



**Massachusetts Bay
Transportation Authority**

Report from the General Manager

Fiscal and Management Control Board

June 22, 2020

Safety Review Panel Update



Safety Review Panel

Safety Panel Findings



Safety Panel Recommendations



**Definition/criteria for “monitoring phase” to be further refined*

- On June 27, the FMCB convened the Safety Review Panel (SRP) to perform a detailed review of the MBTA’s safety performance, leadership, and culture
 - Reviewed safety policies, procedures, job descriptions, accident reports, records
 - Facilitated over 100 collaborative discussions with staff
 - Led six focus groups to discuss specific concerns
 - Conducted onsite observations of select equipment, infrastructure and activities
- Findings and recommendations were presented in six categories organized around SMS pillars:
 - Safety Policy
 - Safety Risk Management
 - Safety Assurance
 - Safety Promotion
 - Financial Review
 - Safety Culture



MBTA Response

- Immediate Actions
 - Posted the SRP Report in its entirety on MBTA.com
 - Immediately communicated about the Report with all employees via email and snail mail
 - Immediately communicated about the Report to the general public via press release
 - Held internal meetings to discuss the report's findings and develop a response plan
 - Initiated immediate actions related to observed or alleged hazards, some of which began prior to the issuance of the Report (e.g. corrective actions, third-party infrastructure inspections)
- Long-Term Actions
 - Framed as not just a response but a cultural shift in how the MBTA views and manages safety
 - Created an executive management strategy
 - Engaged managers across the Authority
 - Developed a list of over 165 initiatives to not only address the Report's findings but also to make a deliberate change in how safety is embodied in our work everyday



Safety Initiatives

Number of Initiatives



Initiatives in
Monitoring Phase

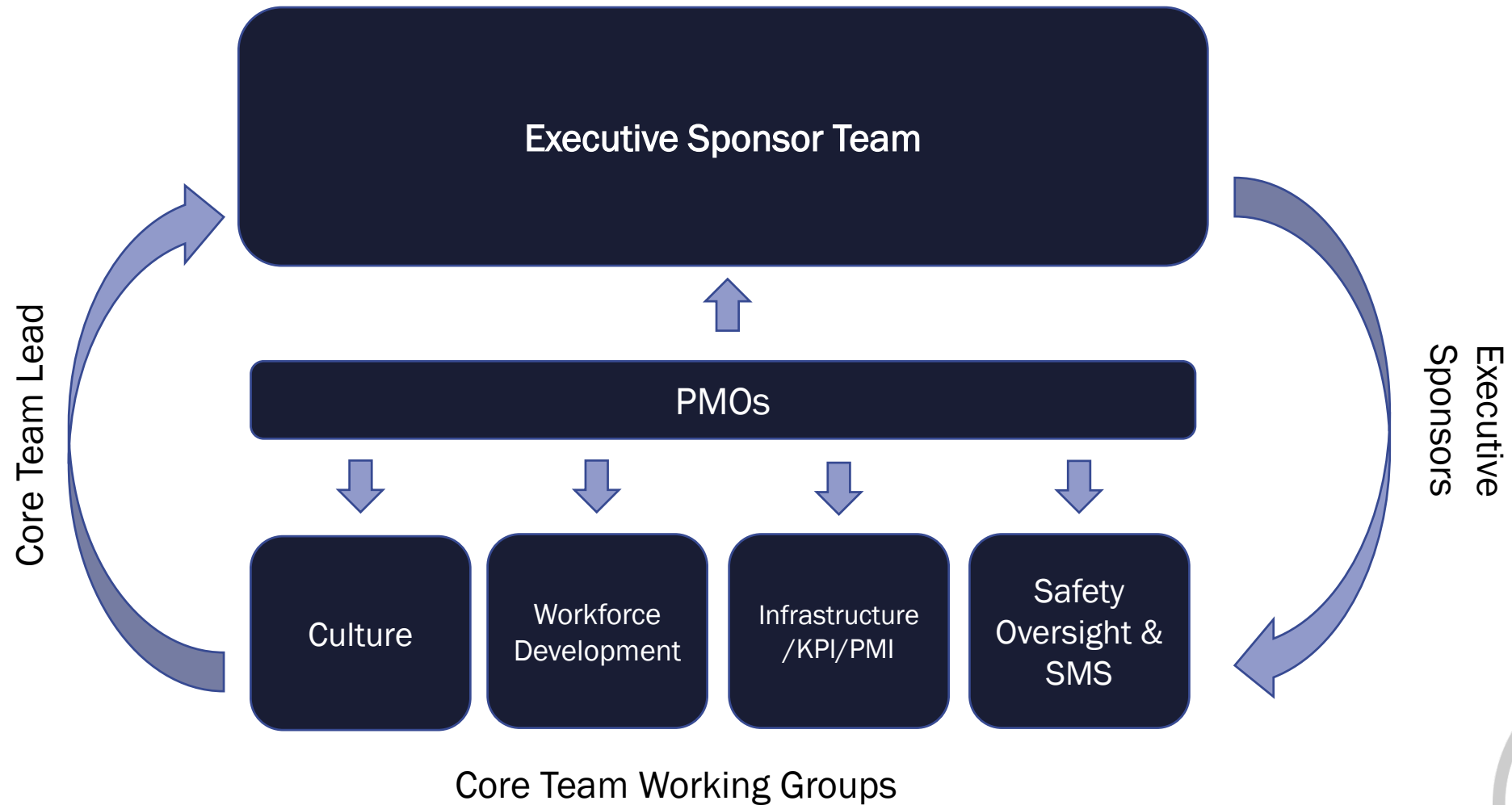


**Definition/criteria for “monitoring phase” to be further refined*

- These initiatives respond directly to the SRP recommendations but also build an organizational framework for making the MBTA a leader in transit safety
- Initiatives bring together employees from departments across the Authority in a collaborative effort to create a culture where safety, service, equity, and sustainability are core values
- Initiatives go beyond just “checking off” the SRP recommendations



Safety Initiatives Governance Structure



Initiative Updates: Safety Policy

Measuring Safety Performance

- Although safety-related data has historically been tracked and reported to management and FMCB, **targets were not identified**
- **Safety performance objectives and targets** have been established in Transit Safety Plan
- Safety performance reporting:
 - **Weekly emails** to the GM
 - Revised and enhanced **monthly reports** with targets
 - Performance metrics **go beyond FTA/NTD required reporting**
- Ongoing work:
 - Working towards future leading indicators
 - Refining dashboard application
 - Working with Customer Experience to communicate safety performance across MBTA

Developed Transit Safety Plan

- MBTA began development of the Transit Safety Plan in November 2018
 - Plan will guide SMS implementation
- Organizational and Safety Department **PTASP and SMS gap analyses** were completed
 - Results were presented to the GM
 - Transit Safety Plan and SMS Implementation Plan were adjusted accordingly
- **MBTA Transit Safety Plan** will be presented for FMCB approval later today



Initiative Updates: Safety Risk Management

Third-Party ROW Inspections

- **Over 162 miles of revenue and non-revenue track** on the Red, Orange, Blue and Green Lines have been inspected by HNTB
 - Inspections involved all “visible” elements on the ROW, including track, signal, power, and miscellaneous elements
- Prioritized and tracked corrective actions
 - Level 1 actions were **addressed immediately**
 - All Level 1 and 2 actions have been **completed**
- These inspections addressed 16 safety initiatives

Preventative Maintenance & Inspections (PM&I)

- PM&I improvement program established in December 2019 with the following goals:
 - Asset Data Collection & Digitization
 - PM&I Digitization & Tracking
 - Mobile Software Development
 - Improving Inspection Methods
- Working toward implementation of **digital PM&I tracking** for critical assets, which is on target for completion for in fall 2020
 - 31 discrete schedules or tests are classified as Safety Critical
- Following the digitization of critical asset PM&I schedules, the MBTA will move on to **digitizing System Critical & Routine PM&I schedules** (72+) and introducing improvements and best practices.

