



**Massachusetts Bay
Transportation Authority**

General Manager Remarks

Fiscal and Management Control Board

February 27, 2017



Winter Storm Niko: Operations Lessons Learned

Modernizing MBTA operations through flexible contracting

- Warehouse & Logistics – Mancon Status Update
- Cash Handling – Brinks Status Update

Commuter Rail Weekly Update



Winter Storm NIKO (Feb 9): Operational Lessons Learned

- Communication Improvements
 - Emergency Operations Center (EOC)
 - Field Coordinators
- Electricity Connectivity to Train
 - 3rd Rail
 - 3rd Rail Heaters
 - Anti-Icing
- Traction Motor Failures
 - Over 175 failures in winter 2015
 - Less than 10 this winter (and no service interruptions as a result)



Lessons Learned

- After Action Review Meeting
 - Deployment of non-revenue vehicles
 - Information Coordination
 - Employee Availability
-



Modernizing MBTA operations through flexible contracting: Warehouse and logistics update

- ✓ **Mancon assumed operational control of Everett Central Warehouse on Monday 2/6**

- ✓ **Mancon began nightly deliveries to Bus Garages & Car Houses on Monday evening 2/6**

- **Physical audit of Everett Warehouse Inventory starts 3/13**

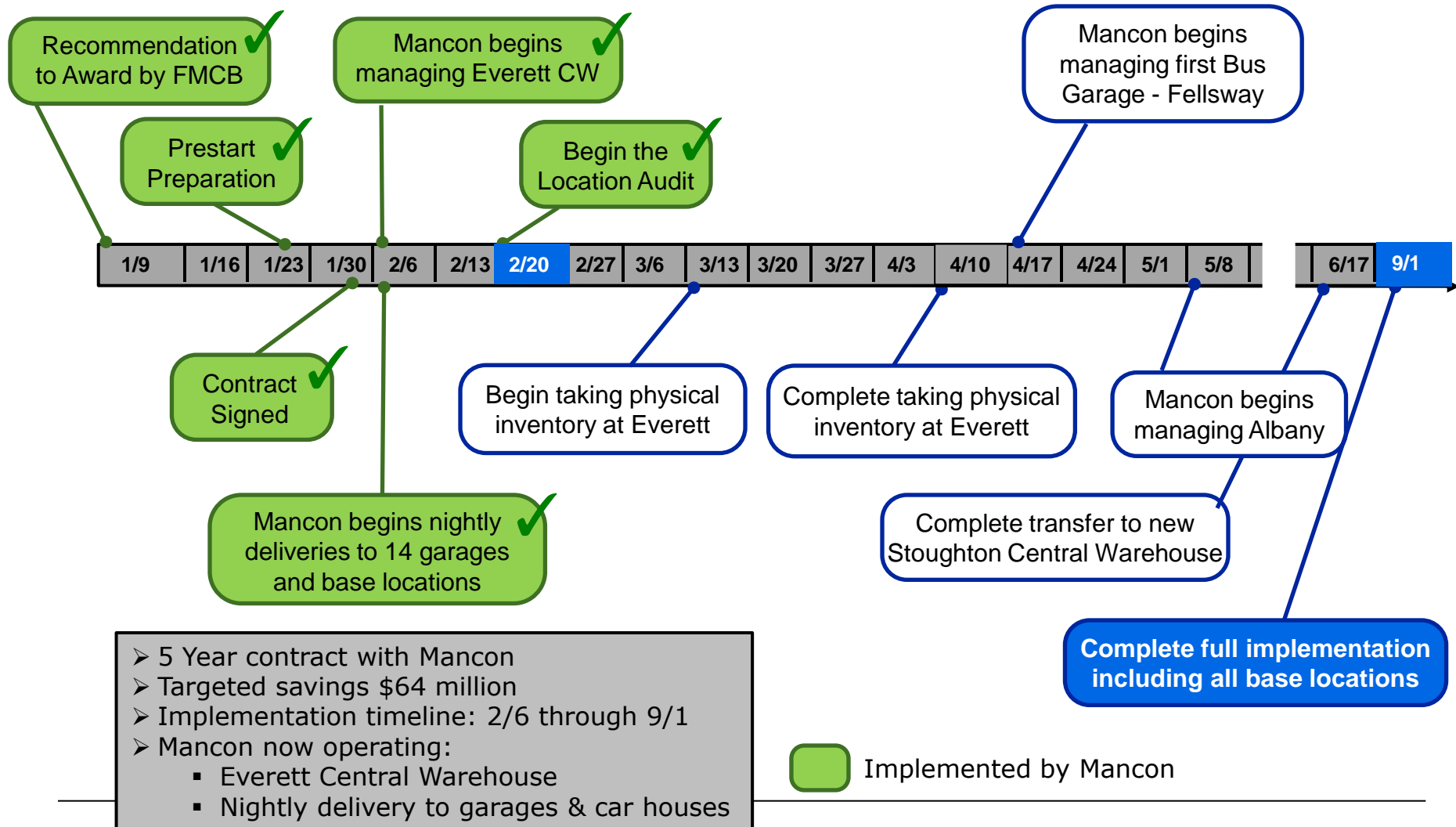
- **Mancon assumes operational control of material at Fellsway Bus Garage on 4/17 (first repair location implementation)**

