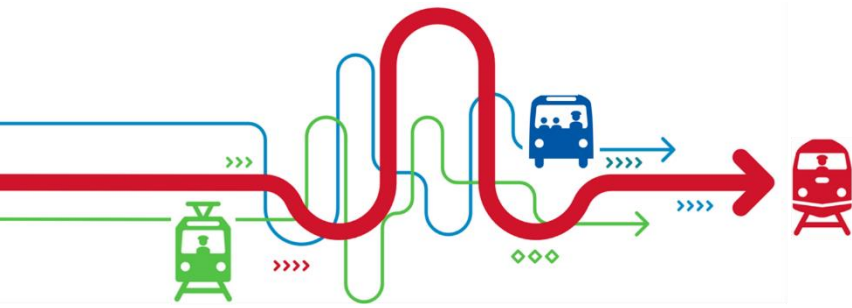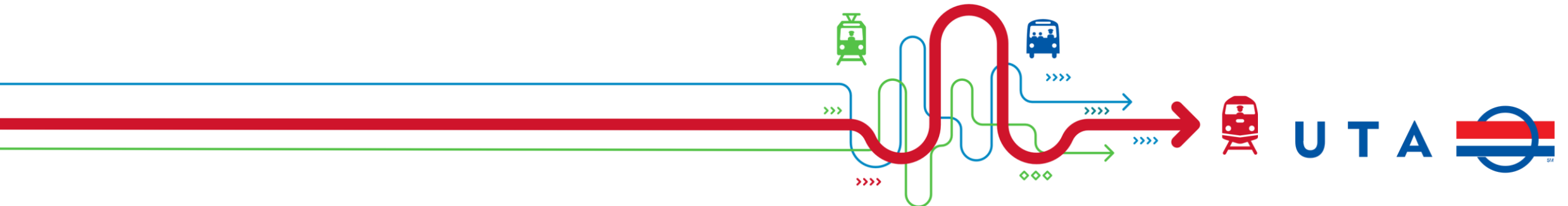# 2026 Budget Work Sessions

Day 3

8/13/2025

Enterprise Strategy Office
Follow-Up

2024 Capital Underspend – Major Projects

Underspend due to project delays requiring re-allocation in the capital plan over the next 5 years

- **Passenger Information**
- **New Radio System**
- **APC Upgrade**
- **FrontRunner – WiFi**
- **Operations System (Trapeze)**

2026 Enterprise Strategy Project List and Funding Breakdown

| Project	2026 Total Budget	Other Fund Sources	UTA Funds
ICI230- Operations System	5,356,000		5,356,000
ICI001 - Passenger Information	1,350,000		1,350,000
ICI179- Network Infrastructure Equipment & Software	1,200,000		1,200,000
ICI226 - Radio Communication System	4,000,000	3,200,000	800,000
ICI214 - APC Upgrade	750,000		750,000
NP064- (Consolidation) Electronic Communication Rehab/Replacement	700,000		700,000
ICI201 - Server, Storage Infrastructure Equipment & Software	500,000		500,000
ICI198 - Info Security HW/SW (Cybersecurity, NIST & PCI Compliance)	475,000		475,000
ICI191 - IT Managed Reserves	400,000		400,000
ICI233- Technology Systems- State of Good Repair	175,000		175,000
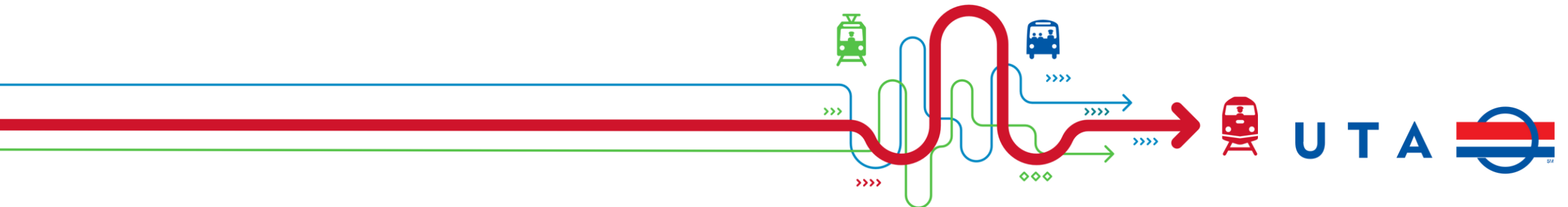
2026 Enterprise Strategy Project List and Funding Breakdown

Project	2026 Total Budget	Other Fund Sources	UTA Funds
ICI186 - In-House Application Development	150,000		150,000
ICI232 - SSBU Trapeze Customer Facing Electronic Fare Easy-Wallet	145,000		145,000
ICI173 - JDE System Enhancements	50,000		50,000
ICI146 - FrontRunner WiFi Enhancements	-		-
ICI197 - Bus Communications On-Board Technology	-		-
ICI199 - Rail Communication Onboard Tech	-		-
ICI202 - Radio Comm Infrastructure	-		-
ICI224 - JDE 9.2 Applications Upgrade UNx	-		-
ICI235 - ERP Phase 2: Procurement	-		-
Grand Total	**15,251,000**	**3,200,000**	**12,051,000**
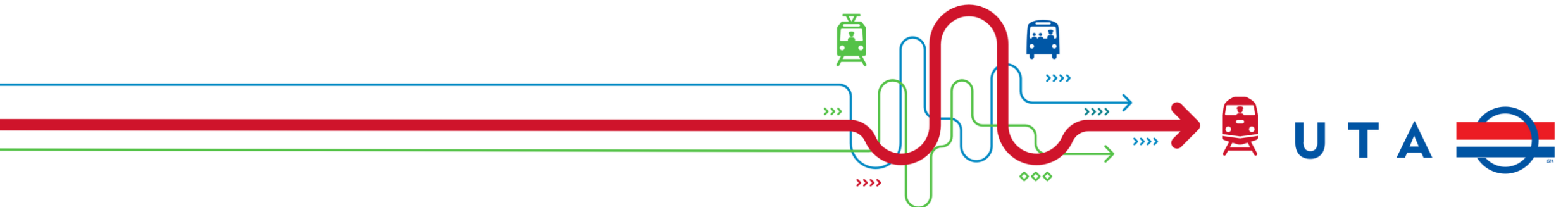
Information Technology Functions

- **Project Management**
- **Application Development**
- **Enterprise Applications**
- **IT Quality Assurance**
- **Information Security**
- **Communications & Deployment**
  - o **Bus**
  - o **Rail**
- **Network Support**
  - o **HelpDesk**
  - o **Server & Storage**
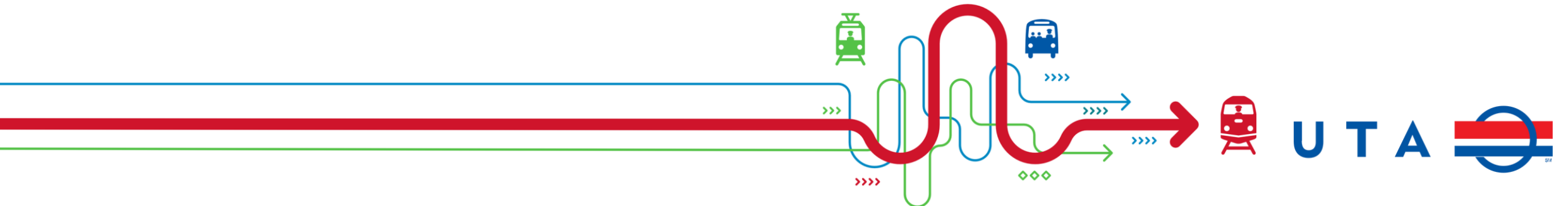 - o **Network Communications & Infrastructure**
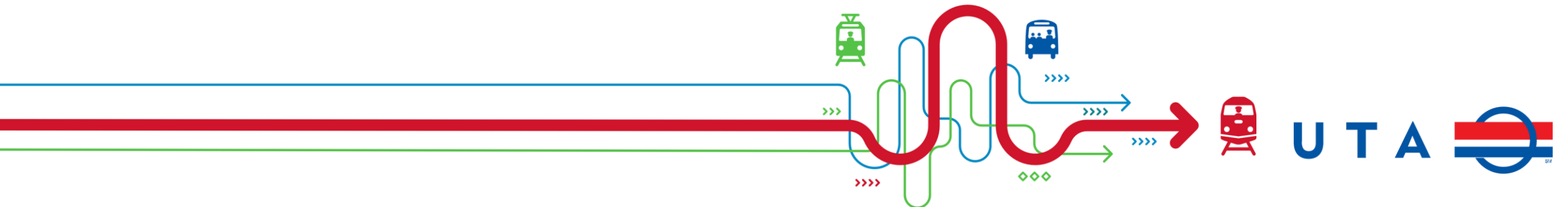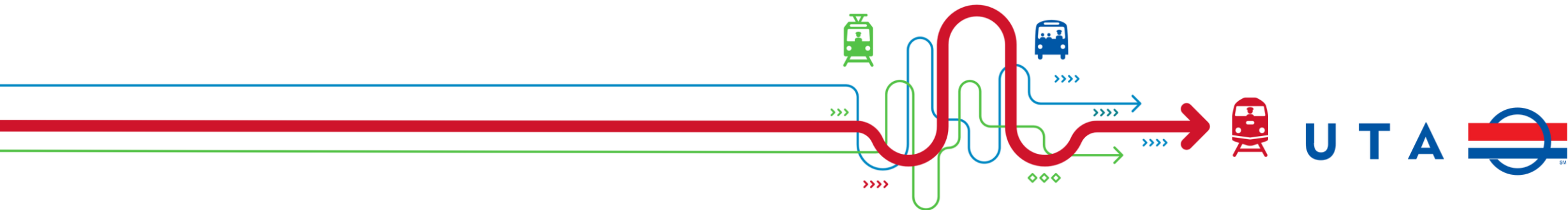
Fleet Engineering Headcount Follow-Up