Initiative Updates: Safety Risk Management

Accident/Incident Investigation & CAP Tracking

- Engaged third-party expert to review closed CAPs over a 2 year period
 - Determined CAPs were closed properly but made recommendations to improve CAP tracking process
- Engaged third-party expert to review and enhance accident/incident investigation process. Work is under way:
 - Draft A/I investigation manual was just completed
 - Training program will include LMS element
 - Enhanced CAP/mitigation development and tracking process and procedure is included in this effort

Gap Analysis

- Organizational and Safety Department **PTASP and SMS gap analyses** were completed
 - Results were presented to the GM
 - Transit Safety Plan and SMS Implementation Plan were adjusted



Initiative Updates: Safety Risk Management

Additional Safety Areas of Emphasis

- Work continues on enhancing worker safety programs and compliance with OSHA standards
- Additional Capacity
 - Night coverage enhanced
 - Safety Department just added a new Deputy Director of Occupation Health and Safety and an Industrial Hygienist
 - Additional SMEs in hiring pipeline
- New employee onboarding
- Enhanced commuter rail fatigue program

Benchmarking

- Benchmarking activities undertaken in 2019:
 - KPIs
 - Safety procedures, inspections, programs
 - Safety Department structure and SMEs
 - Training
 - Human Resources



Initiative Updates: Safety Assurance

Executive and Senior Leadership

- **Regular meetings** to communicate and engage staff:
 - Executive Staff Meetings
 - Senior Staff Meetings
- Improved and more transparent **budget process**
- **Weekly safety performance updates** to GM
- **Monthly meetings** to discuss safety with GM
- Safety Department provides a **daily update** on the previous day's accidents/injuries and Safety Hotline calls on the 7:45 am Operations call

Employee Reporting

- Enhancements to Safety Hotline/Notification System
 - **Improved process** for handling calls
 - Respond to caller **within 24 hours**
 - **Track** calls to closure
 - Continued messaging of Safety Hotline has yielding **increased call/notification volume** – a good thing!



Initiative Updates: Safety Assurance

Quality Control/Quality Assurance (QA/QC) Program

- Quality Control/Quality Assurance (QA/QC) Program
- Established new **Department of Quality Management**
- New **Director of Quality Management** reports to Senior Director of Reliability and Engineering
 - Two sub-departments with Deputy Directors: **Vehicles and Infrastructure**
 - Conducts internal audits and third-party **audits**
 - Developing **dashboard** and monthly reporting structure
 - Developed new process – 31 **safety critical PM&Is** accepted quality level sample plan
 - Vehicles - Deputy Director of Vehicles
 - Deputy Director of Infrastructure
 - Developed QA/QC department structure and mission
 - Currently an 8-person department with plans to expand

Green Line Speed Control

- Green Line Speed Reduction Initiative is a cross-departmental, comprehensive program for reducing speeding incidents on the Green Line
- 300-500 **lidar gun speed detection tests** are performed each month
- New **speed monitoring zones** have been established using geo-fencing
 - This tech captures and reports back data on vehicle speed in real time
- 9 **real-time speed notification signs** have been strategically placed along the Green Line



Initiative Updates: Safety Promotion

Training

- Centralized training initiative Cornerstone LMS is well under way
 - Includes improved **training tracking** element
- ROW Training
 - **Class sizes** are limited to 30 students
 - Contractor ROW Recertification Program has been moved **online** due to COVID-19
 - **Online training** for all MBTA employees is under development
- SMS Training
 - **SMS Orientation training program** has been drafted
 - **Hazard tracking** and **SRM training** are under development



Initiative Updates: Safety Promotion/Culture

Strategic Planning

- Refined **mission, vision, and values** in an employee-led process
- Engaged in facilitated deep dialogue and leadership development focused on *how* the MBTA functions
- **110 senior managers** were chosen to represent the diversity of roles at the MBTA, and **over 6,000 staff hours** were committed to aligning our efforts in improving our culture
- A more engaged and supported workforce will deliver a higher quality of service and a safer workplace culture for all
- The **Strategic Planning Committee for Implementation** has also supported the Safety Initiatives project management team in ensuring that our processes are collaborative and cross-functional

Internal Communications

- Customer Experience has enhanced communication not only with customers but also with employees across the MBTA
- **Use of Everbridge platform** allows inclusive communication with all employees, even those without MBTA email addresses
- **Weekly videos** allow interaction and dialogue between the GM and employees, especially about critical issues such as living and working safely during a pandemic
- ***Between the Lines* quarterly newsletter** is physically mailed to all employees, allowing for deep and inclusive engagement
- **Social Media *Employee Spotlight Series*** puts a human face on the MBTA and offers an opportunity to celebrate high-performing employees
- **Internal Digital Communications Project** is overhauling the MBTA Intranet and has already piloted a mobile responsive site to be launched this summer

COVID-19 Impacts on Safety Initiatives

- Progress on some initiatives has been impacted by COVID-19
 - Staff capacity: some staff time redirected to address urgent COVID-19 safety matters (PPE, decontamination)
 - Budget: decline in revenue has put pressure on initiative budget and hiring
 - Logistics: some activities were limited/postponed due to social distancing requirements
- In some cases, the MBTA has turned an impediment into an opportunity:
 - Internal communications: GM videos, regular emails, Everbridge use
 - Back-up OCC usage
 - Vehicle Maintenance: reliability improvements are safety improvements
 - Learning Management System course offerings and course development
 - QA/QC of decontamination work



Next Steps

- The MBTA will continue to make progress on these initiatives and report on progress to the Board as well as the Department of Public Utilities
- The Safety Initiatives Project Management Team will continue to improve the management process:
 - Define prioritization criteria and classify initiatives within prioritization framework
 - Prioritization is always critical to ensure alignment and marshal limited resources, especially given COVID-19 and fiscal constraints
 - Identify budget and manpower needs and project constraints
 - Finalize work plan for FY21 based on prioritization



