



May 3, 2021

To: Executive Committee

From: Darrell E. Johnson, Chief Executive Officer 

Subject: Capital Programs Division - Third Quarter Fiscal Year 2020-21
Capital Action Plan Performance Metrics

Overview

Staff has prepared a quarterly progress report on capital project delivery for the period of January 2021 through March 2021 for review by the Orange County Transportation Authority Board of Directors. This report highlights the Capital Action Plan for project delivery, which is used as a performance metric to assess delivery progress on highway, transit, and rail projects.

Recommendation

Receive and file as an information item.

Background

The Orange County Transportation Authority (OCTA) delivers highway, transit, rail, and facility projects from the beginning of the environmental approval phase through construction completion. Project delivery milestones are planned carefully with consideration of project scope, costs, schedule, and assessment of risks. The milestones reflected in the Capital Action Plan (CAP) are OCTA's planned and budgeted major project delivery commitments.

This report is a quarterly progress report on the CAP performance metrics, which are a snapshot of the planned CAP project delivery milestones in the budgeted fiscal year (FY).

Discussion

OCTA's objective is to deliver projects on schedule and within the approved project budget. Key project cost and schedule commitments are captured in the CAP, which is regularly updated with project status and any new projects (Attachment A). The CAP is categorized into four key project groupings

of freeway, railroad grade separation, and rail and station projects. Schedule milestones are used as performance indicators of progress in project delivery. The CAP performance metrics report provides a FY snapshot of the milestones targeted for delivery in the FY and provide transparency and performance measurement of capital project delivery.

The CAP project costs represent the total cost across all phases of project delivery, including support costs, right-of-way (ROW), and construction capital costs. Baseline costs, if established, are shown in comparison to either the actual or forecast cost. Baseline costs may be shown as to-be-determined (TBD) if project scoping studies and estimates have not been developed or approved and may be updated as delivery progresses, and milestones are achieved. Projects identified in the Orange County local transportation sales tax Measure M2 (M2) are identified with the corresponding M2 project logo. The CAP status update is also included in the M2 Quarterly Progress Report.

The CAP summarizes the very complex capital project critical path delivery schedules into eight key milestones.

Begin Environmental	The date work on the environmental clearance, project report, or preliminary engineering phase begins.
Complete Environmental	The date environmental clearance and project approval is achieved.
Begin Design	The date final design work begins, or the date when a design-build contract begins.
Complete Design	The date final design work is 100 percent complete and approved.
Construction Ready	The date contract bid documents are ready for advertisement, including certification of ROW, all agreements executed, and contract constraints cleared.
Advertise for Construction	The date a construction contract is advertised for construction bids.
Award Contract	The date the construction contract is awarded.
Construction Complete	The date all construction work is completed, and the project is open to public use.

These delivery milestones reflect progression across the project delivery phases shown below.



Project schedules reflect the planned baseline milestone dates in comparison to the forecast or actual milestone dates. Milestone dates may be shown as TBD if project scoping or approval documents have not been finalized and approved, or if the delivery schedule has not been negotiated with a partnering agency or consultant implementing the specific phase of a project. Planned milestone dates can be revised to reflect new dates from approved baseline schedule changes. Project schedules are reviewed monthly and milestone achievements and updated forecast dates are included to reflect project delivery status.

CAP milestones achieved through the third quarter of FY 2020-21 include:

Freeway Projects

- The begin environmental milestone was achieved for the Interstate 5 (I-5) high-occupancy vehicle lane addition between Avenida Pico and the San Diego County Line in the City of San Clemente. The contract to prepare the project report and environmental documentation was executed with Advanced Civil Technologies on February 12, 2021. The project report and environmental document are scheduled to be approved in December 2023.
- The complete construction milestone was achieved for the I-5 widening between State Route 55 (SR-55) and State Route 57 in January 2021.

Rail and Station Projects

- The Board of Directors (Board) awarded the construction contract to expand the Anaheim Canyon Metrolink Station to Stacy and Witbeck, Inc., on March 22, 2021. Construction is currently scheduled to be completed by the end of 2022.

The following CAP milestones missed the planned delivery through the third quarter of FY 2020-21:

- The Placentia Metrolink Station construction ready and advertise construction milestones were missed and will not be met this FY. Burlington Northern Santa Fe Railway (BNSF) approvals are required to construct the project and are dependent on finalization of a shared-use agreement between Metrolink and BNSF for rail operations on the BNSF rail corridor.

Recap of FY 2020-21 Performance Metrics and CAP Updates

The performance metrics snapshot provided at the beginning of FY 2020-21 reflects 15 planned major project delivery milestones to be accomplished, ten of which were planned through the third quarter. The CAP and performance metrics have been updated to reflect milestones achieved and missed through the third quarter of FY 2020-21 (Attachment B). Ten milestones were achieved through the third quarter, including two fourth quarter milestones achieved early, and two milestones missed.

CAP updates and FY 2020-21 Risks

The SR-55 widening from Interstate 405 to I-5 is at a critical delivery phase in securing all required ROW to advance the project into the construction phase. Extremely complex ROW negotiations are underway for acquisition of the remaining needed property rights. The working schedule considers potential eminent domain actions through Board action and the courts to gain ROW possession. The target to certify that possession, or a clear path to gaining possession, of all required ROW needed for construction is late August 2021.

In March 2021, the Board approved additional budget of \$15.68 million for OC Streetcar supplemental contingency funding as the overall project contingency has been drawn down quicker than anticipated due to realized risks and unanticipated changes. Staff completed an OC Streetcar project schedule assessment and has forecasted a new revenue service date of July 2023. In addition, the Federal Transit Administration (FTA) project management oversight consultant is performing a comprehensive project risk, cost, and schedule assessment to determine new forecast cost and schedule. This new comprehensive assessment considers risks realized to date, and an assessment of future risks, and will be used to update the delivery commitments documented in the OC Streetcar Full Funding Grant Agreement between OCTA and FTA. Staff will bring this complete project update to the Board by November 2021.

Over the last quarter, highway project construction bids in the region continued to reflect a favorable market with a high number of bidders and competitive bids priced below the engineer's estimated cost of bid items. However, recent steel

and lumber product material pricing has increased significantly due to demand, production capacity, and supply chain issues. Staff will continue to monitor market pricing trends and the impacts on heavy civil construction pricing in the region.

Summary

Capital project delivery continues to progress and is reflected in the CAP. The planned FY 2020-21 performance metrics created from forecast project schedules are used as a general project delivery performance indicator throughout the FY. Staff will continue to manage project costs and schedules across all project phases to meet project delivery commitments and report quarterly.

Attachments

- A. Capital Action Plan, Status Through March 2021
- B. Capital Programs Division, Fiscal Year 2020-21 Performance Metrics Through March 2021

Prepared by:



James G. Beil, P.E.
Executive Director, Capital Programs
(714) 560-5646