


Communicating Asset Management

Using Enterprise Asset Management Principles to
Shift an Organization's Operational Focus to a Customer-Centric Service Model for
Better Strategic Alignment



MTA Bridges and Tunnels
Vision Statement

MTA Bridges & Tunnels will be the **world class operator and maintainer** of open road tolling bridges and tunnels providing **outstanding, reliable customer service** such that every customer and stakeholder has deep **confidence in high performing staff** who are inspired to be the best they can be.

Every Crossing Counts

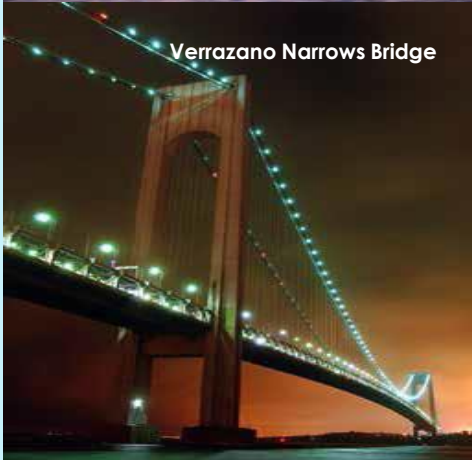
Transportation Research Board National Conference on Transportation Asset Management
July 17, 2018

Wayne Francisco
Executive Advisor
GHD Advisory

Mildred Chua
Vice President & Chief Financial Officer
NY MTA Bridges & Tunnels



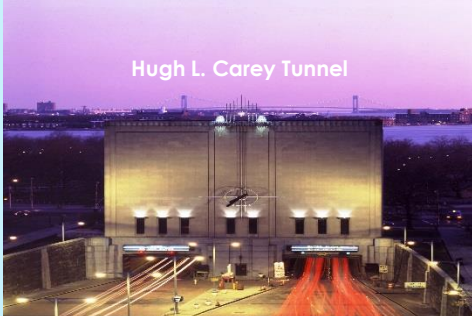
Marine Parkway Bridge



Verrazano Narrows Bridge

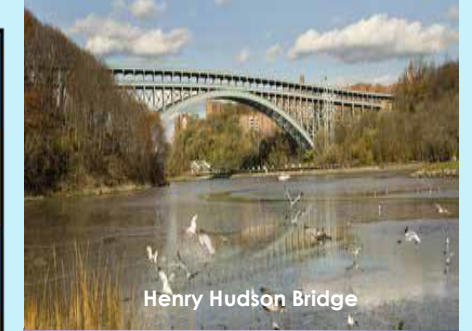


Queens Midtown Tunnel

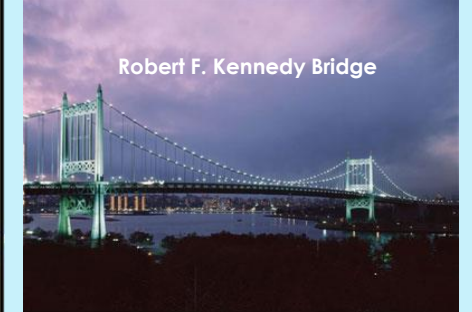


Hugh L. Carey Tunnel

- ▶ Operates seven bridges and two tunnels in New York City
- ▶ Largest toll collector in the US - \$1.9 Billion in 2017
- ▶ 310 Million paid vehicles in 2017
- ▶ Dual mission:
 - ▶ Provide critical regional transportation links
 - ▶ Subsidize transit operations
- ▶ In 2017, provided over \$1.2 Billion to support MTA mass transit
- ▶ \$620 Million 2018 Operating Budget
- ▶ \$2.9 Billion Capital Program for 2015-2019
- ▶ Enterprise Asset Management Program since 2013