Ridership Update

Overall Trends

Rapid Transit Ridership

Bus Ridership



Overall Ridership Trends

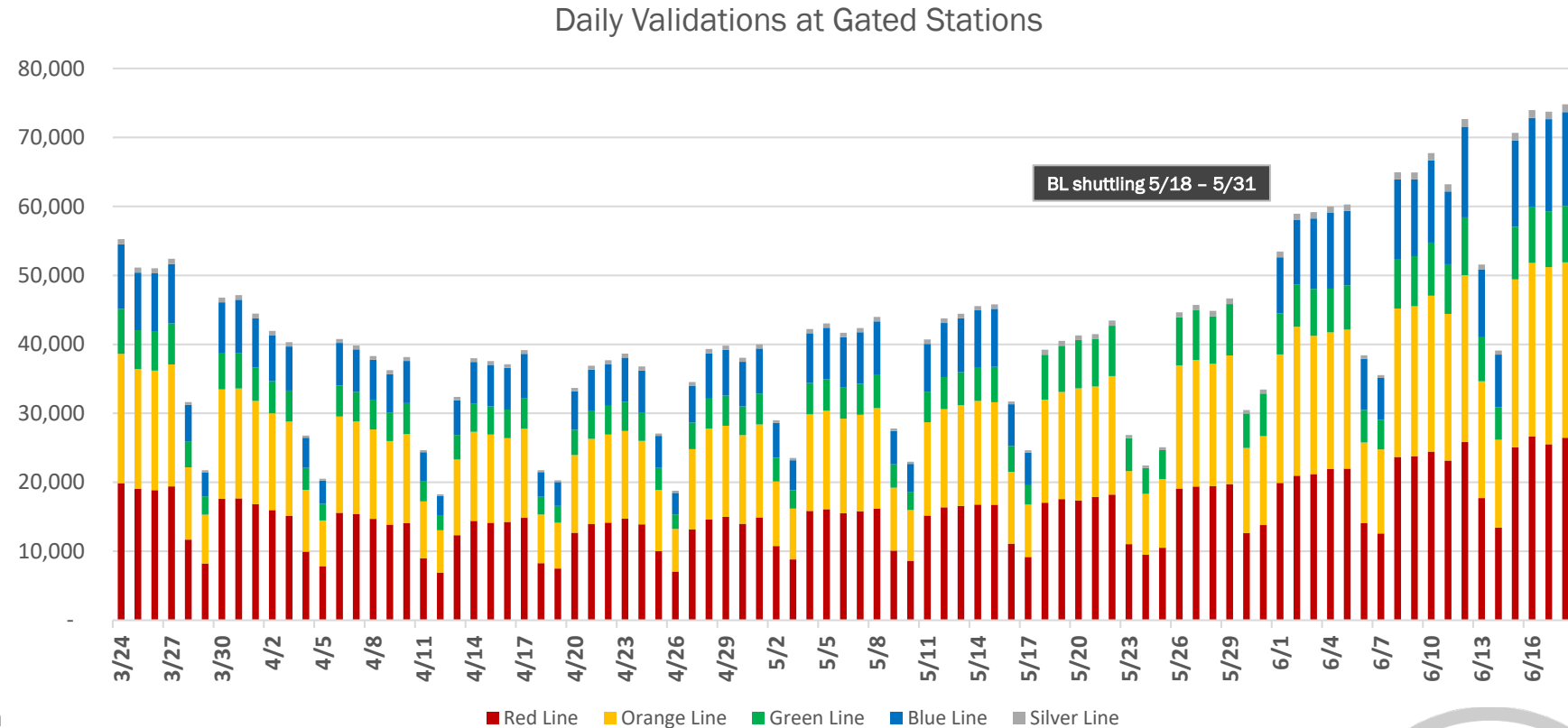
- Bus ridership was consistent from last week to this week, averaging about 130k passengers per day (30% of baseline).
- Subway gates recorded about 73k taps per day this week (15% of baseline). This continues the increasing trend in validations, growing at least 10% each week since late May.
- Commuter Rail and the RIDE have inched up as well and are now at roughly 3.9% and 35% of our baseline week, respectively.



Gated Rapid Transit Stations

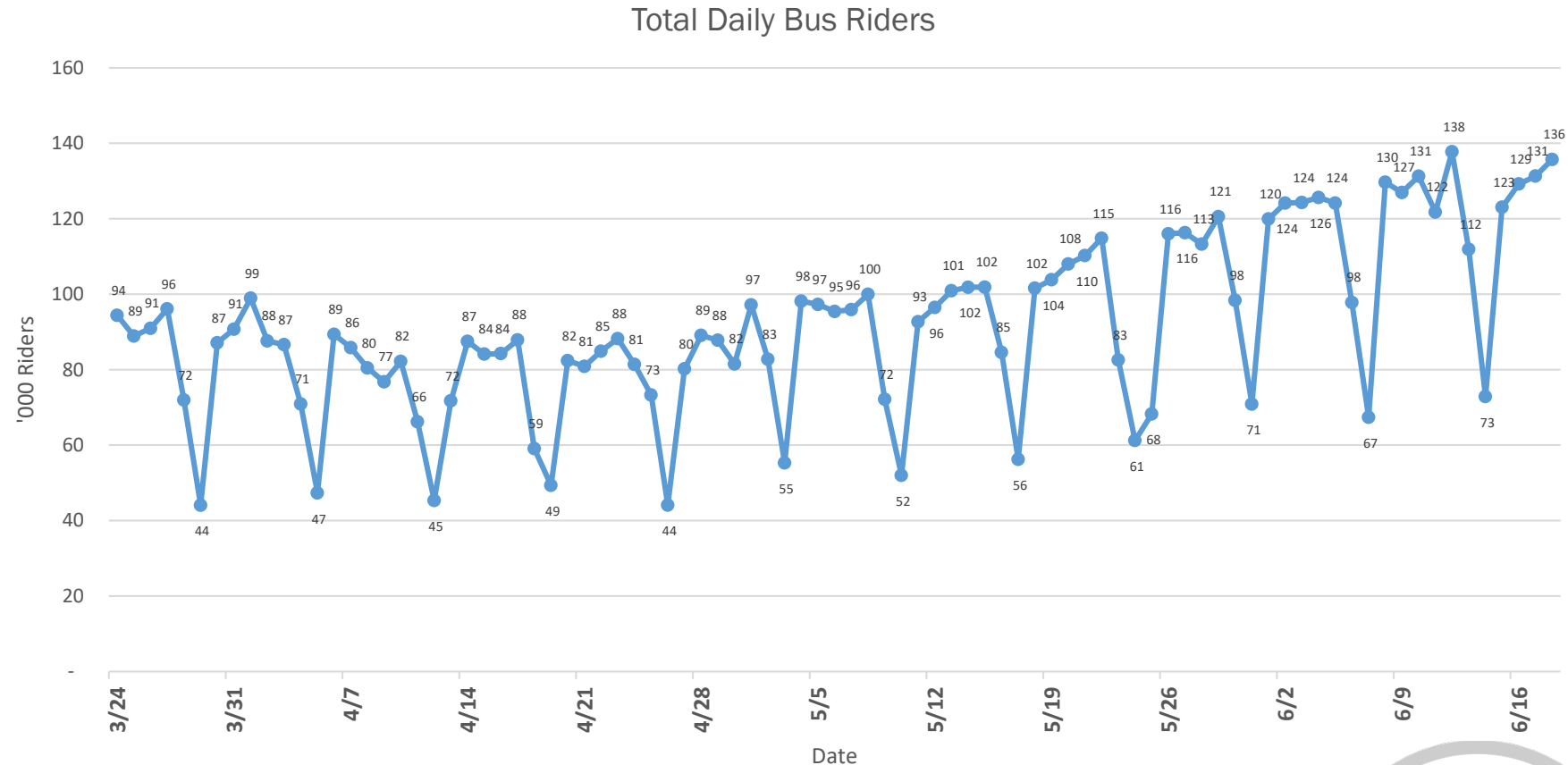
Line	Change in validations from baseline week (2/24-2/28) to June 18
Blue Line	-71.5%
Green Line*	-89.1%
Orange Line	-83.7%
Red Line	-86.2%
Silver Line	-91.0%
Total Gated Stations	-84.5%

