



**February 6, 2017**

**To:** Executive Committee

**From:** Darrell Johnson, Chief Executive Officer

**Subject:** Capital Programs Division - Second Quarter Fiscal Year 2016-17  
Capital Action Plan Performance Metrics

### **Overview**

The Orange County Transportation Authority's Strategic Plan key strategies and objectives to achieve the goals for Mobility and Stewardship include delivery of all Capital Action Plan projects on time and within budget. The Capital Action Plan is used to create a performance metric to assess capital project delivery progress on highway, grade separation, rail, and facility projects. This report provides an update on the Capital Action Plan delivery and performance metrics.

### **Recommendation**

Receive and file as an information item.

### **Background**

The Orange County Transportation Authority (OCTA) Capital Programs Division is responsible for project development and delivery of highway, grade separation, rail, and facility projects from the beginning of the environmental approval phase through construction completion. Project delivery commitments reflect defined project scope, costs, and schedules. Project delivery commitments shown in the Capital Action Plan (CAP) are key strategies and objectives to achieve the Strategic Plan goals for Mobility and Stewardship.

This report provides an update on the CAP performance metrics, which are the fiscal year (FY) snapshot of the planned CAP project delivery milestones in the budgeted FY. The Capital Programs Division also provides Metrolink commuter rail ridership, revenue, and on-time performance reports and metrics in quarterly rail program updates.

***Discussion***

The Capital Programs Division objective is to deliver projects on schedule and within the approved project budget. Key projects' cost and schedule commitments are captured in the CAP which is regularly updated with new projects and project status (Attachment A). The CAP is categorized into four key groupings of projects; freeway projects, grade separation projects, rail and station projects, and key facility projects. Simple milestones are used as performance indicators of progress in project delivery. The CAP performance metrics provides a FY snapshot of the milestones targeted for delivery in the budgeted FY, and provide both transparency and measurement of annual capital project delivery performance.

The CAP project cost represents the total cost of the project across all phases of project delivery, including support costs, and right-of-way (ROW) and construction capital costs. The established baseline cost is shown in comparison to either the actual or forecast cost. The baseline costs may be shown as to-be-determined (TBD) if project scoping studies or other project scoping documents have not been approved, and may be updated as project delivery progresses and milestones are achieved. Actual or forecast costs represent the estimated total project cost across all project delivery phases. Measure M2 (M2) projects are identified with the corresponding project letter and the M2 logo. The CAP update is also included in the M2 Quarterly 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 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 approved 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 the 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. Actual dates will be updated when milestones are achieved, and forecast dates will be updated to reflect project delivery status.

#### Key Findings

CAP second quarter FY 2016-17 milestones achieved include:

#### Freeway and OC Bridges Railroad Grade Separation Projects

- The begin environmental milestone for the State Route 55 widening between Interstate 5 (I-5) and State Route 91 (SR-91) was achieved.
- The construction ready milestone on the post SR-91 widening replacement planting project between State Route 57 (SR-57) and I-5 was achieved.
- The Interstate 405 Improvement Project design-build contract was awarded on November 14, 2016.
- The Orangethorpe Avenue railroad grade separation construction was completed, and final acceptance was provided by the cities on October 25, 2016.

- The Tustin Avenue/Rose Drive railroad grade separation construction was completed, and final acceptance was provided by the cities on October 25, 2016.

The following CAP milestones missed the planned delivery through the second quarter of FY 2016-17.

- The begin environmental milestone for the I-5 El Toro Interchange reconstruction project was missed. A cooperative agreement for the California Department of Transportation (Caltrans) to prepare the project report, environmental studies, and environmental clearance was executed on November 22, 2016. OCTA committed federal funds to pay Caltrans for this effort, and Caltrans informed OCTA that work will not begin until all federal funding approvals are in place. Caltrans also informed OCTA that the federal funding approvals will not be provided until corrections have been made to the project post miles listed in the Federal Transportation Improvement Program through an amendment, which is anticipated in February 2017.
- The complete environmental milestone for the Anaheim Canyon Metrolink Station expansion project was missed. However, 30 percent design has been completed, and environmental studies are being finalized with environmental approval anticipated in February 2017. As the studies were being finalized, it was determined a Section 106 review of historic properties in the area of the project would need to be performed, which was not anticipated by OCTA's consultant. OCTA has filed a California Environmental Quality Act Notice of Exemption with the County of Orange and anticipates the Cultural Resource Report to be finalized in January 2017. Technical studies have been provided to the Federal Transit Administration in anticipation of concurrence that the project is categorically exempt under the National Environmental Policy Act process.
- The complete design and construction ready milestones were missed on the SR-57 post-widening replacement planting between Orangethorpe Avenue and Lambert Road. The design consultant made a tardy submittal of the 95 percent plans to Caltrans for review in late December 2016, and Caltrans has provided extensive markups and comments, and has expressed concerns regarding quality of the consultant submittal. Staff and Caltrans are working with the consultant to address the quality issues to complete the design, and achieve construction ready in the fourth quarter of FY 2016-17.
- The construction ready milestone was missed on the SR-57 post-widening replacement planting between Katella Avenue and Lincoln Avenue. Caltrans delayed the required safety review of the 95 percent plans until January 2017. Pending Caltrans final review and resolution of comments, the construction ready milestone is anticipated in April 2017.

