



Charles D. Baker, Governor
Karyn E. Polito, Lieutenant Governor
Stephanie Pollack, MassDOT Secretary & CEO
Steve Poftak, General Manager



**Fiscal and Management Control Board
Transportation Board Room
10 Park Plaza
October 21, 2019
12:00 p.m.
*MEETING MINUTES***

Present: Chair Joseph Aiello, Director Brian Shortsleeve,
Director Brian Lang (arrived at 12:23 p.m.) and
Director Tibbits-Nutt

Quorum Present: Yes

Others Present: General Manager Steve Poftak, Deputy General
Manager Jeff Gonnevillle, David Abdoo, Hope
Patterson, Owen Kane, Michelle Kalowski, Caroline
Vanasse, Kat Benesh, Stephanie Shaughnessy, Ron
Renaud, Rob DiAdamo. Jody Ray

At the call of Chair Aiello a meeting of the Fiscal and Management Control Board (Board) was called to order at 12:10 p.m. at the State Transportation Building, Transportation Board Room, 10 Park Plaza, Boston, Massachusetts.

Chairman Aiello opened up the public comment period for items appearing on the agenda.

The first speaker was Lynn City Councilor Rick Starbard, along with Councilor Dianna Chakoutis, Councilor Brian Field, and Councilor Hong Net, commented on rail service to Lynn and commuter rail fares.

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Next, Jim Cowdell of the Lynn Economic Development and Industrial Corporation (EDIC) echoed the comments of the councilors that preceded him and also commented on affordable and frequent transit service to Lynn.

Next, North Shore Community College President Pat Gentile commented on affordable and accessible transportation for the North Shore.

Next, Kathy Paul from the Massachusetts Senior Action Council commented on expanded commuter rail service and lower fares.

Next, Louis Baxter from the Transit Riders Union commented on affordable commuter rail service to the North Shore.

Next, Evan Foss commented on MBTA management and the Lean Program.

Next, Julia Wallerice from ITPD commented on the bus network redesign.

Next, Erik Cunningham from Transit Matters commented on the Orange Line service disruption and mitigation strategy.

The Chair closed the public comment period at 12:33 p.m.

Next, was the approval of the minutes of October 7, 2019

On motion duly made and seconded, it was:

VOTED: to approve the minutes of October 7, 2019.

Chair Aiello called upon General Manager Steve Poftak to provide the General Manager's remarks, Agenda Item D. Mr. Poftak first addressed the Board of the Orange Line incident and subsequent service disruption. Mr. Poftak noted this incident was currently under investigation and the results will be shared with the Board. Mr. Poftak indicated he will be looking into the MBTA's safety practices and standards as well as the T's contractors. He said that service should be restored by the evening rush hour and apologized to the riding public for the inconvenience and disruption to their schedules. Discussion ensued.

Next, Mr. Poftak continued with a discussion of safety at the MBTA. Mr. Poftak admitted that the management team had more to learn and it was clear that the MBTA needed to make significant improvements to promote and ensure safety as a core value. Senior management have visited MBTA facilities, have had conversations with frontline employees, and have heard their concerns and suggestions. Mr. Poftak said it was his intention to become more proactive and not reactive.

Mr. Poftak noted that as the process of restructuring the Safety Department and implementing the Safety Management System (SMS), feedback from the independent Safety Panel, employees and knowledge learned from peer agencies, the safety culture at the MBTA will be strengthened and expanded.

Next, Chair Aiello asked Deputy General Manager Jeff Gonneville to present Agenda Item D, the Report of the Deputy General Manager. Mr. Gonneville reviewed on-time performance for the months March 2019 through September 2019 for the Red, Orange, Blue and Green Lines. Mr. Gonneville continued with on-time performance of bus and the SilverLine. Discussion ensued. Director Tibbits-Nutt indicated the numbers were unacceptable and that there should be an actual plan in place to improve these results and would like to discuss further at an upcoming Board meeting.

Mr. Gonneville concluded with on-time performance of The RIDE and commuter rail and ferry, as set forth in the attached document labeled, "Report from the Deputy General Manager, October 21, 2019." Discussion ensued.

Next, the Chair called upon Hope Patterson, Deputy Director of Stakeholder Engagement to present Agenda Item E, the FMCB Public Schedule. Ms. Patterson reviewed upcoming agenda items with the Board, as set forth in the attached document labeled, "FMCB Public Schedule, October 21, 2019." Discussion ensued. Chair Aiello requested staff to think about moving ahead with whatever option was chosen for the Rail Vision, and the required resources needed such as staff, coordination, outside consultants and strategy going forward.

