



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
January 27, 2020
12:00 p.m.
*MEETING MINUTES***

Present: Vice Chair Monica Tibbits-Nutt, Director Brian Shortsleeve (departed at 2:56 p.m.), and Director Chrystal Kornegay (arrived at 12:40 p.m.)

Quorum Present: Yes

Others Present: Deputy General Manager Jeff Gonneville, David Abdoo, Owen Kane, Michelle Kalowski, David Panagore, John Dalton, Horace Cooper, Richard Henderson, Reggie Ramos, Kat Benesh, Scott Hamwey, William Wolfgang, Rob DiAdamo, Christof Spieler, and Ryan Coholan

At the call of Vice-Chair Monica Tibbits-Nutt, a meeting of the Fiscal and Management Control Board (Board) was called to order at 1:55 p.m. at the State Transportation Building, Transportation Board Room, 10 Park Plaza, Boston, Massachusetts.

At 12:17 p.m., Vice-Chair Tibbits-Nutt opened up the public comment period for items appearing on the agenda.

The first speaker, Senator Marc Pacheco commented on competitive bidding, privatization of bus service and the use of an already existing workforce.

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Next, Mayor Robert Sullivan of Brockton, Senator Jamie Eldridge, Senator John Keenan, Senator Brendan Crighton, Senator Walter Timilty and Senator Mike Brady commented on the Bus Transformation Plan and privatization.

The following individuals also commented on the Bus Transformation Plan and privatization: Tim Lasker, President of Local 453; Michael Fernandez, President of Local 600; Mike Vartebedian, Business Manager Local 264; MassDOT Board Member Tim King; Jim Evers, President of Local 589 along with other members from Local 589 and Trifon Athanasiou from the Alliance of Unions.

Chief of Streets Chris Osgood, representing the City of Boston commented on the Fairmount Commuter Rail Line.

Mayor Joe Curtatone from Somerville commented on the Green Line Extension Project, traffic redirect and bridge closures.

Ethan Finlan from Transit Matters commented on the Red-Blue Line Connector.

Sarah Levy from Green Roots commented on privatization and underutilized bus routes.

Paula Garrity and Maureen Koley from Green Routes commented on Bus Route 112 in Chelsea.

Next, Louise Baxter from the T Riders union commented on the effects of privatization.

Emily North, Executive Director of Charles River Watershed Association, and Tom Powers commented on the I-90 Allston Project bridge project.

Next, Fred Salvucci commented on regional rail.

Next, Veena Dharmaraj from the Sierra Club commented on Bus Transformation.

Next, MBTA Advisory Board Representative from Duxbury Richard Prone commented on South Shore commuter rail service and the development of South Station.

Next, Fairmount Indigo Coalition members, Staci Rubin, Marvin Martin, Mela Miles and Jarred Johnson commented on the Fairmount Commuter Rail Line Pilot and Rail Vision regional rail.

Next, Lee Matsueda from Community Labor United commented on affordable transportation and privatization.

Next, Karen Courtney from FFCM, commented on a Green Line Extension public records request and transparency.

Next, Ari Ofsevit from ITDP commented on the Rail Transformation Project.

Next, Jarred Johnson from Transit Matters and Evan Foss commented on Rail Transformation and the Red/Blue Line Connector.

Vice-Chair Tibbits-Nutt closed the public comment session at 1:55 p.m. and called the FMCB meeting to order.

Vice-Chair Tibbits-Nutt called on Green Line Extension (GLX) Project Manager John Dalton to present Agenda Item G, the Green Line Extension Update. Mr. Dalton first provided a demonstration of the Green Line Extension ebuilder application and explained how it tracked safety concerns and observations as it related to the Safety Compliance Program.

Mr. Dalton continued with an update of cash flow and spending, timing and schedule of GLX bridge work.

Mr. Dalton introduced Horace Cooper, Green Line Transformation (GLT) Project Director who continued with a discussion of the Lechmere Station and new viaduct section and the outcomes of the GLT Viaduct Rehabilitation Project.

Kat Benesh, Chief of Operations, Strategy, Policy and Oversight concluded the presentation with a discussion of the Lechmere Station and viaduct alternate service, as set forth in the attached document labeled, "Green Line Extension Update, January 27, 2020." Discussion ensued.

Next, Mr. Cooper returned to present Agenda Item H, an amendment to the East Cambridge Viaduct Design Service Contract. Mr. Hooper was requesting the General Manager, or his designee to amend a contract with VHB that would provide for construction phase services and additional design services for the repair and rehabilitation of the East Cambridge Viaduct Project, as set forth in the attached document labeled, "Repair/Rehabilitation of East Cambridge Viaduct CPS and Additional Design Services, January 27, 2020." Discussion ensued.