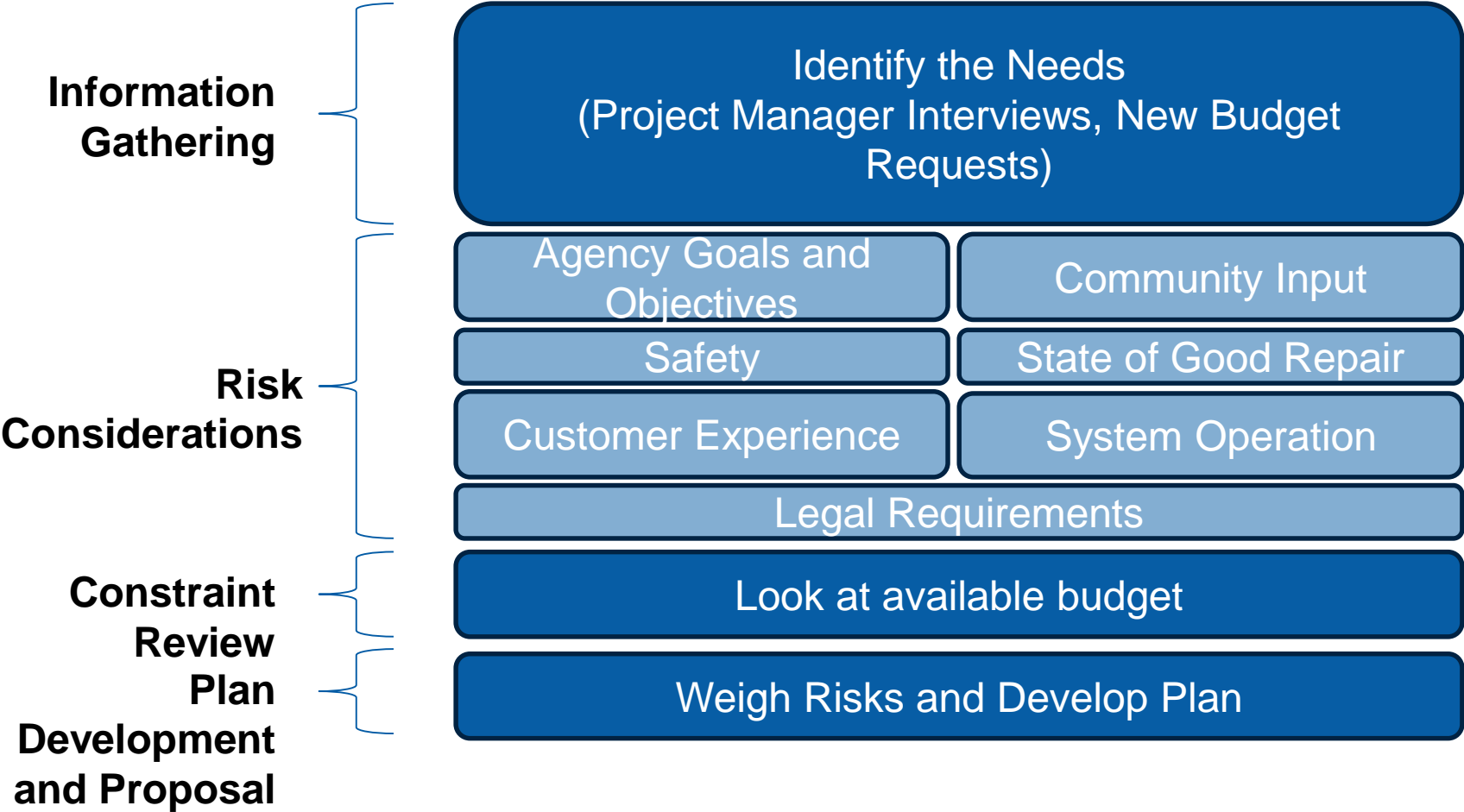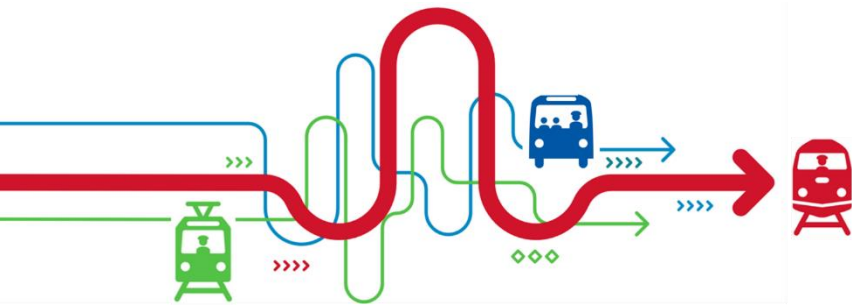# 5-Year Capital Plan Follow-up - Capital Projects

Overview

- **2026 UTA fund overview**
  - **SGR focus**
    - **Backlog Discussion**
  - **Grant Funded Projects Discussion (match/not match)**
  - **Non-Grant Projects**
- **Plan Refinement**
  - **Initial Requests**
  - **Refinement efforts from Initial Plan to Current Plan**
- **Project Clarifications**
  - **Additional Details on nebulous projects**

Overview of Plan Development

Information Gathering

Identify the Needs
(Project Manager Interviews, New Budget Requests)

Risk Considerations

Agency Goals and Objectives	Community Input
Safety	State of Good Repair
Customer Experience	System Operation
Legal Requirements	

Constraint Review

Look at available budget

Plan Development and Proposal

Weigh Risks and Develop Plan

U T A

2026 Capital Budget
Focus on UTA Funds

State of Good Repair 2026 Overview

SGR Focus 58%
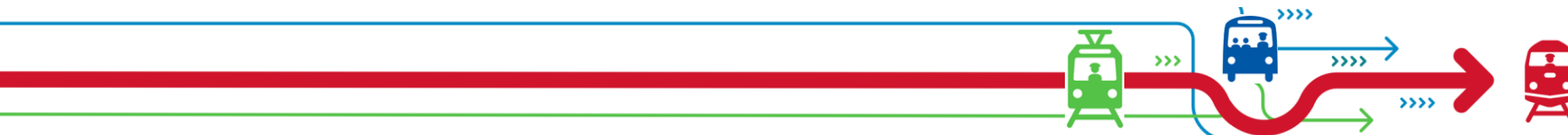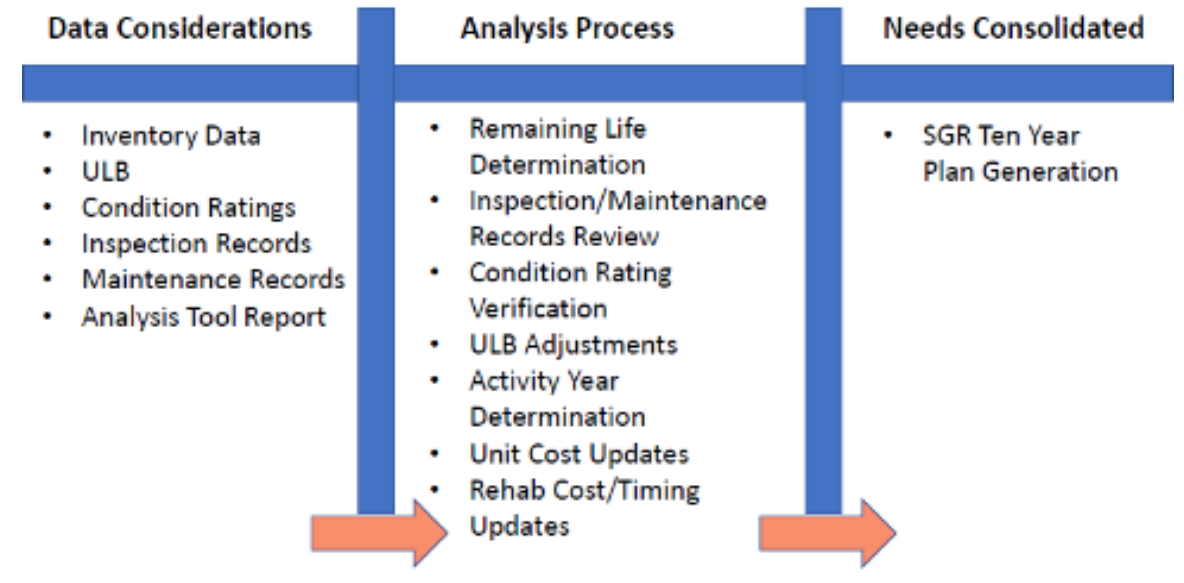
Non-SGR Focus 42%

