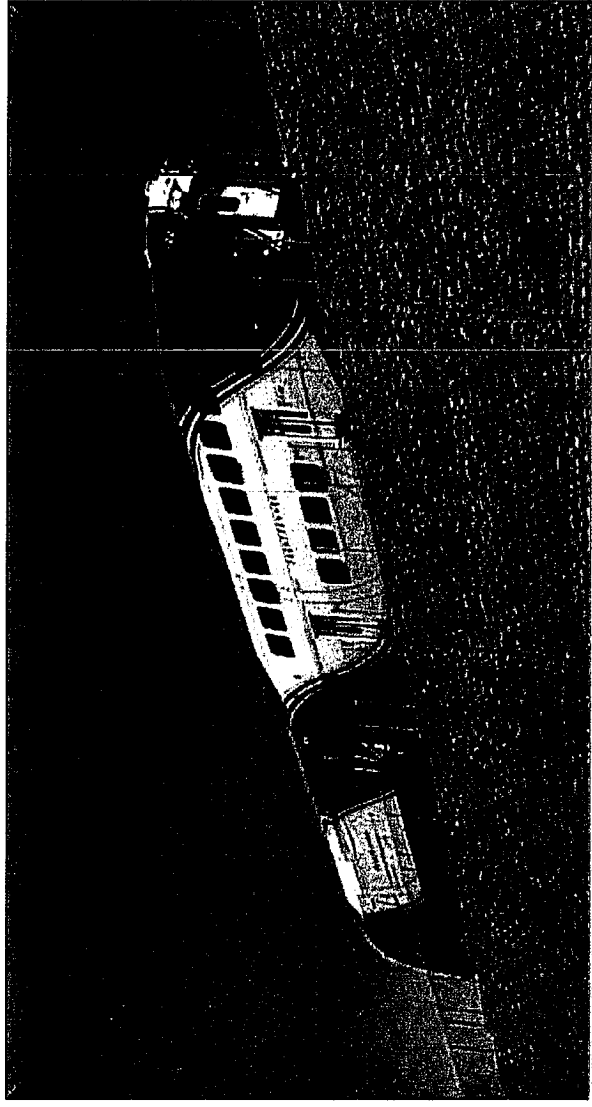
Date

UTA BOARD OF TRUSTEES

Safety Certification Presentation

FrontRunner South

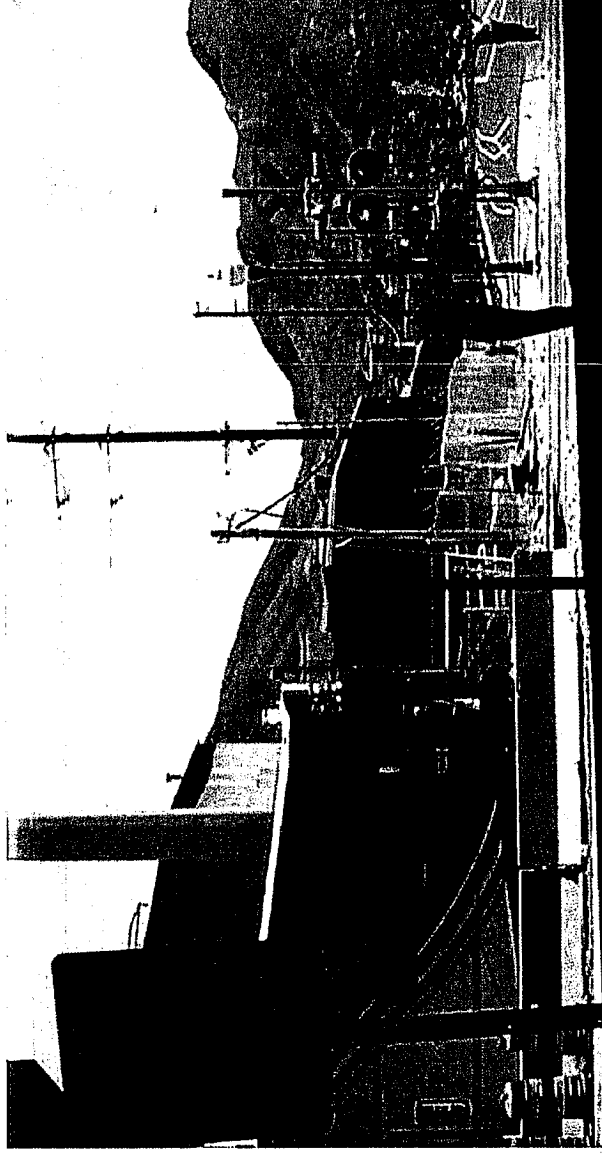
November 28, 2012



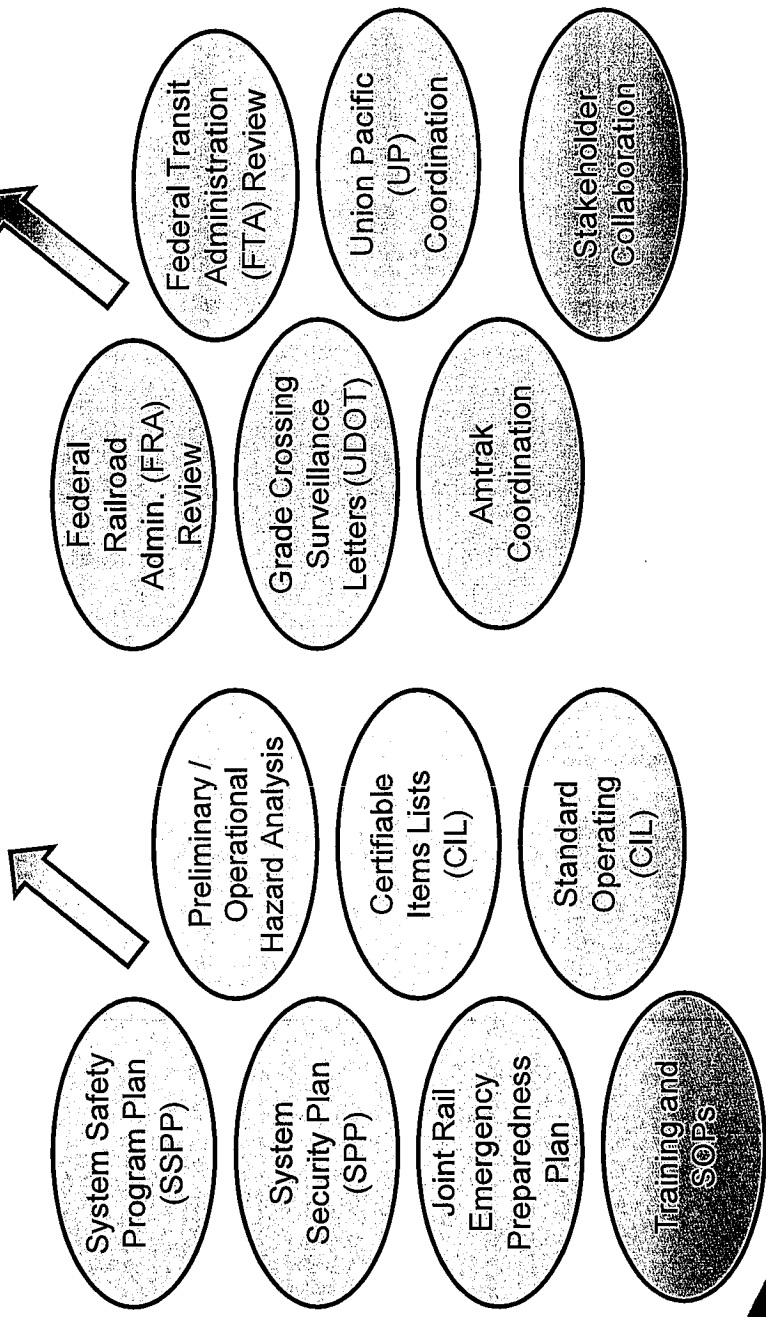
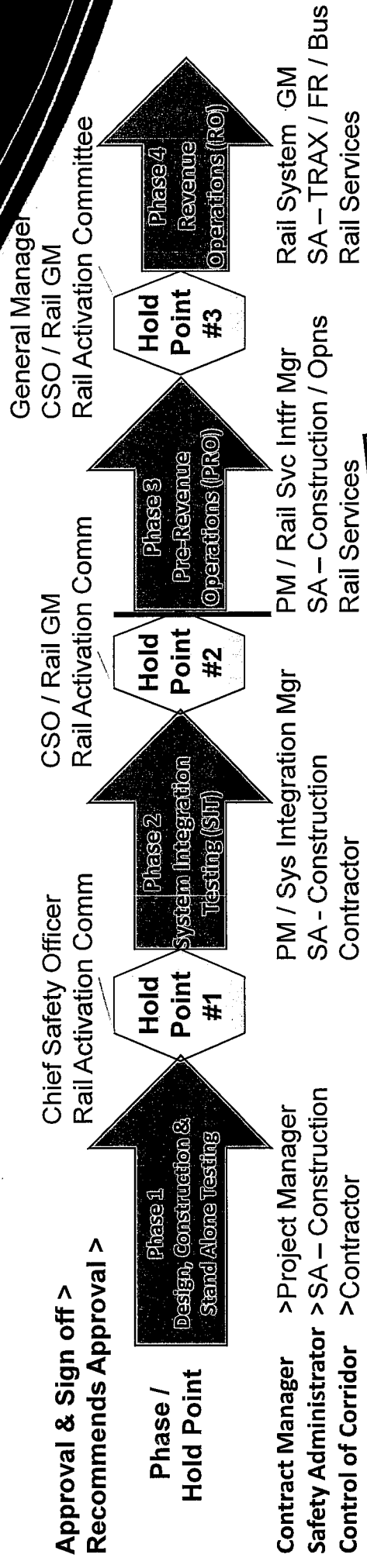
Safety Certification Overview

- All UTA lines built using a *Safety and Security Certification Plan*, in coordination with State and Federal agencies. FrontRunner South represents the first use of the improved “Hold Points” process.
- Administered by the *Rail Activation Committee (RAC)*; composed of UTA Safety, Operations, Systems, Construction and Quality representatives
- *Certifiable Items List (CIL)* - an inclusive listing of the safety and security critical items, developed by RAC and tailored to each project.
- *Preliminary Hazard Analysis (PHA)* developed by the project team and Safety; evolves into the *Operational Hazard Analysis (OHA)*.
- Status reports to the Board Committees and General Manager’s Safety and Security Committee.
- Mitigation of open CIL items.
- *Final Safety Certification* to the UTA Board of Trustees.

• “Lessons Learned.”



