

Capital Delivery Services Public Improvement Bond Action Plan



Mobility Bond Action Plan
Urban Transportation Commission
December 5, 2023

James M. Snow, CCP
Director, Capital Delivery Services



CAPITAL DELIVERY
SERVICES

“Effectively and Efficiently Deliver Quality Projects with the Concept of Speed”

AGENDA

- Capital Delivery Services
- Overview of Audit & Finance Report April 2023
- What We Found
- What We Have Done
- What We Will Do
- Mobility Action Plan Overview



CAPITAL DELIVERY
SERVICES

“Effectively and Efficiently Deliver Quality Projects with the Concept of Speed”

Capital Delivery Services (CDS) builds public projects to support the community

Who we are

- Engineers
- Architects
- Project managers
- Community Engagement

Our partners

- Consultants
- Contracting teams
- City asset owners
- Community members



CAPITAL DELIVERY
SERVICES

What we do

One City – One Team – One Approach to effectively and efficiently deliver quality public projects.

Directly manage over **500** active projects representing an investment of **\$7 Billion**.

Additionally, we support delivery of:

- \$5 Billion Project Connect
- \$5 Billion Airport Expansion
- \$2 Billion Convention Center Expansion



Public Improvement Bonds – Balance by Category



CAPITAL DELIVERY
SERVICES

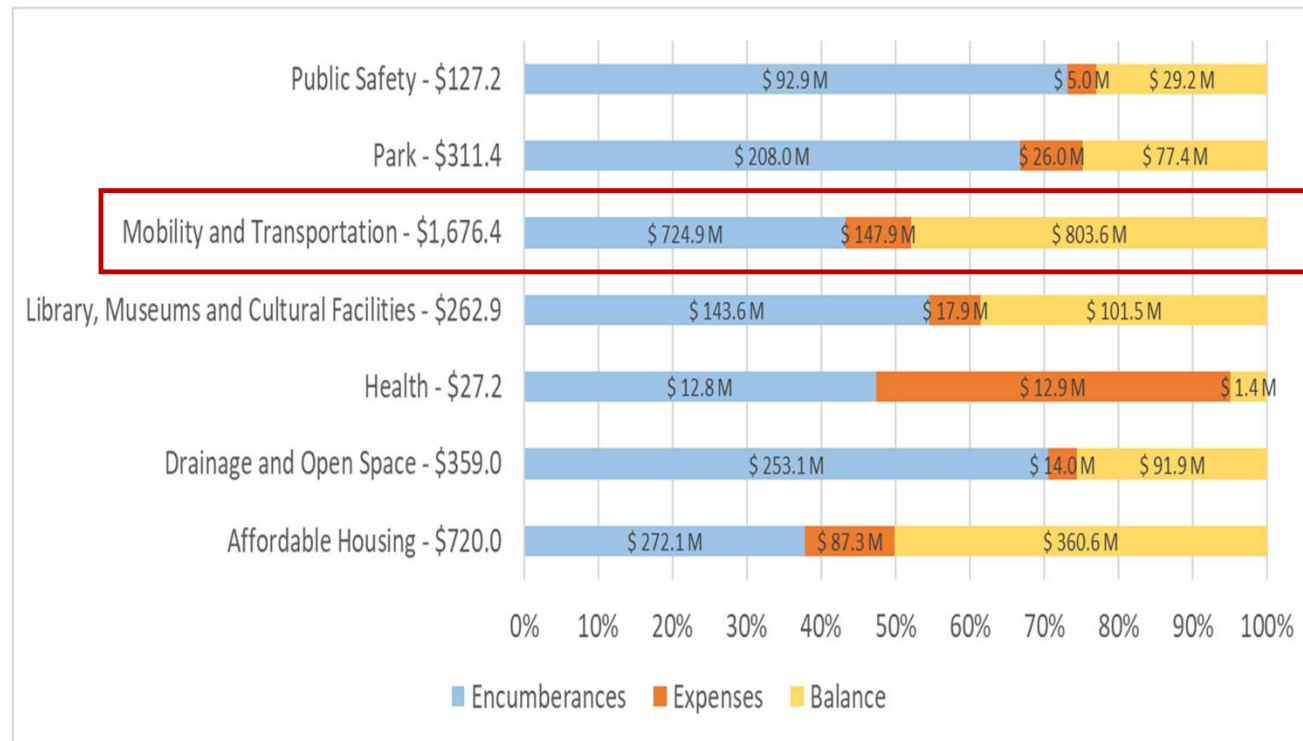
The **Mobility Bond Program** from **2006 to 2020** is **\$1.68B**.

