



Finance and Capital Committee

Information Item IV-A

October 13, 2022

Capital Budget Capital Program Update

Washington Metropolitan Area Transit Authority

Board Action/Information Summary

TITLE:

Capital Improvement Program Update

PRESENTATION SUMMARY:

Staff will provide an overview of the capital improvement program featuring highlights from FY2022, an overview of FY2023, and a review of on-going FY2023 and upcoming FY2024 projects.

PURPOSE:

To communicate progress and achievements of the Capital Improvement Program and to provide insight on how these investments are improving the customer experience and enhancing the system's state of good repair and efficiency.

DESCRIPTION:

Please see the attachment for a list of major vendors associated with the Metro Capital Improvement Program.

With the help of Dedicated Funding backed debt, Federal Passenger Rail Infrastructure Improvement Act (PRIIA) Funding, Infrastructure Investment and Jobs Act (IIJA) Funding, and local government contributions, Metro has embarked on an aggressive rehabilitation program to improve the customer experience, state of good repair, and efficiency across all modes of service. Progress is being made, and there is both more to do and on-going effort required to maintain a safe, reliable, and efficient system.

Key Highlights:

- FY2022 capital programs and projects invested over \$2.05 billion in safety, state of good repair, and resiliency projects.
- FY2023 capital programs and projects are on-pace to invest approximately \$2.4 billion across all components of the Metro System.
- Fiscal 2024 through 2029 Capital Improvement Program is anticipated to continue on-going programs while integrating additional needs as they are identified.

Background and History:

Metro's Capital Improvement Program (CIP) invests in capital projects and programs necessary to the safe and efficient operations of the Metrorail, Metrobus, and MetroAccess services. The CIP includes six investment categories and plans work over six years – the budget year and five planning years. Funding for the CIP is provided by

the Compact Signatories – the State of Maryland, the District of Columbia, and the Commonwealth of Virginia – through Dedicated Funding and match to the Passenger Rail Infrastructure Investment Act. The FY2024 to FY2029 CIP will assume continued increases in Federal funding associated with the Infrastructure Investment and Jobs Act, beginning with an approximately \$125 million increase in formula grants in FY2024. Another significant source of funding is Federal Formula and Discretionary grants. Funding to match Federal grants is provided by the contributing local jurisdictions. Finally, Metro issues debt, backed by Dedicated Funding to address any shortfall in funding needs after the other funding sources are applied.

In the Fall, staff will present the Board with a FY2024 Capital Budget and a Six-Year CIP that anticipates continued Jurisdictional funding, including up to 3% increases in Jurisdictional Capital Contributions, and continuation of state and Federal PRIIA funding through the planning period. In addition to these baseline assumptions, Metro anticipates leveraging Dedicated-Funding backed debt to address additional funding needs in the CIP in the near term.

Discussion:

The programs and projects funded in FY2023 focus on safety and state of good repair anticipated to enhance system safety, reliability, and convenience for customers. In preparation of the FY2024 to FY2029 CIP for consideration by the Board this fall, the focus remains the provision of reliable transit that meets our customers' needs. The CIP invests in safety, state of good repair, and resiliency projects across all Metro operations and departments: Rail; Bus/Paratransit; and Operations and Business Support.

CIP investments promote reliability, improve asset performance, and increase the overall safety of WMATA's infrastructure. Examples include, but are not limited to, maintaining average fleet age in bus, paratransit, and rail fleets; improving reliability of elevators and escalators; modernizing bus garages, rail maintenance facilities, and administrative offices; and providing a more comfortable, safer ride to customers. Some capital investments reduce future operating costs by updating equipment to more efficient models, reducing energy consumption, or changing to a less impactful fuel.

Since Fiscal Year 2019, Dedicated-Funding backed debt each year has provided funding to address a portion of planned CIP investments. Of the \$500M of dedicated funding provided each year, approximately \$470M is available for use as debt service due to restrictions placed on the use of the remaining funds. While the FY2022 funding plan anticipated the issue of significant debt, that funding was not needed, and the debt was not issued. The FY2024 to FY2029 CIP will reevaluate the continuing availability of dedicated funding as a source for debt service. Factors impacting these projections include anticipated need for funding and anticipated market forces at the time of debt issuance.

Staff will continue to work collaboratively and cooperatively with internal and external stakeholders in developing the FY2024 to 2029 CIP in an effort to balance the availability

of funding, the need to address previously unfunded needs, and the ability to deliver quality, on-time projects and programs.

Metro's CIP is developed for budgeting purposes with one execution year and six- and ten-year plans. To support the budget and need requirements, staff will provide more frequent lookahead communications regarding upcoming projects and any special service needs that result in major service disruptions. Efforts will also be made to coordinate project delivery with regional partners. As with planned budgets, plans for project delivery are less certain the further out one looks, and come into sharper focus as projects are packaged, contracted, and prepared for execution.

Capital Projects Updates

- Recent Highlights
 - **Platform Rehabilitation Phase 3** – In 2021, Arlington Cemetery, Addison Road, West Hyattsville, Prince George's Plaza, College Park, and Greenbelt Metrorail stations were rehabilitated as Phase 3 of the Platforms Improvement Program.
 - **Platform Rehabilitation Phase 4** – For the final phase of the Platform Improvement Program, Minnesota Avenue, Deanwood, Cheverly, Landover, and New Carrollton Metrorail Stations were rehabilitated over Summer 2022. This work was performed under the last station shutdowns for the program, which executed planned improvements at 20 outdoor stations.
 - **Metro Bus Accessibility Pilot** – Using innovative LiDAR imagery 712 bus stops along nine routes in DC, MD, and VA were assessed. The work provides staff with data about bus stop condition and ADA compliance.
 - **Bus Maintenance Equipment Replacement for Cinder Bed Road Bus Garage** – This project replaced maintenance and support equipment for bus servicing and maintenance at the Cinder Bed Road Bus Garage.
 - **Intrusion Detection Wayside (IDW)** – New technology was installed and is operational between Union Station and Rhode Island Ave to enhance safety following a train incident.
 - **Office Consolidation: Headquarters Opening** -- New headquarters at L'Enfant Plaza, District of Columbia opened. The state of the art, LEED Gold certified workplace, includes a paratransit center and commercial amenities to benefit the surrounding community.
- FY2023 Projects Underway
 - **Yellow Line Tunnel & Bridge Rehabilitation** -- Located between the Pentagon and L'Enfant Plaza Metrorail stations on the Yellow Line and crossing the Potomac River the project scope includes tunnel steel liner and crack repairs; dry standpipe replacement on the bridge; and bridge repair. Developed as a Construction Manager at Risk contract, which is a first for Metro, the construction started in Spring 2022. Anticipated improvements

