Massachusetts Bay Transportation Authority

FY18 Q2 MBTA Capital Program Update
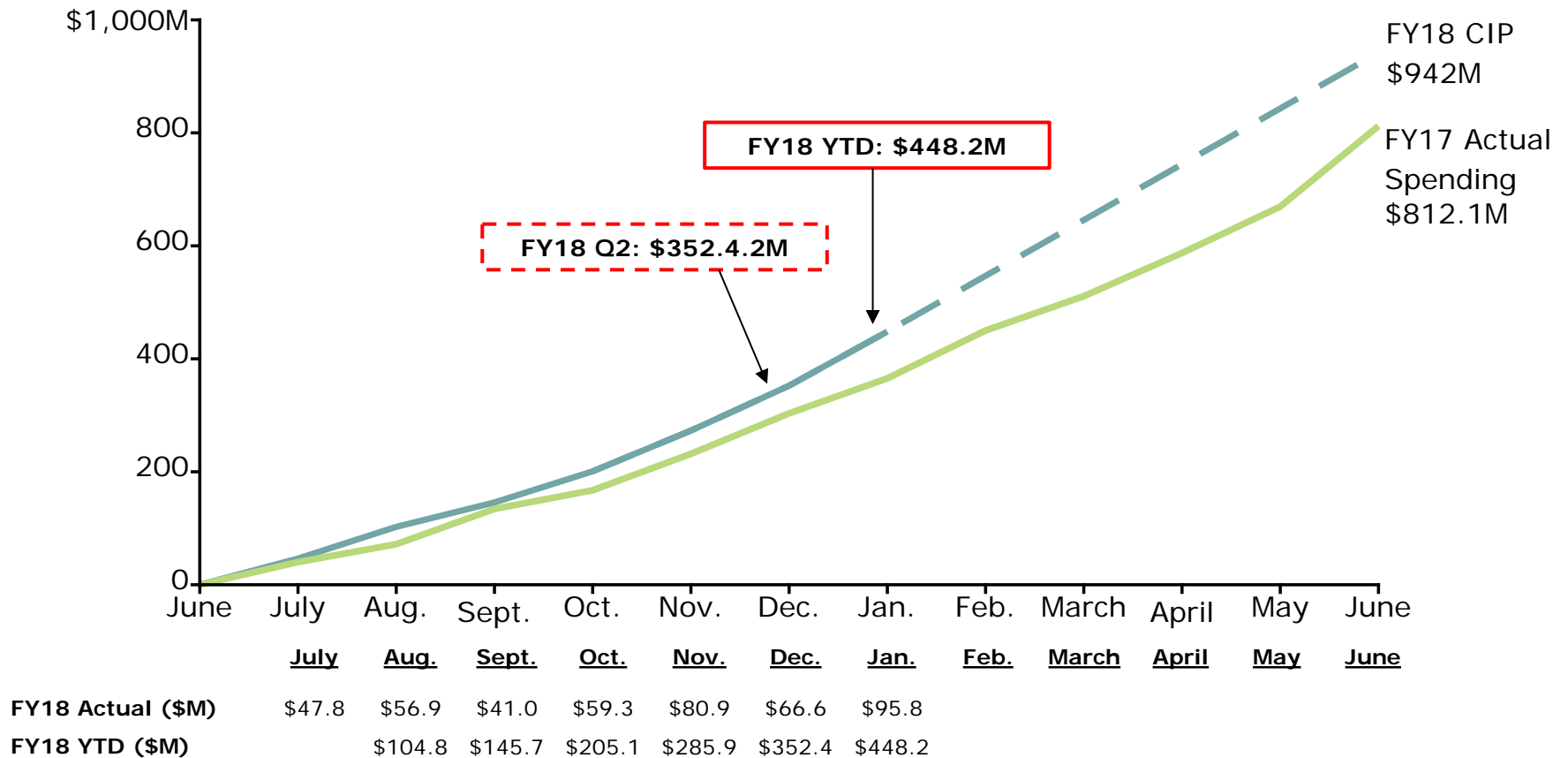*Capital Program Committee*