Henry Hudson Bridge



Robert F. Kennedy Bridge



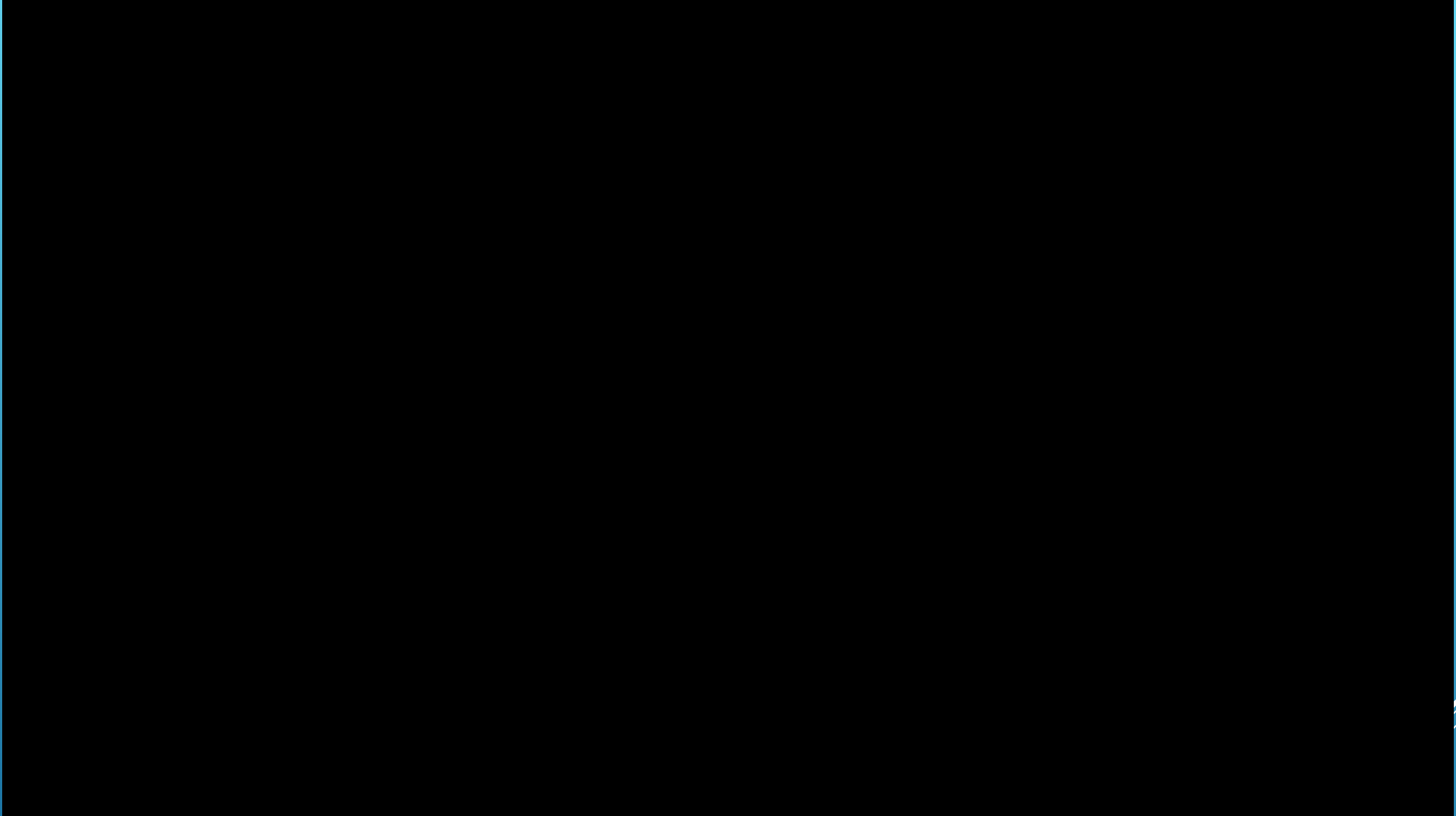
Throgs Neck Bridge



Bronx Whitestone Bridge



Cross Bay Bridge



**Open Road Tolling (ORT)
Video**

ORT Drives Change with Smart Infrastructure

- Revenue Collection Reliability
- Operating Costs
- Data/Information Challenges
- Aging Toll System Plaza Infrastructure
- **Centralized Operations**

