

# Strategic Plan Timeline

## SAFETY

Calendar Year							
Task	2017	2018	2019	2020	2021	2022	2023
Implement positive train control for Commuter Rail <ul style="list-style-type: none"><li>• Hardware installation</li><li>• Pilot testing</li><li>• PTC operational</li></ul>							
Provide safe and reliable transit service while preparing for the delivery of new Red and Orange Line vehicles <ul style="list-style-type: none"><li>• Implement \$30 M safety, maintenance, and reliability program for current Red and Orange Line fleet</li></ul>							

## Strategic Plan Timeline

### SAFETY

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<p>Optimize the safety of the Green Line with proactive interventions</p> <ul style="list-style-type: none"> <li>• Continue preventive maintenance schedule for track and vehicles</li> <li>• Promote pedestrian and traffic safety</li> <li>• Implement Green Line collision avoidance technology</li> </ul> <p>- Procure design consultant</p> <p>- Proof of concept</p> <p>- Install and commission system</p>							
<p>Ensure the safety of passengers, operators, and the general public through ongoing improvements in bus operations</p> <ul style="list-style-type: none"> <li>• Develop pedestrian safety programs at modal stations</li> <li>• Develop interventions to prevent bus operator assault</li> </ul>							

# Strategic Plan Timeline

## SAFETY

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<div>Provide a safe environment for the MBTA workforce</div> <div><div><div>• Develop safety standards</div><div>• Produce gap assessment</div><div>• Develop and implement improvements</div><div>• Ensure contractors are held to the same workplace standards</div><div>• Incorporate safety improvements in capital project design</div></div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>

# Strategic Plan Timeline

## CUSTOMERS

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<p>Improve service delivery and the customer experience, focusing first on the bus system</p> <ul style="list-style-type: none"><li>• Pilot tactical toolbox for bus service improvements<ul style="list-style-type: none"><li>- Pilot all door boarding and faster fare collection</li><li>- Improved dispatching tools and processes</li></ul></li><li>• Partnerships with municipalities for bus lanes and signal priority<ul style="list-style-type: none"><li>- Four in place</li></ul></li><li>• Provide customer amenities on high demand, high frequency corridors<ul style="list-style-type: none"><li>- Develop plan</li></ul></li></ul>							

# Strategic Plan Timeline

## CUSTOMERS








Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<p>Implement a new fare collection system and expand flexible fare options</p> <ul style="list-style-type: none"><li>• Integrator selection</li><li>• AFC 2.0 live and AFC 1.0 decommissioned</li><li>• Public outreach</li></ul> <p>Reinvent the bus system moving from comprehensive service planning to network-wide redesign</p> <ul style="list-style-type: none"><li>• Pilot district and service changes</li><li>• Rolling three-year planning for all seven districts</li><li>• Network-wide plan to address changing demographics and land use patterns</li></ul>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

Strategic Plan Timeline

CUSTOMERS

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Provide accurate and real-time customer information							
• Develop strategic communication plan							
- Hire dedicated way finding project manager							
- Develop standardized disruption and diversion communication methods							
- Maximize use of digital advertising screens							
- Implement real-time communication screens on board new vehicles							
- Redesign web site							
- Transform the role of Customer Service Agents							

# Strategic Plan Timeline

## CUSTOMERS

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<div>Provide a clean, comfortable environment in our stations</div> <div><ul style="list-style-type: none"><li>• Develop new cleaning contract specifications and execute new contract</li><li>• Undertake station brightening with "lockbox" capital funds</li></ul></div>							

# Strategic Plan Timeline

## INFRASTRUCTURE

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<p>Expand capital delivery capacity to achieve a minimum of \$1 billion in annual State of Good Repair spending within four years and eliminate the backlog in 15 years</p> <ul style="list-style-type: none"><li>• Identify gaps in project management capacity</li><li>• Implement Project Management Information System (PMIS)</li><li>• Build inventory of SGR projects utilizing asset management databases</li><li>• Develop solutions for service disruptions to support SGR spending targets</li><li>• Develop capacity to project future needs, backlog reduction, and impact of inflation on SGR spending</li></ul>							



