Program Realignment

Executive Committee
3/4/21

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Today's agenda

Discussion only, no Board action

- Potential framework for realignment decisions
- Next steps

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Recent progress

January

- Workshop
- Realignment tools
- Project evaluations

February

- Expanded capacity possibilities
- Illustrative scenarios

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Potential Realignment Framework

ST2 project realignment categories

⬤ **Design & construct** as planned.

⬤ **Continue** with schedule and affordability risk.

⬤ **Retain limited funding** to develop future options.

⬤ **Suspend indefinitely and remove** from finance plan.

⬤ **Delete** project from program entirely.

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Potential ST3 program realignment categories

🟢 **Build** baselined projects.

🟡 **Tier 1:** Develop for construction.

🟠 **Tier 2: Plan** – Next up for construction funding.

🟠 **Tier 3: Plan** – 2nd up for construction funding.

🟠 **Tier 4: Keep Ready** – 3rd up for construction funding.

🔴 **Suspend** project.

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Potential ST3 program realignment categories

	Build	Tier 1: Develop	Tier 2: Plan	Tier 3: Plan	Tier 4: Keep ready	Suspend
Work plan	Finish full project	Do all environmental, design & ROW acquisition needed to enter construction	Finish environmental & begin ROW	Finish environmental & consider strategic ROW	No activity until additional capacity available	Suspend
Finance plan	Fully funded	Funded; scheduled as soon as project can be delivered	**1st** priority for additional capacity; scheduled as affordable until then	**2nd** priority for additional capacity; scheduled as affordable until then	**3rd** priority for additional capacity; scheduled as affordable until then	Not funded

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Program realignment with additional financial capacity (e.g. add ~$4B)

	Build	Tier 1: Develop	Tier 2: Develop	Tier 3: Plan	Tier 4: Keep ready	Suspend
Work plan	Finish full project	Do all environmental, design & ROW acquisition needed to enter construction		Finish environmental & begin ROW	No activity until additional capacity available	Suspend
Finance plan	Fully funded	Funded; scheduled as soon as project can be delivered		**1st** priority for additional capacity; scheduled as affordable until then	**2nd** priority for additional capacity; scheduled as affordable until then	Not funded

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Program realignment with additional financial capacity (e.g. add ~$6B)

	Build	Tier 1: Develop	Tier 2: Develop	Tier 3: Develop	Tier 4: Keep ready	Suspend
Work plan	Finish full project	Do all environmental, design & ROW acquisition needed to enter construction			Finish environmental & consider strategic ROW	Suspend
Finance plan	Fully funded	Funded; scheduled as soon as project can be delivered			1st priority for additional capacity; scheduled as affordable until then	Not funded

Program realignment with additional financial capacity (e.g. add ~$9B)

	Build	Tier 1: Develop	Tier 2: Develop	Tier 3: Develop	Tier 4: Develop	Suspend
Work plan	Finish full project	Do all environmental, design & ROW acquisition needed to enter construction				Suspend
Finance plan	Fully funded	Funded; scheduled as soon as project can be delivered				Not funded

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ST3 program realignment example

Build	Tier 1: Develop	Tier 2: Plan	Tier 3: Plan	Tier 4: Keep ready	Suspend
• Northgate Link • OMF East • Hilltop Link Tacoma • East Link • Lynnwood Link • Federal Way Link • Redmond Link • Puyallup Parking & Access	• Project a • Project b • Project c	• Project d • Project e • Project f	• Project g • Project h • Project i	• Project j • Project k • Project l	• Project x • Project y • Project z

Projects

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ST3 program realignment example

Build	Tier 1: Develop	Tier 2: Plan	Tier 3: Plan	Tier 4: Keep ready	Suspend
• Northgate Link • OMF East • Hilltop Link Tacoma • East Link • Lynnwood Link • Federal Way Link • Redmond Link • Puyallup Parking & Access	➤ **Project a** • Project b ➤ **Project c**	• Project d ➤ **Project e** • Project f	• Project g • Project h • Project i	• Project j • Project k • Project l	• Project x • Project y • Project z

Projects

ST3 program realignment example

Build	Tier 1: Develop	Tier 2: Develop	Tier 3: Plan	Tier 4: Keep ready	Suspend
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Projects

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ST3 program realignment example

Build	Tier 1: Develop	Tier 2: Develop	Tier 3: Plan	Tier 4: Keep ready	Suspend
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Projects

Potential ST3 framework intent

Enable the Board to establish priorities

- Projects sorted into tiers informed by project performance and other considerations; not necessarily based on ST3 schedule dates

Provide flexibility to plan for enhanced capacity

- Project planning and development continues for Board priorities

Allow for financial capacity change in multiple ways

- Project cost estimates +/-
- Existing ST tax revenue +/-
- New federal, state, or local sources +
- Project schedules

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Next Steps

Next steps

Anticipated realignment work through July

Ongoing public engagement

March   Potential additional scenarios

              Initial report on independent cost review

April   Discuss affordability gap update.

May   Discuss Board priorities.

June   Develop realignment plan(s).

July   Consider potential action to adopt realignment plan(s).

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Thank you.

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