Rail Activation Process (Build/ Certify/ Operate)



UTA Risk Matrix and Mitigation

UTA Risk Assessment Matrix		SEVERITY			
		1. Catastrophic	2. Critical	3. Marginal	4. Negligible
PROBABILITY	A. Frequent	High	High	Serious	Medium
	B. Probable	High	High	Serious	Medium
	C. Occasional	High	Serious	Medium	Low
	D. Remote	Serious	Medium	Medium	Low
	E. Improbable	Medium	Medium	Medium	Low
	F. Eliminated			Eliminated	
Resolution Requirements					
	High *	Unacceptable		correction required	
	Serious	Undesirable		correction may be required, decision by management	
	Medium	Acceptable w/ review		with review and documentation by management	
	Low	Acceptable		without review	
	Eliminated	Acceptable		no action needed	

*Non-Conformance Audit findings, must be rated "High"

Preliminary Hazard Analysis ->

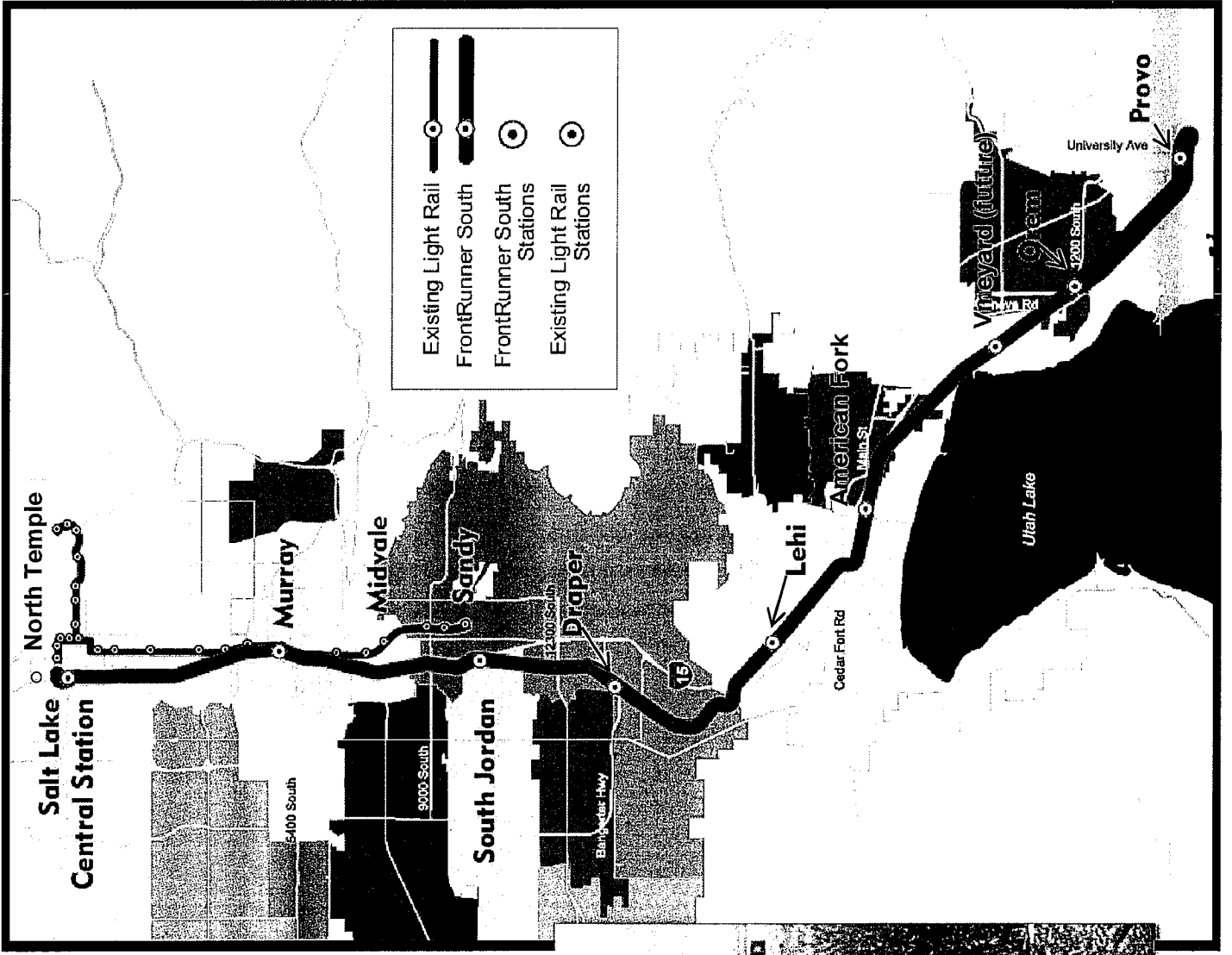
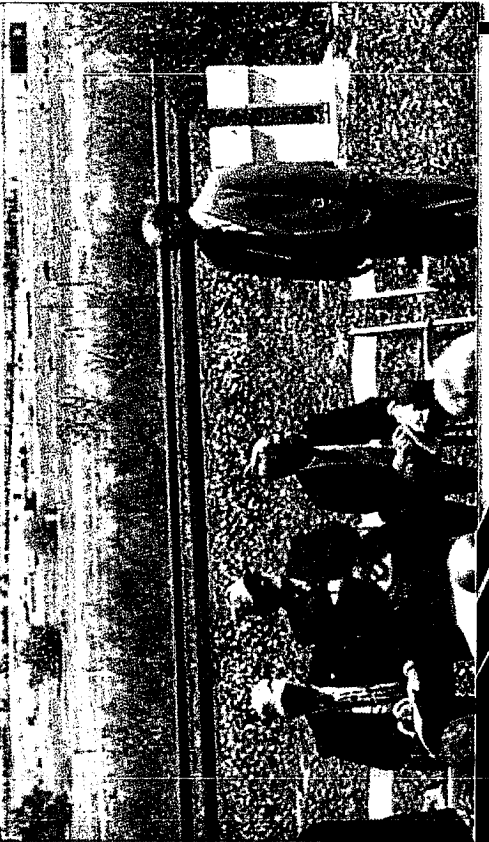
Operational Hazard Analysis ->

