

MEMORANDUM

TO: Mayor and Council

FROM: Robert Goode, P.E., Assistant City Manager

CC: Elaine Hart, Interim City Manager

Greg Canally, Interim CFO

Robert Spillar, P.E., Director, Austin Transportation Department Richard Mendoza, P.E., Director, Public Works Department Mike Trimble, Director, Corridor Program Implementation Office

Rolando Fernandez, Interim Officer Capital Contracting

Veronica Briseno, Director Small and Minority Business Resources

DATE: April 24, 2017

SUBJECT: 2016 Mobility Bond: Upcoming Council Items (Budget Amendment, TxDOT Funding

Agreements) and Status Update

On February 28, 2017, staff provided Council with copies of a 2016 Mobility Bond Update <u>presentation</u> and <u>detailed report</u>. As noted in those updates, staff across multiple departments are working on an accelerated timeframe to further develop projects and programs as part of the implementation of the Bond Program. This memo will add background for several Council actions recommended for your May 4th meeting. For your information, I have attached a few excerpts from previous Council memos that discussed the Budget Amendment requests in Appendix A. We have also provided a status report regarding project implementation in Appendix B.

May 4th Items for Council consideration:

Interlocal Agreements (Advance Funding Agreements) with TxDOT

Part of the funds designated for "Regional Mobility" projects in the 2016 Mobility Bond Program will be paid to the Texas Department of Transportation (TxDOT) since they are the lead implementing agency and the owner of these roadways. As you know, Council must authorize all Interlocal agreements to transfer or accept funds from another public agency. In this case the TxDOT mechanism for this Interlocal agreement is an Advance Funding Agreement (AFA). We will have several AFAs on your May 4th Council meeting. If approved by Council, these agreements will grant staff the authority to transfer \$46 million identified for the Loop 360 corridor intersections, \$7.5 million for improvements to the intersection of RM 620 and RM 2222, and \$17 million for improvements to Parmer Lane.

Budget Amendment Requests

As you know, after the voters approve a bond referendum, Council authorization is required for specific spending authority for each project identified in the referendum. You may recall that Council authorized an initial budget amendment on December 15th to support "early-out" design and construction funding for sidewalks, safe routes to school, urban trails, bikeways, safety/vision zero,

capital renewal, and for funding to hire consultants to develop the corridor reports and the recommended Corridor Construction Program. As we indicated previously (see Appendix A), we are now returning to Council for a second budget amendment request to fund additional implementation steps including authorizing the additional staffing required to complete this bond program on a very aggressive delivery schedule. We expect that all the subsequent mobility bond funding requests will be included in each year's annual capital budget.

The budget amendment request and the companion "intent to reimburse" Request for Council Actions (RCAs) are for \$39 million. As a reminder, for the City to spend money today, but reimburse itself from the issuance of debt obligations in the future, a reimbursement resolution is required by State and Federal law. The budget amendment will provide contract authority for consultants and contractors and fund the additional staffing described below. As a reminder, we must have authorization for the entire contract amounts prior to initiation. We won't spend all these funds this year, but need the authorization to proceed with the projects. Of course, every individual project authorization will come to City Council for your approval. I've provided some detail of this mid-year budget amendment funding request below:

<u>Program</u>	<u>Funding</u>	Projected Expenditures	
	<u>Amount</u>		
Regional Mobility	\$9,000,000	Prelim Engr Report (PER) for Spicewood	
		Springs, full funding for City's share of the FM	
		620 at FM 2222 project	
Corridor Mobility	\$12,000,000	Corridor Consultant and PERs for the remaining	
		future Mobility Corridors	
Local Mobility –			
Bikeways	\$3,000,000	Construction Contracts, Consultant	
Safety/Vision Zero	\$2,500,000	Construction Contracts, Consultant	
Substandard Streets	\$4,000,000	PERs for all Substandard Streets	
Sidewalks	\$2,000,000	Field Engr consultant, construction/inspection	
Safe Routes to School	\$1,500,000	Traffic Signal construction, consultant	
Urban Trails	\$5,000,000	Design for various trails	
TOTAL	\$39,000,000		

Staffing For 2016 Bond Program Implementation and Future Bond Planning:

Implementation of the 2016 bonds will require extensive internal and external management/ coordination efforts. The 2016 Mobility Bond Program is much larger than previous transportation/mobility programs and you have established a very aggressive implementation timeline. As we relayed to you during the bond development process (see Appendix A), to successfully implement this large of a program within this aggressive schedule, we will need to develop more efficient processes coupled with bringing on more resources. You may recall that Interim City Manager Hart has already shifted some existing staff to focus on the 2016 Mobility Bond. Utilizing existing staff whenever possible is always the first priority. In fact, we have spent the last few months launching "early-out" projects by focusing existing staff from multiple departments on the 2016 Mobility Bond. However, as existing staff focused on the 2016 Mobility Bond Program implementation efforts, other programs and projects have slipped in order to move the ball forward on the Mobility bond projects. This focus can't continue without dramatically affecting existing programs.

We have analyzed the staffing needs across the multiple departments engaged in Bond implementation that will be required to deliver the 2016 Mobility Bond while keeping existing

programs and projects on track. At this point, we believe that the additional staff requested in the item before Council on May 4th will be enough to effectively implement the program as long as we find ways to effectively reduce tasks and the time necessary to deliver capital projects. As I mentioned, we are already launching a review of our existing capital delivery system to find these efficiencies. At this point, we are asking Council to authorize an additional 21 employees in 5 separate departments. This number is in line with what we predicted in previous communications...we thought that we would need "25-30" additional staff to meet the aggressive timeline. We may find, as we complete the delivery system analysis that we will need to add more staff to focus on critical path items or perhaps shift some of these new resources to different tasks. We intend to be flexible and nimble as we move through implementation in regards to staffing...as we have done thus far. That being said, we are not as confident in regards to the staffing that may be required when the Corridor Construction Program begins in earnest. We may need to supplement existing inspection staff with more employees or contracted support at that time. We will know more as we approach that milestone.

The funding for these positions will come from a mix of Bond Funds, the Transportation User Fee (TUF), the Capital Program Management Fund (CPMF), and Support Services Funds. I've summarized the departmental staffing requests below.

Austin Transportation Department (Seven total):

- 4 Positions (Engineers, Technical Leads) Bond funded for FY2017-18;
- 1 Position (Permitting) Funded via Right-Of-Way Permitting fees;
- 2 Positions (Public Information, Financial Analyst) TUF funded for FY2017-18.

Public Works Department (Five total):

5 Positions (Project Managers/Assistants, Inspectors) – CPMF.

Corridor Program Implementation Office (Five total):

- 3 Positions (Project Managers/Assistants) Bond funded;
- 2 Positions (Public Information, Support) Financial Services Dept (FSD) savings for FY2016-17; TUF funded for FY2017-18.

Small and Minority Business Resources (Two total):

2 Positions (Business Development) - Support Services savings for FY2016-17; Support Services funded for FY2017-18)

Capital Contracting Office (Two total):

2 Positions (Procurement, Contracts) - FSD savings for FY2016-17; FSD funded for FY2017-18.

I want to take the time to thank the small army of city employees that have come together to launch this program faster than any other Bond Program that we have undertaken. Their work has been simply stellar and we have made great progress thus far. However, in order to continue at this pace we must bring on additional staff to ensure that other programs/projects don't fall behind.

If you have any questions, please feel free to contact me.

APPENDIX A – PREVIOUS COUNCIL COMMUNICATIONS

Excerpt from December 12, 2016 Memo SUBJECT: 2016 Mobility Bond Implementation

Mobility Bond Budget Amendment Requests - After the voters approve a bond referendum, Council authorization is required for specific spending authority for each project identified in the referendum. We will be bringing an initial budget amendment **on December 15th** to support early out design and construction funding for sidewalks, safe routes to school, urban trails, bikeways, safety/vision zero, capital renewal, and for consultant funding to develop the corridor reports and the recommended Corridor Construction Program. We may return to Council in **April 2017** for a second budget amendment request to fund additional bond implementation as we lay out the subsequent implementation steps. We would then expect that the subsequent mobility bond funding requests would be included in each year's annual capital budget.