2006 Mobility Bond: \$103,100,000
2010 Mobility Bond: \$90,000,000
2012 Mobility Bond: \$143,295,000
2016 Mobility Bond: \$720,000,000
2018 Mobility Bond: \$160,000,000
2020 Mobility Bond: \$460,000,000

Unspent as of **October 2023** is **\$866M**

2006-2012 Mobility Bond: \$7M.
2016 Mobility Bond: \$360M (41%)
2018 Mobility Bond: \$90M (44%)
2020 Mobility Bond: \$409M(81%)

Public Improvement Bonds 2006-2022 – Balance by Category



2016 Mobility Bonds



CAPITAL DELIVERY
SERVICES

The **2016 Mobility Bond Program**:
\$720M with an **unspent balance** of
\$360M (50%).

Original "Baseline":

Bond Cycle: 8-year

Work Completed: September 2024

Current projection w/no intervention:

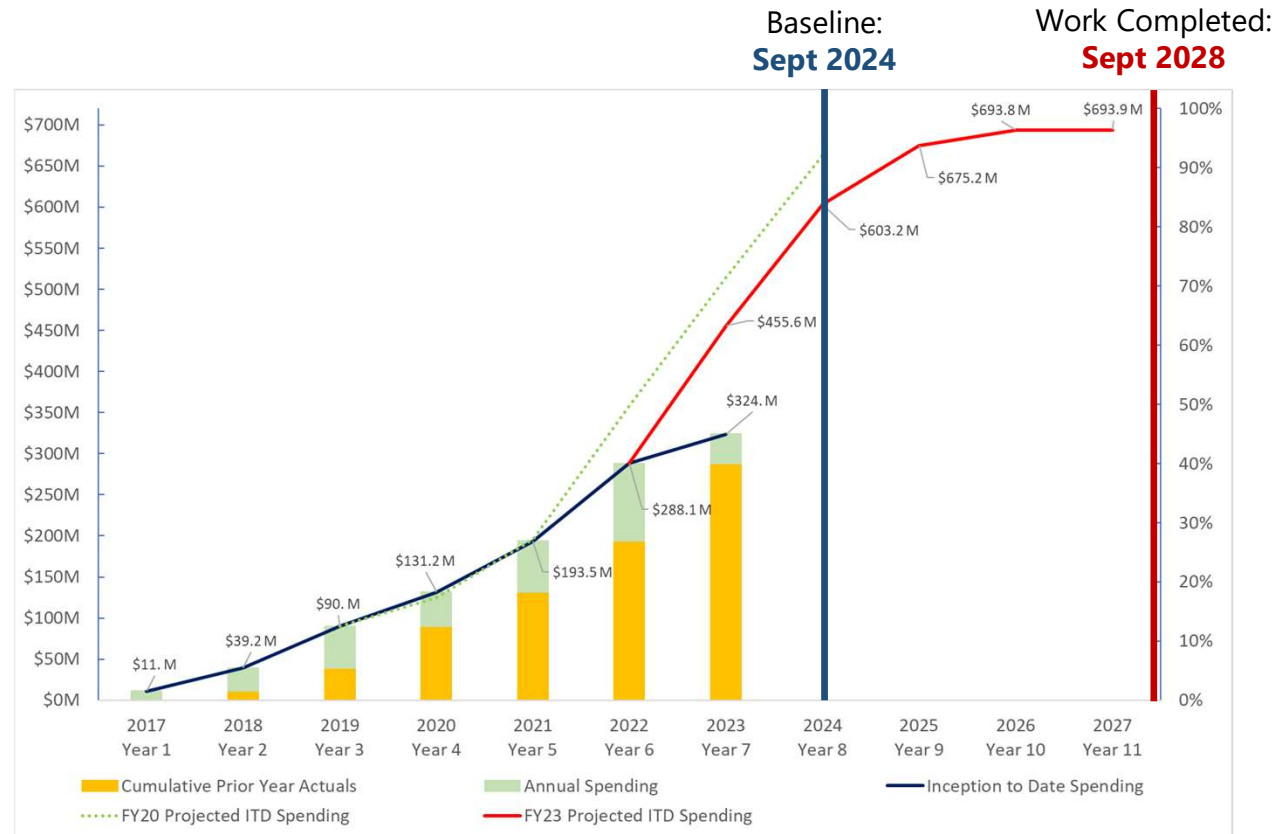
Bond Cycle: **12-year**

Work Completed: **September 2028**

Currently some of the **Largest** of the
unspent balances are:

2016 Corridor Program: \$269M (56%)

2016 Regional Mobility: \$64M (63%)



Mobility Bond Program Overview: 2016 Program



CAPITAL DELIVERY SERVICES

Performance baseline is completion date is September 30, 2024.