include addressing excessive corrosion and section loss from stray current impacts and water penetration.

- **Potomac Yard Station** – This reimbursable capital project funded by the City of Alexandria, will open a new Metrorail station on the Blue and Yellow Lines between National Airport and Braddock Road stations. The new station is anticipated to open in 2023 and the construction is currently supported by a service shutdown while the connections to the main line and signal integration is in progress. Frequent free shuttle bus service is available for customers throughout the duration of service impact.
- **Aerial Structure Rehabilitation A** – Anticipated to address 10 aerial structures and one station canopy, the project includes demolition and a new canopy construction at Rockville Metrorail station. Beyond a new canopy, the installation includes new communication systems, new skylights, and weatherproof structural panels. The structures and bridges portion of the project will rehabilitate aerial structures and segmental bridges including girders and drainage repairs. Congratulations to the Metro communications team for being nominated as a finalist in the Community Relations Category for the 2022 PRNEWS Platinum Awards for the public outreach supporting this project.
- **Train Control Rooms Rehabilitation** – This program renews various equipment associated with train control, including 14 Remote Terminal Units; 81 communication server-box redesigned and replaced across 24 train control rooms.
- **Northern Bus Garage Replacement** – The project reconstructs the current building into a modern bus facility while preserving the historic 14th Street façade. The new garage will house 150 buses and include infrastructure needed to support a future electric bus fleet, as envisioned under Metro's zero-emission bus plan. To lessen impacts on the community, Art-in-Transit fencing will remain in place through construction.
- **Bladensburg Bus Garage Replacement** – The garage reconstruction will modernize the facility and is anticipated to improve bus fleet operations and maintenance. Creating 200 40-foot-long bus spaces, 100 articulated bus spaces, and employee parking, and allocating space for future electric bus infrastructure, the project is consistent with Metro's zero-emission bus plan. To lessen impacts on the community, Art-in-Transit fencing will remain in place through construction.

FUNDING IMPACT:

No funding impact from presenting this information item.

TIMELINE:

Previous Actions	None
Anticipated actions after presentation	December 2022 – Present General Manager Proposed Capital Budget and Six-Year Capital Improvement Program and Request Authorization for Public Hearing

RECOMMENDATION:

No recommendation is associated with this information item.

The following parties may have an interest in the decisions made by the Board with regard to these topics:

22nd Century Technologies Inc
A & K Railroad Materials Inc
Academy Express, LLC
Accelera Solutions, Inc.
Accenture LLP
A-Connection, Inc.
Adaptaspace Inc
Admiral Elevator Co., Inc.
ADP Consultants, Inc.
Advanced Digital Systems, Inc.
AECOM Technical Services Inc
AECOM, USA, INC.
AECOM-STV JV
Alan Tye & Associates L.C.
Aldridge Electric Inc
Alstom Signaling Inc
Alstom Transportation Inc
Amaram Technology Corporation
American Truck & Bus, Inc.
Ampcus Incorporated
ANC Sports Enterprises LLC
Anixter Wire And Cable
Annuk Incorporated
Apex Consulting Services Group, Inc
ARINC Incorporated
Arora Engineers Inc
AROW Global Corporation
Artbridge LLC
Atlantic Graphic Systems Inc
Atlantic Hardware Supply
Atlantic Refinishing & Restoration Inc
Atlantic Tactical, Inc.
Atlantic Track & Turnout Co
Avaya Inc
B&C Transit Consultants Inc.
Badger Mill Supply Corp
Benning Power Electronics Inc
Benons LLC dba Falcon Transport
Better Engineering Mfg Inc
Beveridge & Diamond PC
Birlasoft Consulting Inc.
Biswas Information Technology Solutions
Brian Hoskins Ford

Bullock Construction Inc
Business Marketers Group Inc
C C Johnson & Malhotra PC
C N Robinson Lighting Supply
C3M Power Systems, LLC
Cambridge Systematics, Inc.
Canon Solutions America Inc
Carahsoft Technology Corp
CAS Severn Inc
CDW Direct LLC CDW Direct
Center for Transportation & Environment
CH2M HILL Inc
CHK America Inc
CHYP USA, Inc.
Clark Construction Group, LLC
CLAVIS LLC
Clearing Inc
Clever Devices Ltd
Clever Devices Ltd.
Compass Solutions LLC
Comtech LLC
Concrete Protection & Restoration, Inc.
Consolidated Construction & Engineering
Copper River Information Technology
CRADLE SYSTEMS, LLC
Criswell Chevrolet
Crowe LLP
CSI Engineering P C
Cubic Transportation Systems Inc
Cubic Transportation Systems Inc.
Cummins Inc.
Cummins, Inc.
CW Professional Services LLC
Dartco Transmission Sales & Service, Inc
Dell Marketing LP
Delta Railroad Construction
DHA/RK&K Joint Venture
Digging & Rigging, Inc.
Digital Mobile Innovation LLC
Dillons Bus Service Inc
Dimension Data North America, Inc.
Diversified Property Services Inc
DJB Contracting Inc

