



**Massachusetts Bay  
Transportation Authority**

# Report from the General Manager

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Fiscal and Management Control Board

December 16, 2019

# Safety

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- 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.

<i>Benefits for Riders</i>	<i>Direct Service Improvements in 2019</i>	
<ul style="list-style-type: none"> <li>✓ Reduce <i>delays</i> for improved <i>reliability</i> and travel time</li> <li>✓ Enhance <i>ride comfort</i> and wayfinding</li> <li>✓ Achieve long-term <i>resiliency</i> and improve <i>safety</i> through infrastructure repairs and intersection upgrades</li> <li>✓ Improve <i>station appearance</i> and access</li> </ul>	<b>Red Line</b>	<ul style="list-style-type: none"> <li>■ Accelerated <i>station brightening and wayfinding</i> 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 <b>1,750 feet of track</b></li> <li>■ Accelerated the completion of the <i>Harvard Station Elevator</i> modernization project</li> </ul>
	<b>Orange Line</b>	<ul style="list-style-type: none"> <li>■ Accelerated <i>station brightening and wayfinding</i> work at DTX, Haymarket, and State Street stations through six weekend diversions, condensing the project timeline by eleven months. Included <b>2,370 feet of track replacement</b>, and cleaning &amp; painting at Chinatown Station</li> </ul>
	<b>Green Line</b>	<ul style="list-style-type: none"> <li>■ Completed <b>10 intersection upgrades</b> (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 <b>8,480 feet of track replacement</b>, exceeding goals</li> </ul>

# 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 on-site when unexpected changes occur
- **Improve Signage Visibility:** create larger and more prominent diversion signage to help riders navigate on-site

**RED LINE**

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# 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	<ul style="list-style-type: none"> <li>Accelerated scope maximization</li> <li>Innovative resource use</li> <li>Closer MBTA / contractor coordination</li> <li>Enhanced track cleaning protocol</li> </ul>	<ul style="list-style-type: none"> <li>Proactive contractual management</li> <li>Critical-path procurement</li> <li>Site survey and analysis</li> <li>Permitting &amp; access</li> </ul>
Execution	<ul style="list-style-type: none"> <li>Safety Emphasis</li> <li>Increased staffing levels</li> <li>Augmented exhaust and air quality at work sites</li> <li>Improved inter-department coordination</li> </ul>	<ul style="list-style-type: none"> <li>Increased contractor oversight</li> <li>Detailed inspection preparation</li> <li>Media / elected official site visits</li> </ul>
Closeout	<ul style="list-style-type: none"> <li>Debrief and refine post-diversion</li> <li>Frequent customer updates</li> </ul>	<ul style="list-style-type: none"> <li>Streamline status updates</li> </ul>

