



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
February 24, 2020
12:00 p.m.
*MEETING MINUTES***

Present: Chair Joseph Aiello, Director Monica Tibbits-Nutt, Director Brian Lang, and Director Chrystal Kornegay (arrived at 12:25 p.m.)

Quorum Present: Yes

Others Present: Deputy General Manager Jeff Gonneville, David Abdoo, Owen Kane, Michelle Kalowski, David Panagore, Secretary Stephanie Pollack, Jody Ray, Hope Patterson, Ron Renaud, Laurel Paget-Seekins, Rob DiAdamo, Samantha Silverberg, Caroline Vanesse, Kat Benesh, Mary Ann O'Hara, Lynsey Heffernan, Kelly Chronely, Jan Elise Prescott

At the call of Chair Aiello, a meeting of the Fiscal and Management Control Board (Board) was called to order at 12:08 p.m. at the State Transportation Building, Transportation Board Room, 10 Park Plaza, Boston, Massachusetts.

First, Deputy General Manager Jeffrey Gonneville discussed the recent death of bus operator Sanyi Harris by tragic accident, and former long-term Chief Financial Officer Deputy General Manager and Interim General Manager Jon Davis due to illness. He then held a moment of silence of their behalf.

Massachusetts Bay Transportation Authority

Ten Park Plaza, Boston, MA 02116

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The Chair opened up the public comment period for items appearing on the agenda at 12:15 p.m.

The first speaker was Mike Vartebedian from Local 264 who commented on information he received on MBTA spending at bus garages.

Next, Charles W. commented on fare transformation.

Next, Louise Baxter from TRU commented on bus network redesign, low income fares, and Charlie Cards.

Next, Carolyn Villers from Mass Senior Action Council commented on an affordable fare structure and the RIDE service.

Next, Richard Prone, MBTA Advisory Board representative from Duxbury commented on additional tracks at South Station and late arrival of equipment at South Station.

Next, Kristiana Lachiusa from Livable Streets Alliance commented on the means-tested fare update.

Next, Marilyn McNabb commented on the passing of Jon Davis, The RIDE operators' knowledge of one-way streets and The RIDE vehicles parking on hollow sidewalks.

Next, Mela Miles from TRU commented on the T Perq pass not being accepted on commuter rail Zone 1A, customer facing improvements, and requested agenda items affecting riders be moved up to the beginning of the FMCB meeting agendas.

Next, Evan Foss commented on new MBTA Board structure and KPIs.

Next, Terry Alter from West Newton commented on the lack of shuttle service provided during Worcester commuter rail PTC testing.

Chair Aiello closed the public comment session at 12:49 p.m.

Next, Deputy Director of Policy and Strategic Planning Lynsey Heffernan presented Agenda Item K, an update on Means-Tested Fare. Ms. Heffernan began discussing improving the current reduced fare programs. Ms. Heffernan continued discussing lessons learned from the Youth Pass; a reduced fare program for FY20; Electronic Benefit Transfer Cards (EBT) on the MBTA; running a Means-Tested Fare Program; eligibility protocols and partnership models; components of means-testing; and potential partnership functions.

Ms. Heffernan continued discussing eligibility - learning from state agencies, learning from The RIDE and The RIDE revenue impacts. She further discussed paying for the program – revenue impacts, administrative costs and operational impacts.

Ms. Heffernan concluded with policy questions: 1) Eligibility standards – what would the MBTA set as criteria; 2) Partnership - what type of partnership model should be pursued; 3) Revenue/Cost - how should the lost fare revenue and administrative costs be covered; and 4) Back-end - should the T continue to design the technological capacity to support a future with a greatly expended means-tested fare program.

Ms. Heffernan said that once the program is funded, and the answers to the above have been determined, it would be a minimum of a year to fully implement. She noted that earlier pilots might be possible depending upon the partnership model, as set forth in the attached document, “Means-Tested Fares Feasibility Study Update, February 24, 2020.”

Discussion ensued on sequencing once the policy questions were posed. Significant discussion ensued on budgeting, revenue, partnership, technology capacity and prioritization. Secretary Pollack suggested reaching out to other agencies to see how they got started. The Board members requested Ms. Heffernan return at a future meeting date with more information in order to move forward.

Next, was the approval of the minutes of November 18, 2019.

On motion duly made and seconded it was:

VOTED: to approve the minutes of November 18, 2019

Next, was the approval of the minutes of January 13, 2020.

On motion duly made and seconded it was:

VOTED: to approve the minutes of January 13, 2020.