- **Complete transfer to new Stoughton Central warehouse 6/17**

- **Initial launch smooth and faster delivery is showing some immediate benefit**



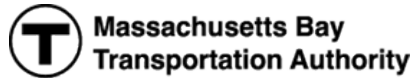
Modernizing MBTA operations through flexible contracting: Warehouse & logistics implementation schedule





Modernizing MBTA operations through flexible contracting: Early milestones

Types of service offerings



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Current Service Offerings

- × Limited (8-hours X 5-days) coverage
- × Poor warehouse organization
- × Inaccurate inventory tracking & stocking
- × Accuracy – ~50%
- × Parts delivered 68+ hours after request
- × Productivity – 6.5 lines per hour

- Provide 24/7 operations coverage

✓ **Industry standard warehouse org (started)**

- Accurate inventory tracking and stocking
- Accuracy – 95%+ (**Location Audit Process started**)

✓ **10-hour guarantee on standard requests**

- Productivity – 85+ lines per hour

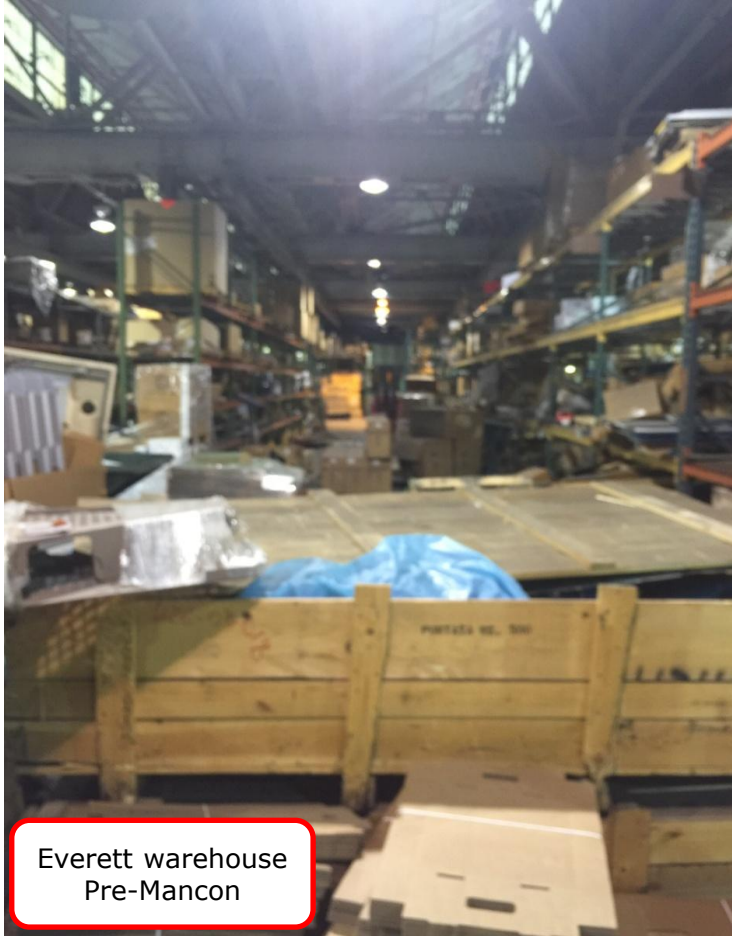
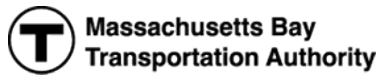
Additional Service Offerings