Staffing For 2016 Bond Program Implementation and Future Bond Planning:

Implementation of the 2016 bonds will require extensive internal and external management/coordination efforts. As you know, the 2016 Bond Program is much larger than previous transportation/mobility programs and you have established a very aggressive implementation timeline. As we relayed to you during the bond development process, to successfully implement this large of a program within this aggressive schedule, we will need to develop more efficient processes. We will need to simply find ways to complete projects faster. We are already launching efforts to evaluate our implementation processes and will brief you on changes that we make as we move forward.

We also communicated that additional staffing resources (either via city staff or consultants) would be necessary to implement this program with this aggressive schedule. We will bring forward requests for additional staffing as we identify those needs in conjunction with review of the processes.

Excerpt from November 9, 2016 Council memo SUBJECT: 2016 Mobility Bond Start-Up Activities

Mid-Year Budget Amendment Requests

Due to the accelerated implementation timeline for the 2016 Mobility Bond, staff anticipates returning to Council prior to the end of the year for an initial mid-year budget amendment to support staffing resources as part of start-up activities as well as funding for early-out solicitation items such as sidewalks and bikeways for transportation and mobility purposes. Once the City has conducted the necessary implementation planning, staff will return to Council in early 2017 for a second mid-year budget amendment request to fund additional bond implementation, including work in all categories, Regional, Corridor and Local Mobility.

Excerpt from June 16, 2016 memo to Council SUBJECT: Responses to City Council questions

Q8: The concern of adequate staffing for implementing the program expediently was raised. Do you have a sense of what would need to happen to get a bulk of the enhanced corridor alternative program done within the 8-year timeframe? Could those costs be capitalized (i.e. funded as a part of the bond program)?

Traditionally, additional staff needed at the project delivery, sponsor department and program management levels would be identified during the project implementation planning phase after a successful bond election. Based on the information available to staff, there is an expectation that additional staff would be needed in those areas. A rough estimate based on information already provided by the Austin Transportation and Public Works departments are 20-25 additional staff, accounting for acceleration and all the enhancements to delivery outlined in the June 13, 2016 memo about the Corridor Mobility Development Program. The approximate staffing number provided above would be refined during implementation planning.

Excerpt from June 21, 2016 memo to Council

SUBJECT: Responses to City Council questions from June 16 Council meeting – Mobility Funding.

Q16: What would it take to accelerate bond program implementation and delivery, regardless of what funding amount is involved? Timing, resources, etc.? What additional resources are included in bond funding and what else needs to be considered?

The timeframe for bond program implementation depends upon several factors that staff must assess and consider as part the implementation planning phase after voters approve the bond propositions. Some of the factors that impact program and project implementation include the following:

- Staffing and resource planning for bond program and project delivery, including staff dedicated to pursuing and acquiring potential Grant funds;
- Coordination with partner agencies such as Capital Metro and Texas Department of Transportation for work to occur in the corridors;
- Coordination with private development and land use considerations;
- Review of related plans and city priorities that could be positively impacted through implementation of bond programs and projects;
- Internal coordination among City departments with other capital improvements in the corridors, such as water, drainage and other projects that could be needed to accommodate improvements – additional funding may be required at a future date to address these issues.
- Assessment of any existing "on the ground or below the ground" conditions that could impact project and program implementation;
- Public engagement and communications strategy for bond program implementation is in place and carried out at the project and program levels;
- Project phasing and work sequencing so as to minimize potential impacts to traffic and other mobility during the implementation of the program;
- Procurement scheduling that coincides with work planning and sequencing;
- Economic factors such as availability of design consultants, contractors and other external resources needed to deliver bond projects.

If funding is approved, the anticipated timeframe for implementation of corridor improvements, given existing staffing and project delivery resources is approximately 8-10 years for the \$250 million to \$300

million packages, approximately 10-12 years for the \$500 million package, and approximately 12-15 years for the \$720 million package. During those timeframes, some projects would be completed in a shorter period of time and some would take longer to develop, design, and construct. For example, near-term improvements such as sidewalks and on-street bicycle facilities can often be delivered in shorter timeframe than larger scale improvements.

The estimated timeframes for completion could be further accelerated if the following items can be effectively addressed as part of implementation:

- Additional staff resources are made available for efficient project delivery;
- Additional staff resources are made available for effective program management and coordination;
- Procurement process and project delivery methods are explored for most efficient delivery options;
- Additional resources related to program and project implementation and delivery as deemed necessary through implementation planning;
- Consistent and continued focus of multiple City department resources on bond program implementation and delivery throughout the implementation phase.

