

FMCB overview

Work plan

The legislation creating the FMCB lays out 13 distinct areas on which the FMCB is to report on monthly and annually:

1. capital planning
2. separation of capital and operating budgets
3. own-source revenue
4. review of expansion proposals
5. procurement and contracting improvements
6. emergency preparedness
7. internal reorganization
8. customer-oriented performance management
9. best practices for workplace productivity
10. reducing employee absenteeism
11. public private partnerships
12. the sale and lease of real estate assets
13. development of performance metrics across organization

In addition, there are 6 additional powers and responsibilities of the FMCB:

1. to develop 1 and 5 year operating budget beginning with FY 2017, balanced thru own-source revenue and cost control, which will facilitate the transfer of capital employees to the operating budget
2. to establish 5 and 20 year capital plans
3. to establish a performance management system
4. to review any service contract
5. to change fares consistent with chapter 46
6. to reorganize internal structure of the MBTA (pending MassDOT board approval)

- Set up 7 working threads based on FMCB deliverables and mandates
- Assigned FMCB members leads and staff leads to working threads
 - 5 FMCB members designated to working threads to date
 - 7 staff leads identified along with initial support team
- Assessing the state of initiatives and projects currently underway
- Exploring potential third party consultant support to accelerate analysis on key work threads

FMCB work thread overview

Work thread	#	FMCB focus area	Board / FMCB lead	Primary owner	Metric	Target date
Operations Budget & Stability	2	Separation of capital and operating budgets <i>24 month Migration of Labor from Capital to Operating Budget</i> <i>2017 Operating Budget Development</i>	Lisa Calise	Brian Shortsleeve		
	3	Own-Source Revenue <i>Capture Future Revenue Opportunities (Real estate / advertising / parking)</i> <i>Fare Policy</i> <i>FY17 Fare Increase</i>				
SGR and Capital Budget	1	Capital Planning <i>2016 Capital Improvement Program (CIP)</i> <i>5 year CIP</i> <i>SGR strategy (Backlog database, FY16-FY17)</i>	Steve Poftak	Randy Clarke		
	4	Review of Expansion Proposals <i>Program for Mass. Transportation (PMT)</i>				
Contracts	5	Procurement and contracting improvements <i>Materials management improvements</i> <i>Warranty management</i> <i>Procurement monitoring</i> <i>Strategic outsourcing</i> <i>Keolis Contract</i> <i>RIDE Contracts</i> <i>Project Delivery Processes and Capacity</i> <i>Vehicle Engineering and Procurements</i>	Joe Aiello	Jerry Polcari		
	11	Public private partnerships <i>Public-Private Partnerships</i>				
	12	The sale and lease of real estate and other assets				

Numbered items = FMCB deliverables

Italicized work items = current initiatives / projects underway

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Work thread	#	FMCB focus area	Board / FMCB lead	Primary owner	Metric	Target date
WorkForce	7	Internal reorganization <i>Role of the Chief Administrator</i> <i>Work practice modernizations / CBA</i> <i>Operational redesign</i>	Brian Lang	Paul Andruszkiewicz		
	9	Best practices for workplace productivity <i>MBTA 360 Data Warehouse</i> <i>Third party Administrator RFI</i> <i>Activity based costing and resource allocation</i> <i>Reducing employee absenteeism</i>				
Service Delivery / KPIs	10	Reducing employee absenteeism <i>Service Delivery Policy re-draft</i> <i>RFI for third party administrator to manage FMLA program</i>	Monica Tibbits-Nutt	Brian Kane		
	8	Customer-oriented performance management <i>MBTA Scorecard</i> <i>Customer Satisfaction Surveying</i> <i>Service quality standards</i>				
	13	Development of performance metrics across the organization <i>MBTA 360 Data Warehouse</i> <i>MBTA Operations Daily Scorecard</i> <i>Operations reporting structure re-organization</i>				
Winter Resiliency	6	Emergency Preparedness <i>Winter Resiliency Initiative</i> <i>Safety & Security Review Committee (SSRC)</i>	Full Committee	Jeff Gonneville Jody Ray		
Safety & Security		<i>Positive Train Control</i> <i>CompStat (Data-driven policing model)</i> <i>Green line collision avoidance</i>	Full Committee	Ron Nickle		

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Italicized work items = current initiatives / projects underway

FOR DISCUSSION: 9/15 report areas of potential focus

- **Winter preparation planning**
 - Update / status report / drills / contingency plans
- **SGR strategy**
 - Review of current state of data-base/technology
 - Initial cut on criteria for prioritization of projects for FY17
- **Capital Spending**
 - Procurement improvements
 - Expenditure monitoring
- **Operational redesign**
 - Modal organization
- **FMLA**
 - Review current procedures; hiring of case manager; selection of an outside consultant to help draft policy and conduct initial audit; RFI for third party administrator

FOR DISCUSSION: 9/15 report areas of potential focus

- **Strategic Sourcing Working Group**
 - Discussion on prioritization, methodology for evaluating opportunities
 - Discussion on early focus areas
- **Keolis**
 - Performance Improvement Plan implementation and monitoring
 - Enhanced commuter rail fare collection strategy
- **Operating budget / deficit**
 - FY15 actuals against budget and against FY14
 - FY16 forecast
 - 5 year pro forma baseline