THEN



NOW



The Journey Continues: Centralized Operations Model

- **New Operational Model focused on Customer Service**
- **Making our infrastructure smart using Enterprise Asset Management (EAM) Principles**
 - **Improve resiliency and sustainability**
 - **Improved Data Quality**
 - **Performance-based Reporting**
 - **Strategic Decision Making**
 - **Alignment of business functions to corporate goals and vision**
- **We are LEANING IN!**

Leaning in to Better Performance



Customers



Revenue



Safety



How **DO WE** make Customers Central to Everything we do?



Customer Service	Performance Management and Reporting	Risk Management and Assurance	Integrated Program Management	Life Cycle Asset Management	Operational Technology and Innovation	Business Support Functions
Service production <ul style="list-style-type: none"> Operations Department – Analysis 	Reporting Requirements <ul style="list-style-type: none"> State of Good Repair (SGR) Ratings 	Service-Revenue business risk	Safety management program <ul style="list-style-type: none"> Top-Line Safety Performance Indicators Safety and Health Policy Safety and Health Management System Collision Risk Management Program 	Asset production <ul style="list-style-type: none"> Asset Handover 	Operational systems <ul style="list-style-type: none"> Open Road Tolling (ORT) 	People management program
Revenue Production <ul style="list-style-type: none"> BTO Staffing Analysis 	Performance framework <ul style="list-style-type: none"> Performance Management Framework 	Risk-Assurance Framework <ul style="list-style-type: none"> Risk Register Quality Assurance Function 	Integrated program management framework <ul style="list-style-type: none"> Enterprise Asset Management System (EAMS) Quality Management System (QMS) Environmental Management System (EMS) 	Asset management program framework <ul style="list-style-type: none"> Enterprise Asset Management Policy 	Enterprise systems architecture	Integrated business support functions framework
Revenue-Cost Tracking	Customer service parameters <ul style="list-style-type: none"> Customer Service Performance Framework 	Risk management program <ul style="list-style-type: none"> Risk Management Framework 	Security management program <ul style="list-style-type: none"> Security Risk Management System (SRMS) Security Department - Analysis 	Asset management financial planning <ul style="list-style-type: none"> Agency Asset Management Plan Nine (9) Facility AMPs Fleet AMP Randall's Island Campus AMP 	Asset systems architecture <ul style="list-style-type: none"> Infor EAM Asset Register 	Integrated business objectives
Agency key performance indicators <ul style="list-style-type: none"> Top-Line Customer Service Top-Line Revenue Production 	Agency key performance indicators <ul style="list-style-type: none"> Customer Service Revenue Production Safety 	Audit and assurance program	Extend program approach to emerging business functions <ul style="list-style-type: none"> Management System Template Management System Roles and Responsibilities 	Asset class management strategies <ul style="list-style-type: none"> Asset Class Management Strategy (ACMS) Template Ten plus (10+) ACMS 	Data management strategies <ul style="list-style-type: none"> Asset Breakdown Structure (ABS) 	Internal service level agreements

Business Model Report (June, 2018)

