

# M2 Performance Assessment Report



For the Period of July 2009 to June 2012

# Presentation Outline

- **Overview**
- **Findings and Recommendations:**
  - **Area 1: Project Delivery**
  - **Area 2: Program Management/Responsiveness**
  - **Area 3: Compliance**
  - **Area 4: Fiscal Responsibility**
  - **Area 5: Transparency and Accountability**
- **Summary**

# Overview: Assessment Scope

- **Evaluate the efficiency and effectiveness of OCTA in satisfying requirements of the Measure M2 (M2) Plan**
- **Key objectives:**
  - Evaluate status of findings from the first assessment and effectiveness of changes implemented
  - Assess OCTA's performance in the delivery of M2 projects and programs
  - Identify and evaluate potential barriers to success and opportunities for improvements

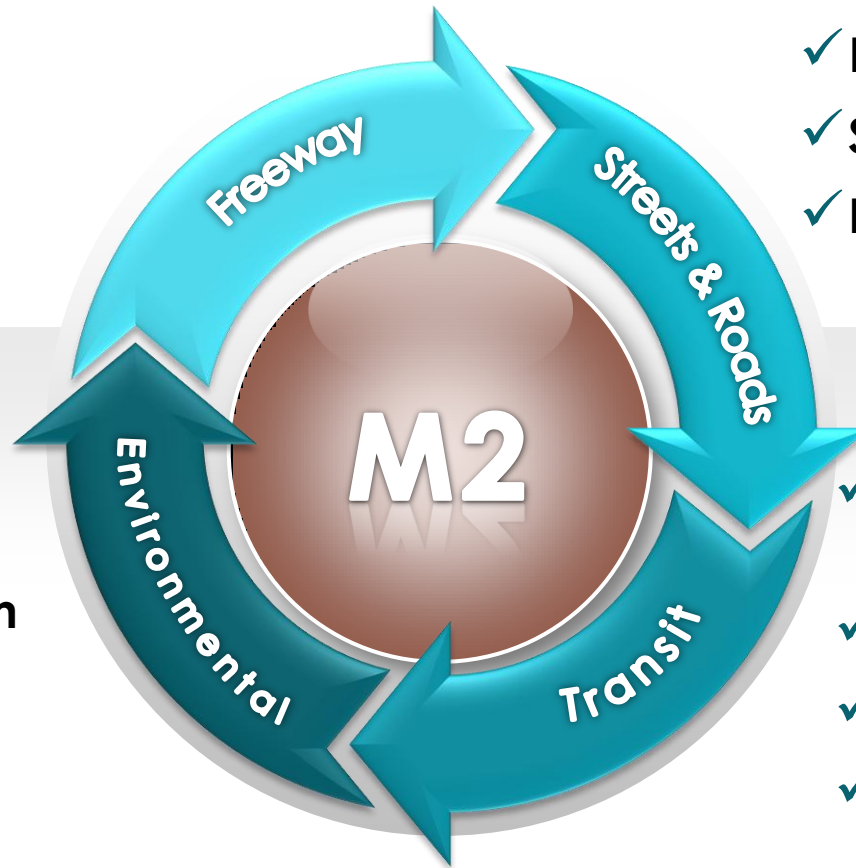
# Overview: Cover Full Range of M2 Projects

## Projects A-N

- ✓ Lane additions
- ✓ Interchange improvements
- ✓ Operational enhancements

## Environmental

- ✓ Comprehensive freeway mitigation
- ✓ Project X: Water quality improvements



## Projects O-Q

- ✓ Regional capacity
- ✓ Signal synchronization
- ✓ Flexible funding

## Projects R-W

- ✓ Metrolink service upgrades
- ✓ Transit extensions
- ✓ Transit stations/stops
- ✓ Expand mobility choices

# Summary

- **OCTA successfully addressed all prior assessment findings**
- **This assessment commends OCTA's commitment to the effective management and delivery of an aggressive program of projects while overcoming financial challenges**
- **Management and funding of M2 Administrative expenses was determined as the most significant issue that needs to be addressed over the long term**
- **Other suggested recommendations are relatively minor items that could improve an already successful effort**

# Area 1: Project Delivery

No.	Finding	Recommendation
1	OCTA has experienced some prolonged vacancies in project manager positions.	Recruit highly qualified personnel to fill project manager vacancies in a timely manner.
2	OCTA's project controls group and Program Management Office (PMO) are critical components of the M2 Program.	The project controls group and the PMO need to work closely to ensure successful delivery of capital projects.
3	Calls for projects are an important part of the M2 Program.	Ensure that calls for projects are advertised and well understood.
4	Current progress with M2 Ordinance projects as a whole is not documented on OCTA's M2 Dashboard.	For the M2 Dashboard: clarify cost reporting, add a percent program expenditure field, and list a description and completion status at the designated M2 project level.

# Area 2: Program Management and Area 3: Compliance

No.	Finding	Recommendation
5	A formalized organizational review of M2 Program management functions would be beneficial.	Review organization-level M2 Program management and administration functions.
6	Streamlined communications could promote improved coordination and communication.	Enhance uses of Primavera system outputs; promote early M2 project issues identification and resolution.
7	Staff training and education produce broad and valuable benefits.	Conduct new and refresher training pertaining to the M2 Program.
8	OCTA developed a detailed Ordinance Tracking Matrix in early 2012 that requires regular updates.	Request project managers to fill out portions of this matrix. Provide matrix to the Taxpayers Oversight Committee.

# Area 4: Fiscal Responsibility and Area 5: Transparency and Accountability

No.	Finding	Recommendation
9	By front-loading the M2 program of projects, M2 administrative costs have cumulatively exceeded the annual 1% cap by \$5.2 million.	Continue efforts to manage administrative costs and confirm a strategy for funding these costs.
10	Detailed information is not readily available to the PMO on costs allocated through the Cost Allocation Plan against the 1% administrative cap.	OCTA should determine the extent of these charges, and consider alternatives to the current Cost Allocation Plan.
11	M2 sales tax revenue projections have fluctuated significantly since the original year 2005 forecast.	Provide the range of M2 revenue forecast scenarios for reporting purposes.
12	Navigability of OCTA M2 web pages could be improved through greater use of the M2 brand as a link to program content.	Consider enhancements to the OCTA website pertaining to M2 Program information and outreach.



# Next Steps

- **Implement OCTA responses and actions**
- **Provide interim status in M2 Quarterly Reports**
- **Complete actions by June 2014**
- **Next assessment period 2012 – 2015**