*Green Line shuttling North Station – Lechmere & D Branch



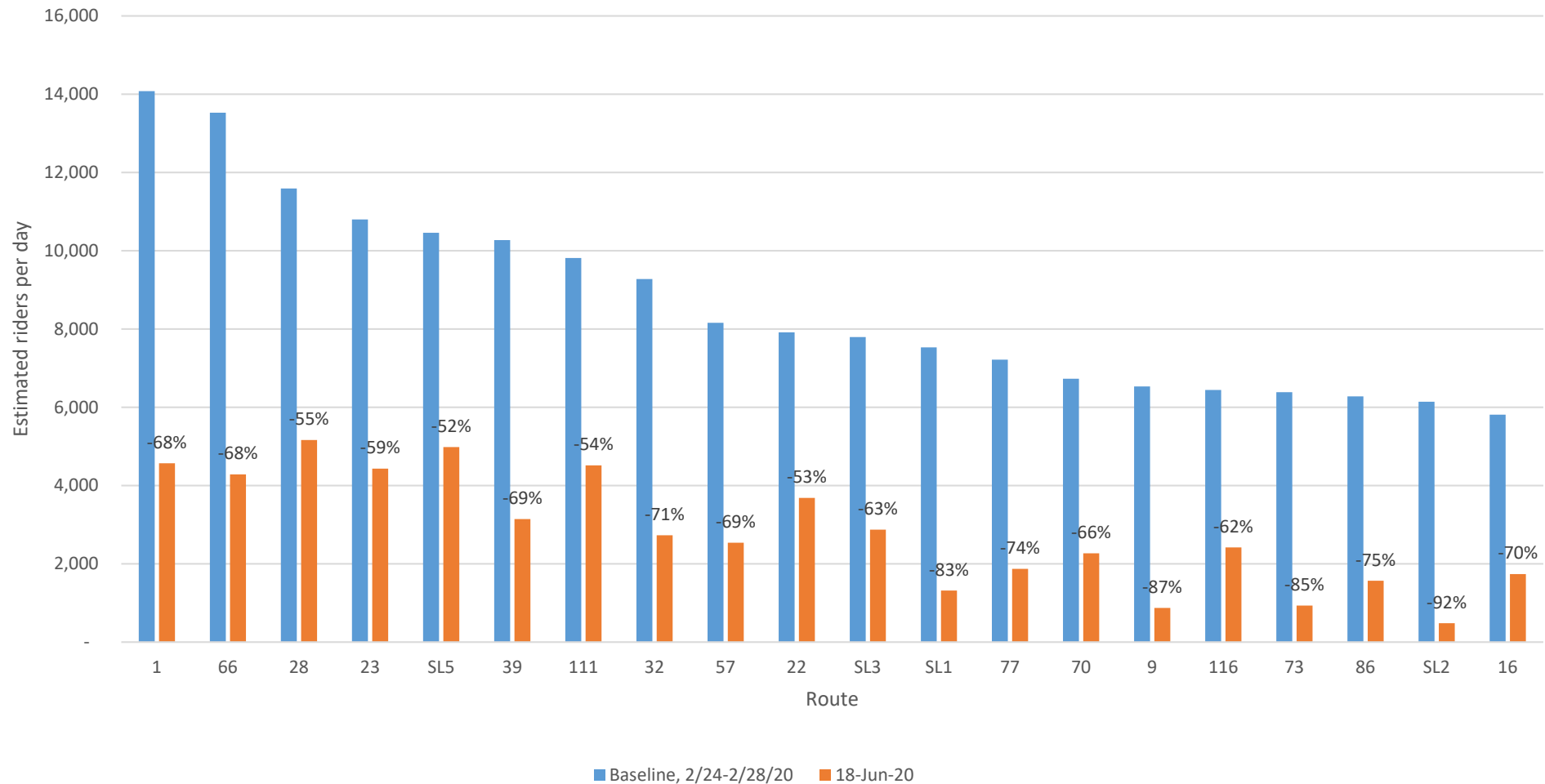
Bus Ridership Trends

- Ridership estimated from APCs, some uncertainty given additional RAD trips that are challenging to account for
- Ridership for recent days is continuously revised



Bus Ridership Top 20 Routes

Daily Bus Ridership, Baseline (2/24-2/28/20) vs. 6/18/20, Top 20 Routes by Ridership



Service Increase



Bus: Expanded Emergency Service Levels

- **Starting June 21st - Expanded Emergency Service**
- **Service Level**
 - Increased scheduled service on high-demand routes starting June 21
 - This schedule accounts for ~80% of routes operated on a typical weekday and ~70% of total trips
 - Saturday and Sunday will operate regular service
- **Major Changes from Phase 1**
 - Fellsway and Albany garages are open
 - ~650 additional scheduled trips
 - Many routes start earlier in the day to resemble weekday span of service
 - 30% of service will be available via Run as Directed, which are unscheduled but offer flexibility to supplement routes showing higher ridership
 - All available service will be operating, but concentrated on only 80% of routes

Change	# of routes affected	Route numbers
Routes resuming that were not operating	2 routes	19 & 245 (serve medical areas or hospitals)
Routes suspended that were operating	5 routes	325, 326, 351, 352, 501 All routes (w/ exception of part of 351) have alternative option
Routes with reduced service	6 routes	7, 43, 77, 120, 504, SLW (in most cases, reducing to typical Saturday service vs. Saturday holiday)
Routes with added service	57 routes	Notable changes are 11 routes gaining more than 30 trips: Route 1 (63 trips), Route 23 (40 trips), Route 31 (32 trips), Route 32 (40 trips), Route 57 (36 trips), Route 65 (49 trips), Route 66 (44 trips), Route 70 (36 trips), Route 104 (46 trips), Route 109 (54 trips), <u>Route 111 (147 trips)</u>