Hazard Log

FrontRunner South

- Extends commuter rail from downtown Salt Lake City to Provo in Utah County (45 miles)
- Eight Stations
- One future station

Groundbreaking Ceremonies



Safety Treatments



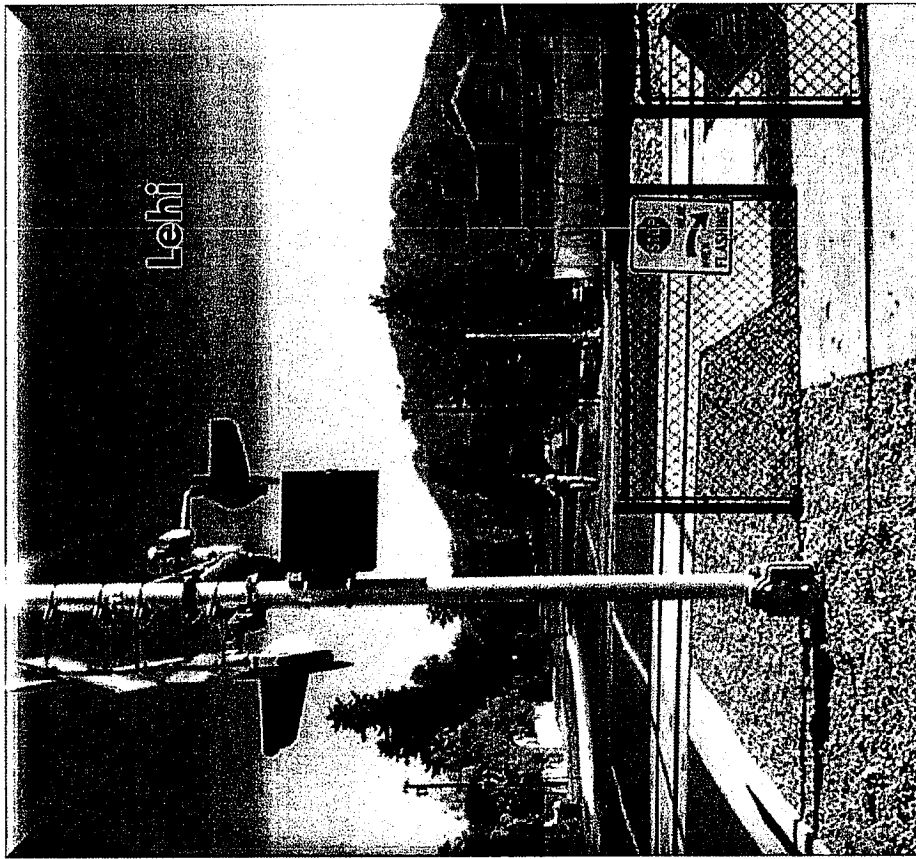
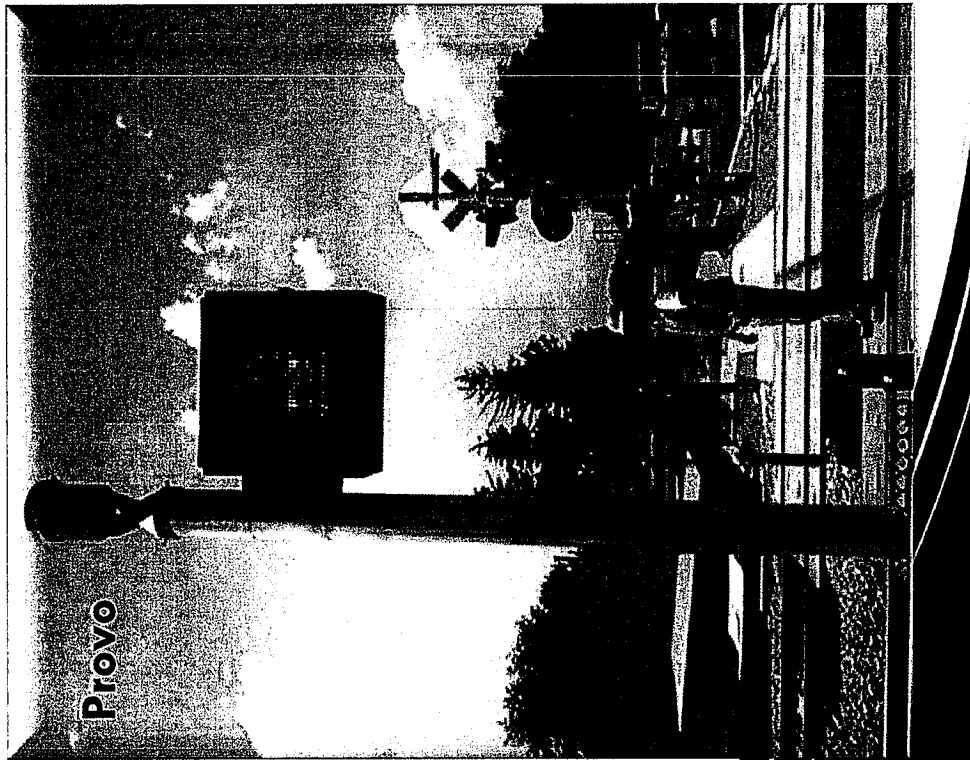
Examples of pedestrian
treatments throughout
Utah and Salt Lake
Counties



Safety Treatments

Pedestrian blank-out signs have been installed at :

- 700 West, Provo
- 200 South, Lehi
- 4800 South, Murray
- 900 South, Salt Lake City



Additional signs will be installed at the
North and South ends of Murray TRAX
Station

FrontRunner South Hold Point #1

System Integration Readiness Review Report

- Improved "Hold Points" process initiated with FrontRunner South
- Purpose of Hold Point #1 is to ensure that the rail corridor is ready for the commissioning and testing phases
- Testing was completed by zone, beginning in Zone A (Provo) and moving north to Zone G (Salt Lake City)
- Following testing of the individual zones, end-to-end testing began.

