



**Massachusetts Bay
Transportation Authority**

FY18 Q2 MBTA Capital Program Update

February 26, 2018



Major capital program goals for FY18

1) Capital Spend Update:

- *Execute approved FY18-FY22 Capital Investment Plan (CIP)*

2) CIP Update:

- *Lead the development of a FY19-23 Capital Investment Plan that helps advance the MBTA's strategic priorities and achieve meaningful outcomes for customers*

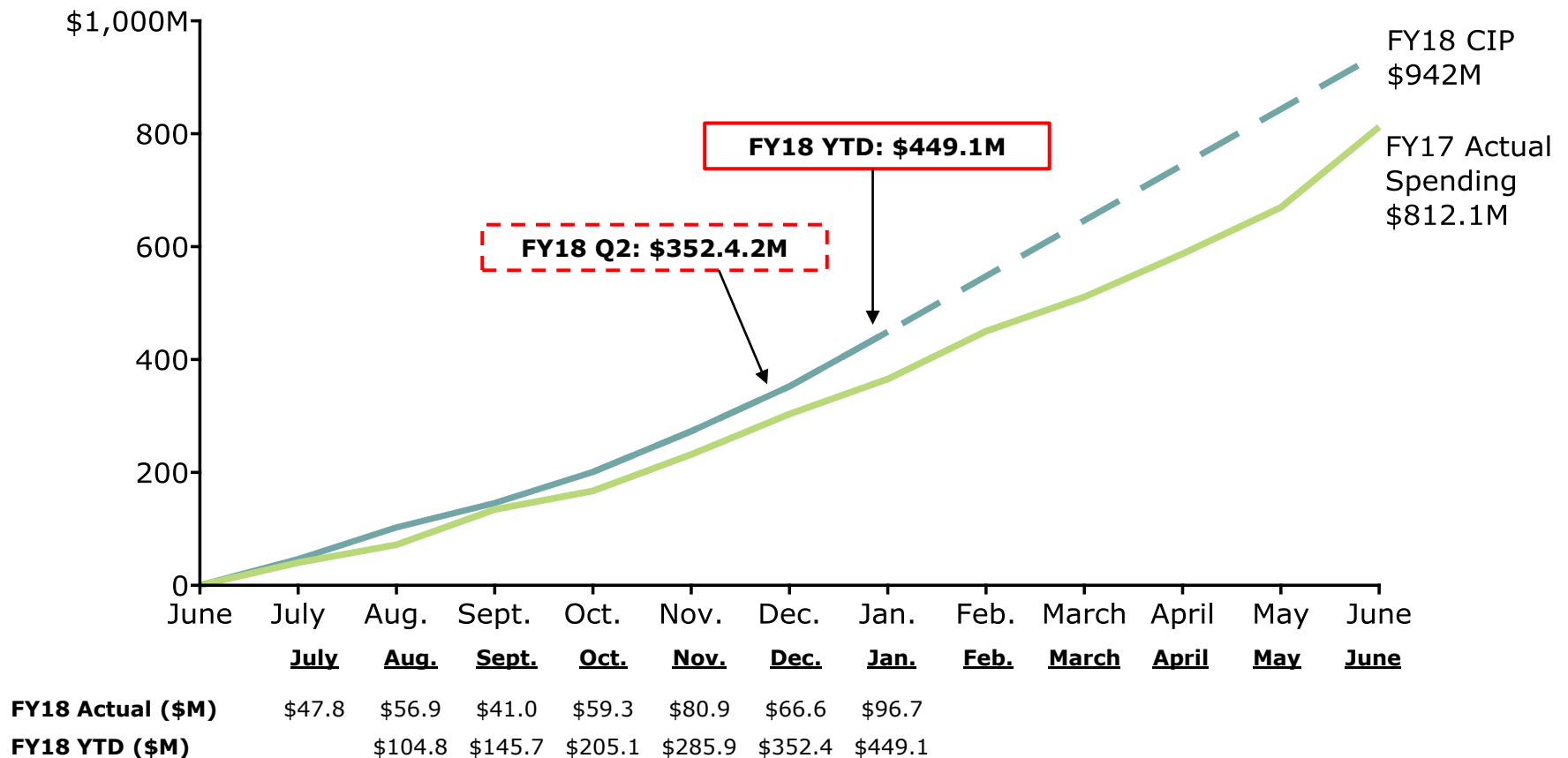
3) E-Builder Implementation Update:

- *Improve project controls, reporting, and processes and implement enterprise-wide project management system (e-Builder)*



FY18 total capital spending (through 1/31/18) -- \$942M programmed in CIP

MBTA Capital Spending (Actuals)



Note: Numbers may not sum due to rounding.