Current Planned Rate of Spend

- \$492M (68%) FY24
- \$617M (86%) FY25
- \$698M (97%) FY26

Estimated date of full spend down by program

- Vision Zero FY24
- Substandard Streets FY24
- Safe Routes to School FY24
- Sidewalks FY24
- Bikeways FY25
- Urban Trails FY25
- Corridor Mobility FY26
- Capital Renewal FY26
- Regional Mobility FY27

BOND YEAR	PROGRAM	APPROPRIATION TOTAL	% Spent	% Obligated
2016	Corridor Mobility	\$ 482,000,000	44.3%	55.0%
2016	Bikeways	\$ 20,000,000	72.4%	83.4%
2016	Vision Zero	\$ 15,000,000	87.3%	91.8%
2016	Substandard Streets	\$ 4,000,000	93.1%	98.2%
2016	Regional Mobility	\$ 101,000,000	36.8%	59.8%
2016	Sidewalks	\$ 37,500,000	95.3%	97.0%
2016	Safe Routes to School	\$ 27,500,000	80.9%	88.6%
2016	Urban Trails	\$ 26,000,000	63.5%	73.8%
2016	Capital Renewal	\$ 7,000,000	48.2%	58.1%
2016	TOTAL	\$ 720,000,000	50.0%	61.7%

<70% 70-85% >85%

2018 Mobility Bonds



CAPITAL DELIVERY
SERVICES

The **2018 Mobility Bond Program**:
\$160M with an unspent **balance** of
\$90M (56%)

Original “Baseline”:

Bond Cycle: 8-year

Work Completed: September 2026

Current projection w/no intervention:

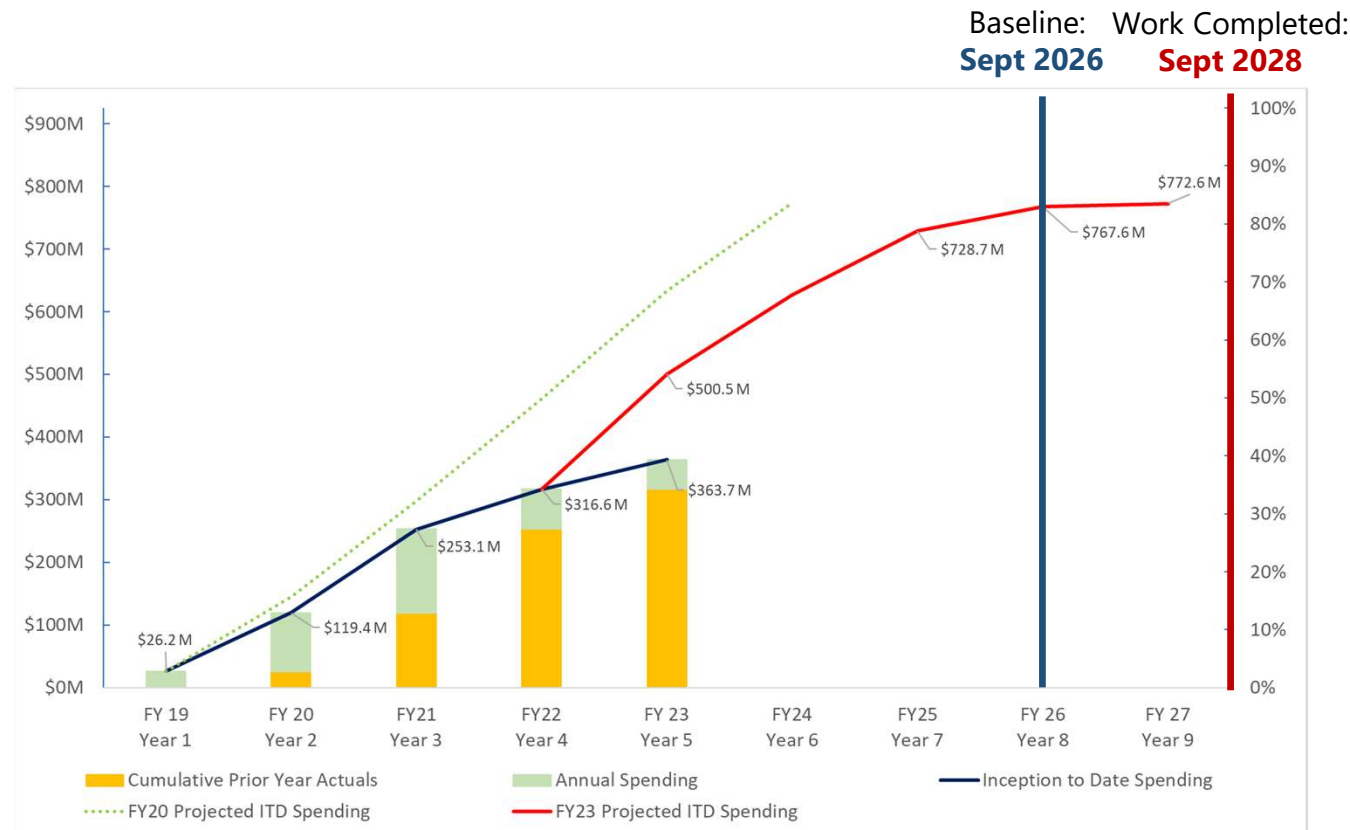
Bond Cycle: **10-year**

Work Completed: **September 2028**

Currently some of the **Largest** of the
unspent balances are:

Bridge & Structures: \$43M (86%)

Street Program: \$29M (44%)



Mobility Bond Program Overview: 2018 Program



CAPITAL DELIVERY
SERVICES

Performance baseline is completion date is September 30, 2026.