✓ **Dedicated transportation with vendor vehicles**

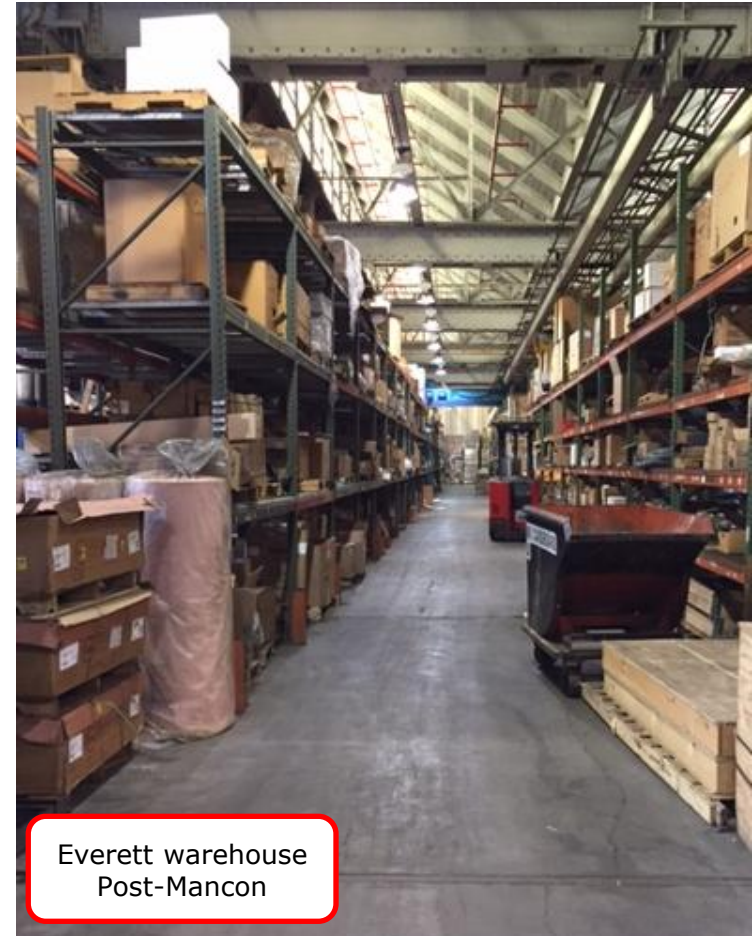
- Guaranteed 2 hour emergency part delivery
- New state of the art warehouse with proper safety components, temp control, lighting and storage
- Best in class Warehouse Management System
- Best in class Inventory Management System with real time report sharing



Modernizing MBTA operations through flexible contracting: Everett central warehouse update



Everett warehouse
Pre-Mancon



Everett warehouse
Post-Mancon

Note: Photo of Everett under Mancon management taken 2/21/2017, 15 days after launch.



Modernizing MBTA operations through flexible contracting: Receiving dock at Everett

In the first 2 weeks Mancon removed more than 5 roll-away dumpsters of trash cardboard from the existing Everett Central Warehouse