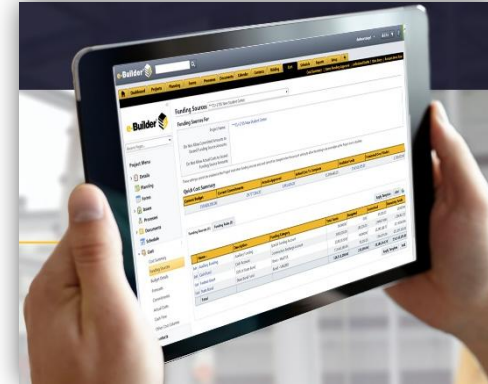
FY19-23 CIP Process Update

- **Call for Projects:** In December, MBTA departments were asked to submit Capital Funding Requests for new capital projects or existing projects with a substantial (>10%) budget increase above amounts programmed in the FY18-22 CIP. Over 100 requests were submitted for consideration.
- **Scoring:** All new requests are being scored using PSAC-recommended criteria. Small cross-functional evaluation teams are scoring projects using eBuilder to share documents and submit scores.
- **Funding Sources:** Preliminary estimates of capital funding sources available for the FY19-23 CIP window were developed and presented to the CPC on February 6 and FMCB on February 12.
- **Program Sizes:** Preliminary program sizes were developed based on FY18-22 CIP and new requirements or policy drivers. FY19-23 CIP program sizes will be presented to the FMCB on March 12 and CPC on March 13.
- **Cash Flows:** Updated cash flows have been collected from nearly all Departments and project managers; these estimates will be the starting point for the FY19-23 CIP.
- **Board engagement:** Capital Programs Committee is the forum for monthly MassDOT/MBTA CIP updates and decisions; FMCB will be updated concurrently and upon request.
- **Public engagement:** MassDOT Planning team is leading a robust public engagement effort.



Purpose of a PMIS (e-Builder)

- e-Builder is a cloud based PMIS that is accessible by any device (laptop / phone / tablet / etc.)
- The main functions of e-Builder are:
 - Repository of all project information
 - Owner-based project management tool
 - Increases productivity, consistency, and reporting
 - Functions as a collaborative tool for all project related participants
- The PMIS will provide the following benefits:
 - Informed and timely decision making based on accurate data
 - Accountability for data and delivery
 - Reduce time for data handling and increase time for analysis
 - Accessibility to data
 - Transparency / audit trail
 - Efficiency





Introduction – what has been accomplished so far

- An enterprise controls gap report was issued in the spring of 2017 which identified a need for an enterprise project management information system (PMIS)
- MBTA looked into commercially available software solutions and selected e-Builder
- Procurement activity:
 - Purchased e-Builder unlimited site license in September, 2017
 - Accenture and e-Builder professional services engaged in December 2017 to begin enterprise-wide e-Builder implementation
- Governance and Resources
 - Integrated new MBTA resources into e-Builder implementation team
 - Formed Steering Committee which meets weekly
 - Brought Project Management and Training ownership of PMIS e-Builder implementation into the MBTA
 - Posted position for PMIS Administrator
- Held Discovery sessions with e-Builder in December, 2017
- Design Sessions were held with e-Builder the weeks of 1/19 and 1/26
- Prototypes of MBTA future state configuration are currently being presented week of 2/12
- Data Migration Planning sessions held the week of 2/19
- Developed MBTA Enterprise Logical Operating Model (LOM)