■ SGR Focus ■ Non-SGR Focus
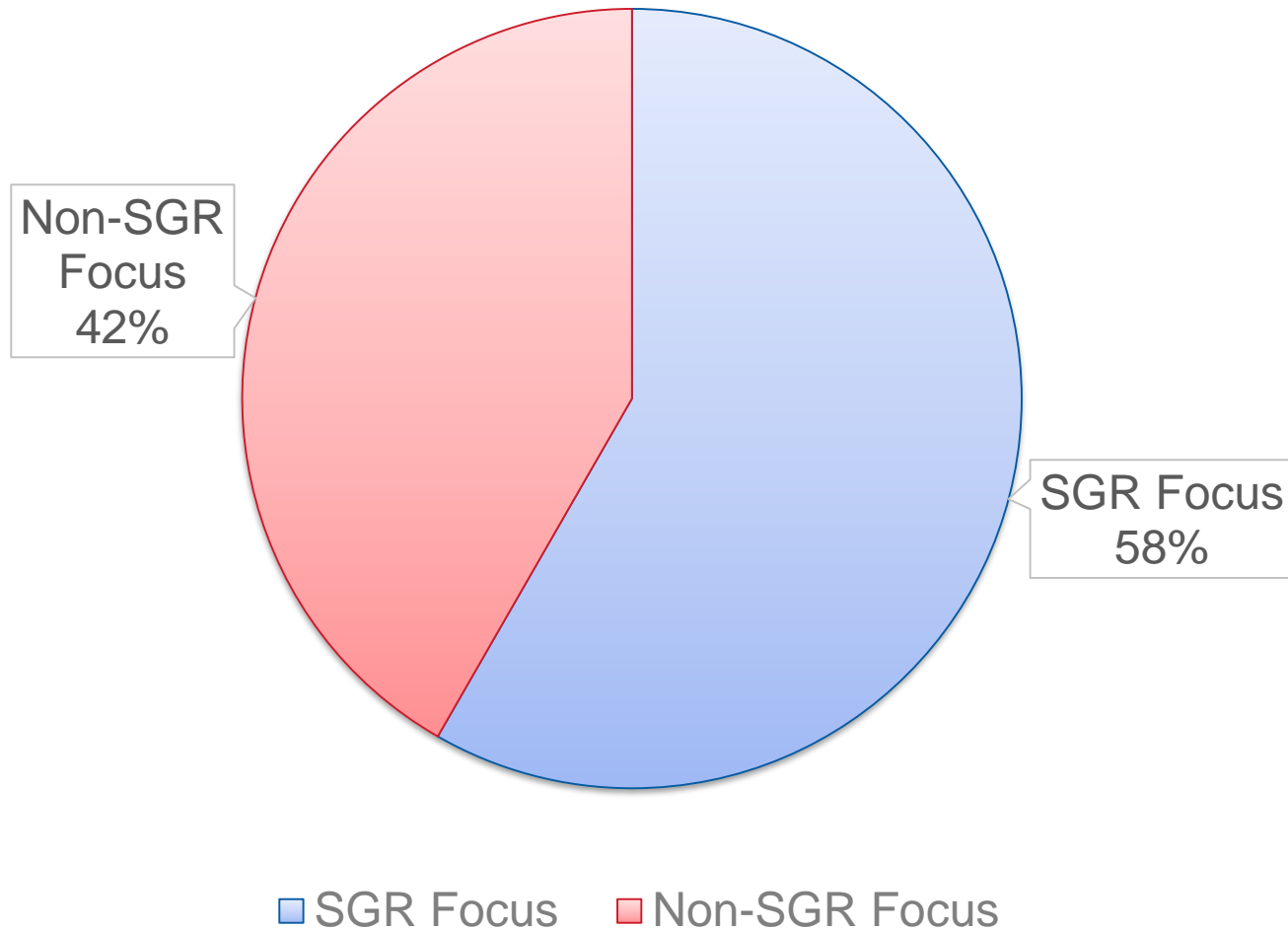
- Total 2026 Budget Proposal- $345.661M
  - Non-SGR Focus $144.131M
  - SGR Focus- $201.530M
- Total SGR Focus Percentage- 58%
  - Lower than the global 74% of Five-Year Plan
  - Still have some large service enhancement projects going into 2026
    - Largest two:
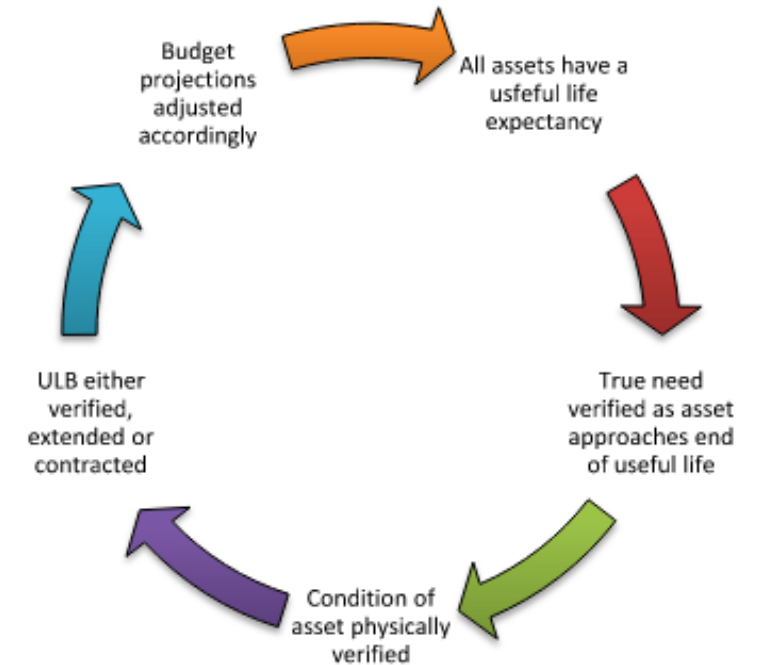   - Mid-Valley & S-Line both have budgets >$30M

Asset Management & SGR Backlog- How we manage...

- SGR Prioritization Considerations (from UTA's TAM Plan)
  - Public Safety
  - Operational Scheule /Performance
  - Quality of Life
  - Customer Experience
  - Length of time in backlog

Data Considerations	Analysis Process	Needs Consolidated
• Inventory Data • ULB • Condition Ratings • Inspection Records • Maintenance Records • Analysis Tool Report	• Remaining Life Determination • Inspection/Maintenance Records Review • Condition Rating Verification • ULB Adjustments • Activity Year Determination • Unit Cost Updates • Rehab Cost/Timing Updates	• SGR Ten Year Plan Generation

# Asset Management & SGR Backlog- How we manage…

- Utilize UTA's Transit Asset Management (TAM) Plan
  - FTA Final rule in MAP 21
    - Requires UTA to certify each year demonstrating our transit system in a State of Good Repair
  - Potential Actions that can be taken to manage Backlog
    - Replacement
    - Rehabilitation (extending useful life)
    - Exhaust asset to the end of its useful life and replace with new
    - Not replace
  - Risk needs to be assessed based on proposed action taken

Budget projections adjusted accordingly

All assets have a usful life expectancy

True need verified as asset approaches end of useful life

Condition of asset physically verified

ULB either verified, extended or contracted

Risk Considerations

- Risk needs to be considered during Capital Project and SGR budget prioritization process
  - Safety and security Risks
  - Compliance to regulations and oversight agencies requirements
  - Cost of deferring backlog (increased costs in future years)
  - Reputational risks
  - Operations risks (i.e. slow orders due to sagging OCS wire, track defects, or other equipment failures)
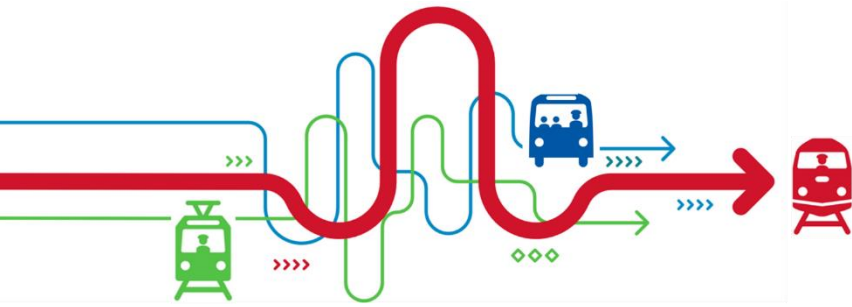
# Project Discsussion - Matching Funds vs. Non-Matching Funds
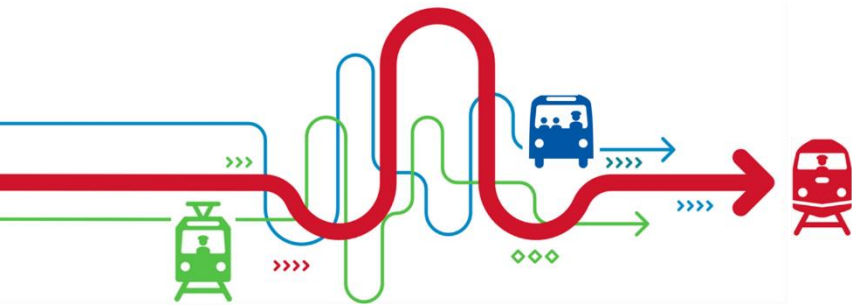
2026 Project Categories with UTA Match Summary