Part of a day's trash cardboard removal from in racks and aisles

Each day's shipments from suppliers received & put-away same day

Everett receiving dock clean & swept after each day's receipts & put-away

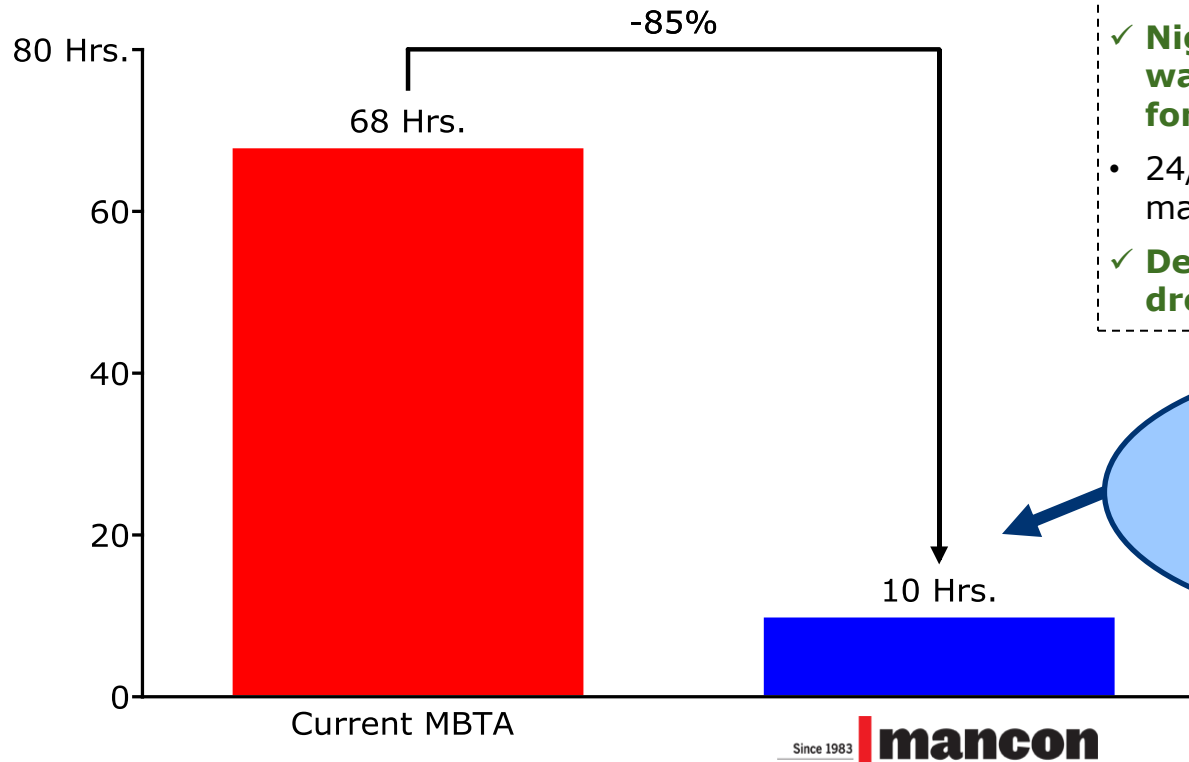




Modernizing MBTA operations through flexible contracting: Critical SLA #1: Parts delivery time

Time to Respond and Deliver Parts

Hours of Clock Time



Improved part response and delivery includes:

- ✓ **Night time operation of warehouse for collecting parts for delivery**
- 24/7 delivery of parts to maintenance facilities
- ✓ **Dedicated times for pick-up / drop-off and same daily routes**

Supplies ordered by 6:00PM are picked & delivered by 4:00AM next morning to all 14 garages and base locations

Note: Time to Respond and Deliver Parts defined as time from ERP system regeneration to calculate part replenishment request to delivery of the part to the car house or bus garage and put away into inventory.



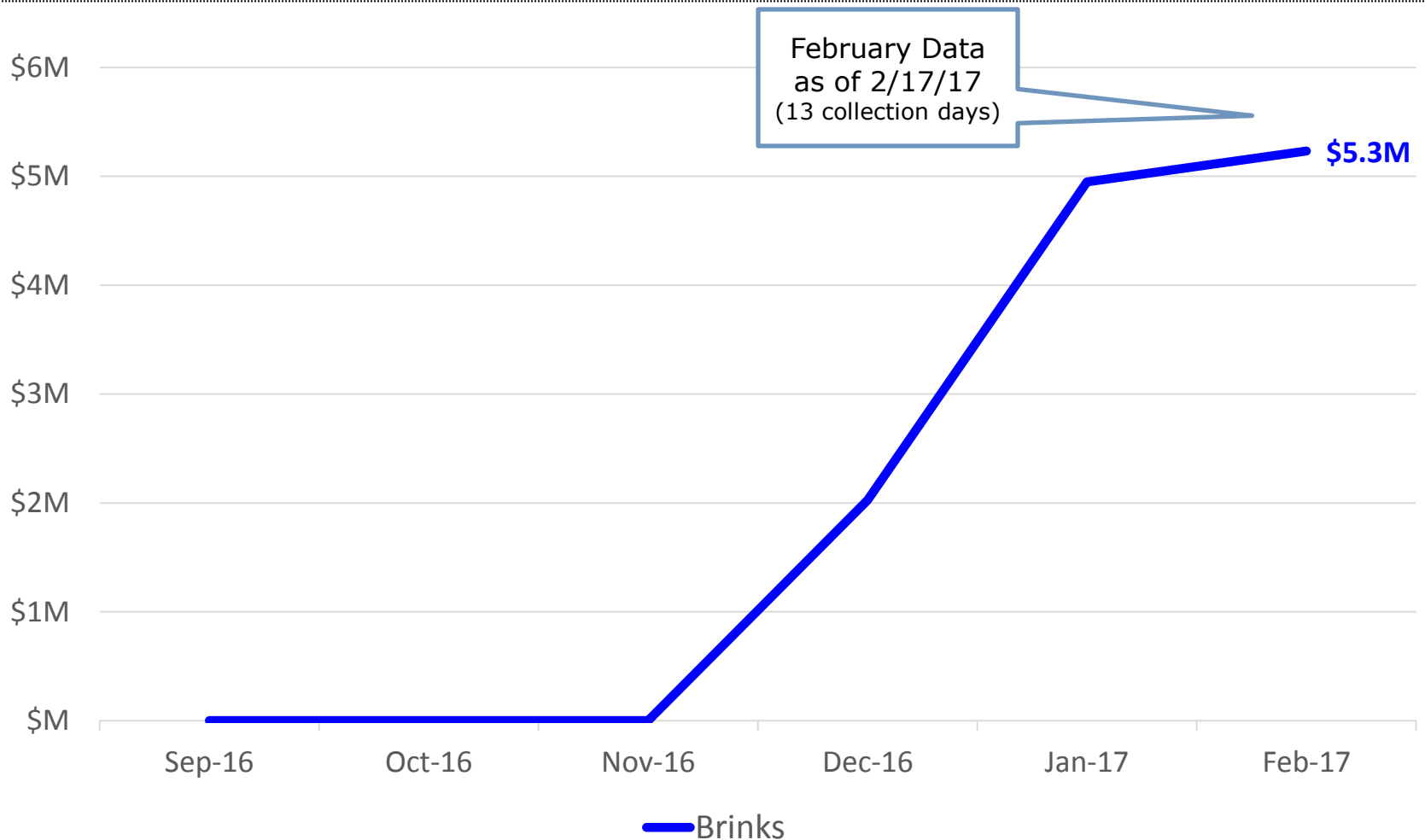
Modernizing MBTA operations through flexible contracting: MBTA Transitioned to Brinks for Cash Collection

