



***May 4, 2020***

**To:** Executive Committee

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

**Subject:** Third Quarter Fiscal Year 2019-20 Capital Action Plan and Performance Metrics Report

### ***Overview***

Staff has prepared a quarterly progress report on capital project delivery for the period of January 2020 through March 2020, for 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;

freeway projects, railroad grade separation projects, 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 budgeted 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, and 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 letter. The CAP status 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 planned baseline milestone dates in comparison to 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.

Status on the Interstate 405 (I-405) Improvement Project and the OC Streetcar Project are provided to the OCTA Board of Directors (Board) separately on a quarterly basis.

CAP milestones achieved in the third quarter of FY 2019-20 include:

#### Freeway Projects

- The complete environmental milestone was achieved for the Interstate 5 (I-5) widening between I-405 and State Route 55 (SR-55).
- The complete environmental milestone was achieved for the SR-55 widening between I-5 and State Route 91 (SR-91).
- The begin design milestone was achieved for the SR-91 widening between SR-55 to Lakeview Avenue. This is the first of three segments of the SR-91 widening from SR-55 to State Route 57, and includes replacement of the Lakeview Avenue overcrossing and reconfiguration of the Lakeview Avenue westbound SR-91 on-ramp.

The following CAP milestone missed the planned delivery through the third quarter of FY 2019-20:

The begin environmental milestone for the Orange County Metrolink Maintenance Facility (OCMF) was not achieved. Negotiations with OCTA's consultant on the level of effort, cost, and schedule required to environmentally clear this complex project took longer than anticipated. However, the consultant

contract was executed in April 2020, and the environmental clearance work can now proceed.

The complete environmental milestone for the I-5 El Toro interchange project is delayed beyond the current FY. OCTA staff is working with the cities of Laguna Hills, Laguna Woods, and Lake Forest, as well as the California Department of Transportation (Caltrans) to procure a consultant to facilitate a review of scoping of the project alternatives with all stakeholders. A revised environmental completion schedule has not yet been established.

The complete design, construction ready, and advertise construction milestones for the Anaheim Canyon Metrolink Station expansion project have not been achieved. Planned construction access conditions have changed because adjacent private property on the east side of the station is under construction with high density housing. Alternative construction access options are being pursued and discussions with adjacent private property owners to obtain access continues. The complete design milestone should be met in the fourth quarter of FY 2019-20, and pending resolution of the ROW construction access issue, the construction ready and advertise construction milestones will move into the first quarter of FY 2020-21.

The construction ready milestone for the I-5 widening from Alicia Parkway to El Toro Road was not achieved in the third quarter. However, the milestone was achieved on April 2, 2020. The advertise construction milestone is planned in the fourth quarter of FY 2019-20, and the award contract milestone will move into the first quarter of FY 2020-21.

#### **CAP Updates and Recap of FY 2019-20 Performance Metrics**

The performance metrics snapshot provided at the beginning of FY 2019-20 reflects 19 planned major project delivery milestones to be accomplished, 13 of which were scheduled through the third quarter. The CAP and performance metrics have been updated to reflect both milestones achieved and missed through the third quarter of the FY (Attachment B).

Five of 13 (38.5 percent) planned milestones through the third quarter of the FY were achieved for the reporting period.

#### **FY 2019-20 Performance Metrics Look Ahead Risks**

Schedule-critical ROW acquisition is underway for the SR-55 widening from I-405 to I-5. A clear path to gaining possession of all needed ROW is required to move the project into the construction phase. COVID-19 has raised several ROW process risks, including court closures, legal filing and service delays, potential temporary construction easement timeline expirations, other litigation

challenges, relocation issues, land and business valuation challenges, and appraisal and site inspection issues. These risks may impact the ROW acquisition process and impact the planned construction schedule.

The Placentia Metrolink Station construction ready, advertise construction, and award contract milestones planned this FY are delayed. Final BNSF Railway (BNSF) approvals and authorizations to construct the station are dependent on the successful negotiation and approval of a new shared-use agreement (SUA) between Metrolink and BNSF. Progress on the SUA has been slow; however, a non-binding memorandum of understanding (MOU) between Metrolink and BNSF was executed in November 2019, defining general terms to advance the SUA. The MOU enables OCTA and BNSF to complete all tasks necessary to finalize the project for construction while the final SUA is prepared. Per the MOU, construction cannot begin until the SUA is executed by all Metrolink member agencies. Construction cost changes, along with any required programming or funding changes, will be brought to the OCTA Board when BNSF construction costs are finalized, and the SUA approval schedule becomes apparent.

To date, no substantial COVID-19 risks impacts in construction material supply chain and subcontractor labor availability have surfaced. However, some material and product suppliers and subcontractors have submitted advance notice of “potential” material and supply delays.

### ***Summary***

Capital project delivery is progressing and reflected in the CAP. The planned FY 2019-20 performance metrics created from forecast project schedules will be 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 2020
- B. Capital Programs Division, Fiscal Year 2019-20 Performance Metrics Through March 2020

**Prepared by:**

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

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