November 3, 2025

To: Regional Transportation and Planning Committee

From: Darrell E. Johnson, Chief Executive Officer

Subject: Amendment to the Agreement for Program Management Consultant Services for Capital Programs

Overview

On March 13, 2023, the Orange County Transportation Authority Board of Directors approved an agreement with Mott MacDonald Group, Inc. to provide program management consultant services for the Capital Programs Division. An amendment to the existing agreement is needed to provide additional program management consultant services.

Recommendation

Authorize the Chief Executive Officer to negotiate and execute Amendment No. 15 to Agreement No. C-2-2855 between the Orange County Transportation Authority and Mott MacDonald Group, Inc., in the amount of $38,774,000, for additional program management consultant services for the Capital Programs Division. This will increase the maximum cumulative obligation of the contract to a total contract value of $79,299,384.

Discussion

Current capital programs include many highway and rail projects which are actively being implemented in the environmental, design, right-of-way acquisition, and construction phases. The updated Next 10 Delivery Plan, adopted by the Orange County Transportation Authority (OCTA) Board of Directors (Board) in November 2024, continues OCTA's commitment to complete construction of 14 renewed Measure M2 freeway projects by 2030, bringing the total completed freeway projects to 26 out of 30, or completion of 87 percent of the freeway program. Ongoing freeway construction projects scheduled to be completed by 2030 include the State Route 91 (SR-91) between State Route 55 (SR-55) and State Route 57 (SR-57) (three segments), SR-55 between Interstate 405 (I-405) and SR-91 (two segments), Interstate 5 (I-5) between SR-55 and I-405 (two segments), SR-57 from Orangewood Avenue to Katella Avenue, and the Interstate 605 (I-605)/Katella Avenue Interchange.

OCTA continues to make capital investments in the over 40 miles of OCTA-owned rail corridor and other investments to improve passenger rail service in Orange County. Current projects include the Coastal Rail Stabilization Priority Project (CRSPP) and the OC Streetcar Project (Project).

The Capital Programs Division maintains a small core staff of program and project management professionals to oversee the capital projects, which are then supported by a program management consultant (PMC) team to provide the appropriate level of resources and technical expertise necessary for the current projects underway. The PMC team assists and supports the delivery of projects in the environmental, design, right-of-way (ROW) acquisition, and construction phases to meet scope, cost, and schedule commitments.

To ensure continued support by the PMC team for the Capital Programs Division, and to meet delivery commitments, approval is requested for an amendment for the following:

CRSPP

OCTA is advancing the CRSPP to address urgent threats to rail operations along the coastal corridor in the City of San Clemente. This stretch of track is increasingly vulnerable to beach erosion, wave action, and inland slope failures. Based on initial assessments, four priority reinforcement areas have been identified:

Area	Challenge	Proposed Solution
1	Ongoing deterioration of existing riprap protection	Riprap repair followed by sand nourishment
2	Erosion - no beach at high tide and direct wave attack damaging existing riprap protection	Riprap repair followed by sand nourishment
3	Steep bluffs with high potential for failure that could impact rail infrastructure	1,400-foot-long catchment wall
4	Near San Clemente State Beach - erosion exposing areas of limited to no riprap protection	Riprap repair and 1,200-foot shoreline protection structure followed by sand nourishment

The original PMC contract, approved in March 2023, assumed program management support for projects anticipated at the time such as San Juan Creek Bridge, Slope Stabilization Phase II, Cyprus Shore Track Stabilization and Marine Way Grade Separation. These projects are currently in various phases and are supported by the PMC team.

The contract did not include PMC support for the CRSPP as the rail corridor assessment and project requirements had not yet been defined. Once the CRSPP scope was established and given the urgent need to advance work in these high-risk areas under a Board-adopted emergency declaration, an amendment to the PMC contract became necessary to support project development, including environmental clearance, design, permitting, construction management, and project management.

The PMC team has since provided critical environmental and permitting support including preparing environmental studies and documentation for each of the four reinforcement areas, and coordinating with key federal, state, and local agencies, such as:

- City of San Clemente
- OC Parks
- Southern California Regional Rail Authority
- Federal Railroad Administration
- California State Parks
- California Coastal Commission
- California State Lands Commission
- California State Water Resources Control Board
- U.S. Army Corps of Engineers
- OC Water District (Prado Dam)

The PMC also conducted geotechnical investigations, surveys, and materials testing to support the alternative analysis and design of riprap repairs, catchment walls, and sand nourishment efforts. These efforts enabled completion of environmental documentation, permitting, and construction.

To accelerate delivery in the most critical areas, as permitted by the resource agencies, the PMC team supported OCTA’s procurement of a construction contractor and management of construction, closely coordinating activities among contractors and stakeholders. These efforts included riprap repairs, catchment wall construction, and early sand nourishment initiatives.

The PMC team has also provided oversight and technical support through risk management, constructability reviews, cost estimating, and program oversight to ensure successful delivery.

While significant progress has been made with the CRSPP, an amendment is now needed to provide continued PMC support to complete the remaining components of the CRSPP. These include securing National Environmental Policy Act environmental clearance for Area 4, as well as for sand nourishment activities in Areas 1, 2, and 4. In addition, final design and permitting efforts must be completed, along with contractor procurement and construction management oversight. Construction management services for Area 4 and sand nourishment efforts are anticipated to be obtained through emergency procurements early next year with PMC team oversight. Ongoing project management will be necessary to guide the work through completion. To support these remaining activities and ensure expediency and continuity, staff recommends amending the PMC contract by $29,063,000.