Next, was the approval of the minutes of January 27, 2020.

On motion duly made and seconded it was:

VOTED: to approve the minutes of January 27, 2020.

Chair Aiello next called on Mr. Gonneville to present the last portion of the General Manager's report. Mr. Gonneville discussed the implementation of the bus stop E-Ink Pilot that will display real-time arrivals and alerts on solar-powered E Ink signs, as set forth in the attached report labeled, "Report from the Deputy General Manager, February 24, 2020." Discussion ensued.

Next, Chair Aiello called on Director of Transportation Safety Kelly Chronely and Deputy Director of Research and Analysis Jen Elise Prescott to present Agenda Item E, the Safety Initiative: Key Performance Indicators.

Mr. Gonneville previewed the agenda Item discussing the improvements the agency was making towards improving safety, including maintenance.

Ms. Prescott discussed the peer-to-peer benchmarking and literature reviews conducted on KPI indicators for bus, rail and transit, and The RIDE. Staff reached out to nine agencies with six responding, and the major takeaways were that all KPI themes or areas of focus presented were ongoing efforts measured and captured already at the MBTA. In addition, based on the reports provided, most other agencies reviewed do not separate out safety as a concern from Engineering and Maintenance or Operations, safety metrics are embedded throughout all of those reports.

Ms. Prescott said that using the MBTA's existing data sources, they have been working to take best practices learned from the peer and literature review for monitoring safety indicators. She said currently there were monthly, weekly and daily dashing in progress, and the transition to the monthly operations report will include information that incorporates the lessons learned from the peer and literature review. Ms. Prescott concluded her portion of the presentation with next steps for reporting and monitoring.

Next, Ms. Chronely discussed measuring safety performance metrics noting that the FTA Public Transportation Agency Safety Plan Rule required transit agencies to set targets for the following four KPIs: fatalities, injuries, and system reliability and safety events. Ms. Chronely next discussed additional proposed KPIs not required by the FTA: customer injuries; derailments, transit vehicle collisions; reportable fire/smoke incidents; and incorporating commuter rail and ferry. Ms.

Chronely concluded discussing next steps on data collection, data evaluation and communication, as set forth in the attached document labeled “Safety Initiatives: KPI Update, February 24, 2020.” Discussion ensued concerning the need to have contractors held to the same reporting standards as the MBTA. Mr. Gonneville agreed that the T should have more oversight over the contractors and Operations was already addressing that.

Chair Aiello next called upon Hope Patterson, Deputy Director of Stakeholder Engagement to present Agenda Item F, the FMCB Public Schedule. Ms. Patterson reviewed upcoming agenda items with the Board, as set forth in the attached document labeled, “FMCB Public Schedule, February 24, 2020.” Discussion ensued on transitioning information being made available to the Board.

The Chairman next called on Chief Administrative Office David Panagore to present Agenda Item G, the FY21 Operating Budget Preview. Mr. Panagore reviewed the upcoming FY21 Operating Budget timeline and provided an overview of revenue and appropriations. Mr. Panagore continued with a discussion on risks and opportunities and structural versus budget challenges.

Mr. Panagore continued to discuss current budget requests versus FY20 projections; lockbox capital salaries and significant program initiatives, as set forth in the attached document labeled, “FY21 Operating Budget Preview, February 24, 2020.” Chief Financial Officer Mary Ann O’Hara contributed to the presentation, and

extensive discussion ensued on significant program initiatives and major swing costs. The Board requested actual budget detail to review in advance of the next scheduled meeting. Director Tibbits-Nutt expressed concern over not being able to provide new programs and initiatives, or reduction of, as previously pledged to the public.

Next, Chair Aiello called on Deputy Chief Administrative Officer Samantha Silverberg to present Agenda Item H, the FY21 Capital Investment Plan (CIP). Ms. Silverberg provided a lookback on FY19 Capital Investments that exceeded \$1 billion; FY20-24 CIP investments over \$9 billion organized by priority and program; and FY20-24 spending targets that reflected the MBTA's plan to increase annual capital investment to more than \$1.5 billion per year.

Ms. Silverberg continued to discuss what was accomplished in 2019 and an overview of the 2020 plan. She continued discussing key milestones for the CIP development process and the next evolution of the MBTA: continuous improvement.

Ms. Silverberg concluded discussing enhancing communication and outreach on the CIP and capital program; a consolidated GIS map for project scoring; FY21-25 CIP funding sources, assumptions and risks; initial estimates for FY21-25 funding sources; and next steps, as set forth in the attached document labeled, "FY21-25 Capital Investment Plan, Overview, Sources and Programs, February 24, 2020."