On motion duly made and seconded, it was:

VOTED:

That the General Manager, or his designee, is hereby authorized in the name of and on behalf of the Massachusetts Bay Transportation Authority (the "MBTA"), and in a form approved by the General Counsel, to amend GEC Contract No. B92PS26 with Vanasse Hangen Brustlin, Inc (VHB) for a sum not to exceed \$3,000,000.00 and extend the contract completion date to April 26, 2022.

Next, Vice-Chair Tibbits-Nutt called on Chief of Real Estate Richard Henderson to present Agenda Item L, the ATM/Vending Initiative. Mr. Henderson noted that in accordance with MGL Chapter 161A, Section 11, the MBTA had the obligation to maximize non-fare transportation revenue from all sources. The MBTA provides a wide variety of retail, vending and other services throughout the system to MBTA patrons, employees and neighbors. Mr. Henderson was requesting the Board to approve a lease with JP Morgan Chase Bank for 26 new ATM locations at

various MBTA locations, as set forth in the attached document labeled, "ATM/Vending Initiative, January 27, 2020". Discussion ensued.

On motion duly made and seconded, it was:

VOTED:

That the General Manager, or his designee, is hereby authorized to award and execute in the name of and on behalf of the Massachusetts Bay Transportation Authority (the "MBTA"), and in a form approved by the General Counsel, a Lease with JP Morgan Chase Bank for twenty-six (26) new ATM locations ("ATMs") at Various MBTA Locations. Said Lease and any other necessary instruments and documents shall contain such other terms and conditions as determined to be necessary and/or advisable by the General Counsel.

Next, the Vice-Chair called on Reggie Ramos, Deputy Director of Pilots and Innovation to present Agenda Item M, a discussion of the Fairmount Line Pilot. Ms. Ramos reviewed the proposed new pilot which would include eight additional weekday trips at times chosen in coordination with the City of Boston based on likely demand and operational feasibility, with a start date of May 18, 2020 in sync with spring schedule changes. Ms. Ramos continued with a discussion of cost estimates, priority metrics and the use of platform validators for Charlie Card usage.

Ms. Ramos concluded the presentation discussing ridership information and marketing and public outreach plans, as set forth in the attached document labeled, "Fairmount Proposal Update, January 27 2020." Discussion ensued concerning marketing, outreach and the terms of the pilot.

On motion duly made and seconded, it was:

VOTED:

That the General Manager or his designee, is hereby authorized to take any and all steps necessary to implement the Fairmount Line Pilot as described during the January 27, 2020 meeting of this Board.

Next, Vice-Chair Tibbits-Nutt called on Scott Hamwey from the Office of the Chief Engineer to present Agenda Item N, Bus Facility Modernization. Mr. Hamwey discussed the contract to provide the Office of the Chief Engineer with the program management and pre-design phase capacity to simultaneously advance the nine bus facility projects (a combination of new construction and/or expansion and modernization) to support delivery of the Capital Improvement Program. The contract would be used to provide conceptual level designs to fully define the project for execution by Capital Delivery.

Mr. Hamwey provided the Board with the procurement process and timeline, as set forth in the attached document labeled, "Bus Facility Modernization – Program Management, January 27, 2020." Discussion ensued on the request for information from the machinists' union.

On motion duly made and seconded, it was

VOTED:

That the General Manager, or his designee, is hereby authorized to award and execute in the name of and on behalf of the Massachusetts Bay Transportation Authority (the "MBTA"), and in a form approved by

the General Counsel, MBTA Contract No. Z94PS09 for the Bus Facility Modernization Program Management Consulting Services for a term of five (5) years to support the Office of the Chief Engineer with Jacobs Engineering Group, Inc., for an amount not to exceed \$46,857,857.00.

Vice-Chair Tibbits-Nutt next called on Director of Vehicle Engineering Bill Wolfgang to present Agenda Item O, Red Line/Orange Line car change orders. Mr. Wolfgang first provided a Red and Orange Line Vehicle procurement and delivery status update. Mr. Wolfgang reviewed the change order background and emphasized that these change orders were not associated with the service-related events that have affected performance, but rather reflected improvements sought by the MBTA.

Mr. Wolfgang concluded with a detailed list of changes, as set forth in the attached document labeled “Red Line/Orange Line Vehicle Change Order, January 27, 2020.” Discussion ensued.

On motion duly made and seconded, it was:

VOTED:

That the General Manager, or his designee, is hereby authorized to award and execute in the name of and on behalf of the Massachusetts Bay Transportation Authority (the “MBTA”), and in a form approved by the General Counsel, a Change Order to MBTA Formal Contract 680 with CRRC MA which includes improvements to all of the Red and Orange Line Vehicles, as well as associated materials for a total delivered amount not to exceed \$48,949,343.00.

Vice Chair Tibbits-Nutt noted that Agenda Item P, a General Engineering Contract, was a clarification and correction of a vote taken by the Board in November. The presentation and contracts were discussed at the November 18, 2019 meeting. Ms. Tibbits-Nutt stated the reason for this vote was that staff realized that the previous vote contained the wrong contract numbers and the dollar amounts were off by a thousand dollars.