Current Planned Rate of Spend

- \$93M (58%) FY24
- \$113M (70%)FY25
- \$135M (84%) FY26
- \$149M (93%) FY27

Estimated date of full spend down by program

- Sidewalks FY24
- Neighborhood Partnering FY25
- Vision Zero FY26
- Urban Trails FY26
- Street Programs FY27
- Traffic Signals FY28
- Bridges & Structures FY28

BOND YEAR	PROGRAM	APPROPRIATION TOTAL	% Spent	% Obligated
2018	Traffic Signals	\$ 4,500,000	48.8%	52.7%
2018	Vision Zero	\$ 15,000,000	48.0%	66.2%
2018	Street Programs	\$ 66,500,000	56.7%	77.8%
2018	Bridges & Structures	\$ 50,000,000	13.4%	16.6%
2018	Sidewalks	\$ 20,000,000	74.7%	90.7%
2018	Urban Trails	\$ 3,000,000	30.2%	48.1%
2018	Neighborhood Partnering	\$ 1,000,000	76.5%	90.7%
2018	TOTAL	\$ 160,000,000	44.0%	58.0%

<50% 50-75% >75%

2020 Mobility Bonds



CAPITAL DELIVERY
SERVICES

The **2020 Mobility Bond Program**:
\$460M with a balance of **unspent funds** of **\$409M (81%)**

Original “Baseline”:

Bond Cycle: 6-year

Work Completed: September 2027

Current projection w/no intervention:

Bond Cycle: **9-year**

Work Completed: **September 2029**

Currently some of the **Largest** of the **unspent balances** are:

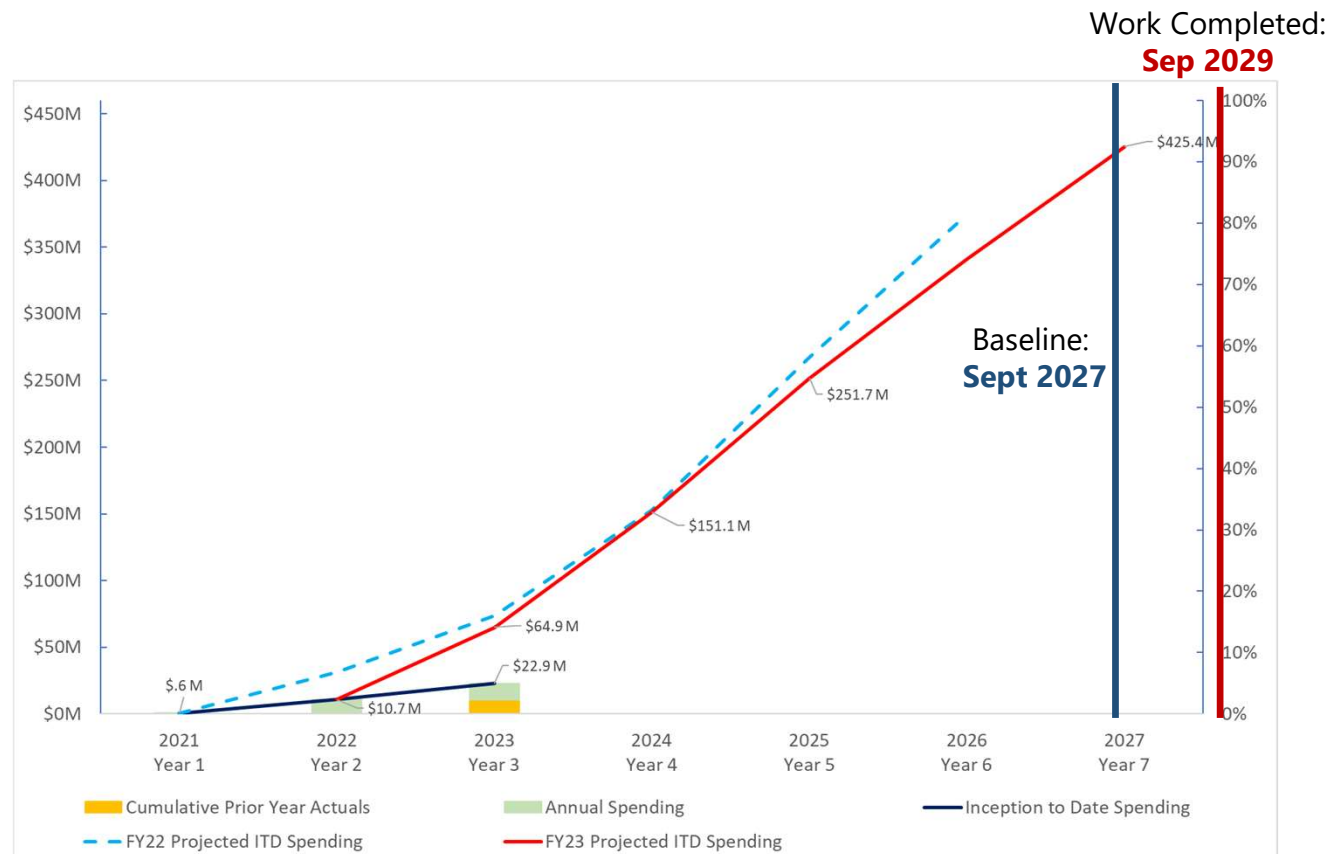
Large CIP: \$91.1M (86%)

