




February 1, 2021

To: Executive Committee

From: Darrell E. Johnson, Chief Executive Officer 

Subject: Capital Programs Division - Second 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 October 2020 through December 2020 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 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 in the second quarter of FY 2020-21 include:

Freeway Projects

- The begin design milestone was achieved for the State Route 91 widening segment between Acacia Street and La Palma Avenue. The contract for production of the plans, specifications, and estimate (PS&E) was executed with T.Y. Lin International on November 30, 2020.
- The begin design milestone was achieved for the Interstate 605 (I-605) Katella Avenue interchange improvements. The contract for production of the PS&E was executed with Michael Baker International on December 28, 2020.

Rail and Station Projects

- The complete design, construction ready, and advertise construction milestones for the Anaheim Canyon Metrolink Station expansion were achieved. The project was advertised for construction bids on October 27, 2020, and bids were opened on January 21, 2021.
- The complete construction milestone for the Laguna Niguel to San Juan Capistrano passing siding was achieved on November 17, 2020, one quarter earlier than planned. Final contract closeout activities are underway.

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

- The award contract milestone for construction of the Anaheim Canyon Metrolink Station expansion was missed. Construction bids will be opened on January 21, 2021, and the target contract award is on March 22, 2021.

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, seven of which were planned through the second quarter. The CAP and performance metrics have been updated to reflect milestones achieved and missed through the second quarter of FY 2020-21 (Attachment B). Seven milestones were achieved through the second quarter, including one milestone achieved early and one milestone missed.

CAP updates and FY 2020-21 Risks

Discussions continue with the cities of Laguna Hills, Laguna Woods, and Mission Viejo to refine and gain concurrence on acceptable build alternatives for the Interstate 5 (I-5) El Toro interchange improvement project. The project cost and schedule will not be determined until there is local concurrence on the alternatives and environmental clearance is achieved.

There are schedule and cost risks on the State Route 55 (SR-55) widening project, which proposes widening from Interstate 405 (I-405) to I-5. The construction ready milestone is planned for September 2021 pending successful completion of extremely complex ROW appraisals and negotiations on property required for construction. The working schedule considers potential eminent domain actions through the court to gain early possession of required ROW. Courts may be backlogged due to the coronavirus (COVID-19) pandemic, which may impact the schedule for early possession of ROW.

The forecast cost on the I-405 improvement from SR-55 to I-605 has been updated to reflect recent Board of Directors (Board)-approved change orders and budget adjustments.

There are schedule and cost risks on the OC Streetcar project. The construction completion target has been revised to October 2022 through construction contract change orders, and overall project contingency funding is being drawn down quicker than anticipated due to required changes. Staff is working closely

with the Federal Transit Administration (FTA) while FTA performs an overall project risk, cost, and schedule assessment to determine updates required to the cost and schedule commitments contained in the Full Funding Grant Agreement (FFGA) between OCTA and FTA. While awaiting finalization of the FTA assessment, staff will be seeking Board approval for supplemental contingency funding to address funding needs for changes anticipated over the next few months.

The Placentia Metrolink Station construction ready, advertise construction, and award contract milestones will not be met this FY. 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 have not been forecast due to the pending Metrolink/BNSF negotiations. However, OCTA staff is working with the City of Placentia to facilitate coordination of the station scope and schedule with an adjacent development construction scope and schedule.

Recent highway project construction bids continue to indicate a favorable market with a higher number of bidders and competitive bids priced below the engineer's estimated cost of bid items.

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

Prepared by:

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

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