Project Categories	2026 Other Fund Sources	2026 UTA Fund Totals
Finance	8,167,000	5,642,000
Infrastructure SGR Projects	18,930,000	4,732,000
Revenue/Service Vehicles	13,404,000	3,947,000
Rail System Expansion	26,330,000	3,756,000
Facilities	10,436,000	2,055,000
Information Technology	3,200,000	800,000
Bus System Enhancement	8,184,000	316,000
Safety and Security	1,250,000	313,000
Property/TOC	540,000	135,000
5310 Projects	1,143,000	23,000
Charging Infrastructure	-	9,000
Grand Total	**91,584,000**	**21,728,000**
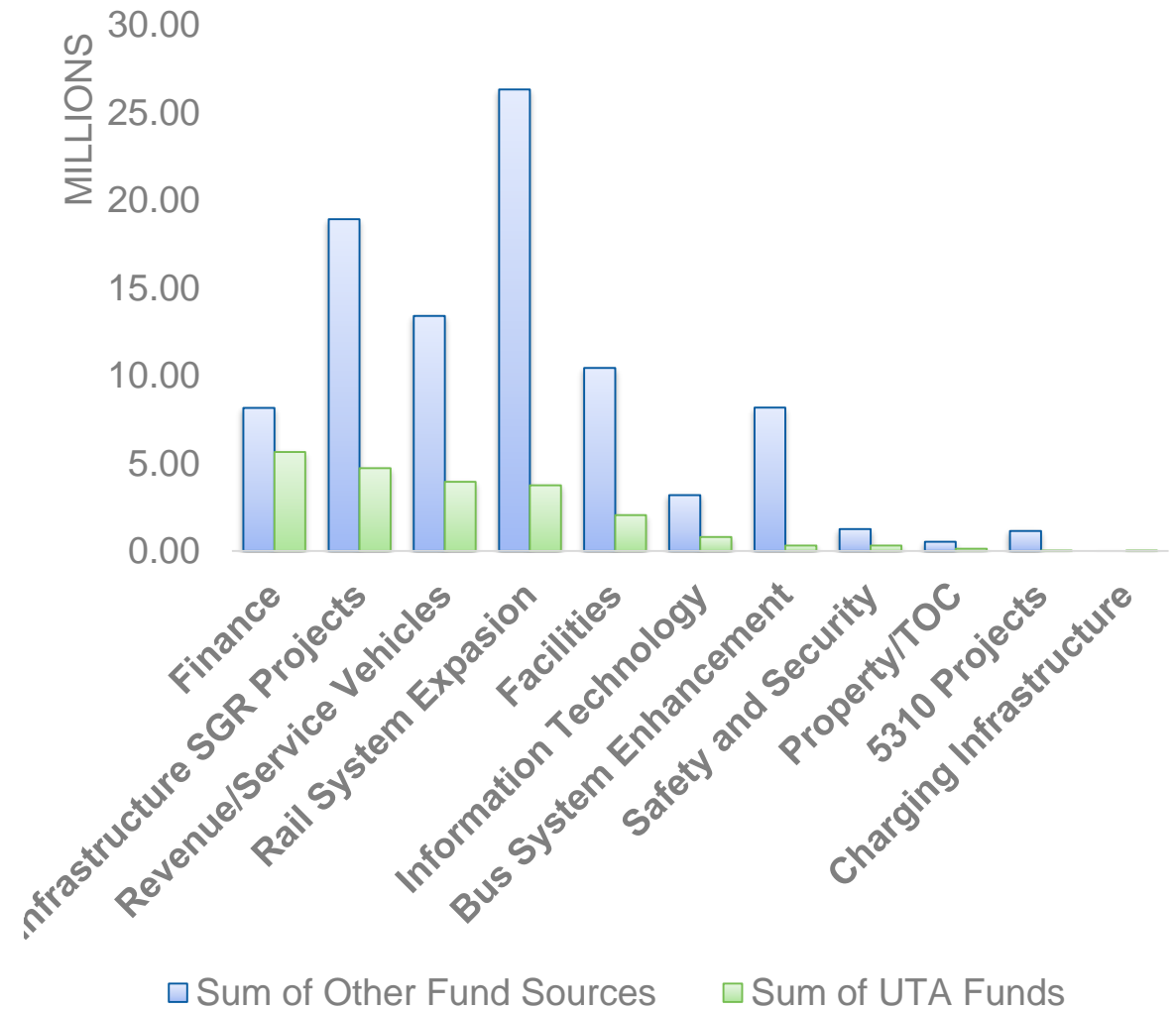
Projects w/UTA Match (Committed)

| Project	2026 Total Budget	Other Fund Sources	UTA Funds
ICI222 - Fares Systems Replacement Program	13,809,000	8,167,000	5,642,000
MSP259 - S-Line Extension	30,086,000	26,330,000	3,756,000
SGR040 - Light Rail Vehicle Rehab	10,500,000	8,400,000	2,100,000
SGR403 - Train Control Rehab & Replacement	6,500,000	5,200,000	1,300,000
NP077 - (Grant Dependent) FFY 2025 5339(b) Grant Program- CNG	1,050,000	-	1,050,000
SGR398 - OCS Rehab/Replace	4,462,000	3,570,000	892,000
ICI226 - Radio Communication System	4,000,000	3,200,000	800,000
SGR385 - Rail Replacement Program	4,000,000	3,200,000	800,000
SGR391 - Commuter Rail Vehicle Rehab and Replacement	3,000,000	2,400,000	600,000
SGR393 - Grade Crossing Replacement Program	2,500,000	2,000,000	500,000
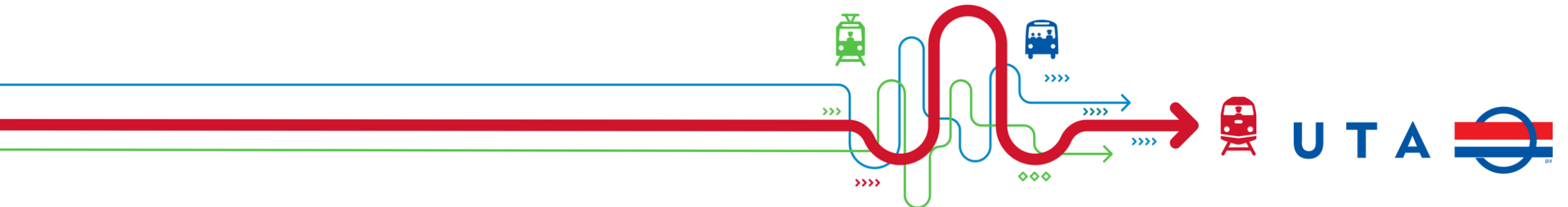
Projects With Only UTA Funds

2026 Project Categories with UTA Only Funds

Project Category	UTA Funds
Revenue/Service Vehicles	11,424,000
Information Technology	11,286,000
Capital Projects	11,050,000
Facilities	6,505,000
Bus System Enhancement	6,041,000
Infrastructure SGR Projects	1,930,000
Planning	1,899,000
Charging Infrastructure	1,856,000
Safety and Security	1,540,000
Property/TOC	150,000
Grand Total	**53,681,000**
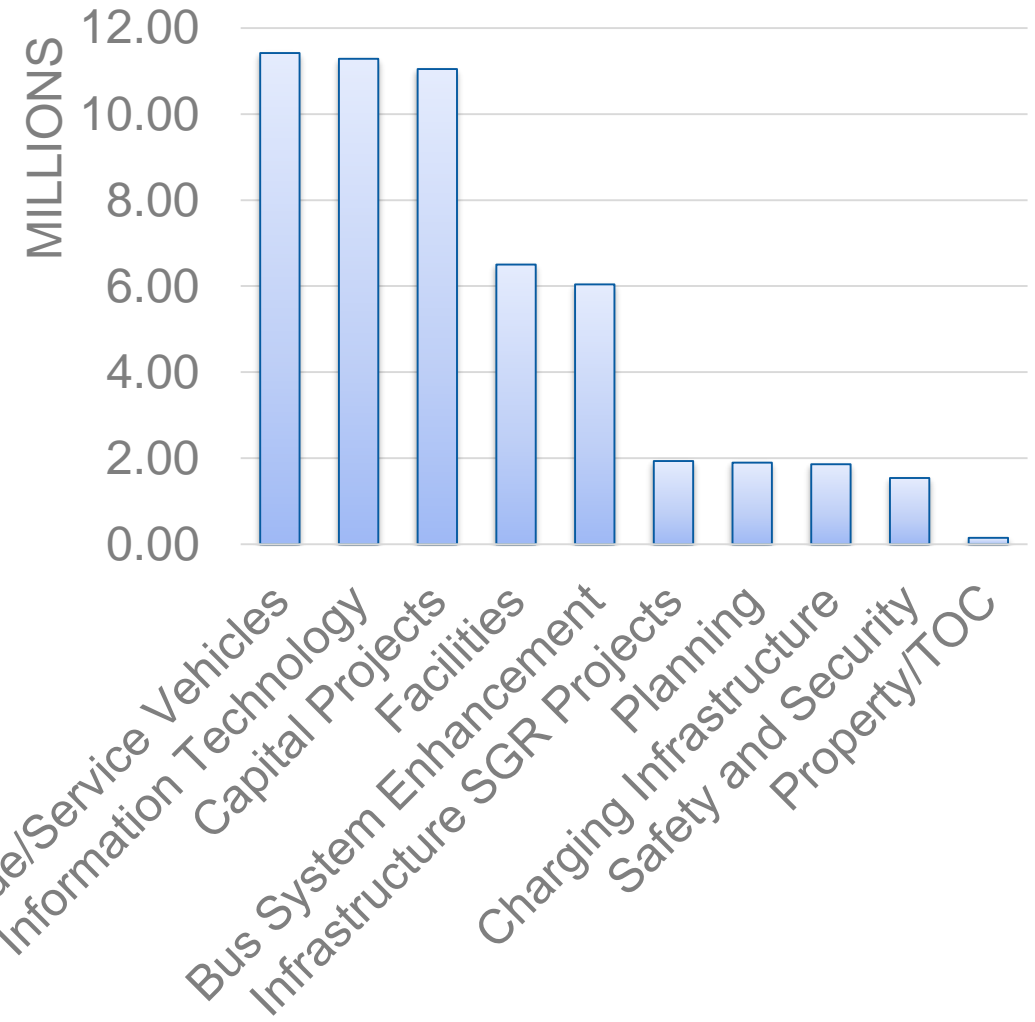
Projects w/UTA Funds