Traditionally, additional staff needed at the project delivery, sponsor department and program management levels would be identified during the project implementation planning phase after a successful bond election. Based on the information available to staff, there is an expectation that additional staff would be needed in those areas. The anticipated resources needed at different funding levels (based on bond packages currently under consideration) to accelerate implementation, as well as estimated accelerated timeframes are the following:

ACCELERATED IMPLEMENTATION: ESTIMATED RESOURCES AND TIMEFRAME			
\$300 Million	\$500 Million	\$720 Million	
Funding Level	Funding Level	Funding Level	
Additional staff	Additional staff	Additional staff	
(20-25)	(25-30 or more)	(25-30 or more)	
Sustained focus on	Sustained focus on	Sustained focus on	
implementation	implementation	implementation	
Streamlined implementation	Streamlined implementation	Streamlined implementation	
processes	processes	processes	
	Enhanced options for	Enhanced options for	
	procurement and/or alternative	procurement and/or alternative	
	delivery	delivery	
		Additional resources for	
		program/project delivery as	
		needed	
Est. Timeframe w/Acceleration:	Est. Timeframe w/Acceleration:	Est. Timeframe w/Acceleration:	
4-6 years	6-8 years	8-10 years	

Staffing can be phased over FY17 and FY18, with added staff front-loaded in FY17. Project delivery staff (project managers, inspectors, design consultants, etc.) are included in the project estimates already estimated and would be funded by bonds. Program management staff and sponsor department staffing requirements have traditionally been funded through their respective Operating Budgets. Absent more refined analysis and

information that would be developed during implementation planning, staff estimates that 60 to 70 percent of additional staffing requirements for accelerated bond program implementation would be funded through the bond program. Additional staffing resource planning will need to be done, including assessment of existing resources and existing capacity to deliver, and what additional would be needed to accelerate as part of implementation planning.

Bond program planning, program implementation, and monitoring and oversight follows this general schedule:

- Bond Program Planning (3 to 5 months following bond program voter approval)
- Mid-Year Budget Amendment (March to May following bond program voter approval)
 - Bond Implementation, Monitoring, and Oversight (Typically beginning during the summer following bond program passage and continuing through the life of the bond program)

APPENDIX B - PROJECT STATUS

Regional Mobility

<u>Loop 360</u> – The Texas Transportation Commission approved \$204 million for Loop 360/Capital of Texas Highway on March 28th. Matched with the City's \$46 million, this project plans to replace traffic signals with grade-separated interchanges from MoPac to U.S. 183. The Texas Department of Transportation (TxDOT) will begin environmental studies this year now that funding has been secured. We will be bringing forward the required agreement with TxDOT (an Advance Funding Agreement – AFA) for your consideration at your May 4th Council meeting. We are coordinating with the TxDOT team (TxDOT will be leading this project) on communications and community engagement needs and expectations.

<u>Spicewood Springs</u> - This project will be designed in-house. The Public Works Department has initiated the Preliminary Engineering Report (PER) and will begin the public involvement phase. Informed by the public's input, we expect the PER to be completed in 2018, design to commence and be completed by 2019, and construction to commence by 2019.

<u>Anderson Mill Road</u> – Preliminary Engineering is underway and is expected to be completed in 2018. Design will then begin and is expected to be completed by 2020, with construction starting after the design is completed and any required right-of-way is acquired.

RM 620 and RM 2222 – TxDOT is continuing environmental review and will be identifying right-of-way (ROW) requirements. We expect the City's funds will be used to acquire the ROW and could be needed this fiscal year. Therefore, we are currently working on the required agreement with TxDOT (an Advance Funding Agreement – AFA) and expect to bring that forward for Council consideration on May 4th.

Parmer Lane – TxDOT is funding Preliminary Engineering...expected to start late 2017.

<u>Old Bee Caves Road Bridge</u> – TxDOT is continuing the environmental review. After the environmental review is completed in summer 2018, we will begin working on the required agreement with TxDOT (an Advance Funding Agreement – AFA) and will bring that forward for Council consideration when the City's funding is necessary.