Sidewalks: \$59.3M (74%)

Substandard Streets: \$48M (91%)

Bikeways: \$30.7M (59%)

Safe Routes to School: \$17M (85%)



Mobility Bond Program Overview: 2020 Program



CAPITAL DELIVERY
SERVICES

Performance baseline is completion date is September 2027.

Current Planned Rate of Spend

- \$321M (70%) FY26
- \$392M (85%) FY27
- \$425M (92%) FY28

Estimated date of full spend down by program

- Bikeways FY27
- Vision Zero FY27
- Local Transit FY27
- Substandard Streets FY27
- Sidewalks FY27
- Neighborhood Partnering FY27
- Safe Routes to School FY27
- Urban Trails FY28
- Capital Renewal FY29

BOND YEAR	PROGRAM	APPROPRIATION TOTAL	% Spent	% Obligated
2020	Bikeways	\$ 40,000,000	14.2%	25.3%
2020	Vision Zero	\$ 65,000,000	15.3%	28.6%
2020	Local Transit	\$ 19,000,000	16.4%	29.5%
2020	Substandard Streets	\$ 53,000,000	8.1%	10.0%
2020	Capital Renewal	\$ 62,000,000	6.3%	9.9%
2020	Sidewalks	\$ 80,000,000	14.2%	29.1%
2020	Capital Renewal	\$ 40,000,000	7.6%	11.9%
2020	Neighborhood Partnering	\$ 1,000,000	0.0%	15.3%
2020	Safe Routes to School	\$ 20,000,000	9.1%	16.8%
2020	Urban Trails	\$ 80,000,000	9.3%	20.1%
2020	TOTAL	\$ 460,000,000	11.0%	20.3%

<10% 10-25% >25%

What We Found During our Analysis



CAPITAL DELIVERY
SERVICES

- **Staff have been working hard to deliver the \$1.34B in Mobility Improvement Bonds**
- Siloed approach (creation of Towers of Excellence)
- Optimistic Concepts instead of Define Projects
- **Identified Issues and Risk were left unresolved causing delays or overruns.**
- Process, Procedures and Tools have not adapted to the new diverse and ever-changing capital delivery environment
- **Ever-changing performance baselines and inconsistent spend plans.**
- Abandonment or exceeding the purpose of current working processes
- Not one consistent method on informing Community, Council and Management on Project Status

What We Have Done



CAPITAL DELIVERY
SERVICES

- Analyzed 2016, 2018, and 2020 Bond Projects and Programs
- Initiated bi-weekly action plan meetings with Transportation Public Works (TPW) to create a Corridor Action Plan
- Created high-level draft corridor action plan with TPW
- Met with Public Information Management & Engagement Team to review high-level draft corridor action
- Conducted weekly meetings with TPW to rescope Corridor projects
- Created New Performance Baseline Draft (Scope / Schedule / Budget) for Mobility Action Plan

What We Will Do



CAPITAL DELIVERY
SERVICES

OBJECTIVE / MILESTONE	PURPOSE
Convert weekly Corridor rescoping meetings into Mobility Action Plan Meetings	Reviewed Action Plan Status of projects, key risks and items with resolutions are tracked through implementation to ensure success impact on scope, schedule and budget.
Initiate Monthly Program Health Assessment	Monthly meeting Chaired by CDS Director with TPW Asset Owners, CDS teams, and Capital Delivery Partners to review capital program progress and resolution of identified issues that impede successful delivery.
Work with Financial Services Department on standardizing program spending plans	Create and consistent approach to spending plans for capital projects and programs. Improves accuracy of reporting, analysis of baselines and bond sales.
Report Program Status Quarterly to Council, Committees, and Boards	Provide quarterly written program status reports and present to quarterly report to Bond Oversight Commission.
Revise Utility Escalation and Coordination Meetings	Reviewed revised scopes and schedules. Discussed identified obstacles and risks and began work on developing resolutions
Revise Permitting Escalation and Coordination Meetings	Monthly meetings with Development Services Capital Permitting Team to resolve issues, reviews status of current permits, waivers or issues, and forecast permits coming that were identified during the Monthly Project Health Assessments that impact scope, schedule, and budget