DK Consulting LLC
DLT Solutions, LLC
EastBanc Technologies, LLC
Eastern Lift Truck Company Inc
ECS Corporation
Edward Kocharian & Co Inc
Elegant Enterprise Wide Solutions, Inc.
Emagine IT, Inc.
ENSCO Rail, Inc.
Ernst & Young U.S. LLP
ERP Analysts Inc.
ETAP Automation - USA
Everbridge Inc
Evergreen Specialty Services
eVigilant Security
F.H. Paschen, S.N. Nielsen & Assoc., LLC
Five Points Infrastructure Services, LLC
Four LLC
Four Nines Technologies
Freyssinet LLC
Fundacion Fomento Innovacion Industrial
Gannett Fleming Engineers and Architects
Gannett Fleming-Parsons Joint Venture II
GENFARE
Gensco American Inc.
Gillig LLC
Giro Inc
Glebe Electronics Inc
Global Networks, Inc.
GRAINGER
Graybar Electric Co Inc
Hands On, LLC
Happy Valley Intermediate Holdco Inc
Harbor Roofing and Contracting, Inc.
HARSCO Metro Rail LLC
Helix Electric Inc
Hensel Phelps Construction Co
Herc Rentals Inc.
HITACHI Rail STS USA, Inc.
Hitachi Rail Washington LLC
HNTB Corporation
Hogan Lovells US LLP
HR&A Advisors Inc
IBI Group Professional Services USA Inc
Ideal Electrical Supply Corp
Ideal ERP, LLC

immixTechnology Inc
InfraStrategies LLC
Insight Public Sector, Inc.
International Process
Jacobs Engineering Group, Inc.
Jesco, Inc
Johnson & Towers
Johnson & Towers Baltimore Inc
Johnson, Mirmiran & Thompson Inc.
Jones Lang LaSalle Americas Inc
Jones Lang Lasalle Brokerage Inc
K Neal International Trucks Inc
K&J Consulting Services Inc
Kambrian Corporation
Kawasaki Rail Car Inc
KCI Technologies Inc
KGP Design Studio LLC.
KGP Design Studio, LLC
Kiewit Infrastructure Company
Kimley-Horn and Associates, Inc.
Kone Inc
KORBATO
KPMG LLP
Kupper Engineering, Inc.
LanceSoft Inc
LATA Test Engineering Advisory
Lawson Concrete LLC
Laz Parking Mid-Atlantic, LLC
Limbic Systems Inc
Lindsay Ford LLC
Linear Systems Inc
Los Alamos Technical Associates Inc
Louis Berger (DC), PLLC/Urban Engineers
LTK Engineering Services
Luminator Technology Group, Inc.
Lytx, Inc.
M & M Welding & Fabricators Inc
M.C. Dean, Inc.
Mac Products Inc
Maintenance Solutions, Inc.
Massachusetts Institute of Technology
Mb Staffing Services LLC
Mead and Hunt Inc
Merak North America
Metro Paving Corporation
Mobilight International, Inc.

Modine Manufacturing Company
Motorola Solutions Inc.
Mott MacDonald I&E, LLC
Mott MacDonald-WSP Joint Venture
MVS, Inc.
Mythics, Inc.
Needles Eye
Net Consulting Group Inc
Networking for Future, Inc. (NFF, Inc.)
New Flyer of America Inc
North Carolina Granite Co
North Eastern Bus Rebuilders Inc.
Novacoast Federal Inc
NuAxis Innovations, LLC
Optiv Security Inc.
Origami Risk LLC
Orion Management LLC
OTAS Inc
Outfront Media Group LLC
Paramount Mechanical Corp
Parkmobile LLC
Parsons Transportation Group Inc
Patuxent Roofing and Contracting, Inc.
Phillips Corporation
Piping and Corrosion Specialties, Inc.
Potomac Construction Co Inc
Potomac Yard Constructors
Powersolv Inc
Precision Escalator Products
Price Modern LLC
Procore Technologies, Inc.
Professional Management Consulting
Progress Rail Services Corporation
Protran Technology a Division of Harsco
Prysmian Group Specialty Cables LLC
R&M USA Inc.
Racine Railroad Products Inc
RailComm
Railquip
rdg, Inc.
RemacUSA, Inc.
Rescue One Training for Life
RK Chevrolet, Inc.
RK&K
RPS Corporation
Safeware Inc

Saft America Inc
Samsara Inc
Schneider Electric Critical Systems, Inc
Sharp And Company
Sierra-Cedar, Inc.
Signature Renovations LLC
Signature Technologies, Inc.
Simmons Machine Tool Corp
Singleton Electric Company, Inc.
Sirius Computer Solutions
Skanska USA Civil Southeast Inc
Snap On Tools Company
Software Information Resource Corp SIRC
Software Information Resource Corporation
Solar Star Track Anacostia LLC
Sonny Merryman Inc.
Sortac Systems LLC
Sovereign Hydroseal East Inc
SS&C Technologies, Inc.
ST ONGE COMPANY
Standard Steel LLC
Staples Business Advantage
Steven Goodrich/City Construction LLC
Stillwater Communications
Stillwater Construction Group
STraffic America LLC
Summitville Tiles Inc
Sun Management, Inc.
Susan Fitzgerald & Associates, Inc.
Swiftly, Inc.
Swingmaster Corporation
SyApps LLC
TechnoGen, Inc.
The Aftermarket Parts Company LLC
The Behavioral Insights Team
The Matthews Group, Inc. T/A TMG Construction
The NEFCO Corporation
TMAKm Joint Venture
Tompkins/Mid-American JV
Transit Information Products
Transportation Management Service Inc
Trapeze Software Group Inc
Trigyn Technologies, Inc.
Trumble Construction, Inc.
Unitrac Railroad Materials, Inc.
Universal Interiors LLC