Subway: Regular Service

Weekday Headways (min)	AM Peak	Midday	PM Peak	Evening	Late Night
Red Trunk / Branch	4.5 / 9	7 / 14	4.5 / 9	6 / 12	6 / 12
Orange	6	8	6	9	9
Blue	5	9	5	9	9

Weekday Headways (min)	AM Peak	Midday	PM Peak	Late Night
B	5/6	7/8	5/6	9
C	6/7	9/10	7/8	10/11
D	6	8	6	11
E	6	8	6/7	10
Mattapan	5	8	5	12



Commuter Rail: 85% of regular service

- Increases service from 252 trains per day to 445 (85% of the normal schedule)
- Increases the number of peak services on each line and also runs all normal midday trains
- Fairmount Line will receive the full planned service, an increase of 8 additional trips compared to before the pandemic



Fairmount Line Pilot

FAIRMOUNT LINE with FOXBORO PILOT Summer 2020 schedule, effective June 22, 2020

Monday to Friday

Inbound to Boston

ZONE	STATION	TRAIN #	7760	766	740	768	7742	7744	7762	774	746	776	778	748	780	7764	782	7766	784	750	7722	788	754	790	726	758
	Bikes Allowed		db	db					db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db
4	Foxboro	6	-	-	5:47	-	7:23	8:19	-	-	10:29	-	-	1:29	-	-	-	-	-	4:32	FRANK	-	6:34	-	FRANK	9:49
2	Dedham Corp. Ctr.	6	-	-	6:15	-	7:51	8:45	-	-	10:53	-	-	1:53	-	-	-	-	-	4:56	5:38	-	6:58	-	8:50	10:13
2	Readville	6	5:10	5:35	6:22	7:15	8:00	8:53	9:25	10:00	11:00	12:00	1:00	2:00	2:40	3:05	3:35	3:53	4:15	5:03	5:44	6:30	7:06	8:00	8:57	10:20
1A	Fairmount	6	f 5:14	5:39	6:26	7:19	8:04	8:57	f 9:29	f 10:04	f 11:04	f 12:04	f 1:04	f 2:04	f 2:44	f 3:09	f 3:39	f 3:57	f 4:19	f 5:07	f 5:48	f 6:34	f 7:10	f 8:04	f 9:01	f 10:24
1A	Blue Hill Ave	6	f 5:17	5:42	6:29	7:22	8:07	9:00	f 9:32	f 10:07	f 11:07	f 12:07	f 1:07	f 2:07	f 2:47	f 3:12	f 3:42	f 4:00	f 4:22	f 5:10	f 5:51	f 6:37	f 7:13	f 8:07	f 9:04	f 10:27
1A	Morton Street	6	f 5:20	5:45	6:32	7:25	8:10	9:03	f 9:35	f 10:10	f 11:10	f 12:10	f 1:10	f 2:10	f 2:50	f 3:15	f 3:45	f 4:03	f 4:25	f 5:13	f 5:54	f 6:40	f 7:16	f 8:10	f 9:07	f 10:30
1A	Talbot Ave	6	f 5:23	5:48	6:35	7:28	8:13	9:06	f 9:38	f 10:13	f 11:13	f 12:13	f 1:13	f 2:13	f 2:53	f 3:18	f 3:48	f 4:06	f 4:28	f 5:16	f 5:57	f 6:43	f 7:19	f 8:13	f 9:10	f 10:33
1A	Four Corners/Geneva Ave	6	f 5:26	5:51	6:38	7:31	8:16	9:09	f 9:41	f 10:16	f 11:16	f 12:16	f 1:16	f 2:16	f 2:56	f 3:21	f 3:51	f 4:09	f 4:31	f 5:19	f 6:00	f 6:46	f 7:22	f 8:16	f 9:13	f 10:36
1A	Uphams Corner	6	f 5:29	5:54	6:41	7:34	8:19	9:12	f 9:44	f 10:19	f 11:19	f 12:19	f 1:19	f 2:19	f 2:59	f 3:24	f 3:54	f 4:12	f 4:34	f 5:22	f 6:03	f 6:49	f 7:25	f 8:19	f 9:16	f 10:39
1A	Newmarket	6	f 5:32	5:57	6:44	7:37	8:22	9:15	f 9:47	f 10:22	f 11:22	f 12:22	f 1:22	f 2:22	f 3:02	f 3:27	f 3:57	f 4:15	f 4:37	f 5:25	f 6:06	f 6:52	f 7:28	f 8:22	f 9:19	f 10:42
1A	South Station	6	5:40	6:05	6:52	7:45	8:30	9:23	9:55	10:30	11:30	12:30	1:30	2:30	3:10	3:35	4:05	4:23	4:45	5:33	6:14	7:00	7:36	8:30	9:27	10:50

Trains in purple box indicate peak period trains.

Monday to Friday

Outbound from Boston

ZONE STATION		TRAIN #	741	743	7761	7703	771	7763	773	775	747	777	779	749	781	7751	7753	787	7755	7765	789	757	791	759	793	7767
Bikes Allowed			db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db
1A	South Station	6	6:03	7:05	7:35	7:55	8:40	9:15	9:45	10:45	11:45	12:45	1:45	2:45	3:30	4:10	5:00	5:45	6:30	6:50	7:15	8:15	9:00	10:00	11:00	12:00
1A	Newmarket	6	f 6:11	f 7:13	f 7:43	f 8:03	f 8:48	f 9:23	f 9:53	f 10:53	f 11:53	f 12:53	f 1:53	f 2:53	3:38	4:18	5:08	5:53	6:38	6:58	f 7:23	f 8:23	f 9:08	f 10:08	f 11:08	f 12:08
1A	Uphams Corner	6	f 6:13	f 7:15	f 7:45	f 8:05	f 8:50	f 9:25	f 9:55	f 10:55	f 11:55	f 12:55	f 1:55	f 2:55	3:40	4:20	5:10	5:55	6:40	7:00	f 7:25	f 8:25	f 9:10	f 10:10	f 11:10	f 12:10
1A	Four Corners/Geneva Ave	6	f 6:16	f 7:18	f 7:48	f 8:08	f 8:53	f 9:28	f 9:58	f 10:58	f 11:58	f 12:58	f 1:58	f 2:58	3:43	4:23	5:13	5:58	6:43	7:03	f 7:28	f 8:28	f 9:13	f 10:13	f 11:13	f 12:13
1A	Talbot Ave	6	f 6:19	f 7:21	f 7:51	f 8:11	f 8:56	f 9:31	f 10:01	f 11:01	f 12:01	f 1:01	f 2:01	3:01	3:46	4:26	5:16	6:01	6:46	7:06	f 7:31	f 8:31	f 9:16	f 10:16	f 11:16	f 12:16
1A	Morton Street	6	f 6:22	f 7:24	f 7:54	f 8:14	f 8:59	f 9:34	f 10:04	f 11:04	f 12:04	f 1:04	f 2:04	3:04	3:49	4:29	5:19	6:04	6:49	7:09	f 7:34	f 8:34	f 9:19	f 10:19	f 11:19	f 12:19
1A	Blue Hill Ave	6	f 6:25	f 7:27	f 7:57	f 8:17	f 9:02	f 9:37	f 10:07	f 11:07	f 12:07	f 1:07	f 2:07	3:07	3:52	4:32	5:22	6:07	6:52	7:12	f 7:37	f 8:37	f 9:22	f 10:22	f 11:22	f 12:22
1A	Fairmount	6	f 6:28	f 7:30	f 8:00	f 8:20	f 9:05	f 9:40	f 10:10	f 11:10	f 12:10	f 1:10	f 2:10	3:10	3:55	4:35	5:25	6:10	6:55	7:15	f 7:40	f 8:40	f 9:25	f 10:25	f 11:25	f 12:25
2	Readville	6	6:33	7:35	8:05	8:25	9:10	9:45	10:15	11:15	12:15	1:15	2:15	3:15	4:00	4:40	5:30	6:15	7:00	7:20	7:45	8:45	9:30	10:30	11:30	12:30
2	Dedham Corp. Ctr.	6	6:37	7:41	-	8:31	-	-	-	-	12:20	-	-	3:23	-	4:47	5:37	-	7:06	-	-	8:51	-	10:35	-	-
4	Foxboro	6	6:59	8:06	-	FRANK	-	-	-	-	12:43	-	-	3:52	-	5:16	6:07	-	7:37	-	-	9:19	-	10:56	-	-

