



# **Massachusetts Bay Transportation Authority**

---

**Strategic Plan Priorities**

**Fiscal and Management Control Board**

**February 3, 2017**



## Context

---

- Working Group established in September
- Began with identifying system challenges
- Stakeholder and senior management input in October
- Development of objectives and tactics for strategic plan
- *Seven major objectives* – where we want to be
  - *35 strategies* – what we need to do
  - *227 tactics* – how we're going to do it



## Purpose Today

---

- Beginning with the objectives as developed over the past several months:
  - Review the objectives and strategies
  - Identify gaps, if any
  - Engage the Board in a discussion with Senior Staff
  - Elicit top priorities (by objective)
  - Use that ranking to provide clear direction and establish accountability



## 1. Safety

#1,#2,#3

### ***Sustain the MBTA's safety culture that ensures the welfare of passengers and the workforce***

#### **A. Expand existing safety plan to meet new regulatory requirements:**

- **Transit**
- **Railroad**

B. Implement positive train control for the Commuter Rail system

**C. Provide safe and reliable transit service while preparing for the acquisition of new vehicles**

**D. Optimize the safety of the Green Line**

E. Ensure the safety of passengers coming to and leaving the system with ongoing improvements in bus operations safety

**F. Provide a safe environment for the MBTA workforce**

G. Incorporate safety improvements in capital projects design

*How do we permeate safety throughout all that we do?*



## 2. Customers

#1, #2, #3

***Deliver exceptional service for customers – fast, reliable, and consistent customer experience***

- A. **Improve service delivery**
- B. **Provide service where our customers want to go**
- C. **Listen and respond to our customers**
- D. **Provide accurate and timely customer information**
- E. **Expand equitable fare options**
- F. **Improve the accessibility of the T for customers of differing abilities**
- G. Provide a clean, comfortable environment in our stations

*How do we translate our efforts into what our customers experience?*



### 3. Infrastructure

#1, #2, #3

***Eliminate the State of Good Repair backlog by 2030, ensure an operationally reliable system, and provide capacity for ridership growth***

**A. Develop strategic asset management plan in line with best practices**

B. Deliver capital projects expeditiously and cost-effectively

C. Recognize and address the SGR needs of business processes and information management

**D. Modernize and expand the capacity of the system to support the region's economic growth**

E. Create a vision for the future of Commuter Rail

F. Accelerate efforts to keep pace with economic growth (Seaport, Kendall, Dudley, Logan access)

*What are the most important steps we can take to ensure the T's assets never again fall into a state of disrepair?*

*To what extent should we be expanding services to underserved communities versus expanding capacity on existing services?*



---

## 4. Workforce

---

#1,#2,#3

### ***Transform the T into an organization that can deliver***

- A. Transform the Human Resources organization from transactional processing to strategic human resource management
- B. Develop a diverse and talented workforce**
- C. Engage and recognize the MBTA workforce**

*How do we develop and nurture our human assets?*



---

## 5. Management

---

#1,#2,#3

### ***Attract and retain a world-class management team***

- A. Create capacity to effectively manage Capital Delivery**
- B. Address compensation issues and develop internal career path**
- C. Transition to permanent leadership with long-term contract
- D. Expand depth of management accountability
- E. Develop capacity to manage out-sourced contracts

*How do we ensure management accountability to meet our objectives?*



## 6. Fiscal Sustainability

#1, #2, #3

***Operate in a fiscally sustainable manner without a structural deficit***

- A. Link resources to strategic planning and results**
- B. Continue to develop a procurement process that serves Operations**
- C. Develop capital financing analytical capacity
- D. Innovate using private sector contracts and partnerships**

*How do we convince our stakeholders and taxpayers that dollars are wisely invested in the T?*



## 7. Environment

#1, #2, #3

---

### ***Prioritize environmental stewardship and climate resiliency***

- A. Quantify and minimize environmental impacts
- B. Inventory and mitigate GHG emissions
- C. Assess systemwide vulnerability to climate and weather stressors**

*What should the MBTA be doing to protect the region's transportation infrastructure from climate change?*



## Timeline and Next Steps

---

- Compile Board priorities
- February:
  - Refine timelines and metrics
  - Refine objectives section
  - Compile appendices
  - Incorporate comments
  - Layout draft plan
- March:
  - Distribute plan to stakeholders
  - Stakeholder meeting week of 3/20
  - Incorporate comments
  - Final review
- April:
  - Finalize and release plan



## Strategic Plan Working Group Members

Kate Fichter	MassDOT - Policy
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 Operations
Heather Hume	Service Planning
Corey Lynch	Commuter Rail
Ryan Coholan	Commuter Rail/Ferry
Carol Joyce-Harrington	The RIDE
Horace Cooper	Capital Delivery
Vinny Reina - TBD	Human Resources
Holly Durso	Safety
Marybeth Riley-Gilbert	Environmental Affairs
Andrew Brennan (initially)	Environmental Affairs
Laura Brelsford	Systemwide Accessibility
Gina Spaziani	Financial Planning & Analysis
Dom Tribone	Customer Experience
Susie Garcia	Operations