Data through 1/31/18

Major capital program goals for FY18

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

    a) Invest $942M total on the capital program in FY18, including $795M on state of good repair projects

    b) Award over $450M in new state of good repair construction contracts to ensure project pipeline that will drive future spend

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

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

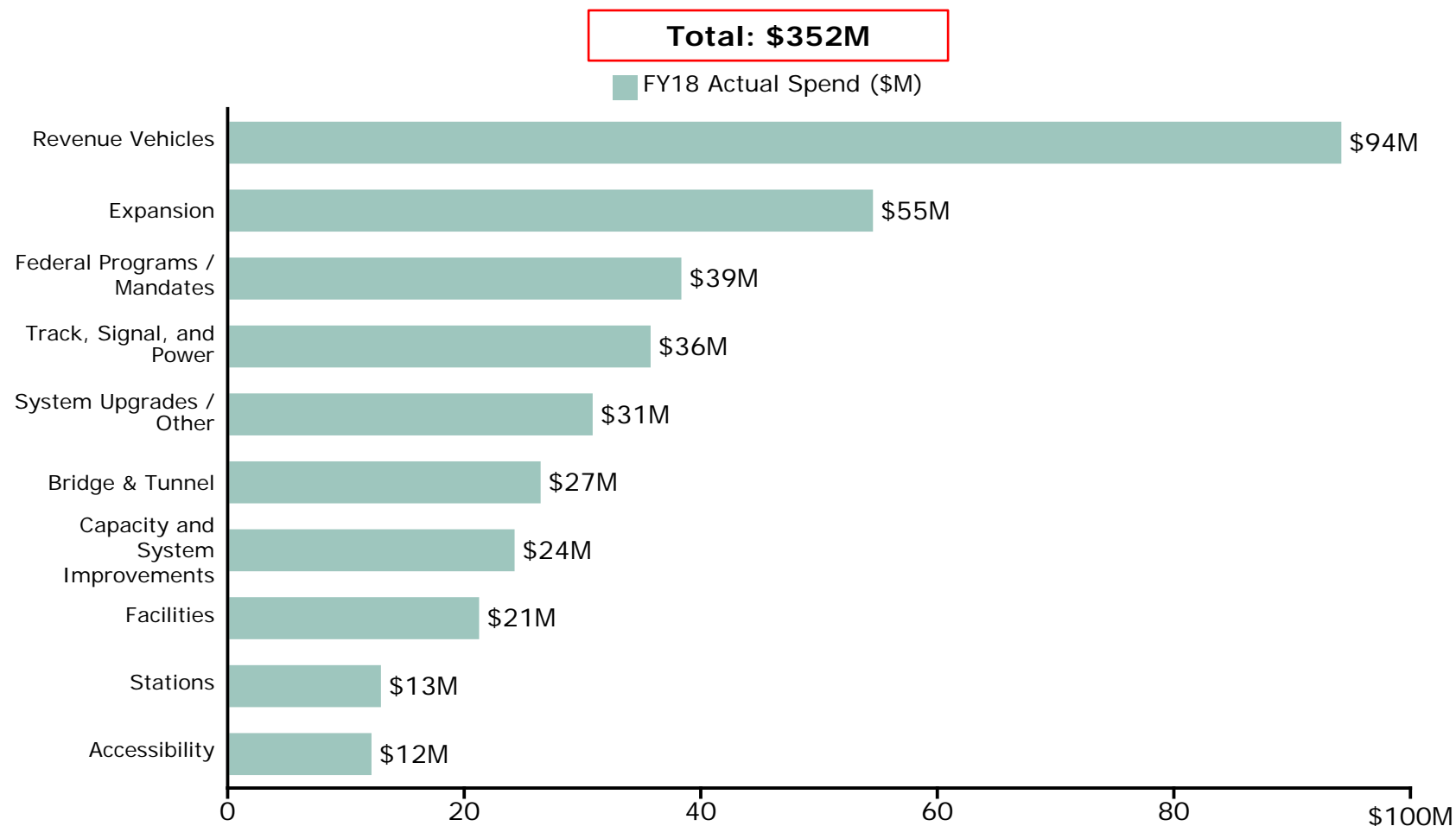# FY18 Total Capital Spending -- $942M programmed in CIP