# Strategic Plan Timeline

## INFRASTRUCTURE

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<div>Create and effectively manage capital delivery capacity</div> <div><div><div>• Reform capital delivery organization and strengthen linkages with Operations</div><div>• Build management capacity</div><div>• Expand repair window with system diversions</div></div></div>							

# Strategic Plan Timeline

## INFRASTRUCTURE

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Implement asset management and life-cycle maintenance for all current and future MBTA assets							
• Develop organization-wide Strategic Asset Management Plan							
• Document asset management standards and policies							
• Define preventive maintenance schedules							
• Establish baseline life-cycle maintenance plans per asset type							
• Develop asset management risk and review competency and processes							

# Strategic Plan Timeline

## INFRASTRUCTURE

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Recognize and address the SGR needs of businesses processes and information management							
• Hire project director							
• Develop budget and implementation plan							
• Establish integrated taskforce							
• Set priorities for technology improvements							
• Develop protocols for new systems integration							
• Maximize security of information systems							

# Strategic Plan Timeline

## FISCAL SUSTAINABILITY





Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<div>Link resources to strategic planning and results</div> <ul style="list-style-type: none"> <li>Develop five and ten-year pro formas</li> <li>Develop cost management strategies for controllable expenses</li> <li>Develop and implement productivity metrics</li> <li>Complete process of moving capital-funded workforce to operating budget</li> <li>Manage expenses to stay within projected revenue growth</li> </ul>							

Strategic Plan Timeline

FISCAL SUSTAINABILITY

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Generate \$100 million in non-fare, own-source revenue by FY2021							
Continue to develop a procurement process that serves Operations							
• Implement strategic sourcing initiatives							
• Implement flexible contracting							
• Rationalize warehousing and logistics system							

Strategic Plan Timeline

FISCAL SUSTAINABILITY

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Improve productivity and cost-effectiveness							
• Incorporate incentives and performance standards in every contract							
• Adopt results-based procurement							
- Life-cycle maintenance							
- Performance risk management							
• Ensure all major contracts have a strong internal contract manager							
• Engage in partnerships with the private sector							
• Actively solicit and follow up on Innovation Proposals							
• Expand efforts to capture value from real estate development partnerships							
• Mitigate utility prices through contract management							
• Consider public-private partnerships to finance capital projects							

# Strategic Plan Timeline

## FISCAL SUSTAINABILITY

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<div>Develop capital financing analytical capacity</div> <div><div><div>• Quantify capital financing capacity over ten-year time frame</div><div>• Refine full cost analysis of capital and operating per trip subsidy by mode</div></div></div>	<div><div></div><div></div></div>						

# Strategic Plan Timeline

## ACCESSIBILITY

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Develop and begin implementation of strategy for expanding accessibility							
• Develop catalog of barriers; select criteria for identifying priority interventions							
• Improve bus stop accessibility through municipal partnerships							
• Improve Commuter Rail access with priority conceptual designs							
• Incorporate accessibility improvements in SGR and TOD projects							
• Develop design and maintenance guidelines to ensure compliance with existing regulations							



# Strategic Plan Timeline

## ACCESSIBILITY

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Institutionalize accessibility improvements throughout the system							
• Continue efforts to achieve compliance with BCIL settlement							
• Document role of Department of Systemwide Accessibility							
• Document elevator maintenance and replacement plans							
• Continue accessibility training for front line staff							
• Continue Internal Access Monitoring Program							
• Develop closed-loop complaint resolution system							
• Recognize unique needs in the event of a service disruption							
• Ensure private vendors adhere to accessibility obligations							
• Ensure technology advances are designed to be fully accessible							

