

## CASE STUDY

### Program Management at Los Angeles County Metropolitan Transportation Authority (LA Metro)



The Los Angeles County Metropolitan Transportation Authority (LA Metro) is the third largest public transportation system in the US. In 2008, after two decades of extreme traffic congestion in their city, LA County residents voted to approve tax initiative Measure R, which would commit \$40 billion for traffic relief and transportation upgrades over the next 30 years.

Measure R was the largest investment in Los Angeles County transportation infrastructure since the 1980's and will provide an estimated 210,000 new construction jobs. The program would be responsible for: the expansion of the rail network to include airport connections; the addition of carpool lanes and freeway connectors; funding local street improvements and more.

LA Metro was scaled for delivery of only 1-2 major projects at a time. However, the delivery strategy for Measure R assumed that 4-5 major projects would be executed concurrently. Add to this the increased expectation for quicker project deliverability and it was clear the agency needed a system that would help them successfully manage a program of this size.

LA Metro decided to implement an enterprise-wide web-based program management information system, inclusive of capital planning and staffing analysis. They used EcoSys EPC (Enterprise Planning & Controls) as the program's central hub and created an integration, reporting and analysis platform to address the demand for greater cost accountability and reporting.

## Agency Profile

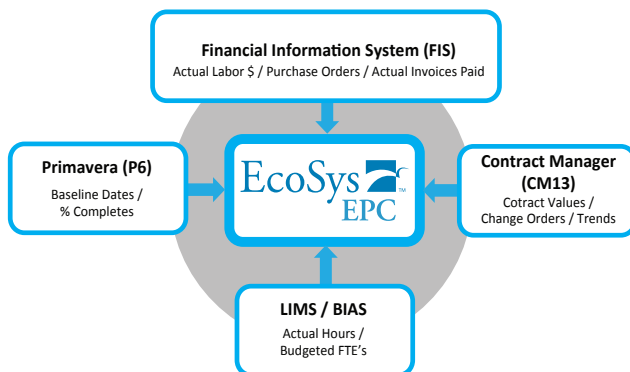
- LA Metro is the county's transportation planner, designer, builder and operator
- Serves a population of 10.4 million people
- Service area covers 1,433 mi<sup>2</sup>

## Challenges

- Project control systems had not been updated in ten years and were structured around outdated technologies.
- Enterprise-wide summary data was unavailable for project cost or schedule performance.
- Departmental silos of information were persistent and data was not shared or available.
- Manual and redundant business processes were utilized for cost forecasting with a heavy reliance on multiple spreadsheets.
- Progress reports for management were not available until 3-4 weeks after the end of each financial period
- Accounting data for actual expenditures, budgets, and commitments was cumbersome and not integrated with any other systems.

## Solutions

- EcoSys EPC was used as the cost management and reporting hub, integrating budget, schedule, resource and commitment systems including Oracle® Primavera P6 and Contract Management
- It standardized project structures, milestones, and coding to allow for easy comparisons against actual performance
- It allowed for the automation of data sharing of actuals, budgets, and schedules to eliminate manual and duplicate data entry
- It provided role-based dashboards via the web for managers and stakeholders to access real-time project and program performance, current status, and forecast trends
- It delivered visibility into labor resource needs and imbalances, and thus gave the control to shift resources as needed



## Benefits

- ✓ The creation of a “single version of the truth” for project and program information
- ✓ Achieved end-to-end visibility with automated roll-ups of project status data to quickly and easily report on overall program performance
- ✓ Improved data quality and security thanks to version control and an audit trail
- ✓ The ability to receive project status reports immediately
- ✓ Improved staff efficiencies from reduced manual logging, compilation, and redundant data entry
- ✓ Process standardization of standard reports, business rule enforcement of data and ultimately identified and elimination of inconsistencies
- ✓ Immediate visibility into project performance, facilitating better project management and control
- ✓ Confidence in EcoSys project data allows full transparency to taxpayers via public web portal that breaks down allocation of funds and status of active rail projects.

Through its use of EcoSys EPC, LA Metro has realized a major increase in its capabilities for project and program management and is better able to deliver on the Measure R timelines. Use of EcoSys EPC will now be extended to other capital programs beyond railway projects, and LA Metro and EcoSys are working together to systematically develop in-house application expertise at the Agency.

## About EcoSys

EcoSys is the global standard for enterprise Project Controls software. Its easy-to-use web-based platform, EcoSys EPC, helps organizations worldwide plan and manage project portfolios, control project costs, and improve project performance.

EcoSys customers execute some of the world’s largest projects and rely on EcoSys EPC to implement best

practices for full lifecycle project controls including budgeting & forecasting, change management, contract management, progress measurement, performance and earned value management, capital planning, project portfolio management (PPM), and workforce planning.