Trains in purple box indicate peak period trains.

Saturday & Sunday

Inbound to Boston

		AM										PM									
ZONE	STATION	SATURDAY TRAIN #	1752	1754	1756	1758	1760	1762	1764	1766	1768	1770	1772	1774	1776	1778	1780	1782			
Bikes Allowed			db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db			
2	Readville	6	7:30	8:30	9:30	10:30	11:30	12:30	1:30	2:30	3:30	4:30	5:30	6:30	7:30	8:30	9:30	10:30			
1A	Fairmount	6	f 7:33	f 8:33	f 9:33	f 10:33	f 11:33	f 12:33	f 1:33	f 2:33	f 3:33	f 4:33	f 5:33	f 6:33	f 7:33	f 8:33	f 9:33	f 10:33			
1A	Blue Hill Ave	6	f 7:36	f 8:36	f 9:36	f 10:36	f 11:36	f 12:36	f 1:36	f 2:36	f 3:36	f 4:36	f 5:36	f 6:36	f 7:36	f 8:36	f 9:36	f 10:36			
1A	Morton Street	6	f 7:39	f 8:39	f 9:39	f 10:39	f 11:39	f 12:39	f 1:39	f 2:39	f 3:39	f 4:39	f 5:39	f 6:39	f 7:39	f 8:39	f 9:39	f 10:39			
1A	Talbot Ave	6	f 7:41	f 8:41	f 9:41	f 10:41	f 11:41	f 12:41	f 1:41	f 2:41	f 3:41	f 4:41	f 5:41	f 6:41	f 7:41	f 8:41	f 9:41	f 10:41			
1A	Four Corners/Geneva Ave	6	f 7:44	f 8:44	f 9:44	f 10:44	f 11:44	f 12:44	f 1:44	f 2:44	f 3:44	f 4:44	f 5:44	f 6:44	f 7:44	f 8:44	f 9:44	f 10:44			
1A	Uphams Corner	6	f 7:47	f 8:47	f 9:47	f 10:47	f 11:47	f 12:47	f 1:47	f 2:47	f 3:47	f 4:47	f 5:47	f 6:47	f 7:47	f 8:47	f 9:47	f 10:47			
1A	Newmarket	6	f 7:49	f 8:49	f 9:49	f 10:49	f 11:49	f 12:49	f 1:49	f 2:49	f 3:49	f 4:49	f 5:49	f 6:49	f 7:49	f 8:49	f 9:49	f 10:49			
1A	South Station	6	7:58	8:58	9:58	10:58	11:58	12:58	1:58	2:58	3:58	4:58	5:58	6:58	7:58	8:58	9:58	10:58			

Saturday & Sunday

Outbound from Boston

		AM										PM									
ZONE	STATION	SATURDAY TRAIN #	1753	1755	1757	1759	1761	1763	1765	1767	1769	1771	1773	1775	1777	1779	1781	1783			
Bikes Allowed			db	db	db	db	db	db	db	db	db	db	db	db	db	db	db	db			
1A	South Station	6	7:50	8:50	9:50	10:50	11:50	12:50	1:50	2:50	3:50	4:50	5:50	6:50	7:50	8:50	9:50	10:50			
1A	Newmarket	6	f 7:58	f 8:58	f 9:58	f 10:58	f 11:58	f 12:58	f 1:58	f 2:58	f 3:58	f 4:58	f 5:58	f 6:58	f 7:58	f 8:58	f 9:58	f 10:58			
1A	Uphams Corner	6	f 8:00	f 9:00	f 10:00	f 11:00	f 12:00	f 1:00	f 2:00	f 3:00	f 4:00	f 5:00	f 6:00	f 7:00	f 8:00	f 9:00	f 10:00	f 11:00			
1A	Four Corners/Geneva Ave	6	f 8:03	f 9:03	f 10:03	f 11:03	f 12:03	f 1:03	f 2:03	f 3:03	f 4:03	f 5:03	f 6:03	f 7:03	f 8:03	f 9:03	f 10:03	f 11:03			
1A	Talbot Ave	6	f 8:06	f 9:06	f 10:06	f 11:06	f 12:06	f 1:06	f 2:06	f 3:06	f 4:06	f 5:06	f 6:06	f 7:06	f 8:06	f 9:06	f 10:06	f 11:06			
1A	Morton Street	6	f 8:08	f 9:08	f 10:08	f 11:08	f 12:08	f 1:08	f 2:08	f 3:08	f 4:08	f 5:08	f 6:08	f 7:08	f 8:08	f 9:08	f 10:08	f 11:08			
1A	Blue Hill Ave	6	f 8:10	f 9:10	f 10:10	f 11:10	f 12:10	f 1:10	f 2:10	f 3:10	f 4:10	f 5:10	f 6:10	f 7:10	f 8:10	f 9:10	f 10:10	f 11:10			
1A	Fairmount	6	f 8:13	f 9:13	f 10:13	f 11:13	f 12:13	f 1:13	f 2:13	f 3:13	f 4:13	f 5:13	f 6:13	f 7:13	f 8:13	f 9:13	f 10:13	f 11:13			
2	Readville	6	8:18	9:18	10:18	11:18	12:18	1:18	2:18	3:18	4:18	5:18	6:18	7:18	8:18	9:18	10:18	11:18			

FRANK: Operates from Forge Park.
Does not serve Foxboro.
See the Franklin Line schedule for all stops.

