

Report from the General Manager

Fiscal and Management Control Board

December 16, 2019

Safety

- Communicating report findings to MBTA workforce
 - Senior Staff meeting held on Monday morning
 - Email to staff sent on Monday
 - Hard copy letter mailed to all employees
- Implementing our Safety Management System (SMS)
 - Engaging union leadership: meeting held on December 12 to present SMS and employee reporting and to discuss safety challenges
 - Conducting an organizational gap analysis of SMS maturity level
 - Developing safety training for Capital Delivery project managers to be conducted in January
- Developing a work plan to address report findings and enact corrective actions

Safety Investment and Capital Acceleration Plan (SICAP)

Goal: increase the speed of execution for critical infrastructure improvements and utilize weekend station closures to accelerate work.

Benefits for Riders	Direct Service Improvements in 2019	
 ✓ Reduce delays for improved reliability and travel time ✓ Enhance ride comfort and wayfinding ✓ Achieve long-term resiliency and improve safety through infrastructure repairs and intersection upgrades 	Red Line	 Accelerated station brightening and wayfinding at Park Street and Downtown Crossing (DTX) stations through four weekend diversions. Accelerated Park Street timelines by four months, and DTX by twelve months. Includes replacement of 1,750 feet of track Accelerated the completion of the Harvard Station Elevator modernization project
	Orange Line	 Accelerated station brightening and wayfinding work at DTX, Haymarket, and State Street stations through six weekend diversions, condensing the project timeline by eleven months. Included 2,370 feet of track replacement, and cleaning & painting at Chinatown Station
✓ Improve station appearance and access	Green Line	 Completed 10 intersection upgrades (where tracks are crossed by city streets) through four weekend closures, originally scheduled for 2020, condensing the project timeline by five months (30 intersections total). Includes 8,480 feet of track replacement, exceeding goals

SICAP: Customer Experience

Key Lessons

- Proactive Social Media: alerted customers to on-site resources and used event-specific content to target non-frequent Boston visitors
- Direct Communication: weekly progress recaps for riders in stations and regular GM videos explaining key milestones and impacts
- Dynamic Signage: utilized new signs to engage customers and more clearly explain alternate paths of travel

Next Steps in 2020

- Omnichannel Messaging: align timing and uniformity of customer messaging across multiple channels
- Quick Response Team: establish "Street Team" to quickly deploy onsite when unexpected changes occur
- Improve Signage Visibility: create larger and more prominent diversion signage to help riders navigate on-site



Shuttle Bus to Broadway

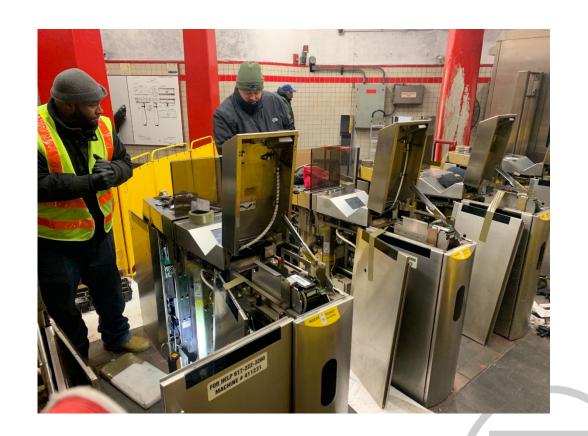






SICAP: Optimization

- Opportunities for additional Right-of-Way and station work during diversions:
 - System-wide Accessibility Improvements
 - Transit Facility Maintenance
 - Capital Delivery structural repairs
 - Signal work
 - Tunnel repair & utility identification
 - MassDOT work
 - Tactile edge replacement
 - Fare transformation gate overhauls



SICAP: Lessons Learned – Improving Project Execution in 2020

Project teams adapted and refined approach during fall diversions, and implementing opportunity areas for 2020

Project Stage	Key Learnings in 2019	Opportunities for 2020
Preparation	 Accelerated scope maximization Innovative resource use Closer MBTA / contractor coordination Enhanced track cleaning protocol 	 Proactive contractual management Critical-path procurement Site survey and analysis Permitting & access
Execution	 Safety Emphasis Increased staffing levels Augmented exhaust and air quality at work sites Improved inter-department coordination 	 Increased contractor oversight Detailed inspection preparation Media / elected official site visits
Closeout	Debrief and refine post-diversionFrequent customer updates	■ Streamline status updates