# Strategic Plan Timeline

## ACCESSIBILITY

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Embrace a mobility management philosophy with customer education and incentives							
• Increase use of travel instruction for the fixed-route system							
• Expand free fare pilot for RIDE customers on fixed-route							
• Coordinate accessible transportation options with other agencies							
• Foster additional community engagement groups							
Improve the quality and cost-effectiveness of The RIDE							
• Develop long-term plan with the community							
• Implement TRAC							
• Expand UBER/Lyft/taxi pilots							

# Strategic Plan Timeline

## WORKFORCE

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Transform the Human Resources organization							
• Develop holistic information management systems							
- Implement new HASTUS workforce management software							
- Implement Peoplesoft payroll upgrade							
• Simplify Human Resources processes							
- Streamline time to hire - 90 day target							
- Reduce employee absenteeism							
• Implement workforce planning							
• Implement supervisor and management training program							

# Strategic Plan Timeline

## WORKFORCE

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Develop a diverse and talented workforce <ul style="list-style-type: none"> <li>Establish external and internal talent pipelines</li> <li>Ensure needed staffing by managing unscheduled absences</li> <li>Outsource professional development</li> </ul>							
Engage and recognize the MBTA workforce <ul style="list-style-type: none"> <li>Develop plan to systematize employee recognition programs</li> <li>Conduct employee survey</li> <li>Implement work area improvements</li> </ul>							

# Strategic Plan Timeline

## MANAGEMENT

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Attract and retain a world-class management team <ul style="list-style-type: none"> <li>• Address compensation issues</li> <li>• Develop internal career path</li> </ul>							
Expand depth of management accountability <ul style="list-style-type: none"> <li>• Expand number and span of control of executive managers</li> </ul>							
Develop internal career paths <ul style="list-style-type: none"> <li>• Develop and implement outsourced management training program</li> <li>• Build skill sets in risk management, supervision and productivity improvement, labor relations, commercial and fiscal awareness</li> <li>• Collaborate with local centers of higher education</li> </ul>							
Establish contract management capacity to ensure quality and cost-effectiveness							

# Strategic Plan Timeline

## ENVIRONMENT




Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Assess systemwide vulnerability to climate and weather stressors <ul style="list-style-type: none"> <li>Identify feasible resiliency actions</li> <li>Develop plan for targeted interventions</li> <li>Incorporate weather resiliency in all T capital projects</li> <li>Engage with other agencies and organizations to align resiliency strategies</li> </ul>							
Quantify and minimize environmental impacts <ul style="list-style-type: none"> <li>Implement continuous improvement and provide environmental compliance information transparently</li> <li>Implement technology to upgrade pollution protection systems</li> </ul>							
Inventory and mitigate GHG emissions <ul style="list-style-type: none"> <li>Complete annual GHG inventory</li> <li>Identify priority GHG mitigation activities</li> <li>Implement and measure impact</li> </ul>							