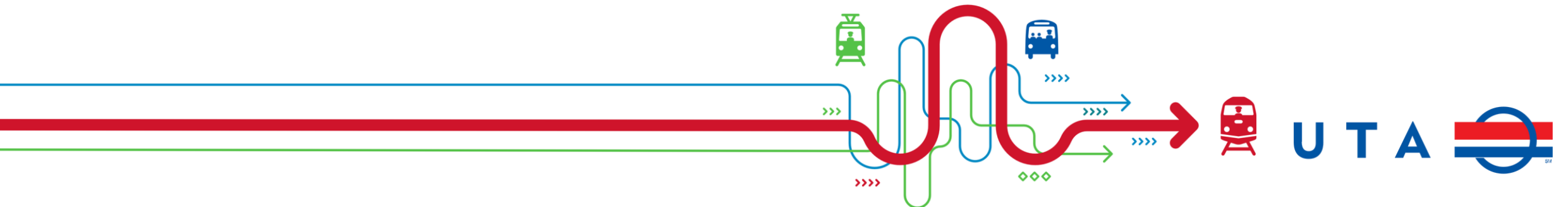| Project	2026 Total Budget
ICI230- Operations System	5,356,000
MSP999 - Capital Contingency	5,000,000
REV239 - HB322 Future Rail Car Purchase Payment	5,000,000
MSP265 - Program Management Support	4,000,000
SGR407 - Bus Stop Enhancements	2,590,000
MSP301 - Federal Bus Stops 5339	2,440,000
REV224 - Bus Overhaul	2,000,000
FMA693 - Meadowbrook Electrification	1,836,000
MSP263 – Transit Oriented Development (TOD) Working Capital	1,662,000
SGR386 - LRV repairs for 1137 and 1122	1,600,000
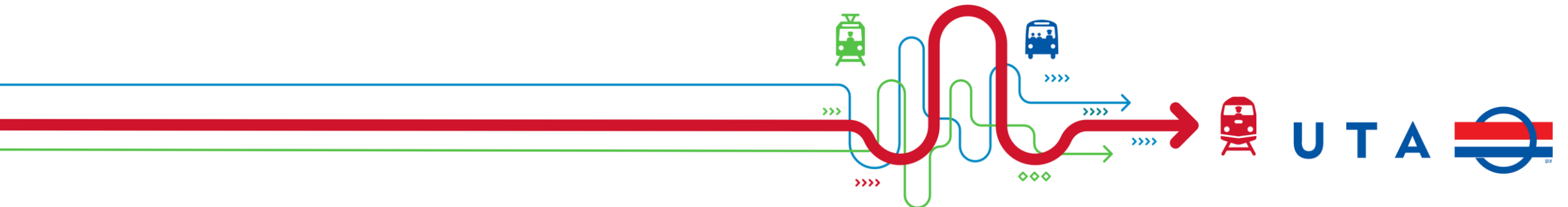
Projects w/UTA Funds

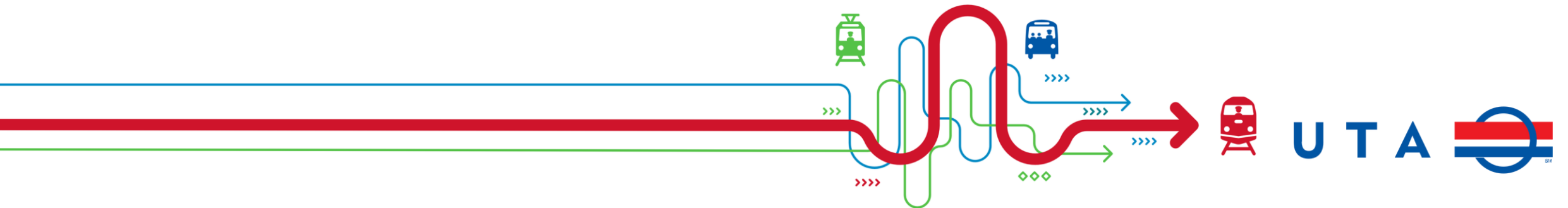| Project	2026 Total Budget
SGR409 - System Restrooms	1,555,000
MSP215 - Sharp/Tintic Rail Corridor Connection	1,500,000
ICI001 - Passenger Information	1,350,000
NP051- LRV 1168 Accident Repairs	1,280,000
ICI179- Network Infrastructure Equipment & Software	1,200,000
FMA679 - Building Remodels/Reconfigurations	1,190,000
FMA653 - Facilities Rehab/Replacement	993,000
MSP270 - Transit Signal Priority On Board Units (TOBU) Project	794,000
ICI214 – Automatic Passenger Counter (APC) Upgrade	750,000
NP064- (Consolidation) Electronic Communication Rehab/Replacement	700,000
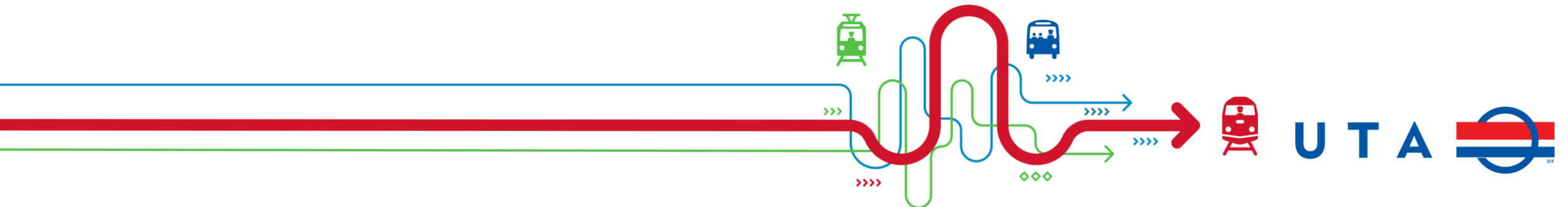
Projects w/UTA Funds

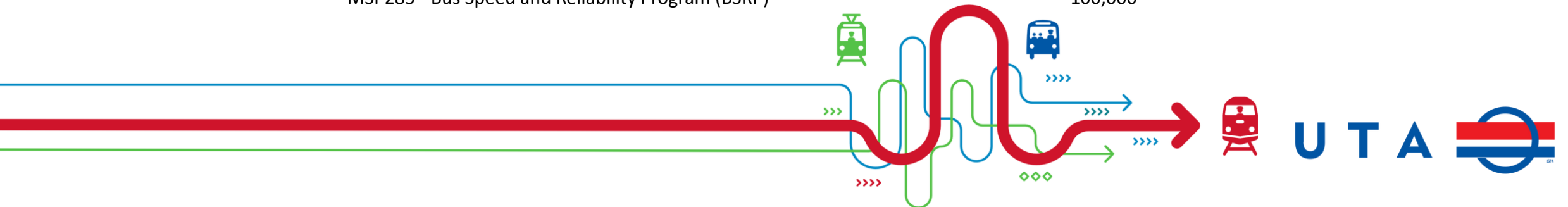| Project	2026 Total Budget
FMA645 - Camera Sustainability	645,000
NP055- Proposed Project: One-Time IMS Capital Expenses, 2026	638,000
FMA658 - Bus Replacement Camera System	620,000
MSP198 - Wayfinding Plan	600,000
FMA673 - Stations and Platforms Rehab/Replacement	560,000
SGR411 - Farmington Ped Bridge Repairs	560,000
MSP229 - Bus Stop Improvements & Signing in SL County	511,000
ICI201 - Server, Storage Infrastructure Equipment & Software	500,000
REV242 - Replacement Non-rev equipment/special vehicles	500,000
SGR047 - LRT Stray Current Control	500,000

Projects w/UTA Funds

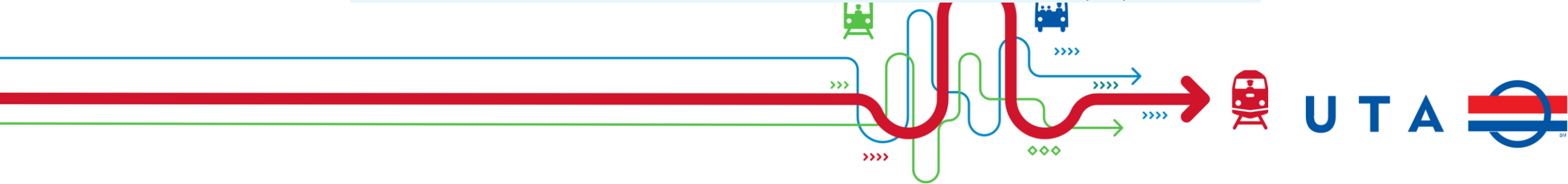| Project	2026 Total Budget
FMA672 - Park & Ride Rehab/Replacement	480,000
ICI198 - Info Security HW/SW (Cybersecurity, NIST & PCI Compliance)	475,000
SGR359 - Bridge Rehabilitation & Maintenance	440,000
ICI191 - IT Managed Reserves	400,000
NP002- Bus Stop Amenities	400,000
MSP248 - Planning & Environmental Analysis	300,000
MSP294 - Planning Studies	300,000
SGR401 - Ballast and Tie replacement	300,000
MSP316 - One-Time Innovative Mobility Zone Funds	200,000