MBTA Capital Spending (Actuals)

FY18 CIP $942M

FY18 YTD: $448.2M

FY18 Q2: $352.4.2M

FY17 Actual Spending $812.1M

	July	**Aug.**	**Sept.**	**Oct.**	**Nov.**	**Dec.**	**Jan.**	**Feb.**	**March**	**April**	**May**	**June**
FY18 Actual ($M)	$47.8	$56.9	$41.0	$59.3	$80.9	$66.6	$95.8					
FY18 YTD ($M)		$104.8	$145.7	$205.1	$285.9	$352.4	$448.2					

Note: Numbers may not sum due to rounding.

FY18 Spend by CIP Program

Total: $352M

■ FY18 Actual Spend ($M)

Program	FY18 Actual Spend ($M)
Revenue Vehicles	$94M
Expansion	$55M
Federal Programs / Mandates	$39M
Track, Signal, and Power	$36M
System Upgrades / Other	$31M
Bridge & Tunnel	$27M
Capacity and System Improvements	$24M
Facilities	$21M
Stations	$13M
Accessibility	$12M

Note: Numbers may not sum due to rounding.

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Top 20 Capital Projects (by FY18 YTD Spend) comprise ~66% of FY18 spend to date

Project Name	FY18 YTD Spend ($M)
Commuter Rail Positive Train Control	$37.0
Green Line Extension	36.0
New Flyer 325 Bus Procurement	32.5
Red Line / Orange Line Infrastructure Improvements	21.3
Facility On-Call	12.7
Beverly Drawbridge Rehab	12.5
Kawasaki Coaches Overhaul	12.0
Red / Orange Line Vehicles	8.7
PRIIA-212 Amtrak Baseline Capital Charges	8.3
Green Line New Type 9 Vehicle	7.8
Green Line #7 Car Midlife Overhaul	6.5
Elevator Program	6.2
Red Line Vehicle Procurement (Replace No.3 Cars)	4.8
Overhaul of Neoplan 60' DMA Buses	4.6
Quincy High Speed Catamaran	3.9
NNEPRA- Haverhill Line Improvements	3.5
Wollaston Station / Quincy Center Garage Demolition	3.5
Mini-Rehab to Restore Locos and Coaches	3.4
Commuter Rail - Systemwide Tree Removal	3.2
Green Line Rail Grinding	2.8
Top 20 Project Total	**$231.2M**
All Other	*$121.2M*
Grand Total	**$352.4M**

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FY18 SGR Construction Contract Awards

