



**Massachusetts Bay
Transportation Authority**

Strategic Planning Update

Fiscal and Management Control Board

September 26, 2016

Progress Since Last Update

- **Strategic Planning Steering Committee Established:**
 - › *Monthly meetings; policy guidance and coordination*
- **Working Group Established:**
 - › *Designees from across the Authority; weekly meetings*
- **Stakeholders Input Meeting Scheduled for October 20**
 - › **Invitations to thought leaders; labor representatives; advocacy organizations**
 - › **Session for additional public input – October 21**
- **Board/Senior Management Public Session to Review Input - October 28**
- **Vision and mission draft; refinement of objectives; coordination with Focus40 and OPMI**

“Why do we need a strategic plan?”

- *FMCB is a time-limited governing body*
- *Statute requires plan development*

“I don’t have time for this!”

- *Plan can help set priorities across the organization*
- *Plan will support financial planning and analysis requests and capital project requests*
- *Plan will build upon work already underway, consolidating in one place efforts to improve the T*

Adoption of DRAFT Vision/Mission/Values Statement

VISION

The MBTA will be a world-class transit system committed to providing its customers with reliable, safe, accessible service.

MISSION

The MBTA will strengthen and improve the economic health of the region by providing superior, equitable, and cost-effective service to our customers.

VALUES

All members of the MBTA community will embrace:

- Safety of the public and staff as top priority
- Focus on our customers' experience
- Transparency and accountability in the way business is conducted
- Honesty in all matters
- Respect for the diverse needs of public, all employees, and private partners
- Flexibility to adapt and evolve

Strategic Planning Context

- **State of the Authority:**
 - **Modal and transit line status and challenges**
 - **Human capital**
 - **Organizational structure**
- **Near and Long-Term Service and Investment Objectives**
- **Future Vision:**
 - **Focus 40 projections**
 - **Long-range capital needs assessment scenarios**

We need to expand our capacity as an organization oriented toward incident response and day-to-day operations to also include a shared vision of future improvements

DRAFT Preliminary Objectives

1. **Maintain a Safe System for Customers and Employees**
2. **Provide Exceptional Customer Service**
3. **Create Operational Resiliency to Meet Performance Objectives**
4. **Modernize and Expand the System to Support the Region's Economic Growth**
5. **Ensure an Equitable Distribution of Transit Services and Benefits**
6. **Improve the Accessibility of the T for Customers of Differing Abilities**
7. **Build and Manage a Diverse and Talented Workforce**
8. **Engaging, Recognizing, and Developing the MBTA Workforce**
9. **Attract and Retain a World-Class Management Team**
10. **Operate in a Fiscally Sustainable Manner**
11. **Deliver Capital Projects Expeditiously and Cost-Effectively**
12. **Implement Environmental Stewardship and Climate Resiliency**
13. **Innovate Using Private Sector Contracts and Partnerships**
14. **Recommend a Post-Fiscal and Management Control Board Structure**

DRAFT Preliminary Objectives

1. Maintain a Safe System for Customers and Employees

- *What additional planning, training, incident response and other measures could we take to ensure the safety of our passengers and workforce?*
- *What additional investments do we need to make to ensure the safety of our passengers and workforce?*



DRAFT Preliminary Objectives

2. Provide Exceptional Customer Service

- *How do we improve the customer experience?*
- *How do we measure and monitor customer satisfaction?*
- *How do we reinvent service planning?*



DRAFT Preliminary Objectives

3. Create Operational Resiliency to Meet Performance Objectives

- *What are aggressive but achievable performance objectives?*
- *How do we ensure the system achieves and maintains a state of good repair?*
- *How can we better prepare for expected and unexpected service disruptions?*
- *What capital investments will improve operational resiliency?*



DRAFT Preliminary Objectives

4. Modernize and Expand the System to Support the Region's Economic Growth



- *How can we project future demand driven by economic growth and changing demographics?*
- *What steps can we take to increase capacity to meet that demand?*
- *What will be the impact of new fare collection systems on capacity?*

DRAFT Preliminary Objectives

5. Ensure an Equitable Distribution of Transit Services and Benefits



- *How can the T better meet the needs of low income communities and communities of color?*
- *What policies are needed to ensure that equity issues are appropriately considered in operating and capital decision making?*
- *How can the T make its planning and public outreach processes more inclusive?*

DRAFT Preliminary Objectives

6. Improve the Accessibility of the T for Customers of Differing Abilities

- *How will an aging population change the accessibility demands on the fixed route system?*
- *How should the T prioritize investments in accessibility?*
- *What operational changes could improve accessibility?*
- *How can The RIDE provide better and more cost-effective options for customers who cannot use the fixed route system?*