URS Corporation
V Group Inc
Verint Americas Inc
VHB - Vanasse Hangen Brustlin, Inc.
Via Transportation Inc
Viva USA Inc
Vivsoft Technologies LLC
W M Schlosser Co Inc
Western Star Trucks of Delmarva, LLC
White Cap
Wiley Rein LLP
Willis Towers Watson Northeast Inc
WSP USA Inc.
Wycliffe Technologies, Inc.
Yankee Line Transportation Management

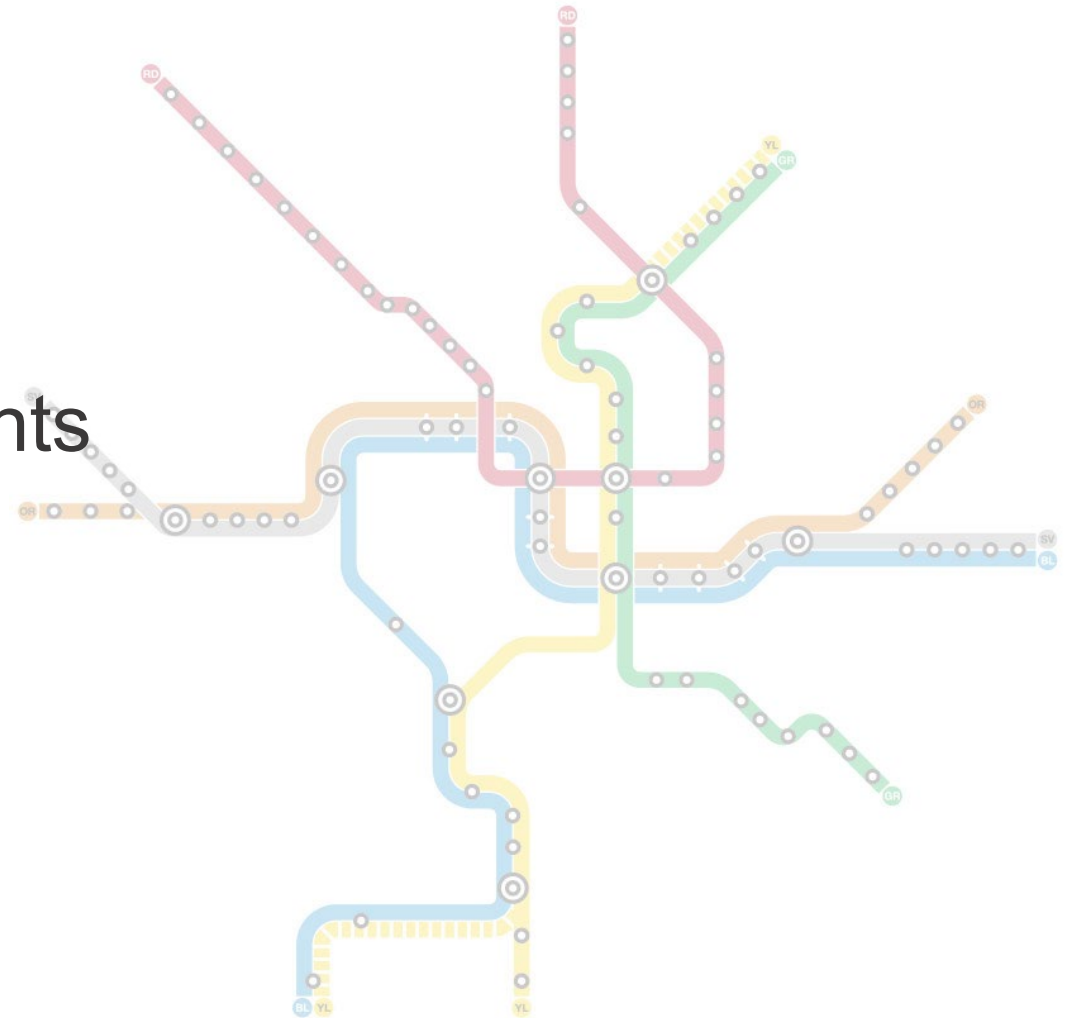
Capital Improvement Program Update

Finance & Capital Committee
October 13, 2022



Purpose

- Review Capital Program
- Capital Program Summary & Highlights
- Ongoing Major Capital Projects



Metro's Capital Program

Replacement, Rehabilitation, Maintenance & Modernization

- Transform Metro into a world class transit agency
- Demonstrate commitment to customers
- Focus on customer experience and improving service
- Accelerate projects to rehabilitate, replace, and modernize the system
- Maintain fiscal accountability and commitments to region

Metro's Capital Program Structure



10-Year Capital Plan

Identifies viable initiatives to address needs identified for next ~10 years; financially unconstrained

Six-Year Capital Improvement Program

Capital investments anticipated for, or continuing in, six-year capital program

One-Year Capital Budget

Expenditure forecast for capital projects and programs in current budget year

Addressing Metro's Overdue Capital Needs

Regional & Federal Investment Addressing Overdue Needs & Supporting Programs

ADDRESSING OVERDUE CAPITAL NEEDS

Substantial Progress (*Highlights*)

- Replacement of Legacy Railcars
- Track Rehabilitation
- Platform Program – 20 Stations Complete

More To Do to Catch Up (*Priority Needs*)

- Structures - Bridges, Platforms, Tunnels
- Systems - Train Control, Radio and Comms, Power
- Facilities - Bus Divisions, Rail Maintenance, Offices