Front Runner South

UTA Safety Certification

1st Hold Point

System Integration Readiness Review Report

This Hold Point Review is established to verify readiness to enter the System Integration Commissioning/Testing Phase of the project. Essential pre-requisites are listed herein, along with signatures indicating both thorough review of the project in its current state and approval to move on to the next phase of commissioning.

System Integration Testing Phase Pre-requisites

- 1. Appropriate OLS complete (see items identified on attached index).
- 2. Appropriate Contractor Stand Alone Testing complete (see items identified on attached index).
- 3. CPOT Surveillance Reports completed and deficiencies corrected.
- 4. Public Relations Safety Outreach Measures started and ongoing.
- 5. Preliminary Hazard Analysis completed/ Hazards mitigated.
- 6. Rail Corridor ready for System Integration.

Areas/Integration Zones under review (circle applicable zones):

Zone A

Zone B

Zone C

Zone D

All Zones

Approved Open Items, Areas and/or Hazards, with approved work-around (Describe below, include responsible party).

1. See attached list of 12 items.
- 2.
- 3.
- 4.

The undersigned, by signature, indicate that they have reviewed all information applicable to the Project/Access listed above, and recommend that these areas are ready for System Integration testing.

[Signature]
Operations Discipline Manager - Jeff Lamorel

[Signature]
Systems Discipline Manager - Travis Swierl

[Signature]
Area Readiness Discipline Manager - Ed Buchstam

[Signature]
All Discipline Manager - Paul Edwards

[Signature]
UTA Chief Safety Officer - Duane Gaines
with 4 noted exceptions →

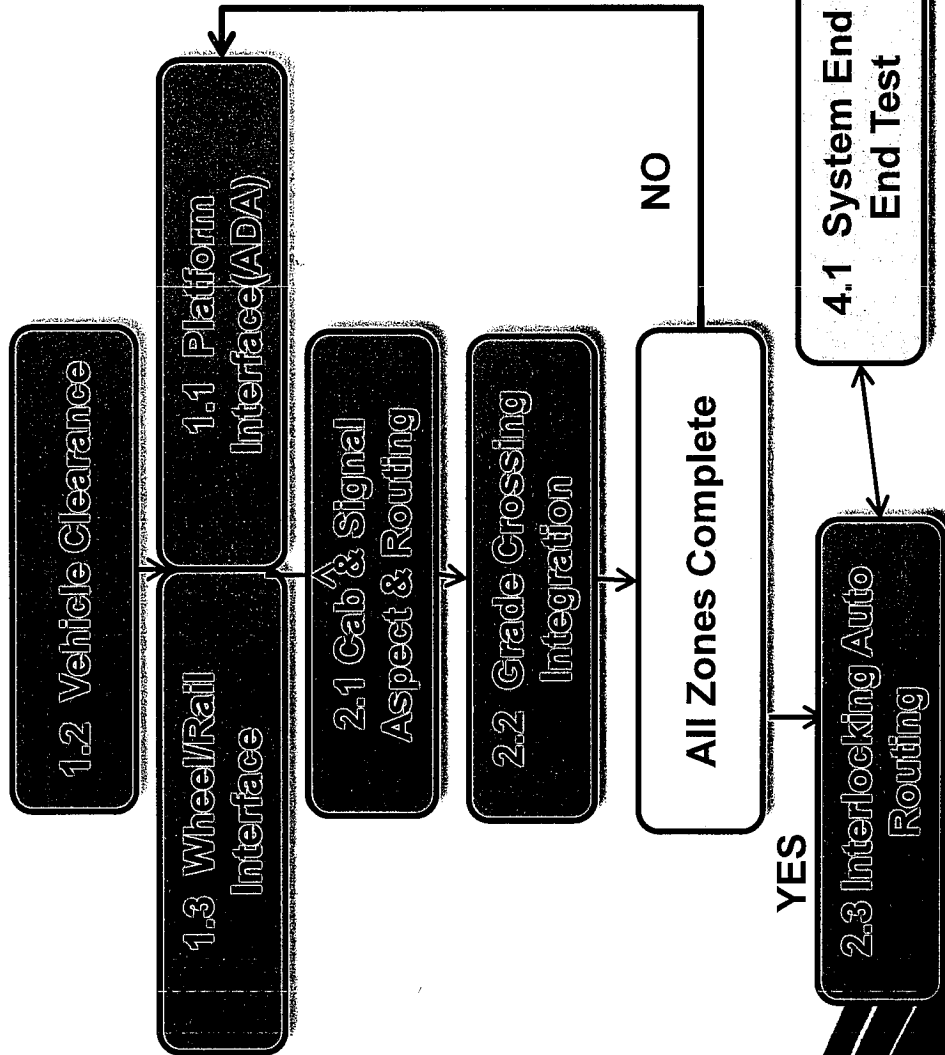
- o Flaggers at all grade crossings
- o No testing faster than 45mph
- o Horn to sound at all crossings
- o UTA Police notified and Flaggers at Provo River, Centert St, N. Logan, Vinson

Last Revised: 06-08-2012

FrontRunner South

System Integration Testing (SIT)