- ❑ FMCB awarded contract to Brinks for cash collection in October 2016
- ❑ Cash Collection now fully transitioned as of February 10, 2017
 - During transition period Brinks performed:
 - ✓ Cash Collection (\$11.8M collected. 5000+ service events)
 - ✓ Cash Processing (daily reconciliation)
 - ✓ Deposit to Bank (within 1 business day of verification)
- ❑ MBTA on track to spend at or below expected year 1 contract value of \$3.6M
 - Current projected run rate spending of \$200K-\$300K per month





Modernizing MBTA operations through flexible contracting: Total Cash Collected By Brinks To Date



Draft for Discussion & Policy Purposes Only

- Service transition Start 12/05/16
- Service transition fully Complete 02/10/17



Modernizing MBTA operations through flexible contracting: Brinks Cash Reconciliation / Visibility

- MBTA has access to 24/7 security information and visibility into Brinks' collection/count via customer portal along with daily reporting
- MBTA conducts random unannounced audit at third party cash processing / transportation facility to verify:
 - Inventory
 - Assets / Paper-stock
 - Procedures
 - Security

BRINKS INCORPORATED
Date & Time Run: 02/20/2017, 15:02:24
Branch: BOSTON MA
Daily Inventory Balance Record - 416
Coin Operations System
Page: 7 002
Date: 02/20/2017 - Rev: 00

BRINKS Pick List **iTrack**
Route Date: Thursday, January 19, 2017
Route: A4085

BRINKS Exposure Report **iTrack**
Pick Up Location: MBTA #4
Delivery Location: MBTA #4
Customer: MBTA
Service Type: ALL
2/15/2017 2/15/2017

Date	Customer	Reference ID	Location	Service Type	Location Tag()	Sec Code	Service Branch	Arr Time	Dep Time	A	P	OH Qty	OH STC	OH CC	On Qty	On STC	On CC
02/15/2017		201085CASH	MBTA #201085 BUGGLES CS 1150 TREMONT ST BOSTON MA 02109	Retail	MBTA		0080	09:54	09:55	1	3				1	0.00	CD

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Modernizing MBTA operations through flexible contracting: Brinks Service Performance Tracking/Scorecard

FEB 2017

CASH COLLECTION

Service Request	# Events	# Noncompliant	SLA	% Compliant	Compliant?
1. Scheduled	4271	0	99.5%	100%	Y
2. Emergency-Next Day	36	0	99.5%	100%	Y
3. Emergency-Same Day	24	0	99.5%	100%	Y
Grand Total	4331	0	99.5%	100%	Y

CASH PROCESSING

Service Request	# Events	# Noncompliant	SLA	% Compliant	Compliant?
1. Deposit Timeliness to Bank	13	0	99.5%	100%	Y
Grand Total	13	0	99.5%	100%	Y



Commuter Rail On-Time Performance Summary By Line & Equipment Availability