On motion, duly made and seconded, it was:

VOTED:

That the General Manager, or his designee, is hereby authorized to award and execute in the name of and on behalf of the Massachusetts Bay Transportation Authority (the "MBTA"), and in a form approved by the General Counsel, MBTA Contract Nos. Z94PS03, Z94PS04, Z94PS05, Z94PS06, Z94PS07, Z94PS08 and Z94PS10 for General Engineering Consulting Services to support the Office of the Chief Engineer with AECOM Technical Services, Inc.; HNTB Corporation; Jacobs Engineering Group, Inc.; Simpson, Gumpertz & Heger, Inc.; STV Incorporated; VHB; and WSP USA Inc. for an amount not to exceed \$8,571,428.57 for each contract for the duration of three (3) years from the issuance of the Notice to Proceed (NTP).

Director Shortsleeve departed at 2:56 p.m. and there was no longer a quorum.

Next, Vice-Chair Tibbits-Nutt called on Ms. Benesh and Contractor Christof Spieler to present Agenda Item K, an update on the Bus Transformation Plan. Mr. Spieler first discussed the successful Houston METRO bus transformation he had been involved with. Mr. Spieler acknowledged that transforming bus was hard and

would take agency and leadership commitment and a vision. Mr. Spieler noted to achieve this, the MBTA would have to transform every part of bus – operations, systems, processes and metrics. The T had to define clear goals, measure them and change how it operated.

Ms. Benesh next discussed the bus transformation approach that would be a three-part solution: 1) setting up a centralized Project Management Office; 2) to build capacity in key supporting functions; and 3) to build capacity in Bus Operations supervision to manage day-to-day operations and implement front line facing initiatives.

Ms. Benesh concluded reviewing a proposed Bus Transformation organizational structure and next steps, as set forth in the attached presentation labeled, “Bus Transformation, January 27, 2020.” Discussion ensued on cross functions between staff and the need to hire new personnel.

Next, Vice-Chair Tibbits-Nutt called on Executive Director of Commuter Rail Rob DiAdamo to present Agenda Item J, an update on the Rail Transformation Plan. Mr. DiAdamo discussed the proposed organization chart and initial roles, duties and responsibilities. Mr. DiAdamo concluded with next steps, including working with HR in hiring identified positions, developing a consultant work plan for FY21 and identifying future capital needs, as set forth in the attached document labeled, “Rail

Transformation Update, January 27, 2020.” Discussion ensued on staffing and team support.

The Vice-Chair next called on General Manager Steve Poftak to present Agenda Item E, the Report from the General Manager. Mr. Poftak updated the Board on his proposed safety update presentation schedule for upcoming meetings. Mr. Poftak continued with a recap of the Governor’s FY21 Budget Proposal on funding and other additional provisions. Mr. Poftak continued to discuss diversion work on the Orange Line, Red Line weekend work and the development of a public engagement plan, as set forth in the attached document labeled, “Report from the General Manager, January 27, 2020.” Discussion ensued.

Lastly, Vice-Chair Tibbits-Nutt called on Chief Railroad Officer Ryan Coholan to present Agenda Item F, the Safety Initiative: Commuter Rail Sleep Apnea Program. Mr. Coholan discussed what sleep apnea was noting it is a highly treatable sleep disorder. He discussed a derailment in 2013 and a crash in 2016 in other states, both with fatalities, that the NTSB faulted both of the railroads for not having a stringent sleep disorder-screening program.

The recently released Safety Review Panel Report noted the one area that needed immediate attention at the MBTA was a commuter rail fatigue management program. While the NTSB and FRA have no formal regulation in effect, the MBTA has implemented a fatigue management program to screen for obstructive sleep

apnea. The program will screen all locomotive engineers by the end of Q1 with the goal of expanding the program to all safety-sensitive employees, starting with conductors.

Mr. Coholan concluded discussing the program components and additional safety precautions, as set forth in the attached document labeled, "Commuter Rail Fatigue Management: Sleep Apnea, January 27, 2020." Discussion ensued.

The approval of the minutes of November 18, 2019 and January 13, 2020 were deferred to a future meeting.

Agenda Item D, the FMCB Public schedule was not presented.

Agenda Item I, the Five-Year Proforma was deferred to a future meeting.

The meeting concluded at 3:38 p.m.

Documents relied upon for this meeting:

Green Line Extension Update, January 27, 2020
Repair/Rehabilitation of East Cambridge Viaduct CPS and Additional Design Services, January 2020
ATM/Vending Initiative, January 27, 2020
ATM/Vending Initiative, January 27, 2020
Red Line/Orange Line Vehicle Change Order, January 27, 2020
Bus Facility Modernization – Program Management, January 27, 2020
Bus Transformation, January 27, 2020
Rail Transformation Update, January 27, 2020
Report from the General Manager, January 27, 2020
Commuter Rail Fatigue Management: Sleep Apnea, January 27, 2020