Dollar Value of Contracts ($M)
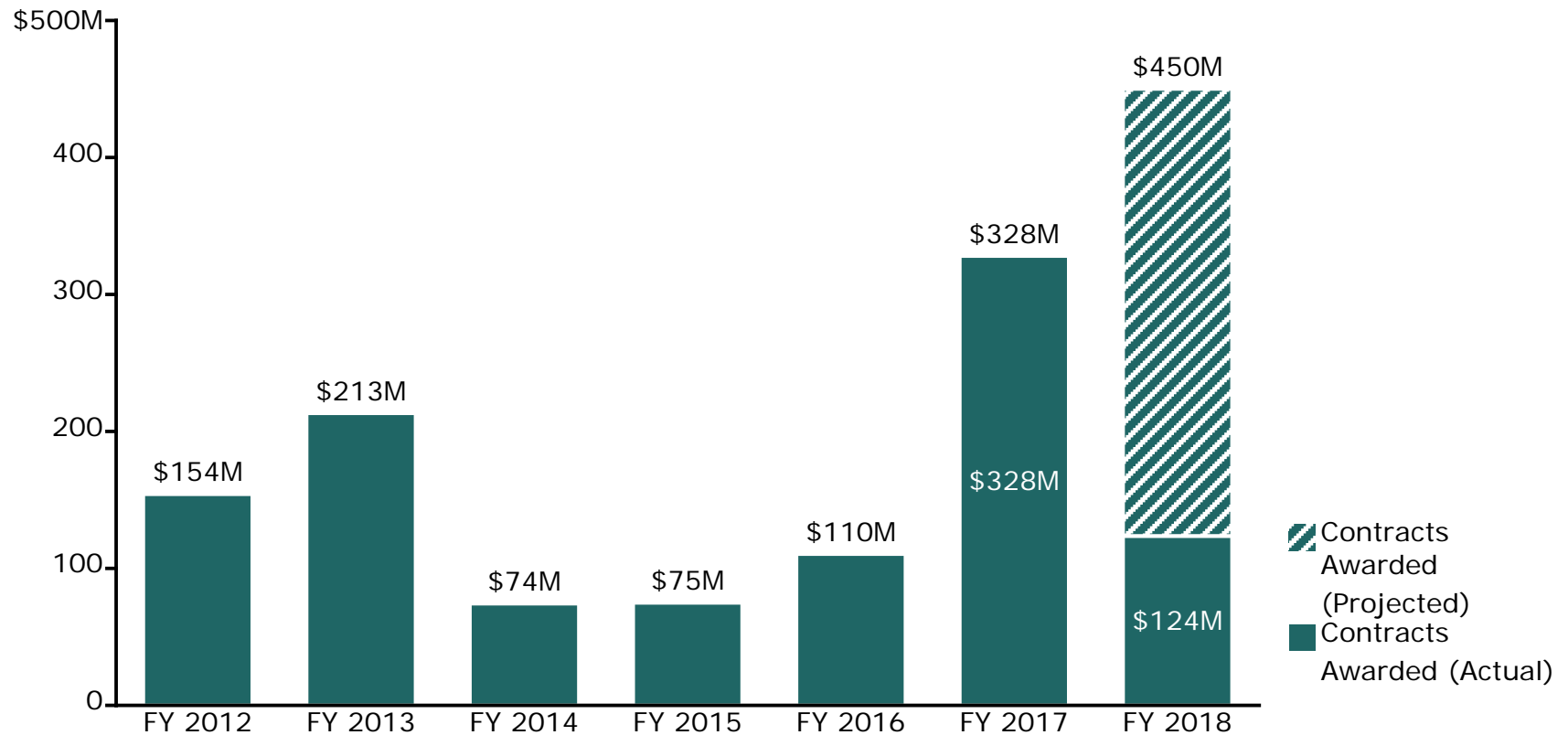
Introduction – what has been accomplished so far?

- 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 evaluated several 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

- Integrated new MBTA resources into e-Builder implementation team

- Discovery sessions were held with e-Builder in December, 2017

- Design Sessions were held with e-Builder the weeks of 1/19 and 1/26

- Projects currently using e-Builder include:
  - ➢ Fitchburg Line / Wachusett Extension
  - ➢ Red / Orange Line Infrastructure Program
  - ➢ Green Line Extension
  - ➢ Positive Train Control
  - ➢ PMIS Implementation

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High level project roadmap for accelerated implementation:

2018 **2019**

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

Projects, Documents, Roles, Project Creation

Data Migration and Schedule

Design Processes

Construction and Field Management

Cost Structure

Cost Processes

Capital Planning

Integration

Full Implementation (end of 2019)

Discontinue CMS Use (end of 2018)