Next, Chairman Aiello called on Rob DiAdamo, Commuter Rail Executive Director to present Agenda Item I, an update on Commuter Rail Performance. Mr. DiAdamo reviewed equipment availability; on time performance for 2020; daily on-time performance; on-time performance by line; and on-time performance within five and 10 minutes, as set forth in the attached document labeled “FMCB Commuter Rail Update, February 24, 2020.” Discussion ensued on the status of the passenger counter program. Chair Aiello asked Mr. DiAdamo to return in a couple of weeks with a list of critical investments that would enhance more frequent service on the commuter rail and also with a plan for when the Keolis contract ends in 2022.

Next, Vice-Chair Tibbits-Nutt called on Ron Renaud, Chief Transformation Officer and Assistant General Manager Laurel Paget-Seekins to present Agenda Item J, an update on Fare Transformation. Mr. Renaud discussed changes to the “team” and noted that all fare-related initiatives were under one “fare transformation” umbrella, and the implementation team will be scaled up as needed. Additional staff will manage Scheidt & Bachmann (S&B) upgrades and the team will continue to review staffing needs impacted by the project reset.

Mr. Renaud next discussed governance and project status with S&B and Cubic, noting the contracts were on track.

Ms. Paget-Seekins next provided the board with updates on the four main policy areas for fare transformation: data privacy; access to fare cards and sales

locations; fare verification/proof of payment; and fare structure and products, as set forth in the attached document labeled, "Fare Transformation Update, February 24, 2020."

Vice Chair Tibbits-Nutt next called on Transportation Program Planner Caroline Vanasse, with contribution from Kat Benesh, Chief of Operations Strategy, Policy & Oversight Kat Benesh to present Agenda Item L, the Bus Network Redesign Update.

Ms. Vanesse outlined and was requesting input from the Board on early action service principles.

The first principle is to meet the needs of the high demand corridors by adjusting service levels based on effective partnerships. Board members suggested providing technical assistance to municipalities to better understand what the partnerships are about and clarifying language. The Board requested Ms. Vanesse return with further clarification.

The second principle is prioritizing improvements with enhanced accessible paths of travel and multimodal connections. The third is creating bus stops that improve safety, operations and rider experience. Discussion ensued.

Ms. Vanesse concluded with the public outreach approach and upcoming meetings, with the first being on March 10, as set forth in the attached document labeled, "Bus Network Redesign Update, February 24, 2020."

Lastly, Vice-Chair Tibbits-Nutt called on Jody Ray, Assistant General Manager of Commuter Rail and Ferry Services to present Agenda Item M, the Milford Secondary Acquisition. Mr. Ray provided background and history of the commuter rail service from Boston to Franklin, and the relationship between the MBTA, CSX and CONRAIL. Mr. Ray further discussed lease vs. acquisition benefits. Mr. Ray said he was requesting the Board to approve an action to enter into a definitive agreement on behalf of the MBTA in connection with the acquisition of the Milford Secondary Line from CSX, as set forth in the attached document labeled, "Milford Secondary Acquisition, February 24, 2020."

On motion duly made and seconded, it was:

VOTED:

That The Fiscal and Management Control Board (FMCB) authorize the General Manager or his designee to 1) negotiate, execute and issue payments on behalf of the Massachusetts Bay Transportation Authority (MBTA) and in a form approved by the General Counsel to complete the acquisition of and record a deed for the ownership of the Milford Secondary Line for a price not to exceed \$13,000,000.00 and 2) to execute any and all other documents or agreements as may be necessary or desired to complete this transaction.

On motion duly made and seconded, it was:

VOTED: To adjourn at 3:56 p.m.

Documents relied upon for this meeting:

Means-Tested Fares Feasibility Study Update, February 24, 2020

Minutes of November 18, 2019.

Minutes of January 13, 2020

Minutes of January 27, 2020

Report from the Deputy General Manager, February 24, 2020

Safety Initiatives: KPI Update, February 24, 2020

FMCB Public Schedule, February 24, 2020

FY21 Operating Budget Preview, February 24, 2020

FY21-25 Capital Investment Plan, Overview, Sources and Programs, February 24, 2020

FMCB Commuter Rail Update, February 24, 2020

Fare Transformation Update, February 24, 2020

Bus Network Redesign Update, February 24, 2020

Milford Secondary Acquisition, February 24, 2020