CAPITAL DELIVERY
SERVICES



Capital Delivery Services Mobility Bond Action Plan

The purpose of the **Mobility Bond Action Plan** is to **substantially complete, if not finish, all project work** associated with the current **Mobility Improvement Bonds (2006 -2020) by December 2027.**

Action Plan Overview



CAPITAL DELIVERY
SERVICES

“Effectively and Efficiently Deliver Quality Projects with the Concept of Speed”

Mobility Bond Action Plan



CAPITAL DELIVERY
SERVICES

The City needs to transition back to a **six-year bond cycle** with a framework to **establish** and measure against **performance management baselines** for **scope, schedule and budget**.

The purpose of the **Mobility Bond Action Plan** is to **substantially complete, if not finish, all project work** associated with the current **Mobility Improvement Bonds (2006 -2020) by December 2027**.

Goals – Mobility Action Plan

- **90% of projects are either completed or substantially completed by December 2026.**
- **95% of programs are either completed or substantially completed by December 2027.**

Plan Objectives – Mobility Projects

- 100% of 2006 – 2012 Bond Funding is spent by December 2024.
- All Corridor Projects are in construction by December 2024.
- All Corridor Projects are in substantially complete by December 2026.
- All City Managed Projects completed by December 2027.

Plan Objectives – Mobility Programs

- 100% of 2006 – 2012 Bond Funding is spent by December 2024
- 100% of 2016 Bond Funding for programs spent by December 2025.
- 100% of 2018 Bond Funding for programs spent by May 2026.
- 100% of 2020 Bond Funding for programs spent by September 2027.

2016 Mobility Bonds



CAPITAL DELIVERY SERVICES

The **2016 Mobility Bond Program: \$720M**

Current projection

Work Completed: **Sept 2028**

Unspent Balance: **\$360M**

Action Plan - Baseline

Work Completed: **Dec 2026**

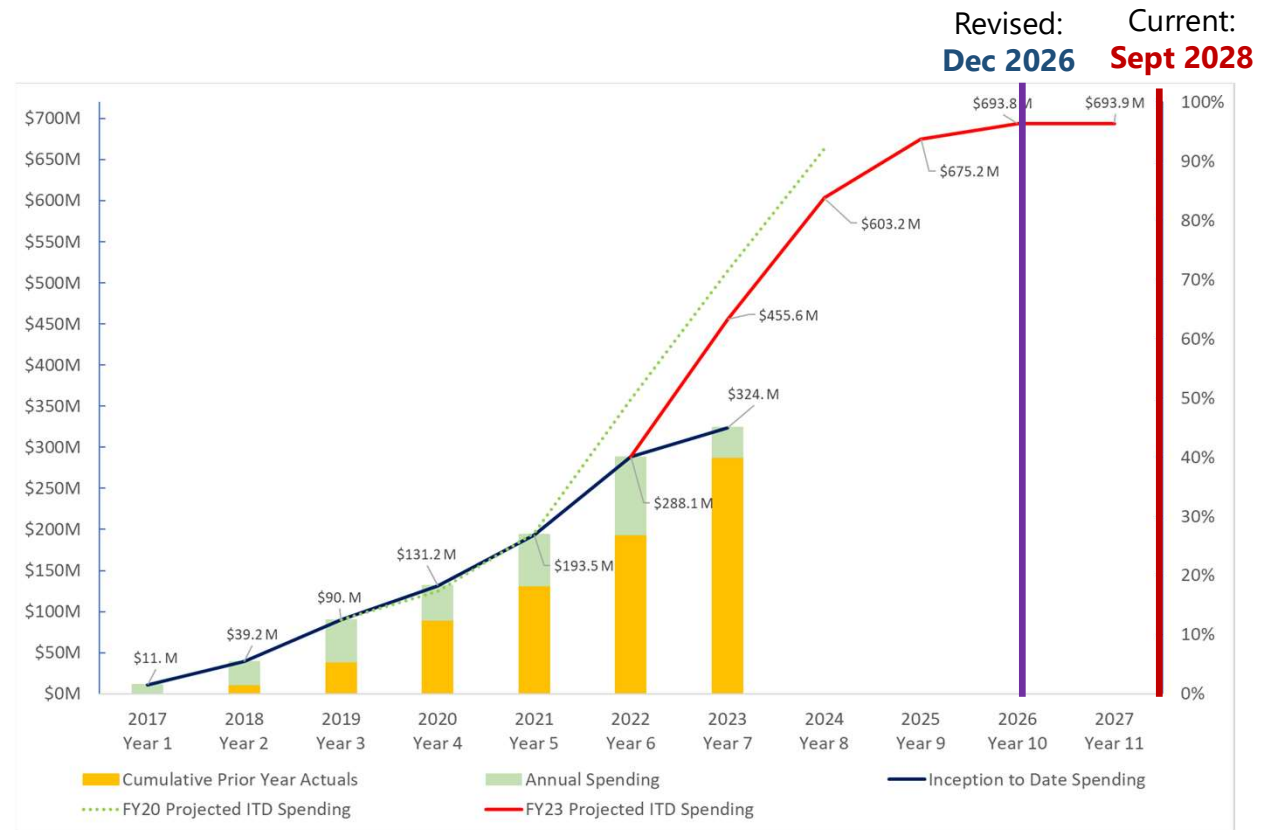
Unspent Balance: **\$0M**

Sustain the programs On & Slightly Off Track (\$10M – \$16M):