CMS Decommissioning *

*Keep database for Historical Info Only

3 Implementation Streams:
- Data Migration
- Integration
- Process

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Appendix

Spend by Funding Source – FY18 YTD Spend vs. CIP
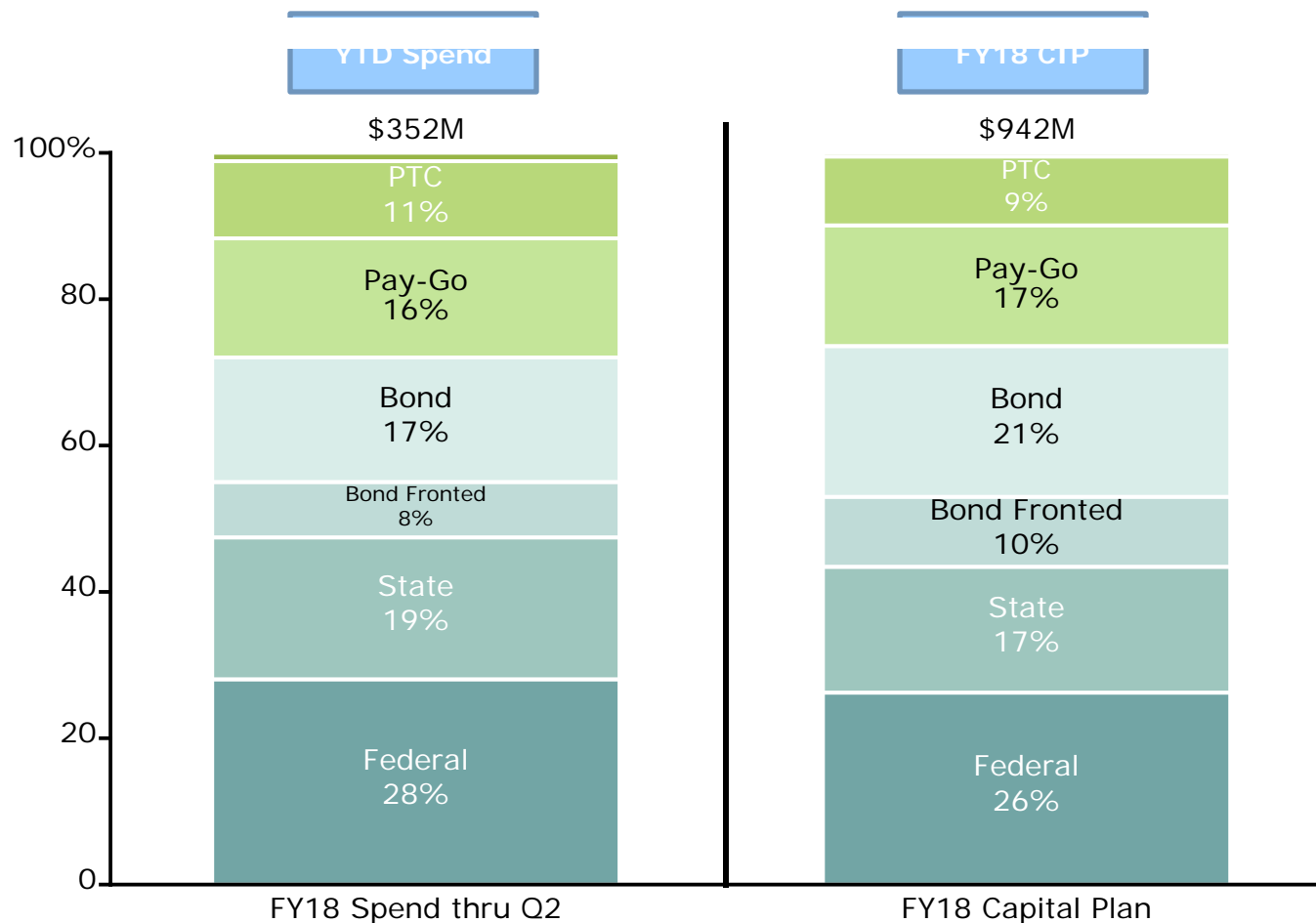
eBuilder Implementation Organization