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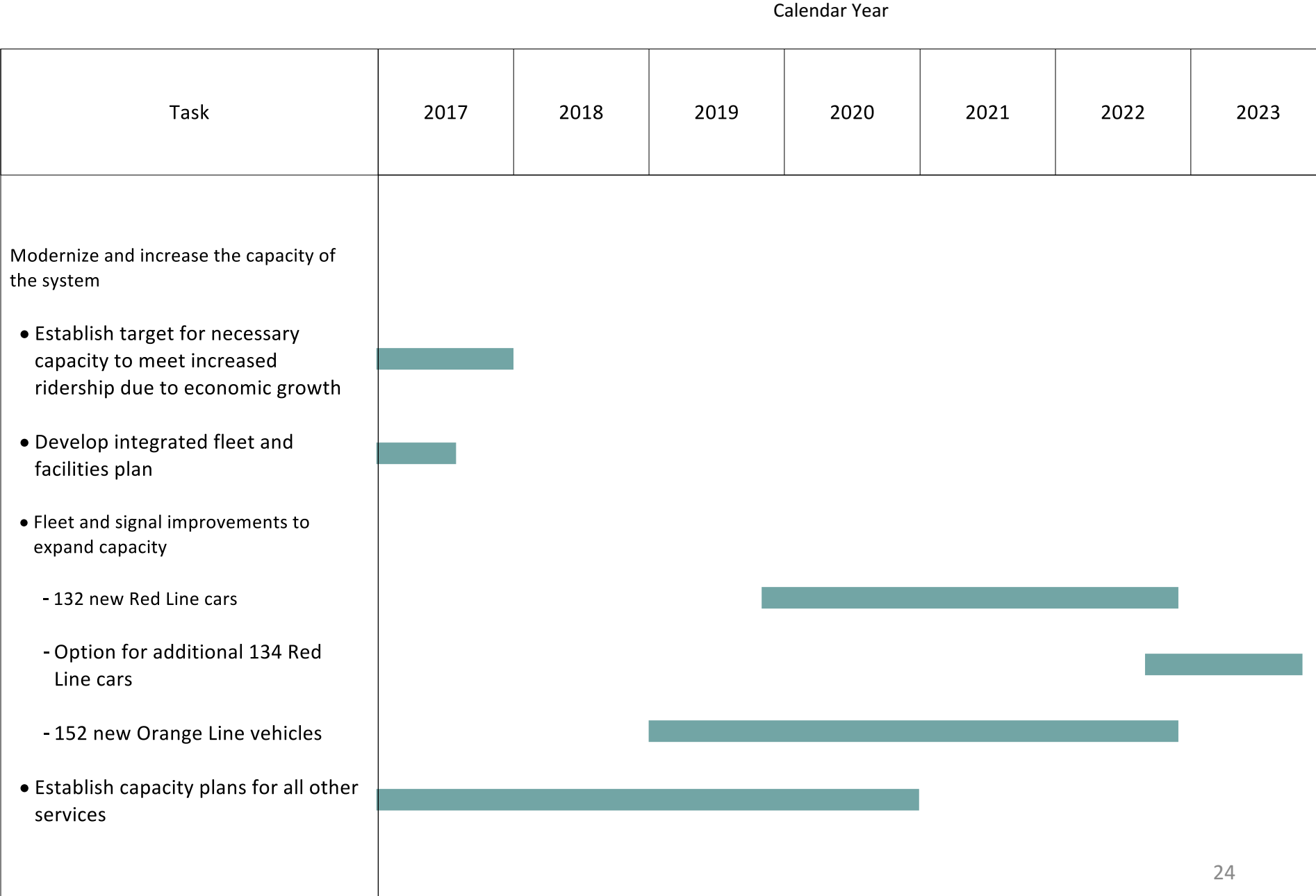
## GOVERNANCE

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
Recommend a post-Fiscal and Management Control Board structure							
• Establish a position of strong executive leadership							
Ensure the CEO/GM has an adequate span of control							
Make a dedicated Board of Directors a permanent institution for the MBTA							

# Strategic Plan Timeline

## CAPACITY





# Strategic Plan Timeline

## CAPACITY

Calendar Year

Task	2017	2018	2019	2020	2021	2022	2023
<p>Develop strategic vision for the future of Commuter Rail</p> <ul style="list-style-type: none"><li>• Define scope and procurement plan for next Commuter Rail contract</li><li>• Develop long-term plan for the commuter rail network</li></ul> <p>Accelerate efforts to keep pace with economic growth</p> <ul style="list-style-type: none"><li>• Focus40 initiatives to improve connectivity</li><li>• Identify funding sources and implementation timelines</li></ul> <p>Envision Green Line capacity improvement program</p> <ul style="list-style-type: none"><li>• incorporate Focus40 demand estimates into capital and operating strategies to meet future demand</li></ul>	