

PROJECT DELIVERY UPDATE

CTC Meeting

October 15 & 16, 2026



OVERVIEW

- ❖ FY 2025/26 4TH Quarter Project Delivery Report
- ❖ FY 2026/27 Project Delivery Overview
- ❖ Delivery Risks
- ❖ Project Delivery Strategies & Opportunities

**FY 2025-26
END OF
YEAR
DELIVERY
SUMMARY**

Projects Designed and Ready for Construction



88 % Delivery



**202 of 229
Projects
Delivered**

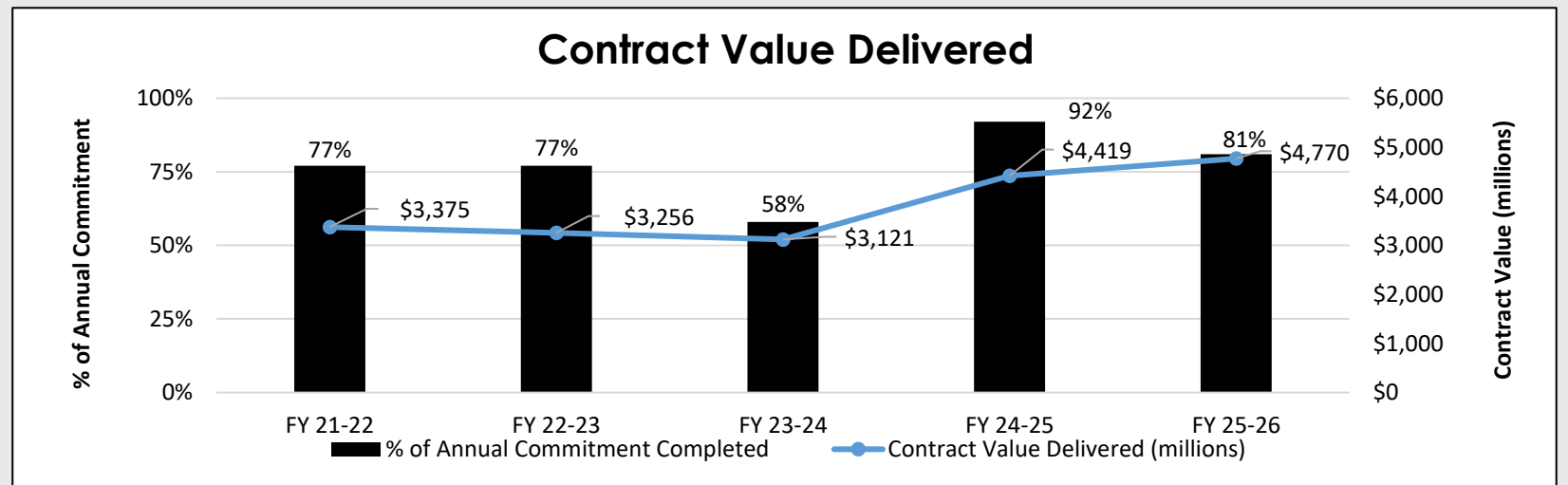
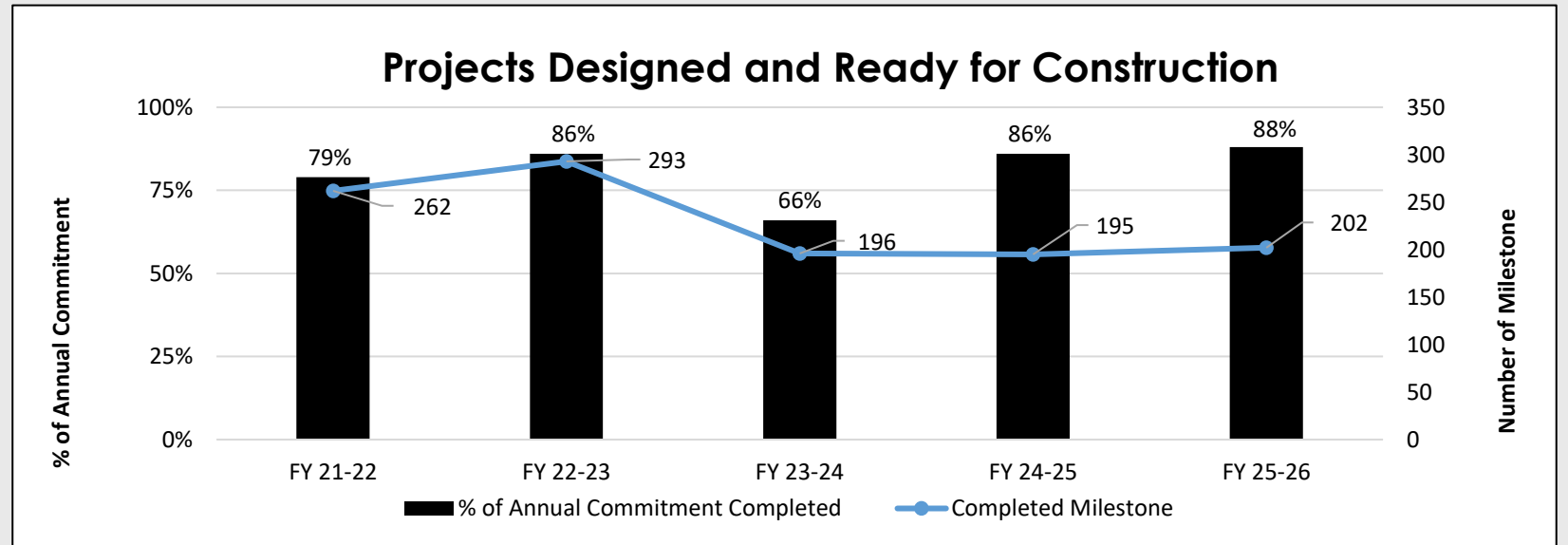