DRAFT Preliminary Objectives

7. Build and Manage a Diverse and Talented Workforce

- *How do we attract and retain a diverse, talented workforce that reflects the community we serve?*
- *How do we streamline the time to hire?*
- *What training programs do we need to grow talent on the inside?*
- *How do we instill a culture of accountability, transparency, customer service, and performance?*



DRAFT Preliminary Objectives

8. Engaging, Recognizing, and Developing the MBTA Workforce



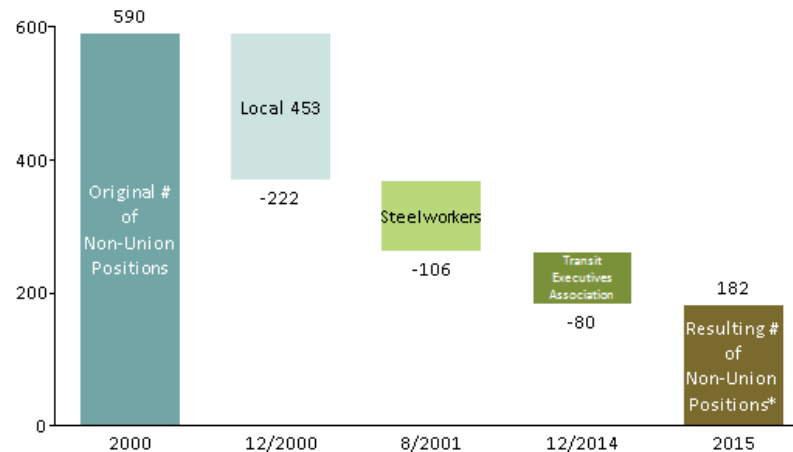
- *How does the T ensure that all employees at all levels are well-equipped to meet the current and future challenges in the realization of the organization's vision and mission?*
- *How does the T develop labor-management relations that are respectful and collaborative, and are an effective tool for promoting efficiency and resolving workplace issues?*
- *How does the T foster a work environment that reflects and rewards the core values of mutual respect, teamwork, and quality customer service?*

DRAFT Preliminary Objectives

9. Attract and Retain a World-Class Management Team

- ***The MBTA is a very complex \$2 billion operation. How do we attract, adequately compensate, and retain a full array of qualified managers?***
- ***Do we have the right mix of non-union executive managers and union managers?***
- ***How can we develop an internal career path?***

