

Deputy General Manager for Planning and Development

- Environmental Management
- Planning and Development
- Real Estate/Facilities Management



Environmental Management Department

The Environmental Management Department (EMD) is responsible for: environmental planning and permitting of construction projects and improvements to infrastructure; environmental assessment and cleanup of MBTA properties and acquisitions; and administration of the MBTA's Environmental Management System.

Environmental Planning and Permitting of Construction Projects and Improvements to Infrastructure

EMD works cooperatively with the Design and Construction Department, Planning Department, Real Estate Department and Operations to identify potential environmental impacts of construction projects and improvements to infrastructure. The EMD works with departments to ensure that applicable environmental review processes are conducted and performed in accordance with federal, state, and local regulations. The EMD works to identify the environmental operational needs of a proposed facility, or improvements to infrastructure, and incorporate them into the construction project at an early stage to ensure that the facilities are built and permitted with final operational requirements in mind. The EMD works to relocate maintenance facilities from urban neighborhoods to industrial locations where feasible. The review processes, approvals and permits identified and required in construction projects include, but are not limited to, NEPA review, MEPA review, wetland and coastal zone permits, waterfront access permits, historic preservation permits, water quality certification, soil management plans, storm water management plans, etc. The EMD monitors projects to ensure compliance with permit conditions. If violations occur and enforcement actions result, the EMD acts as the lead for the Authority with the appropriate federal and state agencies.

Environmental Assessment and Cleanup of MBTA Properties and Acquisitions

The MBTA is one of the largest landowners in the Commonwealth. Private railroad companies that either went out of business or entered bankruptcy previously owned a large amount of the land currently owned by the MBTA. These properties, used as transportation and industrial properties for decades, have environmental conditions associated with their prior use that must now be addressed under applicable regulatory requirements. The EMD works to bring each of these into compliance in a cost-effective manner with the timeline and requirements laid out in the Massachusetts Contingency Plan (MCP) and applicable federal regulations. The EMD also ensures that environmental conditions at operating facilities are managed and in compliance with the Clean State Program and the MCP. The EMD also works with the Real Estate and Law Departments to appropriately allocate environmental risks relating to leases, acquisitions, and the sale of property by the MBTA.

Environmental Management System

Operations at the MBTA are subject to a wide range of federal, state and local environmental regulations. The Department's Environmental Management System (EMS) provides a disciplined framework for meeting our environmental responsibilities and continually improving our performance. The EMS establishes policies and standard operating procedures to ensure that our operations and facilities are in compliance. Working with Operations to conduct inspections and audits, the EMS identifies areas of non-conformance and establishes corrective action plans. The EMS provides support to all departments for obtaining and maintaining necessary permits and approvals. Additionally, the EMS assists in maintaining compliance with environmental commitments, agreements, and settlements.



Planning and Development Department

The Planning and Development Department coordinates Project Development Group reviews, organizes the project definition phase of capital project planning and develops long-term strategic plans for improving the MBTA's infrastructure network and operations system. Through various analytical processes, the Planning Department determines the feasibility and impact of projects on the MBTA. The Planning Department plays an important role in coordinating the Authority's policies and priorities regarding such projects with other state agencies, local governments, advocacy groups, and the Metropolitan Planning Organization (MPO).

Among the Planning and Development Department's objectives for FY 2009 are to complete the update of the Program for Mass Transportation; undertake capital studies regarding system capacity needs and infrastructure assessment; define project scope for capital plan improvements; and coordinate interdepartmental project development reviews.