Sequence



- 1 Rail Vehicle Interface Tests**
 - 1.1 Platform Interface(ADA)
 - 1.2 Vehicle Clearance
 - 1.3 Wheel Rail Interface
- 2 Train Control/Grade Crossing Tests**
 - 2.1 Cab & Signal Aspect & Routing
 - 2.2 Grade Crossing Integration
 - 2.3 Interlocking Auto Routing
- 3 Network Tests**
 - 3.1 Office Control & Indications
 - 3.2 TVM Network Integration
- 4 System End to End Testing**
 - 4.1 System End to End

3.2 TVM Network Test

3.1 Office Control & Indications

4.1 System End to End Test

FrontRunner South Hold Point #2

Pre-Revenue Readiness Review Report

- Prerequisites
- Track access given to UTA
(from contractor)
- Operation Hazard
Analysis

Front Runner South UTA Safety Certification

2nd Hold Point Pre-Revenue Readiness Review Report

This Hold Point Review is established to verify readiness to enter the Pre-Revenue Commissioning/Testing Phase of the project. Essential pre-requisites are listed herein, along with signatures indicating both thorough review of the project in its current state and approval to move on to the next phase of commissioning.

Pre-Revenue Phase Pre-requisites

1. Grade Crossing CILS Complete.
2. Systems CILS Complete.
3. System Integration Testing and Documentation Complete.
4. Operational Hazard Analysis Complete.
5. Transfer of permitting process (Track Access) from Contractor to UTA Operations Complete.


Areas/Integration Zones under review:


Zones A-G (all)


Approved Open Items, Areas, and/or Hazards (describe below, include responsible party):

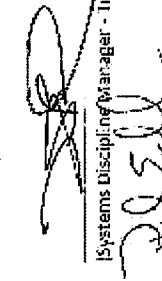
1. Zone A - Provo Tail Track (Right of Way) - walkway/lighting/Von Larson
2. All zones - as built (GC & train control) - rectify to hours/Dennis Roy
3. All Zones - TVM install/Integration/system - complete 11/22/Dennis Roy
4. Zone B - 400 S (Drem), 200 S (American Fork) (grade crossings) - flaggers until complete/Matt Carter and Dennis Roy

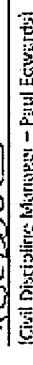
The undersigned, by signature, indicate that they have reviewed all information applicable to the Project/Areas listed above, and recommend that these areas are ready for Pre-Revenue Operations.

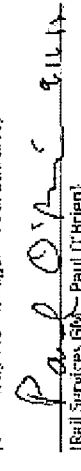

Operations Discipline Manager - Jeff Lemora


Pre-Readiness Discipline/Safety Manager - Ed Buchanan


UTA Chief Safety Officer - Dave Gierles


Systems Discipline Manager - Travis Baxter


Civil Discipline Manager - Paul Edwards


Rail Services GM - Paul O'Brien

Last Revised: 05-05-2012

3rd Hold Point Revenue Readiness Review Report

This Hold Point Review is established to verify readiness to enter the Revenue Operations Phase of the project. Essential pre-requisites are listed herein, along with signatures indicating both thorough review of the project in its current state and approval to move on to the next phase of commissioning.

Revenue Operations Pre-requisites

- 1. Previous Hold Point Review Documents are signed and complete.
- 2. CILs are complete, with any workarounds noted, approved, and implemented.
- 3. Pre-Revenue operator training/testing/drills are complete.
- 4. Pre-Revenue Operations is complete.
- 5. Revenue Readiness Verification Report (SSCVR) is finished and ready to submit.

Project under review:

All Zones in Front Runner South

Approved Open Items, Areas, and/or Hazards (Describe below, include responsible party)

- 1. See Attached Open Items List, dated 31/26/2012
- 2.
- 3.
- 4.

The undersigned, by signature, indicates that they have reviewed all information applicable to the project listed above, and recommend that the project is ready to enter revenue services operations.

(Operations Discipline Manager - Jeff Lamora)

(Systems Discipline Manager - Travis Baxter)

(Rev. Readiness Discipline/Safety Manager - Ed Buchanan)

(Civil Discipline Manager - Paul Edwards)

(UTA Chief Safety Officer - Dave Goeres)

(Rail Services GM - Paul O'Brien)

(UTA General Counsel - Bruce T. Jones)

(UTA General Manager - Michael Allegro)

Last Revised: 09-05-2012

FrontRunner South Hold Point #3

Revenue Readiness Review Report

- Prerequisites: previous Hold Points, CILs, Pre-revenue operator testing, training/drills complete
- Pre-revenue Phase complete





**Summary of Frontrunner South construction and activation process
UTA Board Meeting November 28, 2012**

Rail Activation Committee (RAC) and process

We initiated the improved UTA Rail Activation process with the Frontrunner South project in April 2012. The Rail Activation Committee has been working continually on the certification of this new commuter rail line for the past eight months. To a person involved on the process – this disciplined “hold point” method of bringing on new lines was praised as a significant improvement, and has been used by FTA trainers with other agencies. The committee responsible for this process was lead by Dennis Roy, from Capital Development. The committee members were:

Paul Edwards – Construction / Quality assurance
Travis Baxter – Signal / Systems
Jeff LaMora - Rail Services
Ed Buchanan - Safety

This process included coordination and approvals from federal, state and local stakeholders, to include continual coordination with the Federal Railroad Administration, Federal Transit Administration and Utah Department of Transportation.

