




November 2, 2020

To: Executive Committee

From: Darrell E. Johnson, Chief Executive Officer 

Subject: Capital Programs Division - First 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 July 2020 through September 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 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.

CAP milestones achieved in the first quarter of FY 2020-21 include:

Freeway Projects

- The award contract milestone for construction of the Interstate 5 (I-5) widening between Alicia Parkway and El Toro Road was achieved. On September 23, 2020, the California Department of Transportation awarded the contract to Guy F. Atkinson Construction. This project is the northernmost of three segments of I-5 widening between State Route 73 and El Toro Road.

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

The planned complete design, construction ready, advertise construction milestones for the Anaheim Canyon Metrolink Station expansion were not achieved in the first quarter due to ROW acquisition delays. However, these three milestones were achieved in the second quarter, and the project was

advertised for construction bids, at risk, while negotiations for temporary construction access from the one remaining private property interest on the east side of the station is being finalized. The planned construction bid submittal and opening date may be adjusted to accommodate securing the remaining construction access rights.

Recap of FY 2020-21 Performance Metrics and CAP Updates

The performance metrics snapshot provided at the beginning of FY 2020-21 reflected 15 planned major project delivery milestones to be accomplished, four of which were planned in the first quarter. The CAP and performance metrics have been updated to reflect both the milestones achieved and missed through the first quarter of FY 2020-21 (Attachment B). One of the four milestones (25 percent) planned through the first quarter of the FY was achieved. The three milestones missed are attributable to the Anaheim Canyon Metrolink Station project ROW delay.

CAP updates and FY 2020-21 Risks

There are schedule updates and cost risks on the State Route 55 (SR-55) widening from Interstate 405 to I-5. The construction ready milestone planned for delivery in the fourth quarter has been revised to the first quarter of FY 2021-22 (September 2021) due to extremely complex ROW appraisals and negotiations involving four to five impacted properties. Should negotiations fail to result in agreements for the ROW needs, the working schedules consider potential eminent domain actions through the court to gain ROW early possession. Court schedules also may be backlogged due to the coronavirus pandemic, which may impact the early possession of ROW and further delay the construction phase. The forecast project cost is increasing to approximately \$503 million, which includes increases in the final engineer's estimate of construction costs, increased support cost, and an increase in forecast ROW costs to account for risks in condemnation settlements. These costs are still being assessed and will be included in the planned M2 Next 10 Delivery Plan Update and capital programming adjustments brought to the OCTA Board of Directors.

The Placentia Metrolink Station construction ready, advertise construction, and award contract milestones planned in the second and third quarter will not be met. Approvals needed to construct the project remain dependent on finalization of the Metrolink/Burlington Northern Santa Fe Railway (BNSF) shared-use agreement, which allows for Metrolink operations on the BNSF rail corridor. Revised target milestones for construction ready, advertise construction, and award contract milestones have not been forecast due to the pending Metrolink/BNSF negotiations.

Recent highway project construction bids still indicate a favorable market with a high number of bidders and very competitive bids priced below the engineer's estimated cost of bid items. Project cost estimates consider historical information, current trends in the market, and recent bid results at the state and regional level.

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 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 September 2020
- B. Capital Programs Division, Fiscal Year 2020-21 Performance Metrics Through September 2020

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