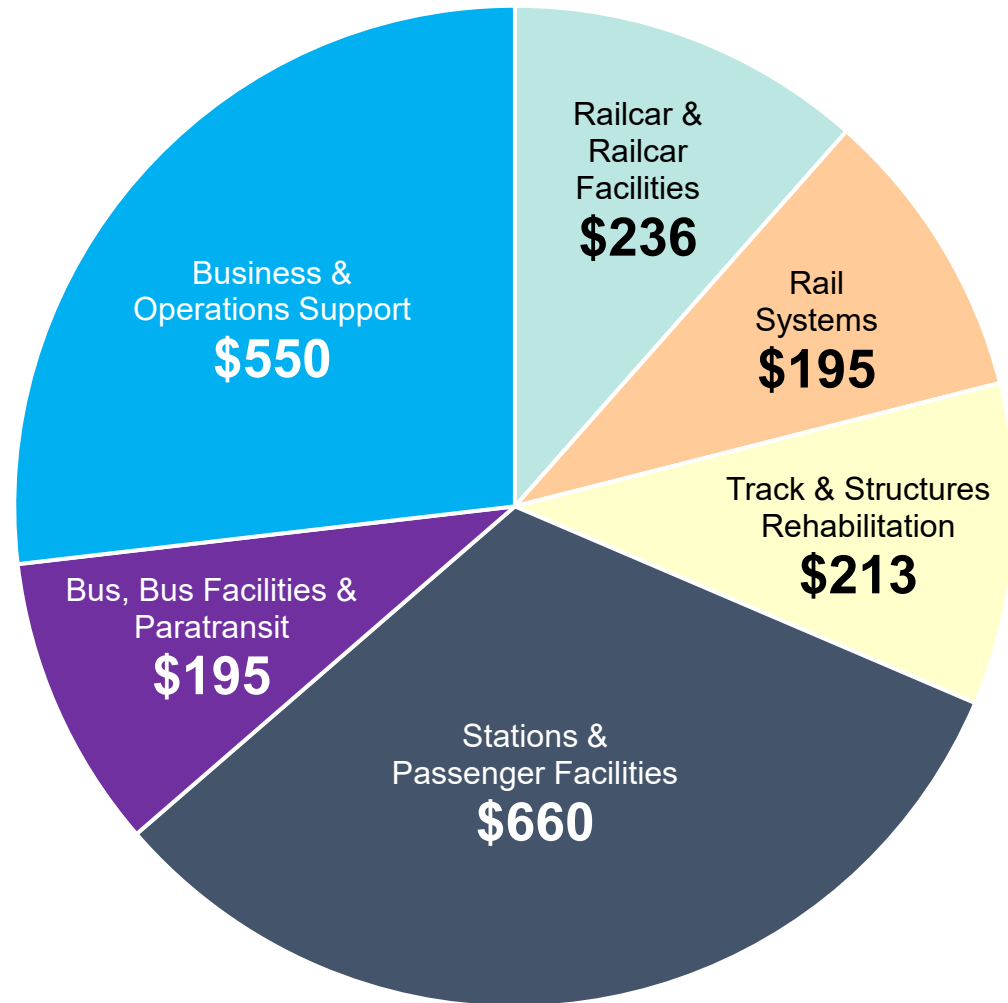
INVESTING IN ONGOING PROGRAMS TO SUSTAIN THE SYSTEM

Recurring & Cyclical Maintenance, Rehabilitation & Replacement Programs

- | | | | |
|------------------------|--------------------------|--------------------|---------------------------|
| • Buses | • Track | • Traction Power | • Bus Customer Facilities |
| • Railcars | • Parking Facilities | • Signal Systems | • Bus, Rail & Admin |
| • Paratransit Vehicles | • Elevators & Escalators | • Lighting Systems | Maintenance Facilities |
| • Service Vehicles | • Mechanical Systems | • Cooling Systems | |