Foxboro Weekday Pilot service began Oct 21, 2019.
As part of the pilot, a Reverse Commute fare is being tested between Zone 1A stations and Foxboro on specific trains.
More details at [mbta.com/](https://mbta.com/foxboro)

Ferry: Limited Service to Hingham, Hull, & Charlestown

- Service Level beginning June 22:
 - Service resumes to Hingham, Hull and Charlestown with approximately 75% of regular weekday service
 - No weekend service with reduced schedule



The RIDE: No Changes

- No changes to service area or span of service
- Trips will continue to be limited to 1 customer/party per trip
- If the number of trips exceeds 2500 per day, it may be necessary to move from 1 customer to 2 customers per trip



Ride Safer

Social Distancing

Employee Protection

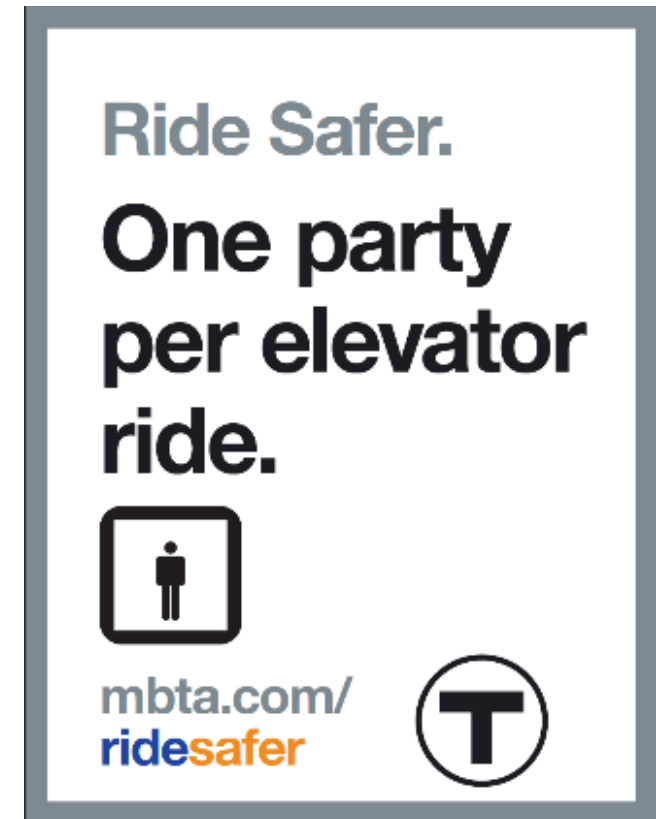
Cleaning and Decontamination



Social Distancing as Feasible

Policy: Messaging in stations, bus terminals, and vehicles to encourage social distancing

- Will provide guidance; not space by space markings
- Will focus on high volume locations



Employee Protection

- Face Coverings Required
- Additional PPE for Employees
 - Hand Sanitizer
 - Enclosures for Bus Drivers
- Temperature Screening for Employees
- COVID-19 Testing for Employees



Cleaning and Decontamination

Stations and Facilities

- **Daily** cleaning
- **2x per day**: disinfecting touch points in high-traffic facilities
- **Every 4 hours**: disinfecting touch points on surfaces such as handrails, fare gates, and fare vending machines in core subway stations
- Hired additional vendors for disinfecting using chemical fogging, electrostatic sprayers and manual disinfecting wipes/solutions



Bus and Rail Vehicles

- **Daily**: Decontaminating all revenue vehicles nightly with disinfecting wipes and mopping
- **Daily**: Performing mid-day decontamination at layover locations daily by wiping down operator cabs and high-touch locations
- **Daily**: Wiping down cab, farebox, and entrance for first/second shift bus pullbacks
- **Every 2 weeks**: Performing electrostatic fogging for additional decontamination of all bus vehicles
- Isolating and electrostatic decontamination of any vehicle reported as operated by an employee who tested positive for COVID-19

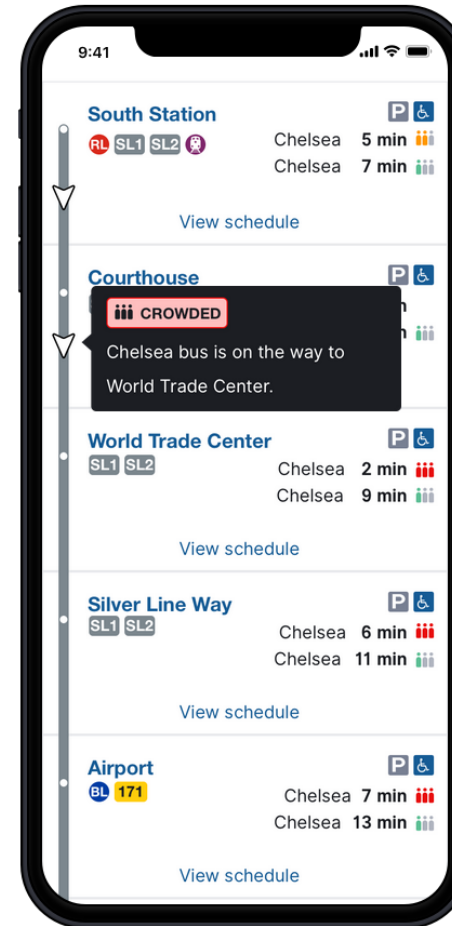


Crowding



Communicating Crowding to Passengers

- This month, launching real-time crowding data for first set of bus routes: 1, 15, 16, 22, 23, 31, 32, 109, and 110
- Available on mbta.com, e-ink signs, and Transit app
- Largest US agency to release real-time crowding on local buses
- This summer:
 - Rolling release of real-time data on more bus routes
 - Recent crowding trends for digital trip planning



Malcolm X Blvd @ King St			12:34
UPDATED LIVE EVERY MINUTE			
23	Ashmont	iii	2m
15	Fields Corner	iii	2m
28	Mattapan		7m
66	Dudley via Allston		9m
45	Franklin Park		12m

(draft designs, not final)

Major Project Updates

Positive Train Control
Fare Transformation
Red/Orange Line Transformation
FMIS
Construction Schedule



PTC: Current Activities and Progress

- **The PTC Program is on schedule to be completed before December 31, 2020 in full compliance with FRA PTC regulations**
 - All 15 of the MBTA's Commuter Rail lines have PTC in operation (370 of 394 route miles - 94%)
 - Implementation is proceeding on the last segment (the Worcester line between Framingham and Boston), which is expected to be completed in July
 - All MBTA Commuter Rail revenue vehicles have PTC equipment installed and fully operational; all defective onboard PTC equipment has been replaced and is performing well
 - Interoperability testing with tenant railroads (Amtrak, CSX, and Pan Am) is proceeding and expected to be completed in 2020 Q3
 - The PTC Safety Plan was revised per FRA comments and a final plan resubmitted on June 5th; FRA Conditional Safety Certification is expected in July



MASSACHUSETTS BAY TRANSPORTATION AUTHORITY
COMMUTER RAIL PTC TESTING AND COMMISSIONING STATUS

15 of 15
 lines and
370 of 394
 miles in PTC Operation
 or RSD

Legend:

- PTC in Operations/Terminal Areas
- Field Qualification Testing (FQT) Underway
- Field Integration Testing (FIT) Underway
- Level 3.2 Wiring/Cutover Testing Underway