- Vision Zero, Substandard Streets, Safe Routes, Sidewalks, Bikeways, and Urban Trails

Accelerate the programs to new baseline (\$334M):

- Corridor Mobility, Capital Renewal, & Regional Mobility



2018 Mobility Bonds



CAPITAL DELIVERY SERVICES

The **2018 Mobility Bond Program: \$160M**

Current projection

Work Completed: **Sept 2028**

Unspent Balance: **\$90M**

Action Plan - Baseline

Work Completed: **Dec 2026**

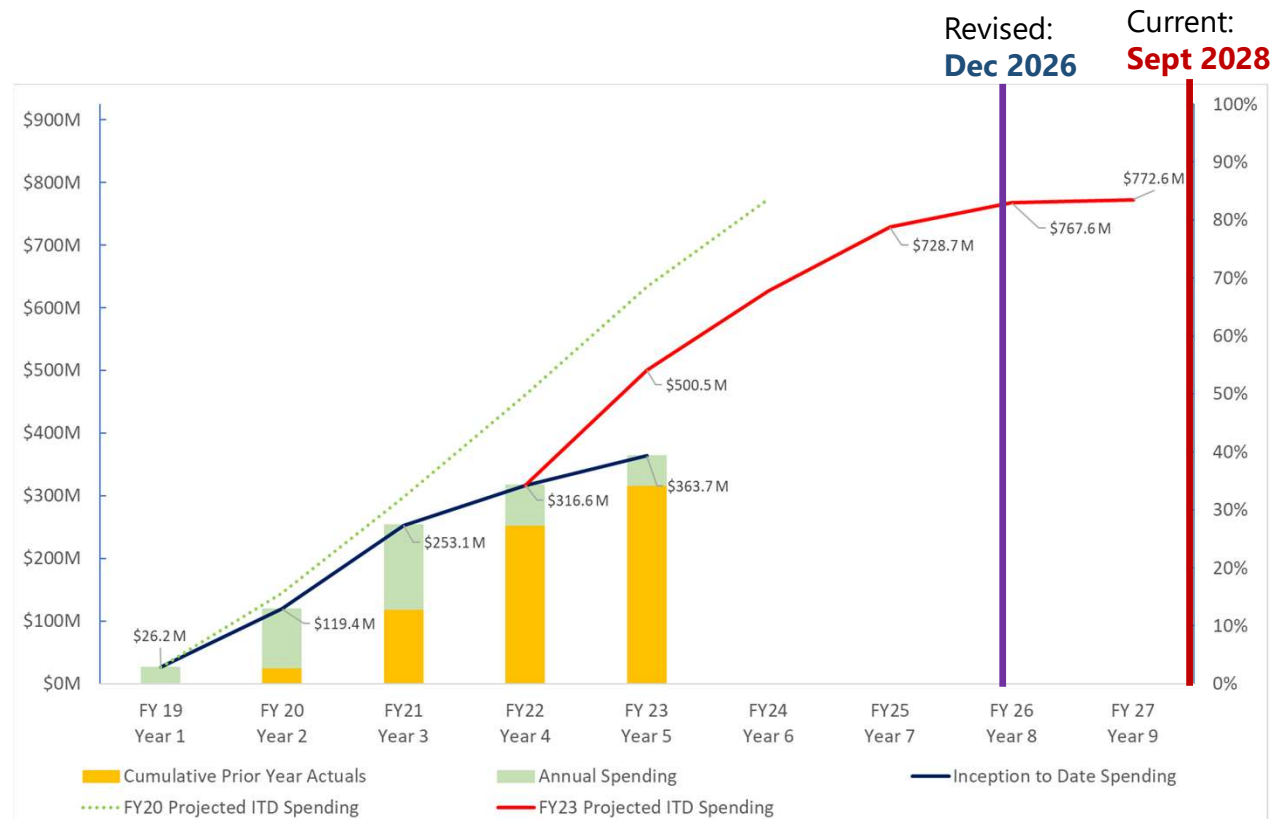
Balance: **\$0M**

Sustain the programs On & Slightly Off Track (\$5M-\$10M):

- Vision Zero, Substandard Streets, Safe Routes, Sidewalks, Bikeways, and Urban Trails