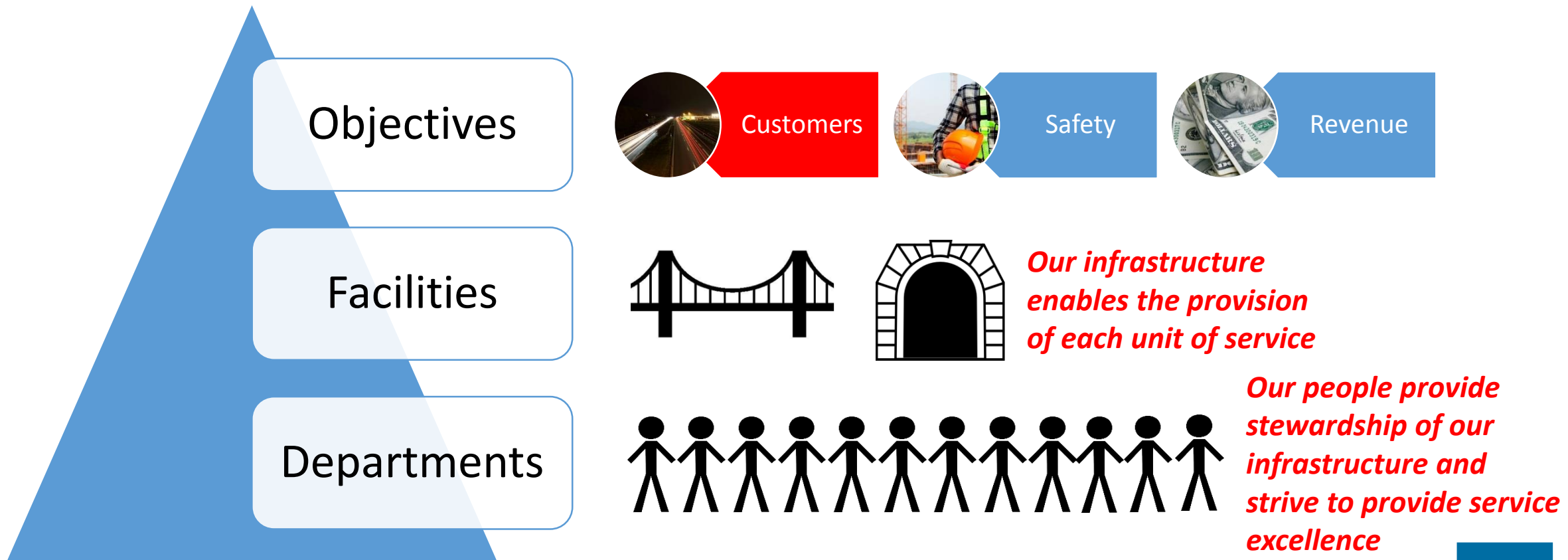
Performance Management Framework

"Every Crossing Counts"



Performance Management Framework

"Every Crossing Counts" – Making every crossing count for our customers!

