

Exhibit A**FRONTRUNNER NEXT STEPS****FrontRunner Next Steps Strategy**

The Wasatch Front is growing at a rapid pace, and its geography – bounded on both east and west sides by mountains and lakes – constrains this growth to a linear corridor with Interstate 15 and UTA’s FrontRunner commuter rail line as a dual spine providing the principal, continuous north-south travel corridors for the region. Recognizing the need to get out ahead of increasing demands on this corridor and the need to provide mobility choices, UTA and its stakeholders are preparing for the next phase of investment in the FrontRunner system.

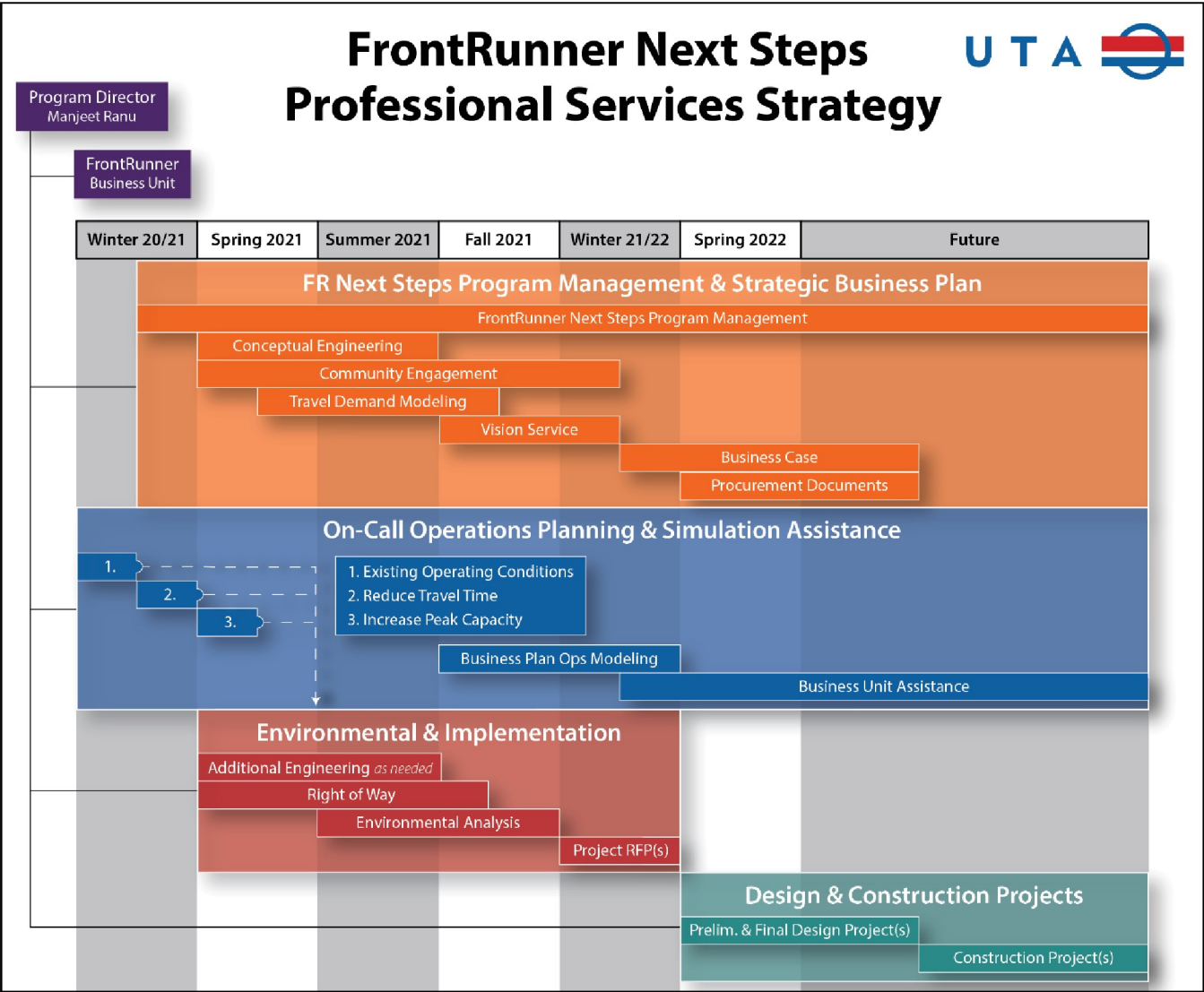
UTA’s goals for the FrontRunner system, which align with regional goals established in other transit-related recent studies, include:

- Increasing transit usage overall
- Reducing congestion in the I-15 corridor
- Improving air quality
- Providing additional options to connect jobs and employees
- Enhanced safety at grade crossings
- Supporting real estate and economic development consistent with local government plans required by SB 34 (2019 General Session)

The FrontRunner Next Steps Strategy is a multi-pronged effort to advance these goals. The Strategy requires multiple professional services at various steps in the process.

1. On-call Operations Planning and Simulation Assistance
 - Existing operating conditions analysis
 - Identify scenarios to reduce travel time and increase peak capacity
 - Additional model and scenario runs as determined by the findings of other contracts in the overall strategy
 - FrontRunner Business Unit operations support
2. Program Management, Project Definition, and Strategic Business Plan
 - Provide program management to forward projects through to implementation
 - Define project(s) required to achieve desired service and infrastructure enhancements
 - Define a vision for the FrontRunner system
 - Develop a Strategic Business Plan that makes a business case for further investment
3. Project Environmental and Implementation
 - Advance the projects through the next phases of project development toward implementation
4. Design, and Construction Projects
 - Design, engineering and construction of project packages
 - Estimation of project package costs and potential funding sources

The following graphic shows a revised format for the program than was used in the RFP for this contract, however the role of the On-call Operations Planning and Simulation Assistance remains the same.