**\$4.8 B
Construction
Capital**

FY 2025-26 END OF YEAR DELIVERY SUMMARY

Measure	Annual Commitment	Completed Thru Q4	% Completed	Last Five Fiscal Year Average
Draft Environmental Documents	82	59	72%	77%
Project Approval, Environmental Documents	206	173	84%	88%
Projects Certified by Right of Way	238	204	86%	87%
Projects Designed and Ready for Construction	229	202	88%	86%
Capital Value Ready for Allocation	\$5.9 B	\$4.8 B	81%	81%
Projects Constructed	200	141	71%	77%

FIVE YEAR DELIVERY TREND



CONSTRUCTION COSTS STIP AND SHOPP PROJECTS

Program	Completed Projects	Expended ^{1,2}	Budget ³	Savings	Percent Expended	Last Five Fiscal Year Average
STIP	13	\$1.2 B	\$1.3 B	\$81 M	94%	86%
SHOPP	289	\$4.6 B	\$5.1 B	\$540 M	90%	87%

¹ Construction costs calculated 6 months after the end of construction.

² Total support and capital expenditures.

³ Sum of all approved Commission support and capital allocations including G-12 or the approved programmed amounts if no allocation existed.

FY 2026-27 Overview

97 Projects



\$2.2 Billion in
Construction Capital



54 Projects with risks



No risk-54	Low risk-29
Med risk-15	High risk-10



FY 2026-27 PROJECT DELIVERY OVERVIEW & CURRENT STATUS

Measure	Annual Commitment	Completed Thru Q1	% Completed
Draft Environmental Documents	47	11	23%
Project Approval, Environmental Documents	89	14	16%
Projects Certified by Right of Way	97	11	11%
Projects Designed and Ready for Construction	97	10	10%
Capital Value Ready for Allocation	\$2.2 B	\$292 M	13%
Projects Constructed	218	28	13%

Delivery Risks

- ❖ **Funding**
- ❖ **Scope**
- ❖ **Workforce**
- ❖ **Federal Law/Regulatory/Rule changes**
- ❖ **Environmental Permits**
- ❖ **Right of Way Acquisitions**
- ❖ **Utilities Relocations**
- ❖ **Railroad Agreements**

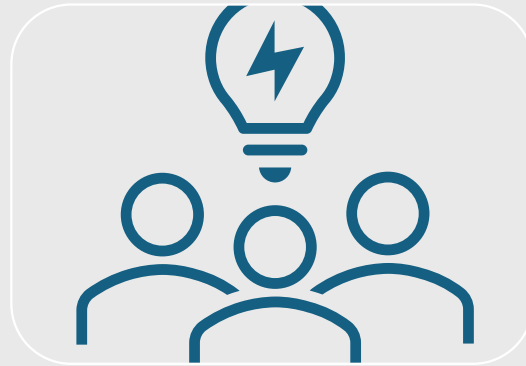
PROJECT DELIVERY STRATEGIES & OPPORTUNITIES



**Cross Division
Trainings**



**Innovative
Workshops**

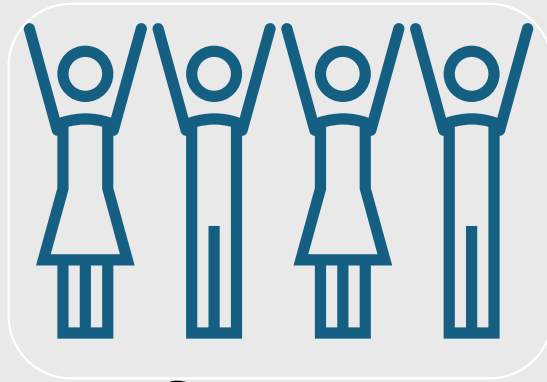


**Process
Improvement
Taskforces**

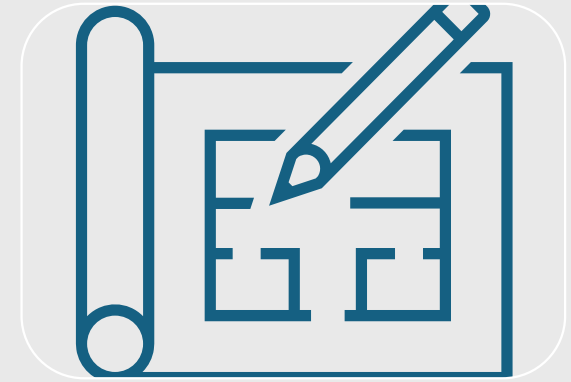


**Strategic
Collaboration**

Outcome & Impacts



**Stronger
Workforce**



**Optimize Project
Approach**



**Diverse Shelf of
Projects**



**Prepared for
Funding**

THANKYOU