The RAC’s 7 AM Friday morning certification meetings started in April and continued throughout the nine-month activation period involving key stakeholders to address all the issues involved in activating the project as part of the build-certify-operate process. Included in this process we:

- Completed Certifiable Items Lists (CILs) for
 - Rail & Ties
 - Concrete
 - Ballast
 - Fencing
 - Handrails
 - Crossing Panels
 - Gates
 - Tactile Tile
 - Signals and systems
 - Snow melt
 - Canopies
 - Signage
 - Asphalt parking lots
 - Bus loops
 - Locomotives
 - Passenger coach and cab vehicles
 - Lighting
 - EFC / TVM / VMS / PIS
 - Operator Training
 - Maintenance of Way workers
- verified our new pedestrian crossing fencing treatment at all crossings
- installed additional active “Look both ways” signs at certain crossings
- removed buildings and lowered fences to improve visibility

We used the Hold Point process to verify acceptability to move into the follow-on phase of the activation process from Construction to Systems Integration Testing (SIT) to Pre-Revenue Operations (PRO) to Revenue Operations (RO). Each of the hold points required sign offs of the certifiable items or an approved work around before proceeding.

Certifications

As part of the testing and certification process, we have:

- received At-Grade Crossing surveillance certifications from the Utah Chief Railroad Engineer for each of our crossings
- received a letter of no objection from the Federal Railroad Administration
- completed preliminary and operational hazard analyses
- completed and have had accepted
 - Joint Railroad Emergency Preparedness Plan (with UP to the FRA)
 - System Safety Program Plan (SSPP)
 - System Security Plan (SSP)
- Completed geometry car and ultrasound verifications of the alignment curves and uniformity of the rail
- Completed five safety familiarization and emergency preparation drills with 20 different agencies and a total of 485 firemen, police, and other first responders participating. Agencies included local Salt Lake and Utah county police and fire departments, SWAT teams, Emergency Management, Heavy Rescue, Health Department, the FBI, TSA and a Blackhawk helicopter.
- Completed the FrontRunner Rule Book and Standard Operation Procedures
- Completed the FRA approved training program to certify all operators

Quiet Zone

- We implemented all the safety treatments required for and in coordination with UDOT and FRA, received approval for the Quiet Zone along the entire corridor - which went into effect today (11/28/12)

Construction

Frontrunner South began pre-construction on July 7, 2008, three months after the successful opening of FrontRunner North in April 2008. Now 4 ½ years later, we are preparing to begin Revenue Operations on the line. As has become a UTA standard, this project has been completed ahead of schedule and under budget. The team of UTA, Parsons and Commuter Rail Constructors (CRC) comprised of Stacy Witbeck and Herzog (on the construction side), and Motive Power and Bombardier (on the vehicle side) made the perfect lineup to complete this project. The project added nearly 45 miles of new commuter rail line and eight new stations between Provo and Salt Lake City. The stations are located at Provo, Orem, American Fork, Lehi, Draper, South Jordan, Murray and North Temple. A future station at Vineyard was planned and accommodated.

As part of the project, 35 at-grade crossings were improved with active warning, 19 grade separations over roads were built and six existing crossings were closed.

Project statistics.

Clear and Grub	307 ACRE (nearly 450 football fields)
Pipe placed	106,505 LF
Dirt Moved	1,719,762 CY
Ties	118,272 EA
Rail	53 Miles, 10,500 tons
Walls	475,065 SF
Structures	52 EA
Platforms	9 EA
Grade Crossing	47 EA
Sub ballast	391,073 TON
Ballast	515,845 TON
GeoFoam	1,271 CY
Fence	182,684 LF
Total Man hours worked	2,182,237
Vehicles for the line	8 MotivePower Locomotives 8 Bombardier Bi-Level Coaches 10 Bombardier Bi-Level Cabs 10 refurbished Comet cars
Roadway Workers trained	16,000+
Days with no loss work time	1,603 (Entire project)
Consecutive days with no injuries	828
Key contractors / suppliers	13 CRC, Parsons, Bombardier, MotivePower, Scheidt&Bachmann, A&K, Rocla, Ralph Wadsworth, SWCA, Bio-West, B&B Diversified, SyTex. Fusion Imaging
Additional Betterments	\$25.9 M (Paid for by others)

Disadvantaged Business Enterprise

Commuter Rail Constructors (CRC) worked with Raymond Christy as UTA's DBE Liaison Officer to review potential subcontracting opportunities on the project. CRC identified 22 potential work types and contracted with 14 DBE firms for a total of \$21.2 million which is 4.0% of the project. All of the DBE firms working on the project are Utah firms. Typical work subcontracted to these DBE firms included fencing, trucking, concrete, guardrail, underground utilities and art work.

Team

The project started with Steve Meyer as the manager, but this responsibility transferred upon Steve's promotion to Chief Capital Officer in 2010, to Jon Cluff – who skillfully and expertly

completed the project. A multitude of capable contractors, consultants and staff were integral to the project, too numerous to name them all, but key stakeholders included :

UTA

Todd Provost	Senior Program Manager
Jon Cluff	Project Manager
Paul Edwards	Senior Program / Construction Manager
Mary DeLoretto	Senior Program / Environmental Manager
Janelle Ericson	Project Manager for Provo and Orem Intermodal Center
Paul O'Brien	Rail Services General Manager
Hugh Johnson	Timpanogos Regional General Manager
Jeff LaMora	Rail Services
Robin Braziel	Commuter Rail Operations Manager
Jason Carpenter	Rail Service Commuter Rail Vehicle Maintenance
Martin Cocker	Safety