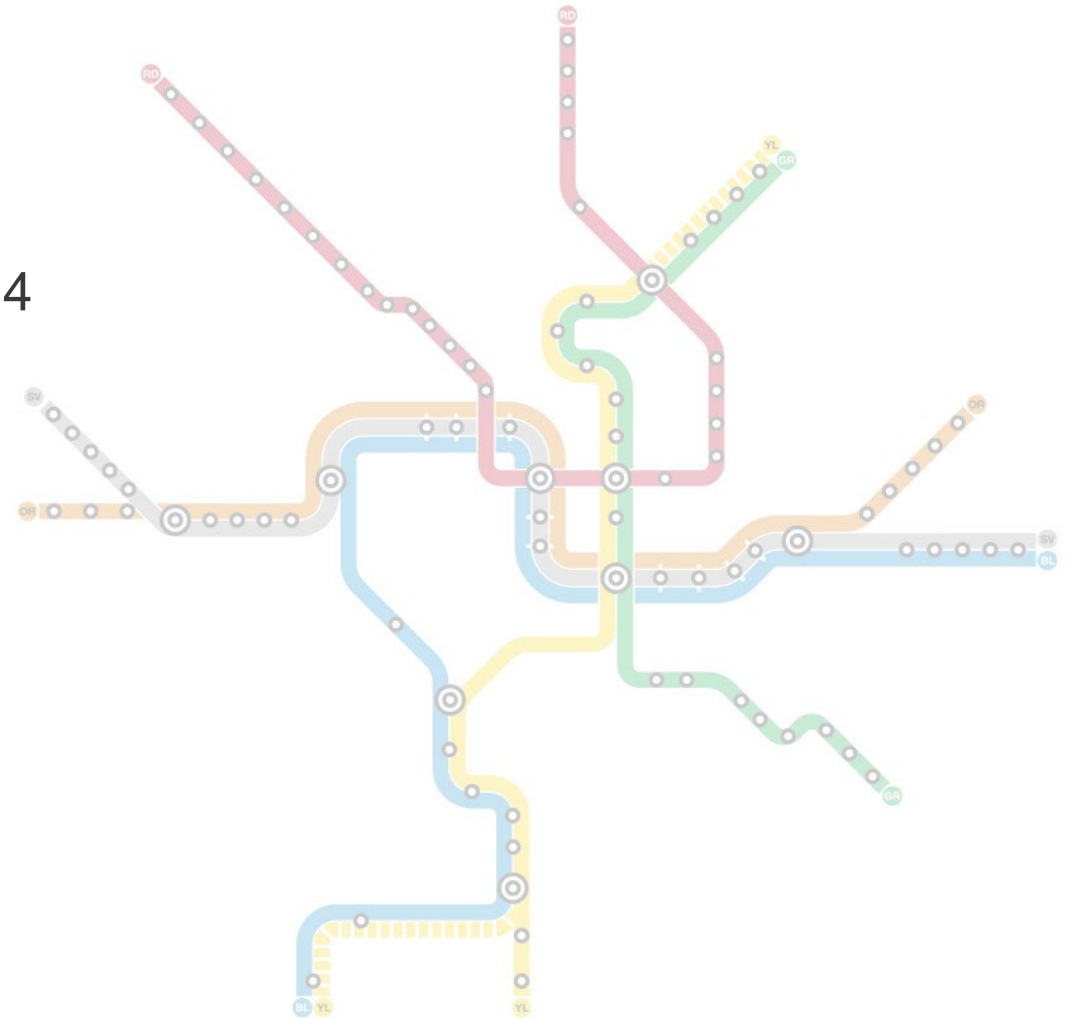
**\$2.05B Invested
in FY2022**

FY2022 by Investment Category (\$M)



Current Capital Projects

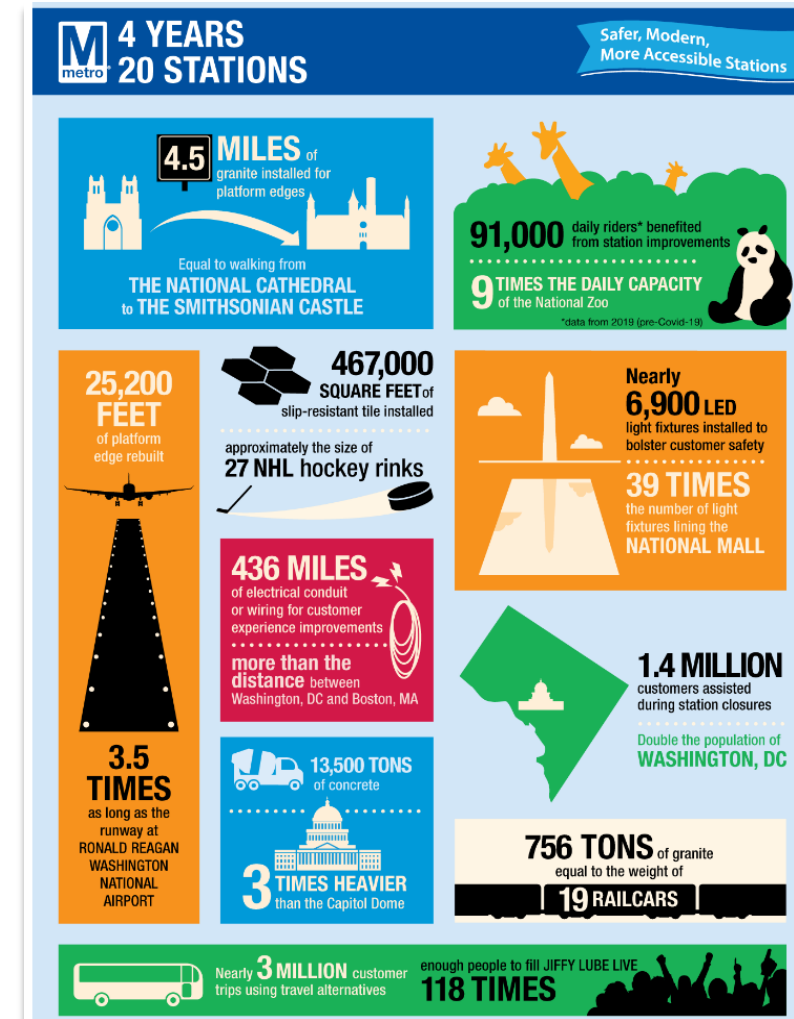
- Capital projects
 - Station Platform Improvement Project – Phase 4
 - Yellow Line Tunnel & Bridge Rehabilitation
 - Potomac Yard Station
 - Aerial Structure Rehabilitation A
 - Train Control Rooms Rehabilitation
 - Northern Bus Garage Replacement
 - Bladensburg Bus Garage Replacement



Station Platform Improvement Project – Phase 4

- Final phase of improvements at 20 outdoor stations
 - 17 stations completed between 2019-2021
 - Five stations rehabilitated and upgraded Summer 2022
- Scope included:
 - Station upgrades at five locations: Cheverly, Landover, Minnesota Ave., Deanwood, and New Carrollton
 - Platform rehabilitation at three locations: Cheverly, Landover, and New Carrollton
 - Work performed or on-going at five bridges & aerial structures
- Contract awarded in Summer 2021
- Awarded contract value of \$267M*
- Extensive public outreach – online & in-person

*Contract value is a portion of total project cost



Yellow Line Tunnel & Bridge Rehab

- Project located between Pentagon and L'Enfant Plaza stations on Yellow Line across the Potomac River
- Steel lined tunnel has excessive corrosion and section loss from stray current impacts and water penetration
- Scope includes:
 - Tunnel steel liner & crack repairs, dry standpipe replacement on bridge, and bridge repair
- Construction started in late Spring 2022
- Approximate contract value of \$300M*

