MIT Center for Transportation & Logistics
Distinguished Speakers Series

Richard A. Davey
MBTA General Manager and Rail & Transit Administrator

Sept 28, 2010 | Leading the Nation in Transportation Excellence
Agenda

• Transportation Reform and Moving Forward

• “Setting the Pace” and “Looking Down the Road” with Key Priority Initiatives:

  1. Safety
  2. Customer Satisfaction
  3. Employee Satisfaction
  4. Fiscal Responsibility
  5. Innovation
Transportation Reform – Moving Forward

Transportation Reform

Governance & Oversight

- MBTA Board reconfigured mirroring the MassDOT’s Five (5) member Board.
- MBTA remains a separate legal entity from MassDOT.
- MBTA Advisory Board role modified to limit them to make comments and recommendations on the Program for Mass Transportation and the Annual MBTA Operating Budget.

Management

- Mass Rail & Transit Division established within MassDOT.
- Rail & Transit Administrator appointed.
- Office of Performance Measures created in MassDOT to enhance accountability and transparency.
- Office of Planning and Programming within MassDOT solely responsible for developing all transportation plans for all modes.

Employee Benefits Reform

- GIC for all MBTA employees.
- Retirement benefits eligibility changed to 25 years of service and 55 years of age.
Setting the Pace – What has been accomplished?

Safety Initiatives

• **Safety Flashes**
  Used in the railroad industry, the MBTA now provides its employees with real time information on accident and/or incident trends in the industry.

• **Safety Hotline**
  The Safety Hotline provides employees and the public with an immediate way to voice safety concerns. Since its inception in April, the Safety Department has received and investigated 45 safety concerns brought to their attention through the Hotline.

• **Safety Statement**
  This Statement informs T employees and the public that safety is a main focal point for the Authority and an integral part of each employee's job. It lays the foundation that safety is the responsibility of all MBTA personnel and that they must ensure a safe environment that will prevent accidents and injuries to both employees and customers.
Safety Initiatives

- **Chief Safety Officer**
  The MBTA will hire a Chief Safety Officer to overhaul the Safety Department. The Chief Safety Officer will report directly to the GM and be responsible for reinforcing the importance of a safety culture at the MBTA.

- **Positive Train Control**
  Over the next several years, the MBTA will be designing and installing a positive train control system (PTC) for the Green Line light rail system. PTC will limit the risk of trolley-on-trolley accidents.

- **Launch Safety Committees**
  In accordance with the Executive Order 511, various MBTA departments will establish safety committees that will identify safety and health hazards in the workplace, make recommendations, and take action to reduce and/or eliminate unsafe conditions.

- **Establish Partnership with OSHA**
  The MBTA will seek to form an alliance with OSHA to promote safe and healthy working conditions by providing job safety training and education programs for T employees.
Setting the Pace – What has been accomplished?

Customer Satisfaction Initiatives

• **Accessibility**
  The MBTA has undertaken a program to make key stations fully accessible to persons with disabilities. Recently, the MBTA added elevators to Arlington and Charles/MGH Stations, which made these stations fully ADA compliant.

• **Parking**
  In July, the MBTA implemented Pay-by-Phone at 72 selected commuter rail, subway, and ferry stations. Currently, over 2,300 commuters are using the Pay-by-Phone system. This week, the MBTA is averaging over 800 users per day.

• **Orange Line**
  In June, the MBTA began single-person train operation, which allows for improved frequency of service. So far, service frequency has improved during off-peak hours and provided sufficient cost savings for the Authority.
Customer Satisfaction Initiatives

• **Bus Service**
  The MBTA will be installing passenger amenities (i.e., benches, shelters, and rubbish bins) along key routes and consolidating bus stops on Routes 23, 28, and 39 to allow for more reliable service.

• **Customer Service Training**
  The MBTA, in conjunction with MassDOT, will be launching a comprehensive customer service training to ensure passengers receive the same level of service whether boarding a bus at Dudley, a train at Braintree, or a trolley at Boston College.

• **Five Day Response Time**
  A goal for FY11 is for the MBTA to answer all customer inquiries, comments, suggestions, and complaints within 5 business days of receipt; whether received by phone, email, letter, or through the web site.
Setting the Pace – What has been accomplished?