Background

UTA’s transit network has continued to grow and expand since the first service was delivered in 1970. As part of this growth, UTA has added hundreds of miles of new service and several different modes of transit to the portfolio of services they provide, including a series of rail and bus-rapid-transit (BRT) lines throughout the service area.

A key component to the success of this ever-growing network is UTA’s FrontRunner commuter rail service. Construction on UTA’s commuter rail north segment began in 2005 and was completed in 2008. FrontRunner began operation in April of that year with service from Ogden to Salt Lake City, and by 2012 service was

extended south to Provo in Utah County for a total of 84 miles of commuter rail. For a time, UTA provided limited service north of Ogden to Pleasant View, along track owned by Union Pacific, but ended this service in August 2018.

FrontRunner is one of five rail lines operated by UTA and is the agency's only commuter rail line. FrontRunner stations often connect to multiple modes of transit, have direct access to bus routes and a park-and-ride lot, and provide onsite bike storage allowing transfer to first/last mile transportation modes.

The existing FrontRunner fleet includes Motive Power International diesel-powered locomotives, Bombardier Bi-level VII Commuter Car coaches, as well as Comet I coaches dating to 1971-73 purchased from New Jersey Transit to expand seat capacity. All trains in regular service include one locomotive, one Comet I coach, and three Bombardier Commuter Car coaches (2 trailers and 1 cab car) and run in a push pull operation.

Most of the existing FrontRunner corridor is UTA-owned and is adjacent to, but exclusive from, freight rail operated by the Union Pacific Railroad. Currently, FrontRunner has 21.8 miles of double track and 61.4 miles of single track. Single track presents logistic challenges for the passing of northbound and southbound trains that can slow service. A delay at one point can cause delays throughout the system.

FrontRunner enhancements are a prominent feature in local and regional transportation plans. There are two Regional Transportation Plans (RTPs) in UTA's transit service district, one from each of the metropolitan planning organizations (MPOs), which include improvements to FrontRunner commuter rail. Using fiscal constraints with a set of assumed new revenue sources, double-tracking and electrifying FrontRunner was determined to be needed in Phase 2 (2031-2040), but only ten miles of new double-track and slightly longer trains were affordable. The MAG 2019-2050 RTP also includes an extension of the system into Payson, south of Provo. All other proposed improvements to FrontRunner were unfunded.

State Legislative leaders have identified the need to enhance FrontRunner Service to help improve mobility and regional economic competitiveness, mitigate air pollution, and reduce congestion on the I-15 corridor. Specifically, local leaders would like to see peak hour express service developed in the corridor. In response to this interest, UTA investigated some preliminary operations modeling to improve and or increase service. These ideas are examples and represent only the beginning of the analyses expected to be undertaken in this contract.

Descriptions of some of the ideas, as well as the Future of FrontRunner Study, and some engineering drawings are available on a flash drive and can be picked up in person at UTA's Frontline Headquarters at 669 West 200 South in Salt Lake City. Additional information is available in the report to and presentation/discussion during the Board of Trustees meeting of September 2, 2020. The Board report and presentation are attached to this RFP as Appendix A.

CURRENT AND PAST STUDIES

Future of FrontRunner

In September 2018, the Future of FrontRunner Study operational analysis prepared for UTA evaluated how the commuter rail system can improve. Dynamic simulation software was used to analyze six scenarios for FrontRunner operations in 2050:

- 1) Baseline Calibration – simulation of existing operations prior to implementation of Positive Train Control (PTC);
- 2) Future PTC Baseline – existing conditions plus Positive Train Control (PTC);
- 3) Low Investment Scenario – PTC and new double-tracking needed to help with reliability issues, plus an extension to Payson;
- 4) Medium Investment Scenario – PTC, new double-tracking needed to allow 15 minute headways between Ogden and Provo, and diesel locomotives pulling coaches;
- 5) High Investment Scenario – PTC, double-tracking to allow 15 minute headways between Ogden and Provo, and electrification of the corridor using electric multiple units consists; and
- 6) High Investment Scenario with Infill Stations –the High Investment Scenario plus infill stations in Sunset, Centerville, and Bluffdale.

Shortly after the completion of the study, UTA's FrontRunner business unit determined it would be necessary to revise the existing operating schedule by changing the locations of where trains meet in order for the system to operate reliably under the newly implemented PTC measures and restrictions. These meets were not the scheduled meets that were analyzed in the Future of FrontRunner Study. Therefore, the double-track locations determined in that study's results may not produce the same benefits as if the schedule had not changed.

Box Elder Feasibility Study

UTA recently completed a feasibility study to explore the possibility of extending FrontRunner Service to Box Elder County. The study found that until the population grows, a FrontRunner service connection is not merited. The study also noted that the future system would like use smaller vehicles. Single DMU or other technology. The FrontRunner terminus would continue to be Ogden or Pleasant View.

South Utah County Transit Analysis

UTA is just embarking on a study to explore potential short-, mid- and long-term transit solutions to connect the communities of Springville, Spanish Fork, Payson, and Santaquin with UTA's network via transit. While the study will explore multiple modes and alignments, this study was initiated by the MAG Regional Transportation Plan, which identifies extension of FrontRunner to Payson as a Phase I project.