*Contract value is a portion of total project cost

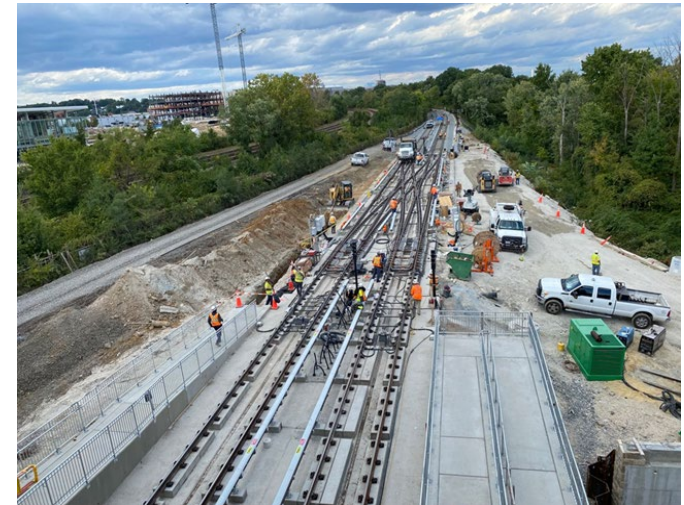


Yellow Line Tunnel

Potomac Yard Station

- New station for customers in Alexandria, VA
- Located on Blue & Yellow Lines between National Airport and Braddock Road stations
- Connection to main line and signal integration in progress
- Frequent free shuttle bus service available for customers throughout the duration of service impact
- Anticipated Station Opening: Working to establish in 2023
- Contract awarded in September 2018
- Approximate contract value of \$273.6M*

*Contract value is a portion of total project cost



Potomac Yard Station in construction

Aerial Structure Rehabilitation A

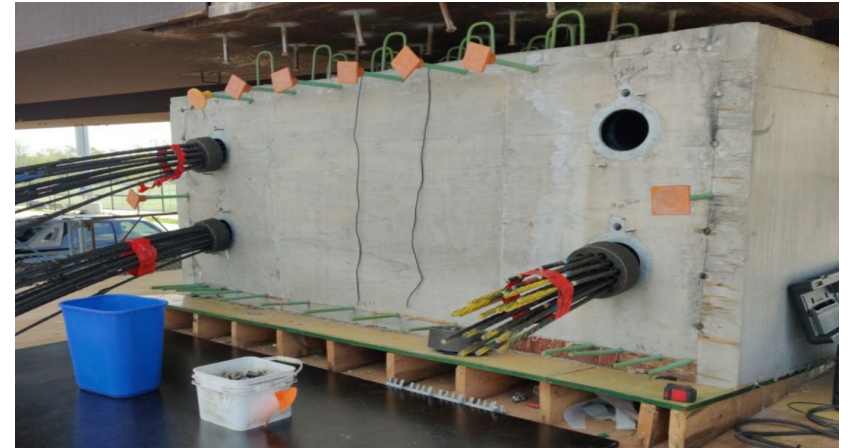
- Project addresses 10 aerial structures and one station canopy
- Scope includes:
 - Rockville: Demo and new canopy construction. Installation of new communication system, new skylights, weatherproof structural panels.
 - Structures & Bridges: Retrofit and rehabilitations of aerial structures and segmental bridges including girders and drainage repairs.
- Contract awarded in Spring 2021
- Approximate contract value of \$49.5M*
- Communications team nominated as finalist for 2022 PRNEWS Platinum Awards – Community Relations

*Contract value is a portion of total project cost

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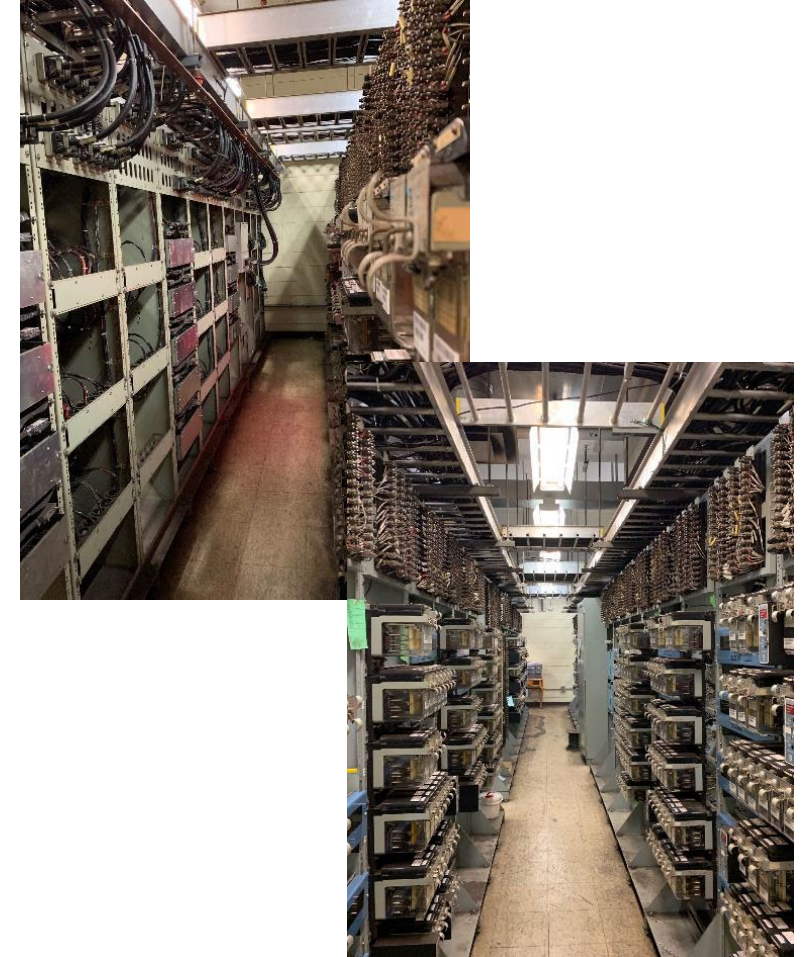
Rockville Canopy



D&G Post-Tensioning

Train Control Rooms (TCR) Rehabilitation

- Program renews various equipment in TCRs with currently established Metro train control equipment
- Scope includes:
 - 24 TCR locations for rehabilitation
 - 14 Remote Terminal Unit (RTU) replacement
 - 81 communication server box redesign/replacement systemwide
- Contract awarded in August 2022
- Approximate contract value of \$149M*