Accelerate the programs to new baseline (\$75M):

- Street Programs, Traffic Signals, and Bridges & Structures



2020 Mobility Bonds



CAPITAL DELIVERY SERVICES

The **2020 Mobility Bond Program: \$460M**

Current projection

Work Completed: **Sept 2029**

Unspent Balance: **\$409M**

Action Plan - Baseline

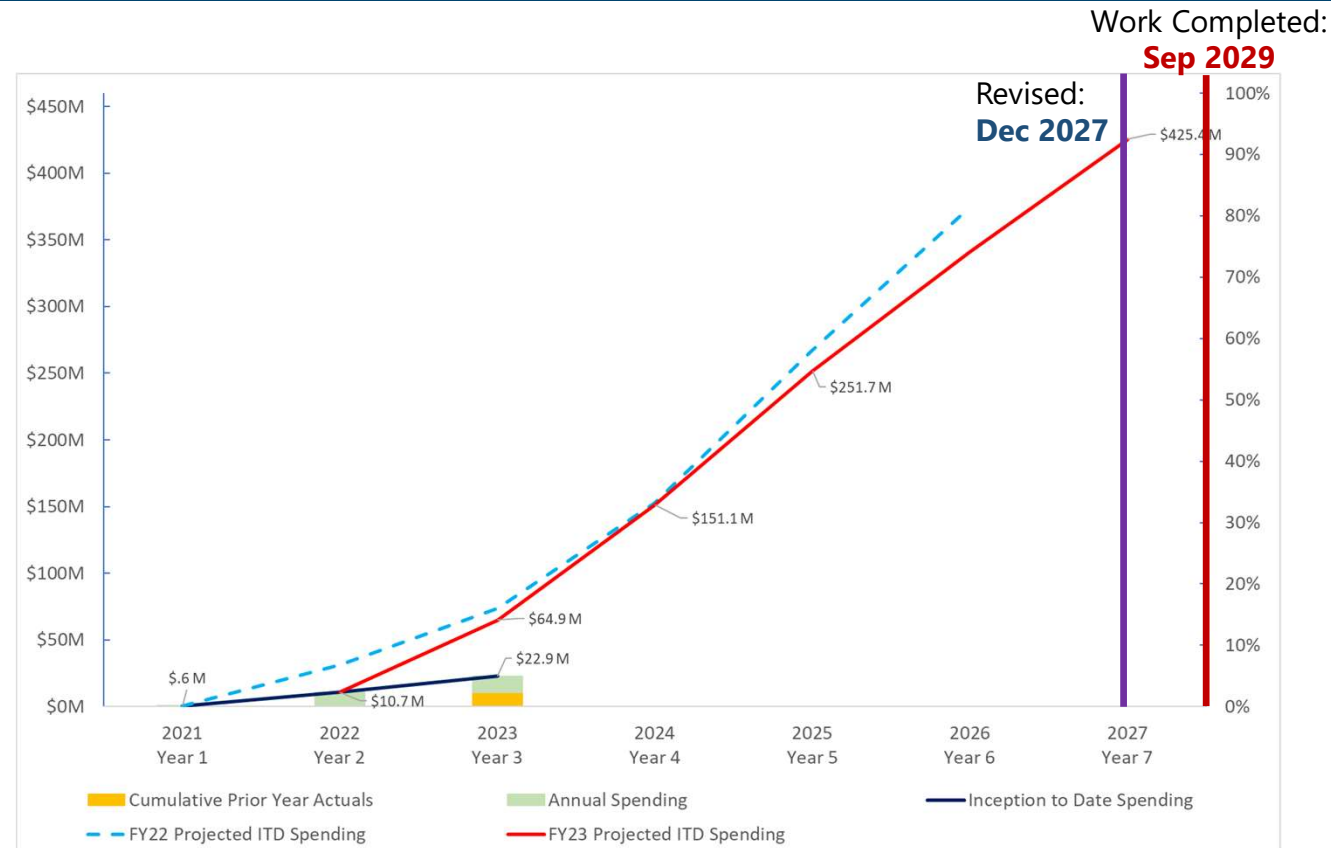
Work Completed: **Dec 2027**

Sustain the programs On & Slightly Off Track (\$242M - \$72M):

- Bikeways, Vision Zero, Local Transit, Substandard Streets, Sidewalks, Neighborhood Partnering, and Safe Routes

Accelerate the programs to new baseline (\$95M):

- Large CIP



Next Steps



CAPITAL DELIVERY
SERVICES

- Meet with Council Member and Staff to review individual program and projects status
- Begin quarterly reporting in 2nd Quarter FY24 on Mobility Action Plan Status
- Review and revise each project and program spending plan
- Train and implement consistent spending plan development for the FY25 Budget Process

QUESTIONS + ANSWERS



CAPITAL DELIVERY
SERVICES

“Effectively and Efficiently Deliver Quality Projects with the Concept of Speed”