



***August 7, 2017***

**To:** Executive Committee

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

**Subject:** Capital Programs Division - Fourth Quarter Fiscal Year 2016-17 and Planned Fiscal Year 2017-18 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 as part of rail program updates.

***Discussion***

The Capital Programs Division 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 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. Projects identified in the Orange County local transportation sales tax measure (M2) are identified with the M2 logo and corresponding project letter. 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.

CAP fourth quarter FY 2016-17 milestones achieved include:

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

- The begin environmental milestone for the Interstate 5 (I-5) El Toro Road interchange improvement was achieved.
- The complete design milestone for the addition of a second high-occupancy vehicle (HOV) lane on I-5 between State Route 55 (SR-55) and State Route 57 (SR-57) was achieved.

- The construction ready milestone for the southbound Interstate 405 (I-405) auxiliary lane between University Drive and State Route 133 has been achieved. However, funding for construction has not been identified since the project was dropped from the 2016 State Transportation Improvement Program (STIP).
- The construction ready milestone for the SR-57 widening landscape replacement planting project from Katella Avenue to Lincoln Avenue was achieved. This milestone was originally planned for the second quarter, but was delayed due to extensive design comments.
- The Lakeview Avenue railroad grade separation achieved completion of construction with conditional construction acceptance by the cities of Anaheim and Placentia in June 2017. This milestone was not originally anticipated to be completed in the current FY.

#### Rail and Station Projects

- The environmental clearance milestone for the Anaheim Canyon Metrolink Station expansion was achieved with Federal Transit Administration approval of a categorical exclusion determination on June 30, 2017.
- In June 2017, the OCTA Board of Directors (Board) awarded the construction contract for the Orange Metrolink Station parking expansion project. The construction contract award was originally planned in the second quarter, but was delayed due to the cancelation and reissuance of the invitation for construction bids.

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

#### Freeway Projects

- The complete design milestone for the I-5 widening from Oso Parkway to Alicia Parkway was missed. The I-5 widening project between State Route 73 (SR-73) and El Toro Road is being delivered in three logical construction segments based upon traffic management impacts and anticipated construction contract size. The complete design milestone for the Oso Parkway to Alicia Parkway segment has been rescheduled to align with the delivery schedule for the adjacent southerly widening segment from SR-73 to Oso Parkway. As previously reported to the OCTA Board, the

2016 STIP adopted by the California Transportation Commission in May 2016 delayed construction funding for the SR-73 to Oso Parkway segment from FY 2018-19 to FY 2020-21. All three segments have interrelated construction schedules to accommodate maintenance of traffic. Any significant delay to one segment may impact the construction schedule of the remaining two segments.

- The advertise construction and award contract milestones for the SR-57 widening landscape replacement planting from Katella Avenue to Lincoln Avenue were missed because of delays in resolving final California Department of Transportation (Caltrans) design comments. However, Caltrans is scheduled to advertise for construction bids on July 31, 2017, and open construction bids on August 24, 2017.
- The complete design, construction ready, advertise construction, and award contract milestones for the SR-57 widening landscape replacement planting from Orangethorpe Avenue to Lambert Avenue were missed. OCTA's consultant continues to address Caltrans design and quality assurance comments. The forecast schedule reflects completion of reviews, approvals, and packaging of the final landscape construction contract for Caltrans to advertise for construction bids in January 2018.
- The complete construction milestone for the I-5 widening to add an HOV lane from Vista Hermosa to Pacific Coast Highway was missed. However, construction acceptance is anticipated in late July or early August 2017. The opening of the HOV lane to traffic will be coordinated with completion of the two remaining northerly and southerly adjacent segments in early 2018.

#### **Rail and Station Projects**

- The complete environmental milestone for the 17<sup>th</sup> Street railroad grade separation project was missed. The California Office of Historic Preservation (OHP) did not concur with Caltrans determination of a Finding of No Adverse Effects on historical property adjacent to the project. The Finding of Effect document is being revised to address OHP comments, and the environmental clearance will not be achieved until October 2017, at the earliest. If OHP comments cannot be satisfactorily addressed, the environmental document may need to be upgraded from a categorical exemption to an environmental impact report/environmental impact statement, which will create significant delays to the environmental clearance. The current cost estimate for ROW and construction is approximately

\$95 million, and funding for the future delivery phases of this project has not been identified.

- The complete design and construction ready milestones for the San Juan Capistrano railroad passing siding project were missed. California Public Utilities Commission (CPUC) reviews of proposed modifications to the private at-grade railroad crossing serving as the entrance to Saddleback Church property have contributed to delays. In late July 2017, the CPUC concurred with the modifications so that the design can be completed. Design is forecast to be complete and the project construction ready in December 2017.
- The construction completion milestone was missed on the Fullerton Transportation Center Elevator upgrade contract. The construction contract is administered by the City of Fullerton, and construction completion is anticipated in mid-2018.

#### Recap of 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. One additional milestone not originally planned for delivery in the FY was delivered early. The CAP and performance metrics have been updated to reflect both milestones achieved and missed throughout FY 2016-17 (Attachment B). There were 22 milestones completed (66.7 percent) in FY 2016-17, including the one milestone not in the original plan.

Of the 12 missed milestones through FY 2016-17, six are attributable to delays in design completion of freeway landscape replacement planting projects, four are railroad-related projects, and two are delays in freeway project phases.

#### New FY 2017-18 Performance Metrics

New forecast project delivery milestones are included in the CAP and the FY 2017-18 performance metrics (Attachment C). There are 34 major project milestones planned to be accomplished in FY 2017-18.

#### FY 2017-18 Cost and Performance Metrics Risks

The SR-55 widening between I-405 and I-5 carries significant risk for increased construction, ROW, and utility costs as Caltrans prepares 35 percent design and the required design exception studies/approvals to accommodate the addition of

a second HOV lane, generally within the same ROW limits as the M2 widening scope.

The final construction cost estimate for the SR-57 widening landscape replacement planting from Orangethorpe Avenue to Lambert Avenue may exceed available construction funding. Final design approvals from Caltrans have required addition of scope to accommodate maintenance worker safety not originally contemplated to be a part of the replacement planting project.

Early reviews of cost estimates to construct the I-5 widening from SR-73 to El Toro Road indicate the costs will exceed funding availability. Staff will continue to work with Caltrans and the consultant designers to assess costs and value engineer the design where possible as final design progresses toward completion.

As discussed earlier in this report, there is risk of delay and cost increases to complete environmental approval for the 17<sup>th</sup> Street railroad grade separation project due to OHP historical comments.

### ***Summary***

Significant capital project delivery progress has been achieved and reflected in the CAP. The planned FY 2017-18 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 June 2017
- B. Capital Programs Division, Fiscal Year 2016-17 Performance Metrics  
Status Through June 2017
- C. Capital Programs Division, Fiscal Year 2017-18 Performance Metrics

**Prepared by:**

A handwritten signature in blue ink, appearing to read "James G. Beil".

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