- The advertise construction milestone was missed on the post SR-91 widening replacement planting project between SR-57 and I-5. Caltrans was seven weeks late finishing the final design and achieving the construction ready milestone, which delayed the construction advertisement. Caltrans has informed OCTA that the advertise construction milestone is now planned for February 6, 2017.
- The award contract milestone for construction of the Orange Metrolink Station parking expansion project was missed. The initial advertisement and bidding process was cancelled due to failure of bidders to meet Disadvantaged Business Enterprise (DBE) goals, and to clarify specifications for the design and Federal Buy America requirements. Minor modifications to the DBE goals, plans, and specifications were made, and the contract was re-advertised. The bid opening was on January 12, 2017, and pending the bid analysis, the OCTA Board of Directors (Board) will award the contract to the lowest responsive responsible bidder on February 27, 2017.

#### Recap of Second Quarter FY 2016-17 Performance Metrics

The performance metrics snapshot provided at the beginning of FY 2016-17 reflected 33 planned major project delivery milestones to accomplish, 19 of which are planned through the second quarter. The CAP and performance metrics have been updated to reflect both milestones achieved and missed through the second quarter of FY 2016-17 (Attachment B). Twelve of the 19 planned milestones through the second quarter of FY 2016-17 have been completed (63.2 percent).

Seven milestones were missed through the second quarter. Four of these seven missed milestones are delays to landscape replacement planting project design and approvals from Caltrans.

#### Risks and Look Ahead Project Concerns

The I-5 widening project between State Route 73 and El Toro Road is being delivered in three logical construction contract segments based on traffic impact and management, and anticipated construction contract size. As reported to the OCTA Board last quarter, the 2016 State Transportation Improvement Program (STIP) adopted by the California Transportation Commission (CTC) in May 2016 delayed availability of funding for construction of the southerly segment, which includes the Avery Parkway interchange, from FY 2018-19 to FY 2020-21. All three segments have interrelated construction schedules for traffic staging, and any significant delay to one of the segments will impact the construction schedule of the remaining two segments. Staff continues to maintain the current delivery schedules for all three segments, and appraisals are underway to prepare offers for acquisition of the right-of-way needs. The first

segment of the three segments is scheduled to advertise for construction bids in mid-2018. The continued delay in STIP funding for construction of the southerly segment will result in delays to the planned construction schedules of all three segments. There is also continued risk of schedule delays and significant cost increases if Caltrans withholds approvals or processing for any of the segments due to the STIP construction funding delay.

STIP funding availability for construction of the second high-occupancy vehicle lane on I-5 between SR-55 and SR-57 was delayed by the CTC from FY 2017-18 to FY 2018-19. Final design will be complete in the fourth quarter and is planned to be submitted to Caltrans for final contract packaging prior to advertisement, award, and administration of the construction contract. The one-year delay of \$36.3 million of construction phase funding will begin impacting finalization of the Caltrans cooperative agreement required for final contract packaging, advertisement, award, and administration of the construction contract on a month-to-month basis beginning in February 2017.

The advertise construction milestone for the SR-57 post-widening replacement planting between Orangethorpe Avenue and Lambert Road may not be completed in the current FY as planned due to consultant delays in completing the design, as discussed previously in this report. The planned award contract milestone this FY is now delayed into August 2017, next FY.

The award contract milestone for the SR-57 post-widening replacement planting between Katella Avenue and Lincoln Avenue will not be completed in the current FY as planned due to delays in Caltrans safety reviews of the final design, as discussed previously in this report. The planned award contract milestone this FY is now delayed into August 2017, next FY.

### ***Summary***

Continued capital project delivery progress has been achieved and reflected in the CAP. The planned FY 2016-17 performance metrics created from forecast project schedules will be used as a general project delivery performance indicator. 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 December 2016
- B. Capital Programs Division, Fiscal Year 2016-17 Performance Metrics  
Status Through December 2016

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