Real Property Department Support

The Real Property Department requires additional PMC support beyond what was assumed in the original contract approved by the Board in March 2023. Additional support for ROW and utility coordination for OCTA's Next 10 Delivery Plan, including the SR-91, I-5, and SR-55 improvement projects, as well as other rail and highway projects, is needed for the remaining duration of the contract term.

The original level of effort was developed based on project priorities and delivery schedules at the commencement of the contract in 2023. Since that time, several schedules have changed, were condensed or advanced, resulting in increased workload. The Real Property Department maintains a limited number of staff and relies on the PMC team to provide flexible and efficient support to meet the changing needs over time. To keep projects on schedule and meet delivery commitments, PMC staff are utilized to manage and provide oversight and perform various ROW activities for OCTA-led projects, while also providing coordination for projects for which the California Department of Transportation (Caltrans) is the lead agency for ROW.

In addition, ROW closeout activities have also exceeded the level of effort assumed in the original contract. The original level of effort contemplated only an oversight role for closeout activities, which is no longer sufficient to meet the updated Caltrans standards and requirements.

The I-405 Improvement Project, now in the closeout phase following completion of construction, requires additional PMC support to revise ROW mapping and plans to reflect as-built conditions that differ from the original design. This is a result of the design-build delivery method. Future support will also be needed for the closeout work of the SR-55 improvement projects and other projects now progressing into construction. As part of the closeout process, OCTA is required to transfer dozens of real estate parcels and utility easements to Caltrans, and a significant level of effort will be needed from the PMC to meet updated Caltrans standards for acceptance of ROW.

Beyond project delivery, PMC resources are also needed for document and data management tasks not included in the original scope. As a result of Audit Report No. 25-506, a recommendation was made for the Real Property Department to purchase or develop its own SharePoint site which is now underway. This site for document management and retrieval will have a Power Business Intelligence dashboard to manage and monitor property management activities. The site will also include the ability to quickly track and retrieve thousands of files for ROW acquisition and utility coordination contracts which have accumulated over the last 25 years. Once operational, these systems will require PMC support for oversight and maintenance. A large volume of ROW files needs to be reviewed and scanned into the system prior to moving to OCTA's new headquarters building which is anticipated in 2027. The PMC is familiar with these files due to their history supporting OCTA's ROW program. The most efficient and cost-effective approach is to complete this work through an amendment to the current PMC contract.

The additional cost to provide program management support for the Real Property Department is $6,021,000.

OC Streetcar Supplemental Support

As the Project continues to make steady progress through construction, OCTA has identified opportunities to strengthen the team to minimize risk and ensure the Project's timely completion.

To ensure the Project's long-term goals, OCTA has engaged the PMC to assist in the management of the Project to provide supplemental targeted expertise in critical areas that pose risks to the Project, including construction management oversight, contractual claims administration, and quality assurance. Working together with the Project team, this additional support will maintain consistent oversight, effectively manage the work to respond to an unprecedented amount of contractor claims and contractual letters, and ensure adherence to established quality standards as required by the Federal Transit Administration. These services were not part of the PMC's original scope under the contract approved by the Board in March 2023. The PMC team is providing targeted assistance to manage the high volume of contractor change order requests, resolve complex construction and contractual issues, review contractor-submitted schedules, and mitigate potential delays. This assistance will continue through construction closeout activities, helping to ensure that final documentation, financial reconciliation, and system acceptance are delivered efficiently. Additionally, the PMC is supporting OCTA with legal mediation, claims support and dispute resolution services. Together, these supplemental services are helping to safeguard project delivery, strengthen risk management, and position the Project for successful completion.

The additional cost to provide program management support for the Project is $3,690,000 and is funded within the current Board-approved Project budget.

Overall, staff is requesting Board approval for additional funds in the amount of $38,774,000, for program management support for the Capital Programs Division.

Procurement Approach

The original procurement was handled in accordance with OCTA's Board-approved procedures for architectural and engineering services, which conform to both state and federal laws. On March 13, 2023, the Board approved Agreement No. C-2-2855 with Mott MacDonald Group, Inc. to provide PMC services for the Capital Programs Division, for an initial term of five years and one, two-year option term. The contract was executed on September 24, 2023, with a maximum obligation of $40,525,384. This agreement has been previously amended as shown in Attachment A.

OCTA staff reviewed and agreed to the level of effort for the additional PMC services. Staff requested a cost proposal from Mott MacDonald Group, Inc. and found the cost proposal, in the amount of $38,774,000, to be fair and reasonable relative to the negotiated level of effort and the independent cost estimate prepared by staff. Proposed Amendment No. 15 to Agreement No. C-2-2855, in the amount of $38,774,000, will increase the total contract value to $79,299,384.

Fiscal Impact

Funding is included in OCTA's Fiscal Year 2025-26 Budget, Capital Programs Division, account nos. 0017-7519-M0201-HGL, 0017-7519-TR212-06P, 0051-7519-TS010-Z84 and will be funded with a combination of federal, state, and local funds.

Summary

Staff requests Board of Directors' approval to authorize the Chief Executive Officer to negotiate and execute Amendment No. 15 to Agreement No. C-2-2855 between the Orange County Transportation Authority and Mott MacDonald Group, Inc., in the amount of $38,774,000, for additional program management consultant services for the Capital Programs Division. This will increase the maximum obligation of the agreement to a total contract value of $79,299,384.

Attachment

A. Mott MacDonald Group, Inc., Agreement No. C-2-2855 Fact Sheet

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