Projects w/UTA Funds

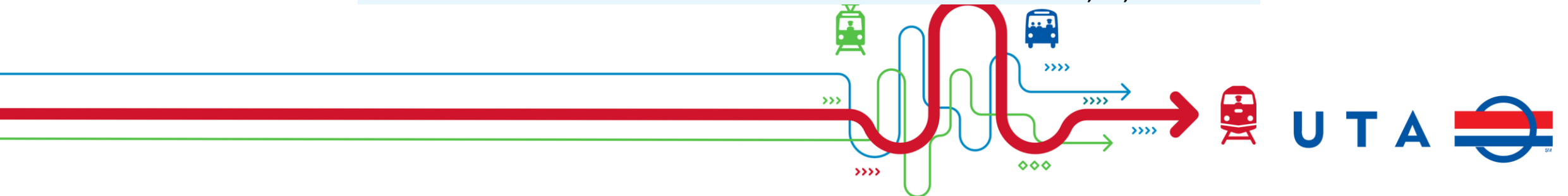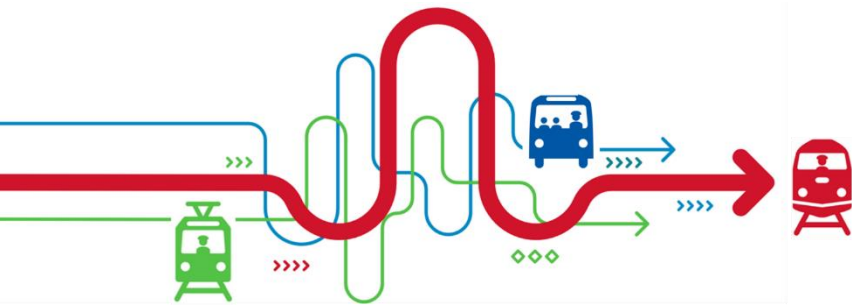| Project	2026 Total Budget
ICI233- Technology Systems- State of Good Repair	175,000
FMA690 - Facility Program Development & Design	150,000
ICI186 - In-House Application Development	150,000
REV241 - NRV Ancillary Equipment (Trailers, etc.)	150,000
ICI232 - SSBU Trapeze Customer Facing Electronic Fare Easy-Wallet	145,000
NP049- Wheel-Rail Interface (WRIS) and System Rail Grinding Criteria Development	130,000
FMA604 - Safety General Projects	120,000
REV211 - Replacement Buses	100,000
ICI229 - Red/Blue/Green/FrontRunner Camera Systems	100,000
MSP156- Prop 1 Davis County	100,000
MSP285 - Bus Speed and Reliability Program (BSRP)	100,000

Projects w/UTA Funds

Project	2026 Total Budget
MSP288 - Sustainability Project Pool	100,000
MSP320- TRAX Forward	100,000
FMA686 - Warehouse Equipment Rehab and Replacement	65,000
FMA516 - Corridor Fencing	50,000
ICI173 - JDE System Enhancements	50,000
NP001- HEP Load Bank for HEP Trainer	50,000
NP053- (Grant Dependent) Optical Detection Next Steps	50,000
MSP132 - IPCS Tech Support	35,000
FMA694 - Electric Bus Chargers	20,000
NP054- (Grant Dependent) Bus scanning safety project	11,000
NP003- Police RMS/CAD	5,000
Grand Total	**53,681,000**

Projects w/UTA Funds

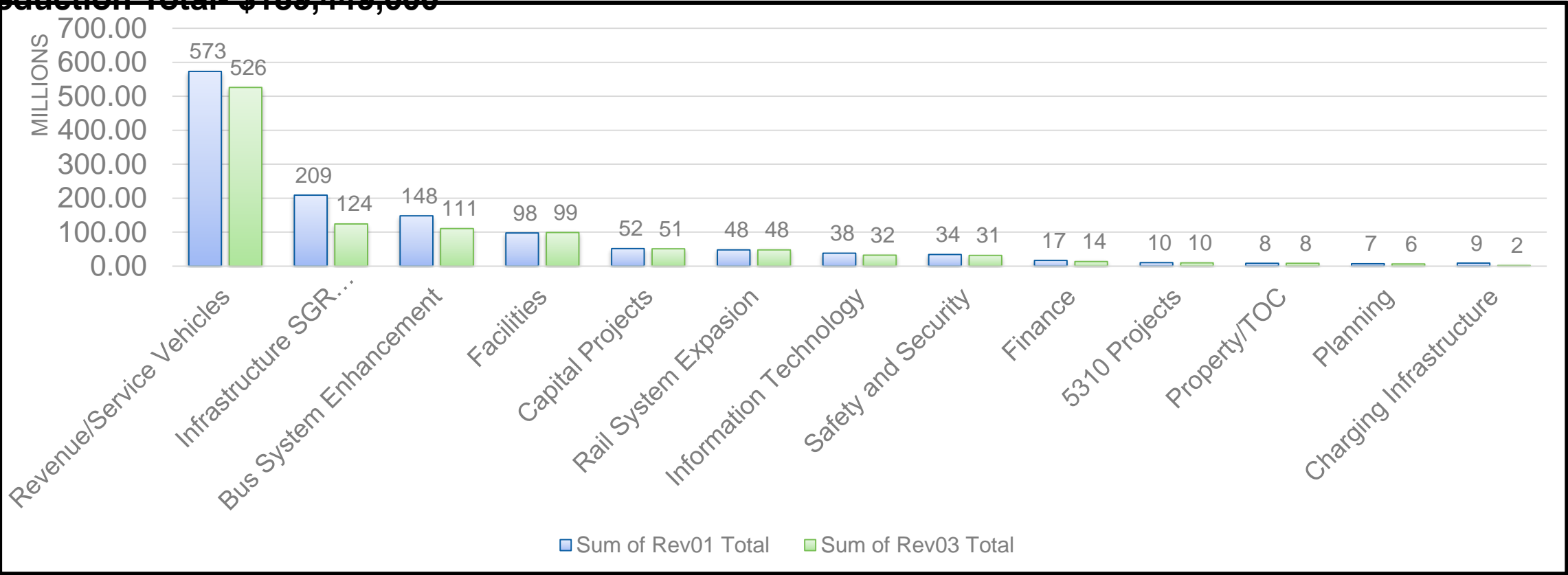| Project	2026 Total Budget
MSP320- TRAX Forward	100,000
FMA686 - Warehouse Equipment Rehab and Replacement	65,000
FMA516 - Corridor Fencing	50,000
ICI173 - JDE System Enhancements	50,000
NP001- HEP Load Bank for HEP Trainer	50,000
NP053- (Grant Dependent) Optical Detection Next Steps	50,000
MSP132 - IPCS Tech Support	35,000
FMA694 - Electric Bus Chargers	20,000
NP054- (Grant Dependent) Bus scanning safety project	11,000
NP003- Police RMS/CAD	5,000
Grand Total	**53,681,000**

Plan Evolution

Journey from initial plan revision to current

Initial Plan Revision to Current Revision

Initial Version Total- $1,251,663,000
**Current Version Total-**
$1,062,214,000
Reduction Total- $189,449,000

Chart data (MILLIONS), Sum of Rev01 Total / Sum of Rev03 Total:

Category	Rev01 Total	Rev03 Total
Revenue/Service Vehicles	573	526
Infrastructure SGR…	209	124
Bus System Enhancement	148	111
Facilities	98	99
Capital Projects	52	51
Rail System Expasion	48	48
Information Technology	38	32
Safety and Security	34	31
Finance	17	14
5310 Projects	10	10
Property/TOC	8	8
Planning	7	6
Charging Infrastructure	9	2

Project Reductions

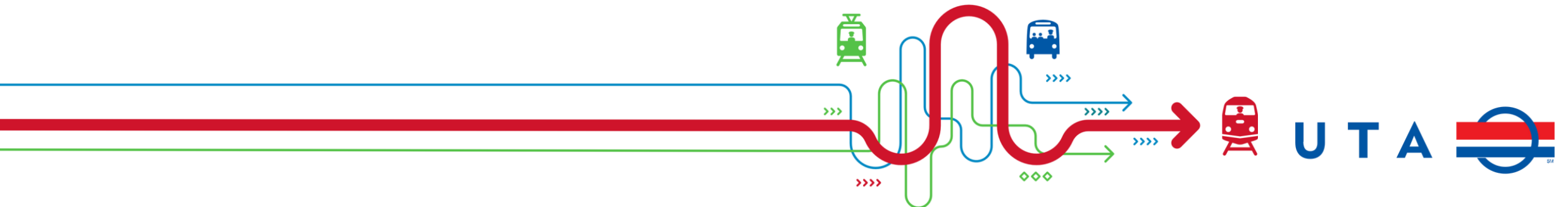| Project	Current Plan Amount	Initial Plan Amount	Total Difference
MSP202 - Davis-SLC Community Connector*	32,987,000	69,976,000	(36,989,000)
SGR391 - Commuter Rail Vehicle Rehab and Replacement	61,500,000	96,500,000	(35,000,000)
SGR398 - OCS Rehab/Replace	17,587,000	48,791,000	(31,204,000)
NP076 - FFY 2025 5339(b) Grant Program- Clean Diesel*	3,407,000	22,701,000	(19,294,000)
NP077 - FFY 2025 5339(b) Grant Program- CNG*	3,300,000	22,000,000	(18,700,000)
SGR393 - Grade Crossing Replacement Program	12,500,000	29,800,000	(17,300,000)
SGR385 - Rail Replacement Program	15,850,000	31,700,000	(15,850,000)
SGR404 - Rail Switches & Trackwork Controls Rehab/Replacement	25,000,000	35,780,000	(10,780,000)
SGR403 - Train Control Rehab & Replacement	32,000,000	40,000,000	(8,000,000)
REV205 - Replacement Non-Revenue Support Vehicles	10,500,000	15,500,000	(5,000,000)