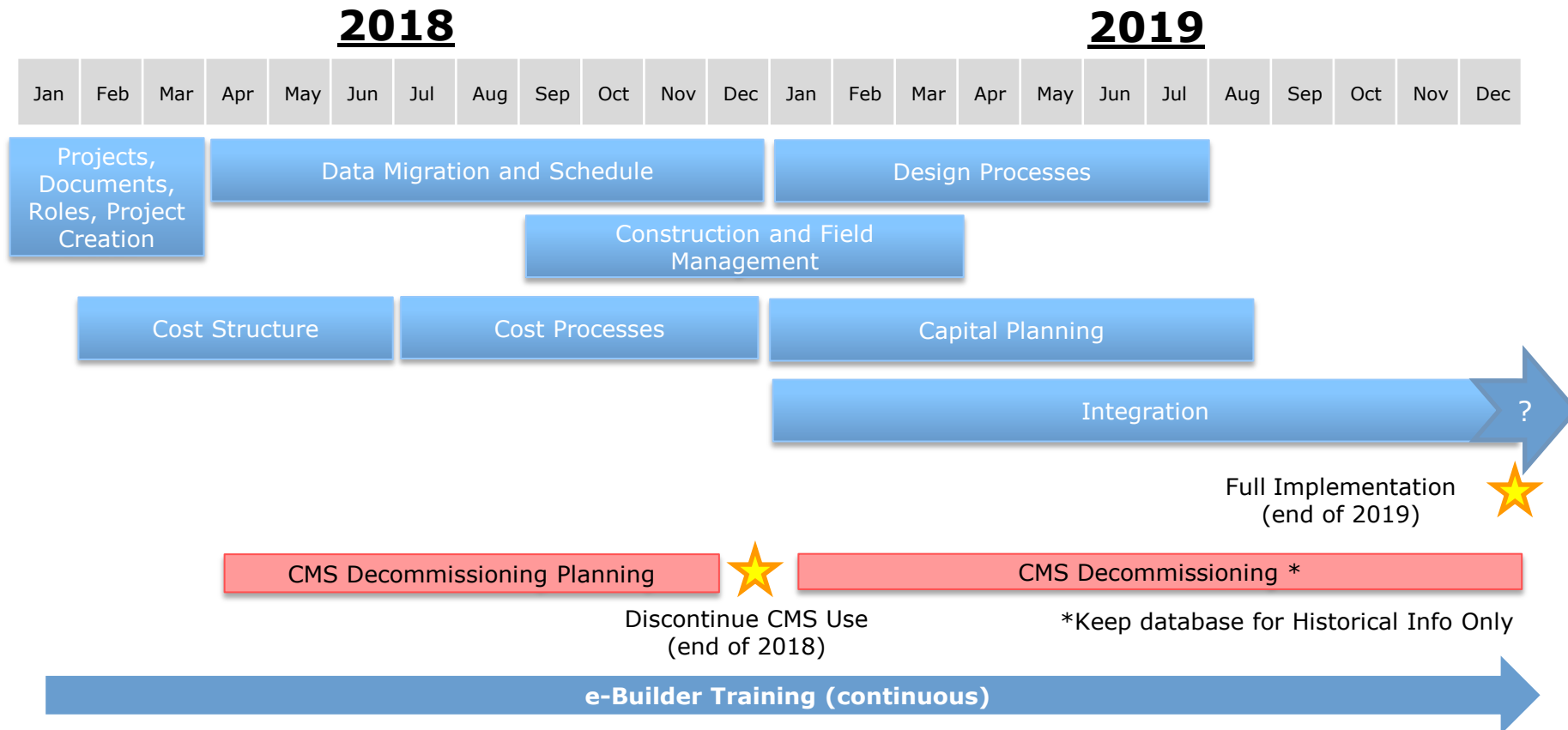


Projects Currently using e-Builder

- Projects currently using e-Builder include:
 - Fitchburg Line / Wachusett Extension
 - Red / Orange Line Infrastructure Program
 - Green Line Extension
 - Positive Train Control
 - PMIS, e-Builder Implementation
 - FMIS-PeopleSoft Upgrade and Enhancement Program
 - CMS Decommissioning
 - 2019-2023 MBTA Capital Investment Program (CIP)
- As of May 1 all Pay-Go / Lockbox projects will be in e-Builder
- As of July 1 all new capital projects in FY19-FY23 CIP to be in e-Builder



High level project roadmap for accelerated implementation:



3 Implementation Streams:

- Data Migration
- Integration
- Business Process



e-Builder training update:

- Training delivered to date:
 - Users on participating projects (GLX, Red / Orange Line Infrastructure, PTC) have received training from project offices
 - Introductory e-Builder training has been provided to:
 - Capital Program Oversight
 - Steering Committee members
 - CIP team members
 - IT team members
 - Created a public folder in e-Builder with several short training videos on basic e-Builder navigation, usage, and best practices
- Future training:
 - As new functionality comes online the initial training will be conducted by e-Builder training consultants, per contract
 - Subsequent training will be provided by certified e-Builder trainers (who are MBTA resources) following a Train-the-Trainer approach



Next Steps

- Continue alignment with MBTA Lean initiative
- Schedule Lunch & Learn sessions with E&M and Vehicle Engineering organizations (Held L&L with Capital Delivery on 1/12/18)
- Develop a Transformation Change Management Plan
- Prepare an Enterprise wide Communication Plan
- Develop PMIS Sustainability Model
- End user adoption approach:
 - We only have one chance to have a positive end user experience
 - “Embed” individual(s) within each business group (CD, VE, E&M) to act as a mentor, trainer and overall e-Builder SME
 - Schedule continuous ongoing e-Builder refresher training
 - Establish internal e-Builder users group
- Provide an overview of e-Builder implementation to American Council of Engineering Companies of Massachusetts (ACEC/MA) members during their March 21st session
- Implement e-Builder onto the AFC 2.0 project



Questions?



?