Employee Satisfaction Initiatives

• “Lifting as We Climb” Mentoring Program
  MBTA employees initiated a pilot mentoring program in the Design and Construction Department. The program looks to identify and develop employees as future leaders and to support personal and professional growth through training, encouragement, direction, and shared insight.

• MBTA Management Appraisal Program – “T-MAP”
  In August, the MBTA will launch T-MAP, which is a program designed to improve employee performance and accountability as the MBTA “RISES” to exceed the expectations of our customers by focusing on: Responsibility, Innovation, Safety, Excellence, and Service.
Looking Down the Track – What is going to be accomplished?

Employee Satisfaction Initiatives

• **Expand “Lifting as We Climb” Program**
  The MBTA will implement this successful pilot mentoring program in all departments, which will provide advancement opportunities for employees and aid in Authority-wide succession planning.

• **Revive Safe Driver Award Program**
  The MBTA will revive this annual program that recognizes bus and trolley operators who have gone a year without an accident.

• **Employee Outreach Program**
  The General Manager and his senior staff will meet on a regular basis with front line employees to learn and understand what they need to succeed in the workplace and to support the on-going effort to have an inclusive, diverse, and respectful work environment.
Setting the Pace – What has been accomplished?

Fiscal Responsibility Initiatives

• **Sound Budgetary Management - FY10**
  The MBTA should end FY10 at a zero bottom line without using any contingency reserves or deferral of any debt payments.

• **Operational Efficiencies – Personnel**
  $3.4 million in savings from personnel reductions unrelated to providing service.
  $1.7 million of savings due to a 20% reduction in customer service agent deployment at low ridership stations and during non peak service times.
  $1.5 million in savings resulting from single person train operation on the Orange Line.

• **Vendor Savings – Materials and Supplies**
  The MBTA sent a letter to all vendors requesting a 4% price concession resulting in $2.6 million of savings in FY10 and a projected total of $5 million through FY11.

• **Maximization of Federal Funding for Capital Projects**
  The MBTA has set a policy for prioritizing and maximizing capital projects that are eligible for federal funds thus reducing the amount of debt the Authority will have to issue, as well as focusing on projects critical to maintaining a safe transit system.
Looking Down the Track – What is going to be accomplished?

Fiscal Responsibility Initiatives

• **FY11 Operating Budget Reduction Goal of 2% or $24.3 million**
  The MBTA is taking steps to reduce this current year operating budget.

• **Hedging Fuel Costs**
  The MBTA is working to insulate the budget from the potential harmful impact of unpredictable and volatile fuel prices by hedging the price of the 18 million gallons of diesel fuel required to provide bus and commuter rail service each year.

• **Enrollment in the Group Insurance Commission**
  The MBTA is looking to save $2.0 million during the FY11 transitional year and future cost savings of $31 million upon the transference of all employees to the GIC.
Setting the Pace – What has been accomplished?

Innovation Initiatives

• **Real-Time Bus Information**
  By Labor Day, the MBTA will have real-time bus location and countdown information for all buses and bus stops. This will answer the bus rider’s age old question, “Where’s the Bus?”

• **MBTA Applications**
  Building on the release of real-time and trip planning information, third party software developers have created more than a dozen smart phone/computer applications at no cost to the MBTA.

• **Service Advisory Signage**
  Over the last month, the MBTA has improved service advisory signage, which provides customers with clear and concise information about planned service changes. The improved signage enhances accessibility to those passengers with disabilities.
Looking Down the Track – What is going to be accomplished?

Innovation Initiatives

• **Real-Time Commuter Rail Information**
  The MBTA is currently making significant steps in transforming real-time data information into a customer accessible web based application that provides accurate train arrival and departure times, and schedule changes.

• **Customer Reporting Application**
  Through third party developers, the MBTA is working to build an application that will allow customers to upload images of issues/concerns they see while riding the system. The application will allow a passenger who saw graffiti or a broken sign to take a picture and send it to our customer service department.

• **Pilot Bus Arrival Sign**
  Later this fall, the MBTA will roll out a very limited pilot to install LCD signs showing bus arrival at high volume stations and major intersections.

• **CharlieCard on Ferries and Commuter Boats**
  During FY11, the MBTA will launch the CharlieCard system on its ferry and commuter boat service.