Chairman Aiello skipped to Agenda Item H and asked Kat Benesh Chief of Operations Strategy, Policy & Oversight to update the Board on the Lean Program.

Ms. Benesh reviewed “Lean at the MBTA”, what it was, and how the Lean Strategy Department operated. Ms. Benesh discussed the four major objectives for FY19 and provided examples of major accomplishments over the past months. Ms. Benesh reviewed customer focused initiatives, management best practice and process redesign at Engineering and Maintenance.

Ms. Benesh concluded with FY20 goals and priorities that would emphasize safety, quality and efficiency with a target focus on process improvement in Engineering and Maintenance, Blue and Orange Line Maintenance and Human Resources, as set forth in the attached document labeled, “Lean Strategy Update, October 21, 2019.”

Chairman Aiello next asked Chief Transformation Officer Ron Renaud and FMIS Project Manager Stephanie Shaugnessy to present Agenda Item G, an update on the Financial & Materials Information System (FMIS) Upgrade. Mr. Renaud provided an overview of what FMIS was and the need to upgrade the MBTA’s system.

Ms. Shaugnessy noted that the FMIS was the Authority’s system of record for all audited financial statements that operate on Oracle’s Peoplesoft Financial/Supply Chain Management (FSCM) platform. The FMIS transformation program will modernize and enhance business processes, reporting capabilities, financial transparency and accountability with the PeopleSoft FSCM v9.2 Upgrade. It started in July 2019 with a targeted start of July 2020, a 12 to 18 month initiative.

Ms. Shaughnessy discussed the upgrade process, work stream structure, training and organization change management. Ms. Shaughnessy concluded discussing the timeline, components, estimated costs and business functionality, as set forth in the attached document labeled, "Financials & Materials Information System 9.2 Upgrade, October 21, 2019."

Next, Chair Aiello called on MassDOT Transportaton Planner Caroline Vanasse to present Agenda Item I, the Bus Network Redesign update. Ms. Vanesse reviewed the FMCB's request to identify demonstration projects by the end of 2019 that would help test: network-level metrics, service design principles, implementation logistics and scalability. Ms. Vanesse reviewed the five strategies based on the project goals – new service, better service, exploring the relationship of bus to rail, simplify all day frequency and noted that transit priority improvements would be considered for all strategies. Discussion ensued on new service and the need for an RFI prior to an RFP to get the proper expertise.

Ms. Vanesse continued with discussing the sources of demonstration ideas from online submissions, travel demand and rider feedback from the Better Bus Project, and concluded with demonstration project selection criteria and next steps, as set forth in the attached document labeled, "Bus Network Redesign Demonstration Projects, October 21, 2019." Discussion ensued on integrating design demonstration projects into the FY21 Budget. The Board asked Ms. Vanesse to present project ideas that fit into the above referenced strategies at a future Board meeting.

Last, Chair Aiello called on Executive Director of Commuter Rail Rob DiAdamo to present Agenda Item J, a discussion on single-level coach service life extension. Mr. DiAdamo discussed the proposed project that would renovate 20 out-of-service commuter rail coaches to supplement service and meet the demand until the new trains currently in production arrived. Mr. DiAdamo noted the funding will be provided by the Commonwealth of Massachusetts, per the Safety Investment and Capital Acceleration Plan. He said these coaches were currently not in service and not part of the operating fleet, but recently underwent a structural review that determined they could be brought back into service, with a goal of providing an additional seven plus years of service, as set forth in the attached document labeled, "Single-Level Coach Service Life Extension, October 21, 2019." Assistant General Manager Jody Ray contributed to the presentation, and discussion ensued.

On motion duly made and seconded, it was by roll call:

Chair Aiello	Yes
Director Shortsleeve	Yes
Director Lang	Yes
Director Tibbits-Nutt	Yes

VOTED: to enter into Executive Session for a discussion of strategy related to real estate and litigation at 1:57 p.m.

Documents relied upon for this meeting:

Minutes of October 7, 2019

Report from the Deputy General Manager, October 21, 2019

FMCB Calendar

Financials & Materials Information System 9.2 Upgrade, October 21, 2019

Lean Strategy Update, October 21, 2019

Bus Network Redesign Demonstration Projects, October 21, 2019

Single Level-Coach Service Life Extension