*- Removed due to pending grant awards
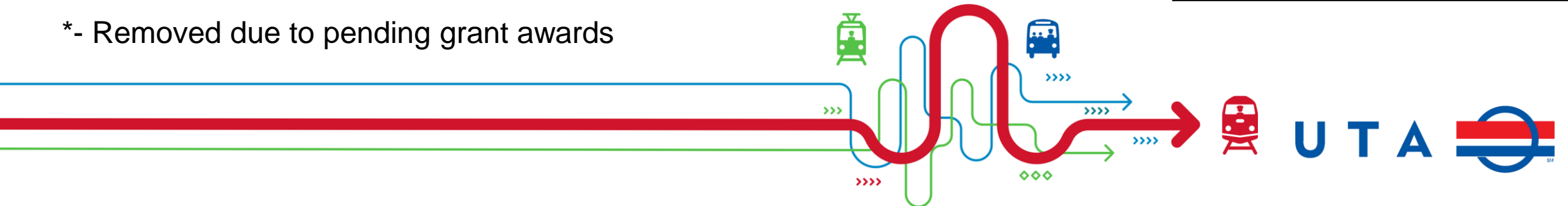
Project Reductions Continued

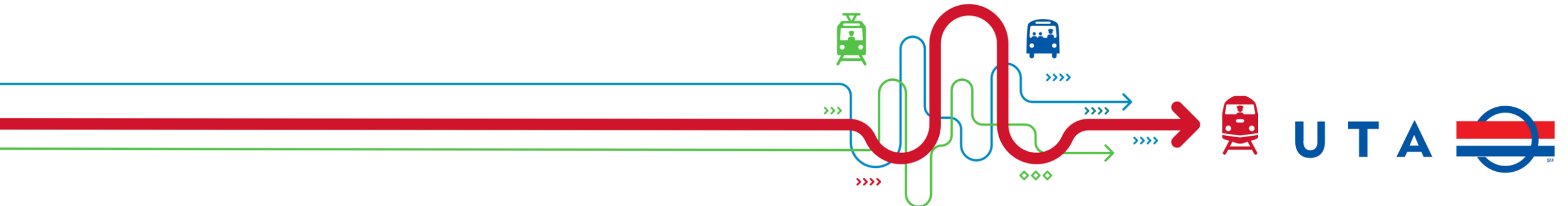| Project	Current Plan Amount	Initial Plan Amount	Total Difference
SGR408 - Route End of Line (EOL) Enhancements	4,435,000	8,875,000	(4,440,000)
NP045- LRV Collision Avoidance System	17,550,000	20,550,000	(3,000,000)
ICI222 - Fares Systems Replacement Program	13,809,000	16,507,000	(2,698,000)
FMA694 - Electric Bus Chargers	20,000	2,682,000	(2,662,000)
REV232 - Van Pool Van Replacements	8,000,000	9,938,000	(1,938,000)
NP028- Operations Center	-	1,688,000	(1,688,000)
NP080 - Salt Lake or WV On Route Chargers*	109,000	1,609,000	(1,500,000)
NP023- TPSS Building Rehab	1,100,000	2,500,000	(1,400,000)
NP079 - Charger at Farmington Station or Ogden Station*	105,000	1,500,000	(1,395,000)
NP037- NRV Expansion Vehicles	-	1,375,000	(1,375,000)

*- Removed due to pending grant awards

Project Reductions Continued

Project	Current Plan Amount	Initial Plan Amount	Total Difference
NP078 - Charger at Orange Street and Wasatch & 3900 S*	98,000	1,391,000	(1,293,000)
NP067- New Public Address System for TRAX	-	1,250,000	(1,250,000)
NP070- UTA Physical and Logical Access Control	-	1,114,000	(1,114,000)
ICI197 - Bus Communications On-Board Technology**	-	900,000	(900,000)
MSP307 - FFY 2025 All UZAs 5310	2,650,000	3,324,000	(674,000)
ICI146 - FrontRunner WiFi Enhancements**	-	600,000	(600,000)
ICI199 - Rail Communication Onboard Tech**	-	600,000	(600,000)
FMA687 - Layton Station Improvements	-	550,000	(550,000)
NP054- Bus scanning safety project*	150,000	700,000	(550,000)
REV242 - Replacement Non-rev equipment/special vehicles	4,500,000	5,000,000	(500,000)

*- Removed due to pending grant awards

**- Removed due to consolidation of Communication Rehab/Replacement Projects

Project Reductions Continued

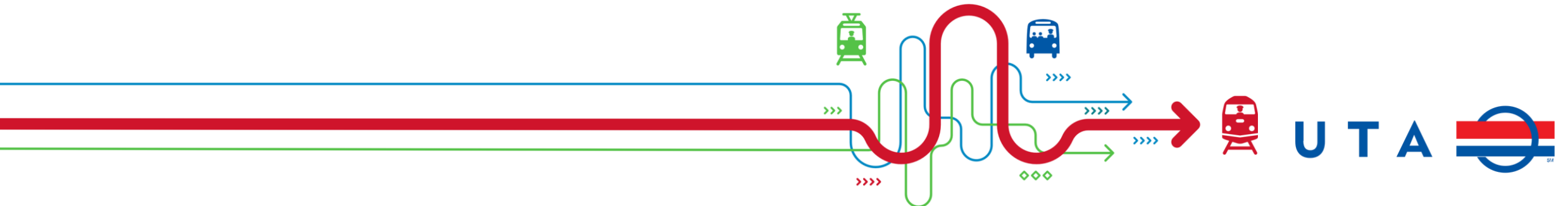| Project	Current Plan Amount	Initial Plan Amount	Total Difference
MSP254 - TechLink	500,000	1,000,000	(500,000)
MSP255 - Central Corridor	-	500,000	(500,000)
MSP288 - Sustainability Project Pool	500,000	1,000,000	(500,000)
ICI224 - JDE 9.2 Applications Upgrade UNx	-	450,000	(450,000)
ICI202 - Radio Comm Infrastructure**	-	350,000	(350,000)
NP053- Optical Detection Next Steps*	350,000	700,000	(350,000)
ICI186 - In-House Application Development	750,000	1,000,000	(250,000)
ICI198 - Info Security HW/SW (Cybersecurity, NIST & PCI Compliance)	1,930,000	2,155,000	(225,000)
ICI230- Operations System	5,536,000	5,717,000	(181,000)
MSP306 - FFY 2026 All UZAs 5310	3,303,000	3,423,000	(120,000)

*- Removed due to pending grant awards

**- Removed due to consolidation of Communication Rehab/Replacement Projects
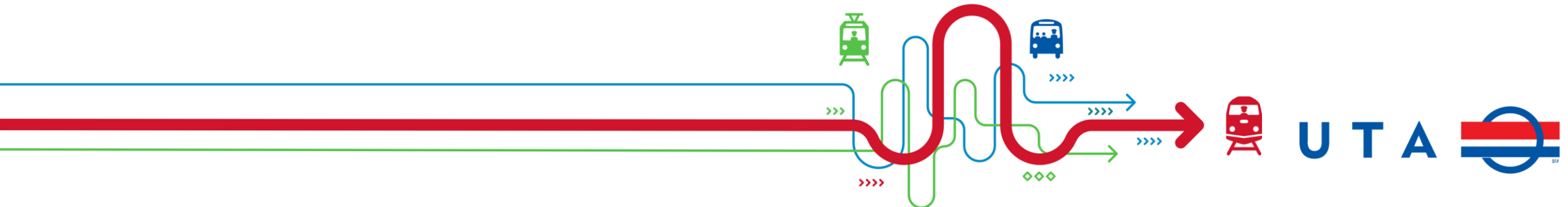
Project Reductions Continued

| Project	Current Plan Amount	Initial Plan Amount	Total Difference
ICI173 - JDE System Enhancements	150,000	250,000	(100,000)
MSP293 - FrontRunner Shephard Lane	-	60,000	(60,000)
NP013- Ogden Intermodal LED Lighting Project	-	50,000	(50,000)
NP014- Riverside LED Lighting Project	-	50,000	(50,000)
NP015- Ballpark & Planetarium Station Landscape Water Metering Project	-	25,000	(25,000)
SGR410 - Fiber Rehab/Replacement	3,452,000	3,458,000	(6,000)

Projects with Increases

| Project	Current Plan Amount	Initial Plan Amount	Total Difference
REV238 - SD100/SD160 Light Rail Vehicle Replacement	185,992,000	152,992,000	33,000,000
MSP258 - Mt. Ogden Admin Bldg. Expansion	29,300,000	25,238,000	4,062,000
FMA652 - Facilities Equipment Replacement	7,600,000	4,000,000	3,600,000
REV224 - Bus Overhaul	10,000,000	8,250,000	1,750,000
ICI233- Technology Systems- State of Good Repair	775,000	675,000	100,000
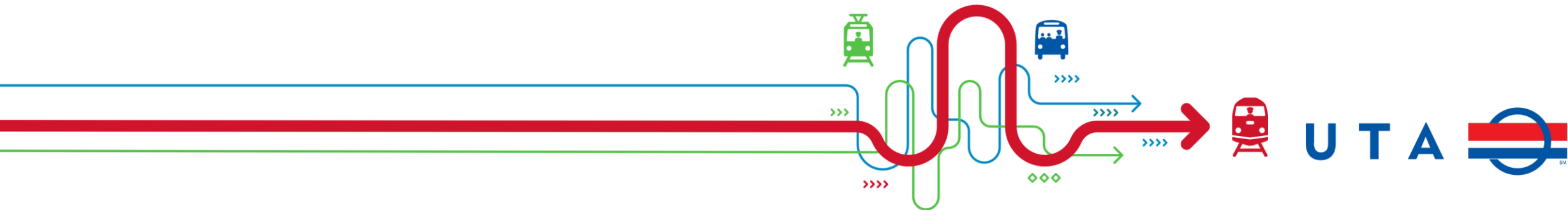
Next Steps