Mobility Corridors

<u>Corridor Consultant</u> –Council awarded the contract for the Corridor Consultant on **February 9, 2017.** The contract has been executed. The Consultant has commenced work on the first phases of their work: Developing the Corridor Construction Program, developing a Communications and Community Outreach Plan, and developing an MBE/WBE Program Outreach Plan.

Corridor Construction Program - We will be briefing Council regarding prioritization criteria to be used to select the Corridor Construction Program in Sept/October 2017. We expect that recommendations for the Corridor Construction Program will be ready for Council consideration by Feb/March 2018.

Communications and Community Outreach Plan – Expected to be developed by May/June 2017 for use throughout implementation of the Bond Program.

MBE/WBE Program Outreach Plan – Expected to be developed by Sep/Oct 2017 for use throughout the Bond Program.

Rotation List for the William Cannon Drive, Slaughter Drive, and Brodie Lane corridor reports — We are using an existing Council authorized engineering rotation list to accelerate the preliminary engineering reports (PER) for William Cannon Drive, Slaughter Drive, and Brodie Lane. As you may recall, potential improvements on both William Cannon and Slaughter are to be included in the Corridor Construction Program analysis mentioned above. Since the other corridors that will be included in this analysis have completed corridor reports, we need to accelerate the preliminary engineering reports for William Cannon and Slaughter in order to have this new data available for the Corridor Construction Program analysis. We are also launching the PER for Brodie Lane due to its proximity to William Cannon and Slaughter. We will then be able to evaluate all three corridors to predict how potential improvements in one corridor would affect the others. All three contracts have been executed with the rotation list consultants and they have all begun their work. We expect these reports to be completed by November, 2017.

<u>Rotation List for Preliminary Engineering for the remaining corridors –</u> We issued requests for qualifications to develop two new rotation lists for engineering services for the additional corridors identified in the bond referendum. We have received qualifications from 18 consultants for the Corridor Mobility RFQ and 24 for the Local Mobility RFQ. We are currently evaluating the submittals. We plan to bring both of these solicitations for Council consideration on May 18th. After the rotation lists are established, we will begin project assignments with those firms and expect work to commence by July.

Local Mobility - Sidewalks

<u>Early-Out Construction Contract</u> – The first sidewalk construction funded by the 2016 Mobility Bond is expected to begin this week. The Chesterfield Avenue sidewalk project will provide a safe ADA-compliant route between North Loop and Koenig. Chesterfield Avenue, located in Council Districts 4 and 9, is a busy connector street within a quarter mile of Reilly Elementary that currently has no sidewalks on either side of the street. The new sidewalk will be on the east side of Chesterfield and will connect existing sidewalks in the area to provide a safe path to transit, local businesses and Reilly Elementary School. The sidewalk project has been coordinated to align with recent pedestrian crossing improvements on North Loop, sponsored by the Austin Transportation Department. The project is anticipated to take 6 to 8 weeks to complete.

We have also issued an invitation to bid for an Indefinite Delivery, Indefinite Quantity (IDIQ) construction contract. We received three bids and expect to bring staff's recommendation to award to Council on May 18th. Upon approval, construction is expected to begin on the rest of the eight miles of "early out" projects by June.

Developing next slate of projects — The next slate of sidewalk projects following the "early out" projects will work towards the Sidewalk Master Plan goal of addressing "all very high and high priority sidewalks within ¼ mile of all identified schools, bus stops, and parks, including both sides of arterial and collector streets and one side of residential streets." Projects will continue to be developed consistent with the geographic distribution of "very high" and high" priority absent sidewalks by Council District. The focus will be on addressing multiple city priorities, with special emphasis on improving transit access in areas outside the limits of bond Corridor and Regional Mobility projects. Staff is currently working on completing construction feasibility reviews for the full four year program of potential projects based on the \$37.5 million

allocated to sidewalks. The potential projects will be reviewed for coordination opportunities with other Local Mobility programs and upcoming private and public right of way improvement projects. The draft list of potential projects will be reviewed with each council district office and will be included as part of a comprehensive annual Local Mobility Implementation Plan; it is anticipated that the 2018 draft plan will be available for review and feedback in early November 2017.

Local Mobility – Safe Routes to School

<u>Early-Out Construction Contract</u> – Staff is working with stakeholders of partnering schools to identify priority safety concerns that can be addressed via an "early-out", Phase 1, construction contract. We are preparing an Indefinite Delivery, Indefinite Quantity (IDIQ) construction contract to tackle the Phase 1 projects. We expect to bring this IDIQ contract for Council consideration in June.

