




**August 2, 2021**

**To:** Executive Committee

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

**Subject:** Capital Programs Division - Fourth Quarter Fiscal Year 2020-21 and Planned Fiscal Year 2021-22 Capital Action Plan Performance Metrics

### **Overview**

Staff has prepared a quarterly progress report on capital project delivery for the period of April 2021 through June 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 (Attachment A), which is regularly updated with project status and any new

projects. 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 provides 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 construction 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 fourth quarter FY 2020-21 include:

**Freeway Projects**

- The begin design milestone for the Interstate 5 (I-5) widening between Yale Avenue and State Route 55 (SR-55) was achieved. This is the northerly of two segments of I-5 widening between Interstate 405 (I-405) and SR-55. The I-5 widening segment from I-405 to Yale Avenue is planned to begin final design in October 2021.

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

- The Placentia Metrolink Station construction ready, advertise construction, and award contract milestones were missed. BNSF Railway Company (BNSF) approvals are required to construct the project and are dependent on finalization of a shared-use agreement between Metrolink and BNSF for rail operations on the BNSF rail corridor. A working recovery schedule to implement this project is TBD.
- The construction ready milestone for the SR-55 widening from I-405 to I-5 was not achieved due to extremely complex ROW acquisitions required to construct the project. Negotiations are underway to acquire

the remaining needed property rights. The working schedule considers potential eminent domain Board of Directors (Board) actions and court filings to gain ROW possession. The target to certify that possession, or a clear path to gaining possession, of the remaining ROW needed for construction is in late August 2021.

#### Recap of FY 2020-21 Performance Metrics

The performance metrics snapshot provided at the beginning of FY 2020-21 reflected 15 planned major project delivery milestones to be accomplished in the FY. The CAP and performance metrics have been updated to reflect both the milestones achieved and missed through the fourth quarter of FY 2020-21 (Attachment B). Eleven of the 15 milestones (73.3 percent) planned in FY 2020-21 were achieved. Three of the four milestones missed are attributable to the Placentia Metrolink Station delays related to BNSF approvals.

#### New FY 2021-22 Performance Metrics

The CAP and performance metrics have been updated with the latest project status, and there are seven major project delivery milestones planned in FY 2021-22 (Attachment C). While there are not many milestones scheduled for delivery in FY 2021-22, there are many activities underway on major projects including environmental studies, final design, ROW acquisition, utility relocation, and construction.

#### FY 2021-22 Cost and Performance Metrics Risks

The construction ready milestone for the SR-55 widening from I-405 to I-5, targeted in late August 2021, is very aggressive and staff is working with the California Department of Transportation to clear all project constraints including certification of ROW, and that funding allocations are in place to deem the project construction ready.

On the OC Streetcar project, staff continues to work with the Federal Transit Administration (FTA) and FTA's project management oversight consultant on a comprehensive project risk, cost, and schedule assessment to determine the new forecast cost and schedule. This takes into account risks realized and an assessment of remaining risks to develop required cost and schedule forecast adjustments. Staff will bring the updated cost and schedule forecast to the Board by November 2021.

Highway project construction bids in the region are reflecting a variable market, still with higher number of bidders, but with great variations in pricing. Steel, lumber, fuel, and labor pricing is still tracking high. Contractors have reported material availability shortages of common reinforcing bar steel and polyvinyl chloride electrical conduit. Staff will continue to monitor market pricing trends and material availability along with the impacts on heavy civil construction in the region.

### ***Summary***

Capital project delivery continues to progress and is reflected in the CAP. The planned FY 2021-22 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 June 2021
- B. Capital Programs Division, Fiscal Year 2020-21 Performance Metrics Through June 2021
- C. Capital Programs Division, Fiscal Year 2021-22 Performance Metrics Plan

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