Feedback Incorporation
- Take Feedback from Board
- Feedback from LAC
- Feedback from Internal Stakeholders
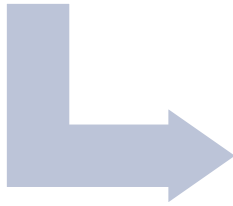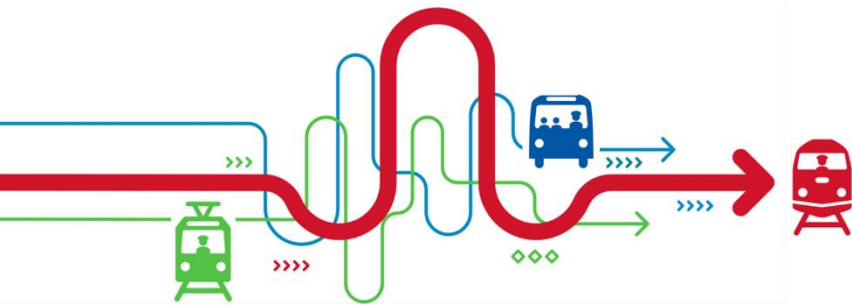
Run through Risk Tolerance
- Measure against Safety, Compliance, Asset Failures, System Performance, Reputational, and Financial Risks
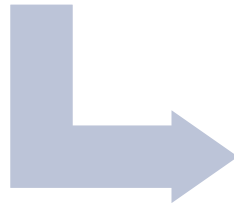
Tentative Proposal
- Propose Tentative Plan and Budget

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Capital Project Descriptions

Capital Project Overviews

- **New Projects - NP - ($32.710M- 5 Year Total UTA Funds)**
  - There were 26 new projects in the 2026-2030 Budget
  - These were covered in the Day 1 2026-2030 Capital Budget presentation
- **State of Good Repair – SGR – ($71.442M 5 Year UTA Funds)**
  - Incudes revenue vehicle overhauls, wayside infrastructure rehab and replacement, bus stop enhancements, system restrooms, bridge repairs and rehabilitation, fiber optic replacement, station platform control cabinet replacement, Light Rail Vehicle overhaul, Commuter Rail Vehicle rehabilitation
- **Non-Revenue & Revenue Vehicles Projects – REV - ($188.042M- 5 Year Total UTA Funds)**
  - Includes non-revenue vehicle replacements, commuter and light rail vehicle replacement, bus replacement and overhauls, van pool replacements, ancillary equipment

Capital Project Overviews

- **Facilities, Public Safety & Security– FMA ($25.461M 5 Year UTA Funds)**
  - Includes projects such as corridor fencing, building remodels, electrification and charging infrastructure
  - Fueling infrastructure projects, FLHQ building demolition and parking lot installation
- **Information Technology Projects– ICI-($29.308M 5 Year UTA Funds)**
  - Incudes passenger information, customer Wi-Fi upgrades, revenue vehicle communication systems, Enterprise software solutions, radio communication system upgrades, fares system replacement, security cameras
  - Information security measures (Cybersecurity, National Institute of Standards and Technology (NIST) & Payment Card Industry (PCI) compliance)

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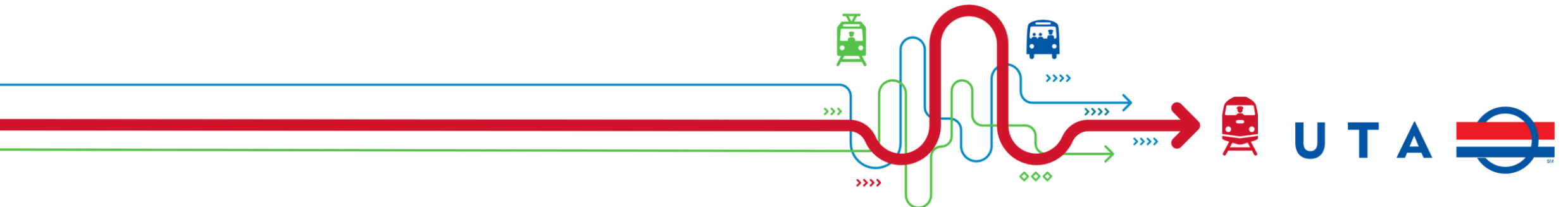
Capital Project Overviews

Major Strategic Projects – MSP – ($90.879M 5 Year UTA Funds)

- **MSP132 - IPCS Tech Support ($175,000)**
  - Integrated Project Controls System Consultant Support (as needed)
- **MSP140 - Box Elder County Corridor Preservation ($2.500M)**
  - Rail Corridor Preservation Efforts
- **MSP185 – Odgen/Weber State University BRT (OGX) ($3.500M)**
  - Charging Infrastructure at Mt. Ogden Facility
- **MSP215 – Sharp/Tintic Rail Corridor Connection ($1.640M)**
  - Working in collaboration with UDOT modify freight alignment to accommodate future commuter rail
- **MSP229 – Bus Stop Improvements & Signing in Salt Lake County ($1.052M)**
  - ADA and amenity improvement for bus stops in Salt Lake County

Capital Project Overviews

- **MSP263 – TOD Working Capital ($4.414M)**
  - Expenses to various JV Partners, JV management expenses, professional services
  - Bus shelters and other amenities needed within a TOD project
- **MSP265 – Program Management Support ($18.920M)**
  - Augmented staff to support Capital and Planning and Engagement activities
  - Technical expertise for engineering, construction, project controls, and other capital project need
- **MSP267 - New Maintenance Training Facility (Transit Technical Excellence Center, TTEC) ($7.250M)**
  - Training facility that will be used for bus and rail maintenance training via the Workforce Training Dept.
  - Hands on training of actual revenue service equivalent equipment
- **MSP271 – Maintenance-of-Way (MOW) Training Yard ($1.500M)**
  - Located behind TTEC building
  - Providing hands on training for rail MOW employees on actual hardware and components used in our system
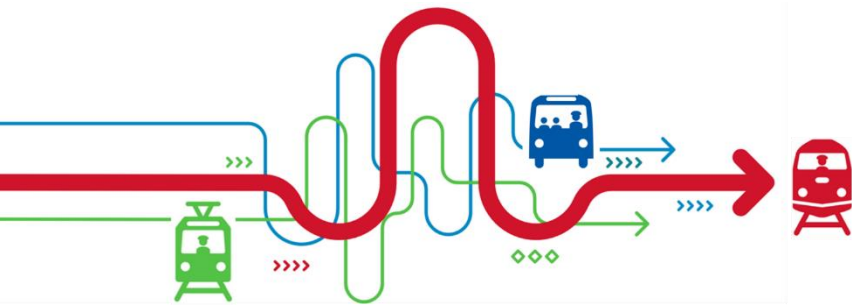
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Capital Project Overviews

- **MSP288 – Sustainability Project Pool ($500,000)**
  - Used for implementation projects from the Sustainability Master Plan
  - Light replacement, recycling program, smarter technology implementation for energy reduction
- **MSP301 – Federal Bus Stops 5339 ($2.440M)**
  - FTA 5339 Grant will be utilized to design and construct bus stops
  - 150 total stops over 3 years
- **MSP320 – TRAX Forward ($500,000)**
  - Program development activities to help define the future of our existing TRAX system
  - This program aligns the vehicle, infrastructure, safety, efficiency, and customer experience
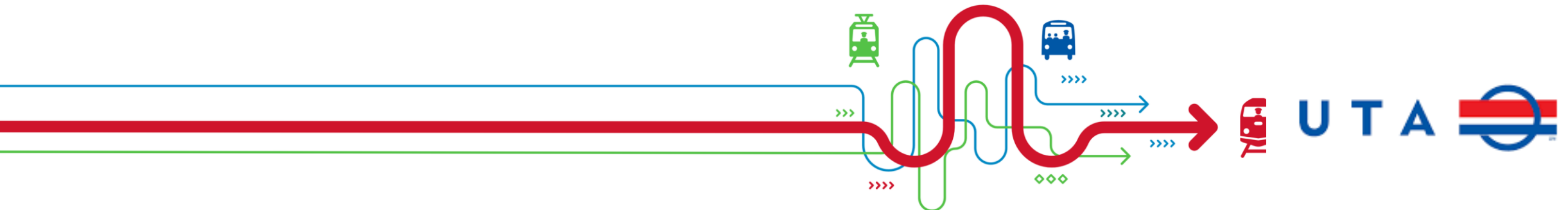
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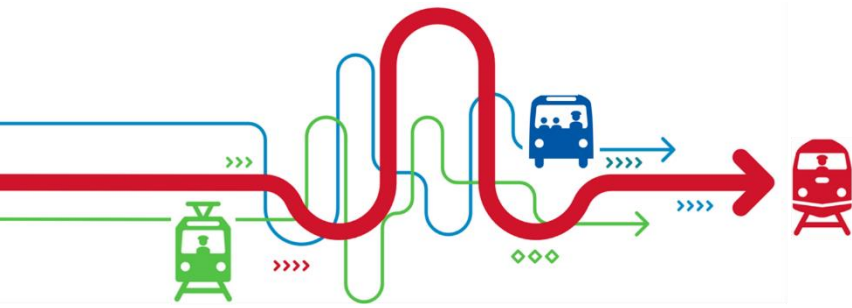
Questions?

Variables Impacting Annual Service Plan

Variables Impacting Annual Service Plan

- Sales Tax Revenue Projection
  - Delta between February 2025 five-year projection and July 2025 five-year projection = $65.6 Million

- 2024 actuals lower than forecast due to bond refinancing

- Federal funding reimbursement

- Service Readiness

Break