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Environmental Permitting in Construction Projects and Improvements to Infrastructure	Environmental Reviews	Develop appropriate environmental review documents for MBTA construction projects Review adjacent development projects for potential impact on MBTA properties	\$284,024
	Environmental Permitting	Monitor environmental permits and approvals during the closeout of construction of the Greenbush Line Successfully permit projects consistent with MBTA and FTA standards so that construction projects can be put out to bid without unnecessary delays	
	Historic Preservation	Prepare federal and state historic preservation documents prior to construction bid and award	
	Construction Compliance	Address community concerns regarding environmental impacts during construction	
Environmental Assessment and Cleanup of MBTA Properties and Acquisitions	Acquisitions Remediation	Minimize or eliminate DEP non-compliance findings in new acquisitions	\$162,299
	Construction Projects Remediation	Assist in updating MBTA Project Manager Manual to provide Design and Construction staff with appropriate information on environmental standards and how they apply to MBTA projects Minimize or eliminate regulatory non-compliance findings during construction	
	Facilities Remediation	Successfully manage site-specific remediation at MBTA facilities and properties in accordance with state and federal requirements	
	Clean State Compliance	Bring all facilities into compliance with Clean State standards by dates specified in the MBTA/DEP Consent Agreement	
Environmental Management System	Environmental Management System	Continue to expand and develop the system-wide EMS. Identify effective means to ensure regulatory compliance at operating facilities	\$365,174
	Settlements, Agreements, and Obligations	Maintain and update newly established timelines, schedules, and projects to meet requirements of the State Implementation Plan (SIP) and Central Artery Commitments Maintain and update established timelines, schedules, and projects for environmental settlements and agreements	
	Facilities Compliance Monitoring	Investigate and recommend improvements to existing information systems to track environmental compliance at facilities Develop and implement comprehensive self-auditing and inspection system	
	TOTAL BUDGET		

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Program Development	Analysis of project alternatives and/or feasibility	Complete project development for Assembly Square, Fitchburg Line Small Starts Program, Lechmere Station, and Commuter Rail Layover needs analysis Organize Project Development Group reviews in implementing MBTA capital program Assist EOT in technical review/development of capital projects (State Implementation Plan transit commitments, Assembly Square, South Coast Rail, Wachusett extension, Urban Ring, and North Shore Major Investment Study)	\$233,282
	Technical planning studies	Implement system benchmarking monitoring program Initiate follow-up project development analyses based on needs identified in the Program for Mass Transportation recommendations	
	Long-range transit planning and goal setting	Complete update of Program for Mass Transportation (to be completed in 2008) Prioritize parking and system enhancement initiatives	
	Community planning efforts	Site and Corridor planning for projects including Fairmount Corridor, Dudley South, Woburn parking, Rockport, Salem, Beverly, Wonderland, and Yawkey/Fenway area. Coordinate "Bikes-on-the-T" Program	
Interagency Coordination	Metropolitan Planning Organization (MPO) participation	Represent the Authority and General Manager at the MPO, the regional organization for planning and programming of federal transportation funds Act as project liaison to city and town governments, state agencies, regional transit authorities, business groups, and regional transportation management associations	\$100,000
TOTAL BUDGET			\$333,282

Real Estate/Facilities Management

The Real Estate Department consists of two divisions: Real Estate and Facilities Management. The Real Estate division, through its asset manager, Transit Realty Associates (TRA), oversees the management of the MBTA's vast real estate holdings. TRA has been managing the MBTA's real estate assets since 1997. A new five-year contract with TRA commenced on August 1, 2007.

Asset management includes the following: conducting all new leasing, licensing, sale, and easement transactions; managing existing leases and license including the collection of rents and enforcement of lease/license terms, acting on the identified encroachments on MBTA land, working with operating departments on real estate issues, and maintaining the LandTracker GIS inventory of property owned by the MBTA. The Real Estate Department and TRA are tasked with maximizing non-fare revenue from all sources and to work together to identify and advance appropriate revenue generating, lease, sale and development opportunities.

The Facilities Management division is responsible for department relocations, office and cubicle reconfigurations, and warehousing of equipment and records. Facilities Management also oversees the motor pool of MBTA vehicles and provides all in-house printing services.

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Real Estate	Manage leases for 10 Park Plaza and South Station Train Terminal, as well as operating contracts for South Station Bus Terminal, North Station Parking Garage, and Wellington-Mystic Center	Payment of rent and utilities for 10 Park Plaza	\$3,283,085
	Optimize return from MBTA's real estate assets through sale, lease, and license of Authority property	Advertisement of RFPs for surplus properties Re-bidding of all expiring leases Processing requests for licenses	
Facilities Management	Service moving and warehousing needs of MBTA departments	Department relocations Office and cubicle reconfigurations Warehousing of equipment and records	\$232,732
	Manage MBTA's motor pool		
	In-house printing services	Provide in-house printing services for the entire MBTA	
TOTAL BUDGET			\$3,515,817