Steering Committee

- AGM, Capital Program Oversight
- Chief Administrative Officer
- Chief Financial Officer
- Controller
- Chief Transformation Officer
- AGM, Capital Delivery
- Director, Application Development, ITD
- Director of Administration, GLX
- Deputy COO – Infrastructure
- Director of Vehicle Engineering

Executive Sponsor
Chief Administrative Officer

Executive Steering Committee
- Joe Aiello
- Steve Poftak
- Luis Ramirez
- Jeff Gonneville

Project Sponsor
AGM, Capital Program Oversight

Project Director
Sr. Director, Project Controls

e-Builder Systems Analyst
Manager, Capital Program Oversight

PeopleSoft Integration
Cherry Road

Business Process Design
Accenture

System Implementation
e-Builder

e-Builder Admin.
PMIS Administrator

Denotes outside firm

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e-Builder training:

- **Training delivered to date:**
  - ➢ All members of Capital Program Oversight have received introductory training (28 staff members)
  - ➢ Scheduled training sessions for steering committee members (7 of the 11 SC members have received training)
  - ➢ GLX delivers daily e-Builder training that we will continue to leverage

- **Future training:**
  - ➢ As new functionality comes online the initial training will be conducted by e-Builder
  - ➢ Subsequent training done by certified e-Builder trainers (who are MBTA resources) with e-Builder support
  - ➢ Any additional training will be conducted solely by MBTA resources
  - ➢ MBTA trainers will also be available for 1 on 1 sessions with users

Design Sessions and Cross Organizational Participation

Agenda Item	MBTA Participants Required							Outside Participants	
	CPO	Capital Del.	Major Projects	Vehicles	Finance	E&M	IT	e-Builder	Accen-ture
Project Details	Carl Jacobson Josh Sans	Jamie Jackson James Conley Linda Hager Roy Mojahed	GLX, PTC, R/O Line	Bill Wolfgang or delegate	Joe Connolly or delegate	Aaron Whittemore	Stephanie Shaughnessy	e-Builder team	Accenture team
Roles	CJ, JS Steve Bullock John Thornton	JJ, JC, LH, RM	GLX, PTC, R/O Line	Bill Wolfgang or delegate	Joe Connolly or delegate	Aaron Whittemore	Stephanie Shaughnessy	e-Builder team	Accenture team
Permissions	CJ, JS, SB, JT	JJ, JC, LH, RM	GLX, PTC, R/O Line	Bill Wolfgang or delegate	Joe Connolly or delegate	Aaron Whittemore	Stephanie Shaughnessy	e-Builder team	Accenture team
Document Structure	CJ, JS, JT	JJ, JC, LH, RM	GLX, PTC, R/O Line	Bill Wolfgang or delegate	Joe Connolly or delegate	Aaron Whittemore	Stephanie Shaughnessy	e-Builder team	Accenture team
Project Creation	Karen Yu Eric Waaramaa SB	JJ, JC, LH, RM	GLX, PTC, R/O Line	Bill Wolfgang or delegate	Joe Connolly or delegate	Aaron Whittemore	Stephanie Shaughnessy	e-Builder team	Accenture team
Cost Code Structure	EW, JT, SB Jennifer Swartz	JJ, JC, LH, RM	GLX, PTC, R/O Line	Bill Wolfgang or delegate	Traci Bateman	Aaron Whittemore	Stephanie Shaughnessy	e-Builder team	Accenture team
Data Migration Plan	EW, JT	JJ, JC, LH, RM	GLX, PTC, R/O Line	Bill Wolfgang or delegate	Joe Connolly or delegate	Aaron Whittemore	Stephanie Shaughnessy	e-Builder team	Accenture team