<u>Developing Infrastructure Plan</u> – Staff developed a Request for Qualifications (RFQ) that is seeking consultant support to develop a plan that identifies and strategically prioritizes projects to address safety needs at each partnering school. This Phase 2 work will help us identify the next slate of construction projects. We expect the consultant contract will be brought forward for Council's consideration at your June 22nd meeting.

<u>Local Mobility – Safety/Vision Zero</u>

<u>Early-Out Construction Contract –</u> We have completed detailed safety/preliminary engineering studies and formulated safety improvement recommendations for the three early-out projects (intersections at Pleasant Valley Road and Elmont drive, Slaughter Lane and South 1st Street intersection, and at South Congress and Oltorf Street). We have started the detailed design for the Pleasant Valley/Elmont and for Slaughter/South 1st projects. Design for the third project, South Congress/Oltorf, will begin in May. We expect the designs for all three early-out projects to be completed and permitted by late August. We are bringing an IDIQ construction contract for your consideration at the June 15th Council meeting.

<u>Developing next slate of projects –</u> We will complete detailed safety /preliminary engineering studies and initiate detailed engineering design for the next three Intersection Safety Projects at IH-35 Service Road/Braker Lane, East Riverside Drive/Tinnin Ford Road, and East 45th Street/Red River Street, before the end of calendar year-2017.

Local Mobility - Bikeways

<u>Identifying Priority Projects –</u> We have hosted eleven "Bike + Walk" public meetings around Austin in Feb/March to collect input on prioritizing bicycle projects. Currently coordinating across other programs to identify bicycle and pedestrian needs and opportunities. We expect to analyze the public feedback to develop a Bicycle Implementation Plan with prioritized (Tier 1 through Tier 5) projects by June.

<u>Securing Field Engineering Support –</u> We are bringing forward a consultant contract for field engineering for Pedestrian, Bikeway, and Urban Trails for your consideration at your May 18th Council meeting. This consultant support will be used to analyze potential projects to ensure the constructability of each project.

<u>Local Mobility – Urban Trails</u>

Preliminary Engineering Reports - Public Works began Preliminary Engineering Reports (PER)

and civil design efforts for the following five urban trail projects: PER for Northern Walnut Creek Trail Phase 3; PER for Northern Walnut Creek to Braker, a portion of the Redline Trail; PER for La Loma Trail; Design for Country Club Creek Trail Phase 1; and continued Design efforts for Northern Walnut Creek Phase 2, which is currently at 40% design completion. Additionally, the draft PER was received from the consultant for Shoal Creek Trail Improvements from W 5th St to W 15th St on March 24, 2017. The PER for the YBC Trail was submitted by the consultant on March 28, 2017. Staff is currently awaiting the consultant's design proposal for evaluation. A consultant was secured and a Notice to Proceed (NTP) for Design was issued on March 27, 2017 for the Southern Walnut Creek Trail Renovation project, in partnership with the Central Texas Regional Mobility Authority (CTRMA). Staff is currently considering entering into an Interlocal Agreement with CTRMA for the Southern Walnut Creek Trail Renovation project; design is expected to take approximately 6 months, and is expected to be complete in early October.

<u>Public Input - A</u> public meeting was held for Northern Walnut Creek Trail Phase II on April 11, 2017. The draft PER for Shoal Creek Trail Improvements from W 5th St to W 15th St is currently under review by staff; a public meeting to discuss the draft PER is expected to take place in early May 2017, and then the PER is expected to be finalized by early June 2017.

Local Mobility – Capital Renewal

<u>William Cannon Railroad Overpass – Project kickoff completed in February.</u> Request for Qualifications (RFQ) issued for preliminary engineering and design services. We expect to bring a recommended consultant contract for your consideration at your August 3rd Council meeting.

<u>Fallwell Lane</u> – The RFQ for civil design services for the Fallwell Lane project was issued on March 15, 2017, and a pre-bid meeting was held on March 21, 2017. Consultant submittals are due on April 25, 2017. The Request for Council Action (RCA) to award the design services contract is anticipated for your consideration at your August 3rd Council meeting.