*Contract value is a portion of total project cost

Northern Bus Garage Replacement

- Project reconstructs current building into a modern bus facility while preserving the historic 14th Street façade
- New garage will house 150 buses and include infrastructure needed to support electric bus fleet, as envisioned under Metro's zero-emission bus plan
- Art in Transit fencing installed during construction for community aesthetics
- Progressive design-build delivery method
- Approximate contract value: \$478.5M*
- Anticipated opening date: Q2 2027



Proposed design for new Northern Bus Garage



AIT fencing

*Contract value is a portion of total project cost

Bladensburg Bus Garage Replacement

- Garage reconstruction will modernize the facility and drastically improve essential bus fleet operations and maintenance
- Project will create 200 40-foot-long bus spaces, 100 articulated bus spaces, and employee parking, and allocate space for future electric bus infrastructure, consistent with Metro's zero-emission bus plan
- Art in Transit fencing installed during construction for community aesthetics
- Progressive design-build delivery method
- Approximate contract value of \$260.2M*
- Extensive community engagement since project inception
- Anticipated opening date: Q2 2027



Bladensburg Bus Garage AIT fence

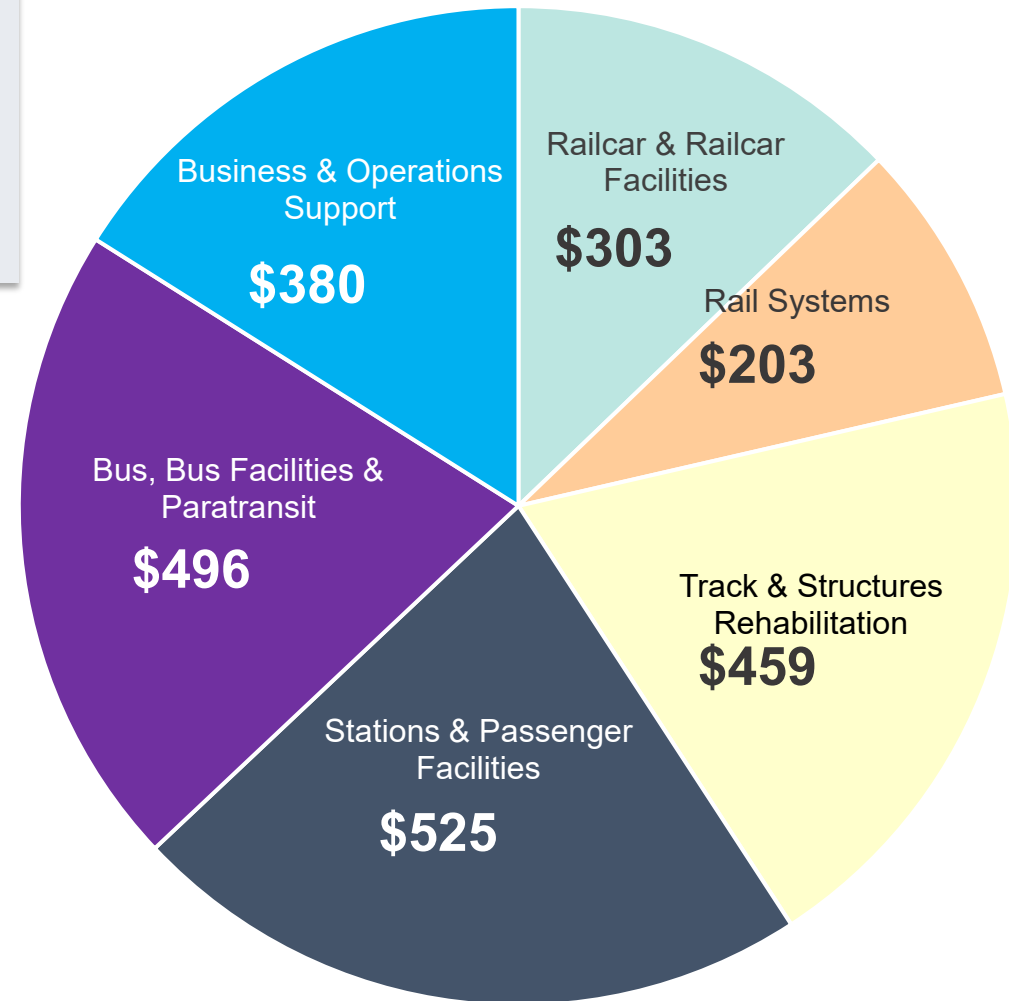


Rendering of new bus garage

*Contract value is a portion of total project cost

\$2.4B FY2023 Investment Forecast

FY2023 by Investment Category (\$M)



Projected Funding Sources

Funding Source	FY2023	FY2024
Formula and Match	\$562	\$577
PRIIA and Match	\$297	\$297
System Performance	\$171	\$177
Dedicated Funding Pay-Go	\$383	\$303
Reimbursable Projects	\$50	\$45
Debt	TBD	TBD
Total	TBD	TBD

*Estimated sources in millions of dollars; amounts subject to change. Pay-Go availability may change based on total debt issued

Long Term Capital Needs

- Metro's 10-Year Needs for State of Good Repair, *Rehabilitation, Replacement, Maintenance, Modernization, and Optimization* exceed \$25B and far surpass projected available funding
- Capital funding capacity available to advance capital program for next few years
- Additional funding beyond current sources will be needed in future



Long Term Capital Program Execution

- Minimize inconvenience and improve service for customers
 - Long-term planning
 - Increased coordination internally and with regional partners
- Continuous improvement in delivery
- Extend planning horizon
 - Strengthen short-term delivery
 - Improve near-term planning and outlook
 - Continue long-range planning
- Coordinate project delivery with regional partners
- Increase notice and frequency of contacts for upcoming track outages



Next Steps

■ Fall:

- Propose Six-Year CIP, FY2024 Capital Budget, and 10-Year Capital Plan

■ Winter:

- Budget work sessions & public hearings

■ Spring:

- Board adoption of CIP & Capital Budget (March)