MBTA Non-Union Headcount

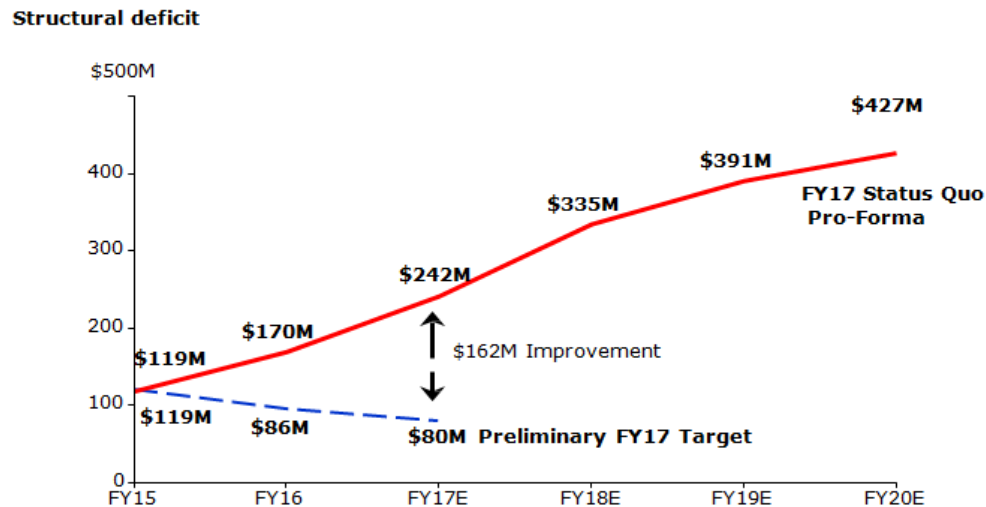


*Headcount as of September 2016 is 228

DRAFT Preliminary Objectives

10. Operate in a Fiscally Sustainable Manner

Structural deficit curve is bending, but more work remains

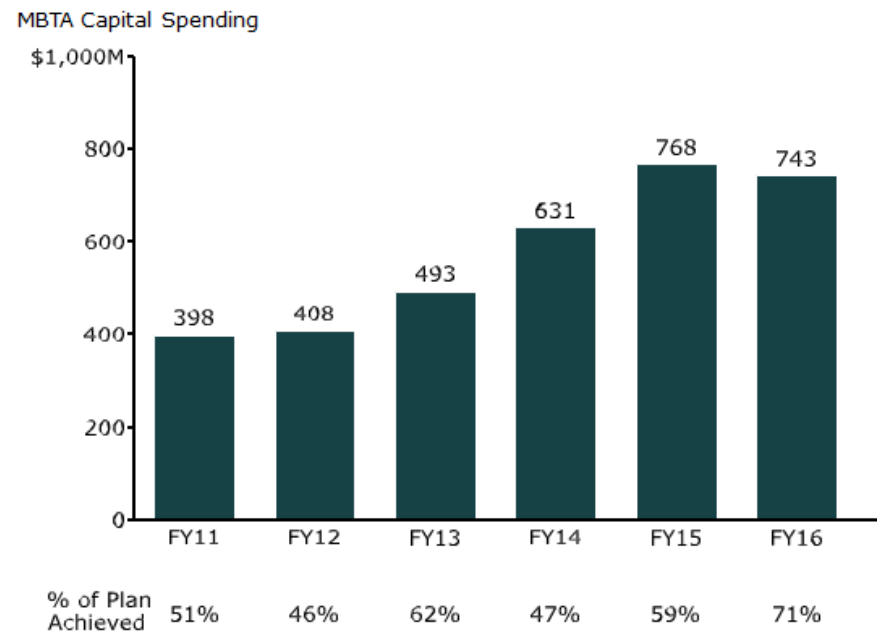


- *How do we eliminate our operating deficit?*
- *How can the T maximize own-source revenue?*
- *How much savings are possible from reforming procurement processes and procedures?*
- *What steps can we take to match operating expense to revenue growth?*
- *How do we ensure balanced and sustainable funding going forward?*

DRAFT Preliminary Objectives

11. Deliver Capital Projects Expeditiously and Cost-Effectively

- *What organizational changes are needed to increase capital spending?*
- *What business process changes could improve capital project delivery?*
- *How could the procurement process be changed to better deliver capital projects?*
- *How can the T create a pipeline of capital investments?*
- *How can the T oversee, monitor, and report on capital project delivery?*



DRAFT Preliminary Objectives

12. Implement Environmental Stewardship and Climate Resiliency

- *How prepared is the T for the possible impacts of climate change?*
- *How much is the T currently contributing to climate change?*
- *What would it take to safeguard against system shutdown in the event of a major coastal storm?*
- *How can the T contribute to lowering transportation sector greenhouse gas emissions?*



DRAFT Preliminary Objectives

13. Innovate Using Private Sector Contracts and Partnerships



- *How can the T accelerate innovation by partnering with the private sector?*
- *How can we improve procurement and oversight of performance-based contracts?*
- *How can the T use its legislatively-granted outsourcing flexibility to improve productivity and performance, and reduce costs?*

DRAFT Preliminary Objectives

14. Recommend a Post-Fiscal and Management Control Board Structure

- *What governance structure will best support a management model for the complex organization that is the T?*
- *Should the T continue to have a board independent of MassDOT?*
- *Which services should be shared between MassDOT and the T?*



Timeline

- **April 2016 - Kick Off Strategic Planning Meeting**
- **September 2016 - Working Group Established**
- **October 2016 - External Stakeholder Input**
- **January 2017 - Internal Draft for Review**
- **February 2017 - External Stakeholder Review and Comment**
- **April 2017 - Strategic Plan Published**

Appendix

- 1. Steering Committee members**
- 2. Working Group members**

1. Steering Committee Membership

- Chairman Aiello
- Vice Chair Poftak
- Secretary Pollack
- Acting General Manager Brian Shortsleeve
- Chief Operating Officer Jeff Gonneville
- Jody Ray, Deputy Administrator, Rail Operations
- CFO Mike Abramo
- John Englander, General Counsel
- Staff:
 - Rachel Bain
 - Scott Hamwey
 - Kate Fichter
 - Jane O’Hern

2. Working Group Membership

Name	Department
Kate Fichter	MassDOT
Laurel Paget-Seekins	OPMI
Scott Hamwey	Focus 40
Satyen Patel	E&M
Thomas Johnson	Operations Finance
Norm Michaud	Rail Operations
Andrea Gordon	Rail Operations
Karen Burns	Bus Operation
Heather Hume	Service Planning
Corey Lynch	Commuter Rail
Ryan Coholan	Commuter Rail/Ferry
Carol Joyce-Harrington	The RIDE
Horace Cooper	Design & Construction
Vinny Reina	Human Resources
Holly Durso	Safety
Marybeth Riley-Gilbert	Environmental
Andrew Brennan	Environmental
Laura Brelsford	Systemwide Accessibility
Gina Spaziani	Financial Planning & Analysis
Dom Tribone	Customer Experience