Parsons Brinkerhoff

Matt Carter	Project Director
Jim Sarver	Project Controls / Scheduler

Commuter Rail Constructors

John Bollier	Stacy and Witbeck, President
Ralph Larison	Herzog, Vice President
Kevin McFall	Vice President
Clayton Gilliland	Project Manager
Aaron Adams	Project Manager
Travis Galvin	Project Manager
Tony Foster	Project Manager
Steve Pollock	Safety Manager

CraCar (Provo and Orem Intermodals)

Mike Carpenter	CraCar, Inc.
Jeff Willis	Project Manager

Public Comment

The petition. UTA: please save the Express Busses in Utah County. What's the difference between Davis County and Utah County? To hundreds of frugal white-collar commuters to Salt Lake City, it will soon be the Express Bus, and all that it means to its riders. On December 10, 2012, Utah Transit Authority (UTA) will eliminate all the express bus routes in Utah County as it inaugurates the Frontrunner there. Similarly, when the Frontrunner was inaugurated in Davis County in 2008, the express bus routes were eliminated. But now, four years later, the Express bus routes run in Davis County, as well as the Frontrunner. What do Express Buses mean to its riders? Why are they back in Davis County? Will UTA please reconsider leaving them in Utah County? The Express Bus differs from the Frontrunner in its: (1) target audience (ridership frequency) (2) layout (comfort, proximity), (3) funding sources. The Express Bus means comfort, health, and more family time to its riders. It also means financial transparency from UTA.

Audience: White-collar everyday-use commuters. To anyone who has been in an express bus it is obvious that the unofficial dress-code is suits and high heels. The riders are constant. They pay a premium fare. This is no coincidence: according to expert opinion by the Federal Transit Administration, express buses are progressive because by design they target an audience of ridership from long-distance suburbs that are likely to otherwise drive to work [1]. So the "reclining seats, overhead bins, individual reading lights and climate controls, and scenery-sized windows" [2] advertised in the official UTA Express Bus are there to attract such population segment. Capturing this segment into public transit decongest traffic, ease the commute, help the environment.

Comfort and Proximity: Isn't the Frontrunner enough? No. That same Federal Transit Administration research from 1999 advises the use of Express Buses, in addition to other buses and train lines, to improve transit. Comfort of the ride, proximity of loading and drop-off points, and stress free rides are key to these most constant commuters. And what a better way to capture them in public transit than through "express services [which] are provided with special equipment, which is designed for more comfort than regular coaches in local service... hoping to provide travel speeds similar to single-occupant vehicles coupled with comfort and reliability aimed at offering a stress-free ride" as suggested thirteen years ago by the experts [1].

Family: isn't it about time? Commuters live in suburban cities usually to provide their families with a better community and house. The beauty of the Express Bus is that it takes just as long for someone to drive than to ride this Bus. On the other hand, the Frontrunner means a longer commute. Those in Provo have to travel fifteen minutes against their destination, south to the end of South Provo, or across Provo and Orem to get to a station. Biking or walking is no longer an option. Those who have to get to work at a certain time would drive to work rather than the three-transfer ride in the Frontrunner: the ride to the bus in the city, the bus to the runner in the outlier of the city, the runner to the other bus in the city to work—not commuter friendly. The hassle and estimated additional forty minute commute (twenty minute each way to reach the start and end points of the Frontrunner), are simple not worth it. So once the Express bus is gone, a significant number of single occupant vehicles will further clog rush-hour traffic. While the front runner is a great step forward when it comes to increasing accessibility of public transportation in Utah in general (it is estimated that the Front Runner will increase ridership 17% from a different population segment), it is a step back in comparison to other metropolitan areas in the nation which have both. Or even the northern Davis County, which has both even though it is much closer to Salt Lake City.

Heart health. The hearts of the commuters love the Express bus, particularly because it reduces stress, obesity and back problems exacerbated by the commute [3]. The riders frequently use the ride to catch up on needed sleep (reclineable cushioned seats). Stress is reduced when there are not multiple buses or trains to catch. Time at work is cut by many since they work on the bus (use of lights). The Express bus and its accommodations are much more than amenities-- they have real health benefits to commuters.

Show me the money. Are the Express Buses being cut to fund the Frontrunner? Hopefully not since funds were appropriated to accommodate the Frontrunner project in 2006 via a sales tax increase referendum,[4] and the remaining funding was obtained through a letter of intent signed with the Federal Transit Administration (FTA) on 24 September 2007. When the sales tax increase was voted into effect by many of those who ride the Express Bus in Utah County, there was no warning or discussion about cutting off the Express Bus. When the FTA letter was signed, there was no discussion about cutting the Express Bus. The banishment of the Express Buses in Utah County were announced only recently. Rumor on the Express Bus has it that the decision had been made to cut them and the hearings were just protocol. Even with the short notice, hundreds appeared at the meetings. If there is excellent ridership, why are they being cut? Besides, Utah already has invested a lot of funds in the purchasing of this specialized equipment for Express Buses, to just discontinue such a progressive and appreciated service?

[1] Guidelines for Enhancing Suburban Mobility Using Public Transportation, Report 55, Transit Cooperative Research Program, Transit Research Board. Sponsored by the Federal Transit Administration, Available at http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_55-a.pdf [2] Express Bus, UTA, Available at <http://www.rideuta.com/mc/?page=UTA-Home-ExpressBus> [3] Utah County Commuters Feeling the Pain, Daily Herald, June 5, 2011 Available at http://www.heraldextra.com/news/local/utah-county-commuters-feeling-the-pain/article_776a7dc7-7702-52cf-b97d-4e02a961058d.html [4] "Frontrunner is outpacing plans" <http://www.deseretnews.com/article/660213448/Frontrunner-is-outpacing-plans-for-1-15.html?pg=all>