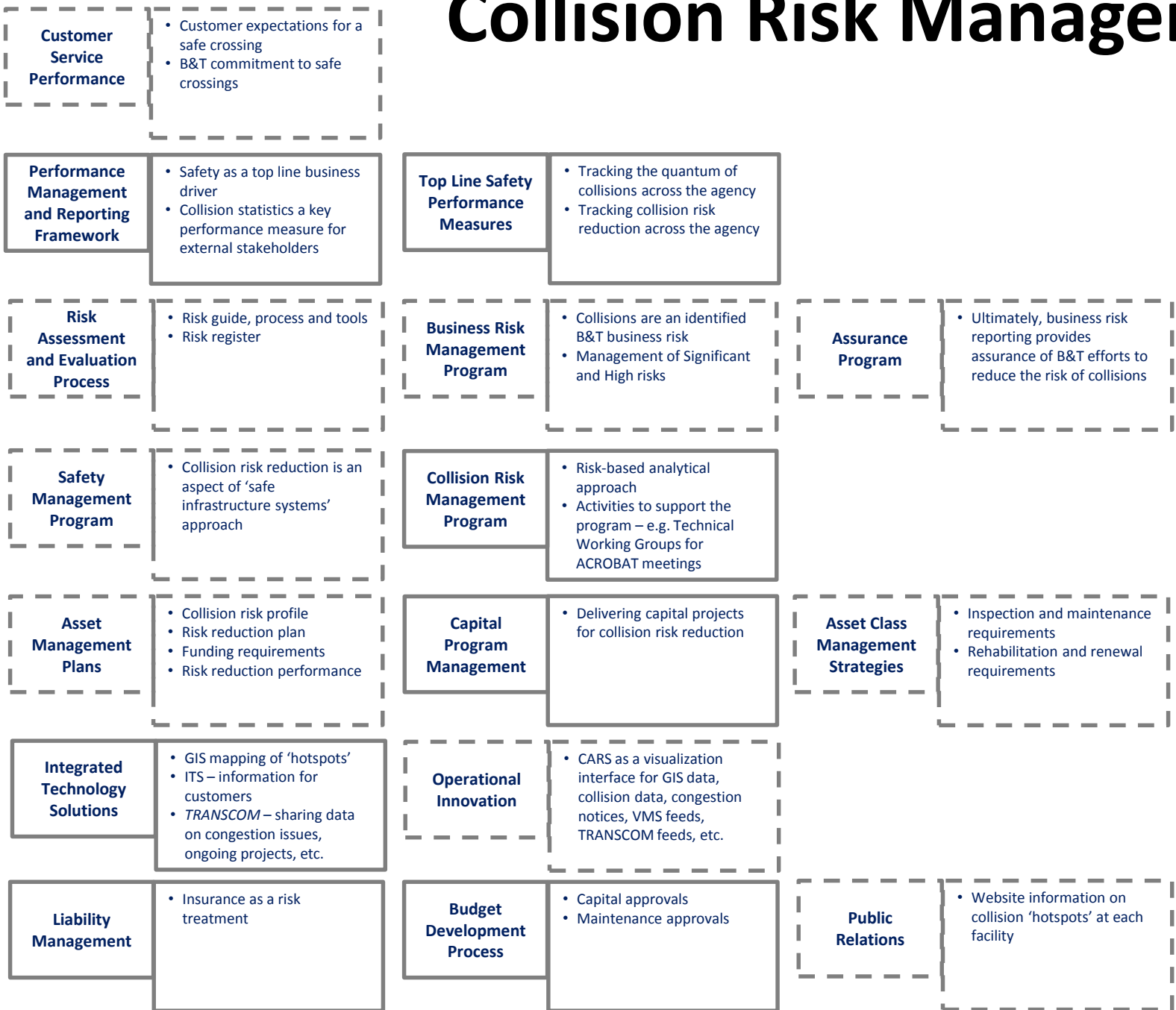


Understanding the Customer Experience

- Measuring performance from the perspective of the customer – separated into 4 distinct phases.

Customer Service Phase	Description
Long Before a Crossing	<p>Non-travel periods</p> <p>Trip planning information is readily available</p> <p>Customer awareness of significant changes in roadway conditions – e.g. roadworks</p>
Soon Before a Crossing	<p>Getting ready to travel</p> <p>Traveling and approaching our facilities</p> <p>Information that enables customers to re-route based upon current conditions</p>
During the Crossing	<p>Using our facilities</p> <p>Navigating through our facilities</p> <p>Measuring time to cross, average speed, roadway capacity availability, etc.</p>
After the Crossing	<p>Transaction processed</p> <p>No tag transactions and payment options</p> <p>Surveying customers on their service experience</p>

Collision Risk Management Program



We Are Transforming our Culture

- A Back to Basics Assessment
- Strong Leadership at the top
 - Demonstrable Commitment by senior team to communicate, participate and support transformation efforts
- Engagement across all departments
 - Develop Desired Operating State
 - Establish Performance Management Framework
- Benchmarking with Peer Agencies
 - Use EAM principles to embed best practices

Thank You!



Mildred Chua
Vice President & Chief Financial Officer
MChua@mtabt.org
+1 (646) 252-7107



Wayne Francisco
Executive Advisor
wayne.francisco@ghd.com
+1 (704) 975-1106