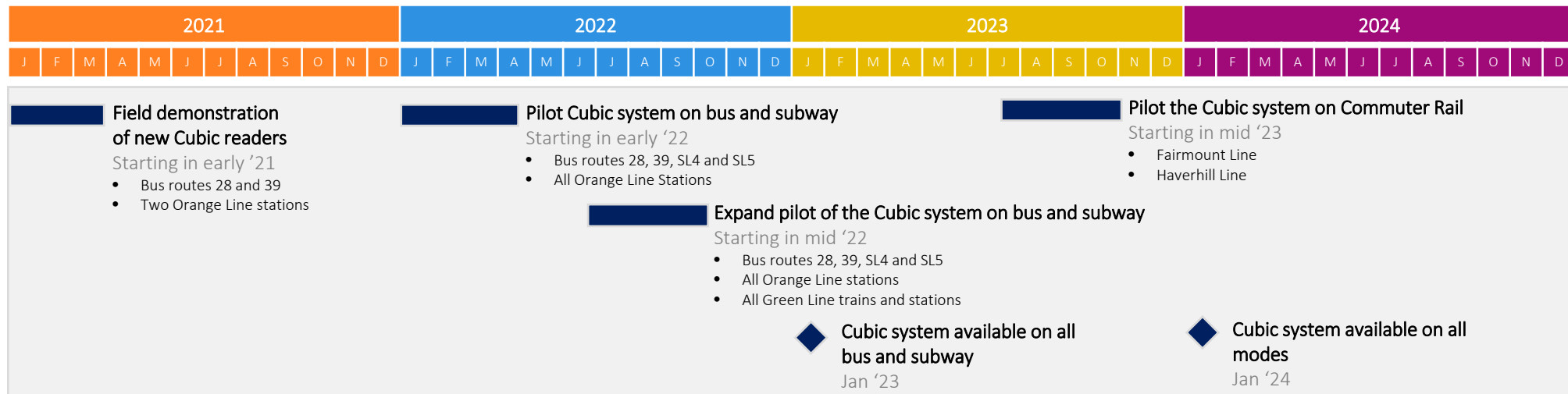
AFC: Fare Transformation Reset

Reset Objectives Achieved

- **Phased rollout:** Prioritizing near term improvements for bus customers and reduced fare customers
- **Achievable schedule:**
 - More time for testing, installation and migrating customers
 - Longer transition, which necessitates upgrades to the existing system
- **Improve reliability:**
 - Leverage reinvestments being made in existing fare collection assets
 - Reduce future disruption in stations
- **Community-driven process:**
 - Significantly expand the planned retail and vending machine sales network across the region
 - MBTA takes lead on a process for community input on placement of sales locations
- **Customer experience improvements:**
 - Improve the customer experience during the transition
 - Reduce customer pain associated with CharlieCard fees
 - Be more forgiving as customers learn new tap on/off behavior on Commuter Rail
- **Further strengthening the contract,** including through milestone payments and reduced construction risk

Financial Close

- On April 27, 2020, the FMCB authorized the General Manager to enter into an amended contract with the consortium formed by Cubic and John Laing for an amount of up to **\$935,411,841.44**.
- On June 15, 2020:
 - The MBTA, John Laing and Cubic finalized the contract amendment memorializing the terms and conditions of the reset
 - John Laing and Cubic refinanced project debt to reflect the new schedule and scope
 - John Laing and Cubic entered into all necessary supporting agreements and subcontracts
 - The effective contract price based on market rates at Financial Close was **\$924,937,249.74**, including capital and operating costs over the term of approximately 13.5 years

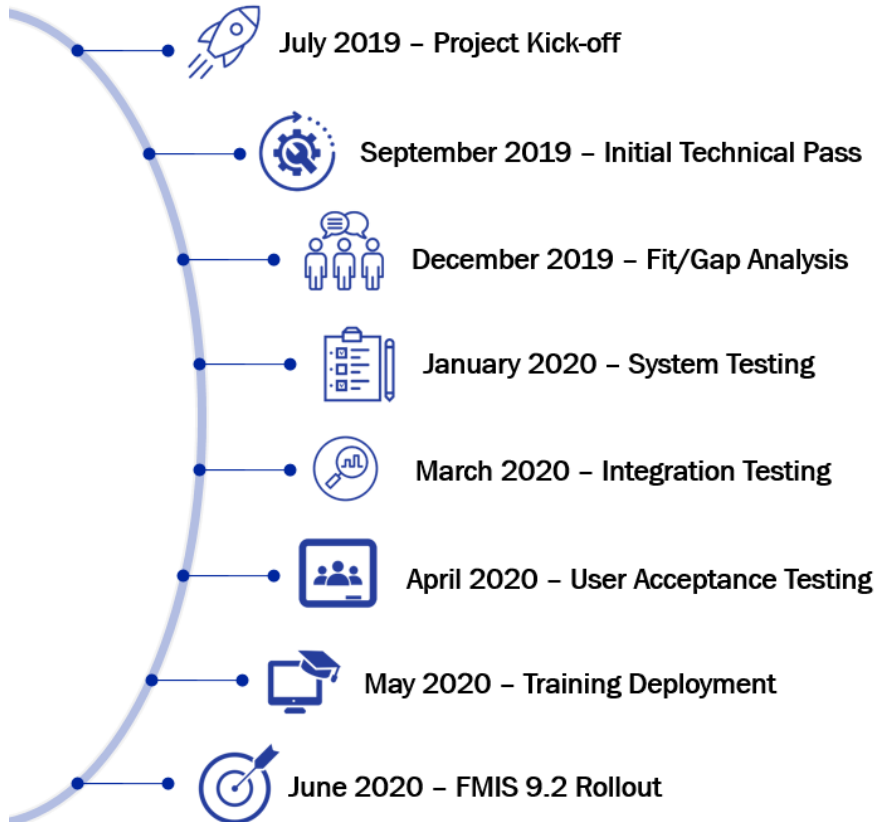


Red/Orange Line Update

- Continued progress on infrastructure planning and investment
 - Will be presented later in the agenda
- Delays in production and delivery of the Red and Orange Line cars
 - COVID-19 is a factor
 - Closures in China and Springfield
- Working with CRRC MA to develop a recovery schedule
 - Process is ongoing and updates will be provided as this progresses



FMIS 9.2 Rollout



Accomplished All Project Goals

- Stabilized Application and Database Versions To Ensure Premier Vendor Support
- Upgraded Seven Existing Modules In Use on Oracle PeopleSoft Financials/Supply Chain Platform
- Implemented Transactional Approval Workflows Using Delivered Functionality
- Created All New Training Materials Accessible by E-Learning Platform
- Implemented Least-Privilege Application End User Access Posture and Governance
- Deployed 9.2 Application With Cross-Functional Service Professionals from CherryRoad Technologies, The GreenTree Group, and BTRG
- Completed Project on Budget - \$5.5 million programmed; \$4.7 million committed

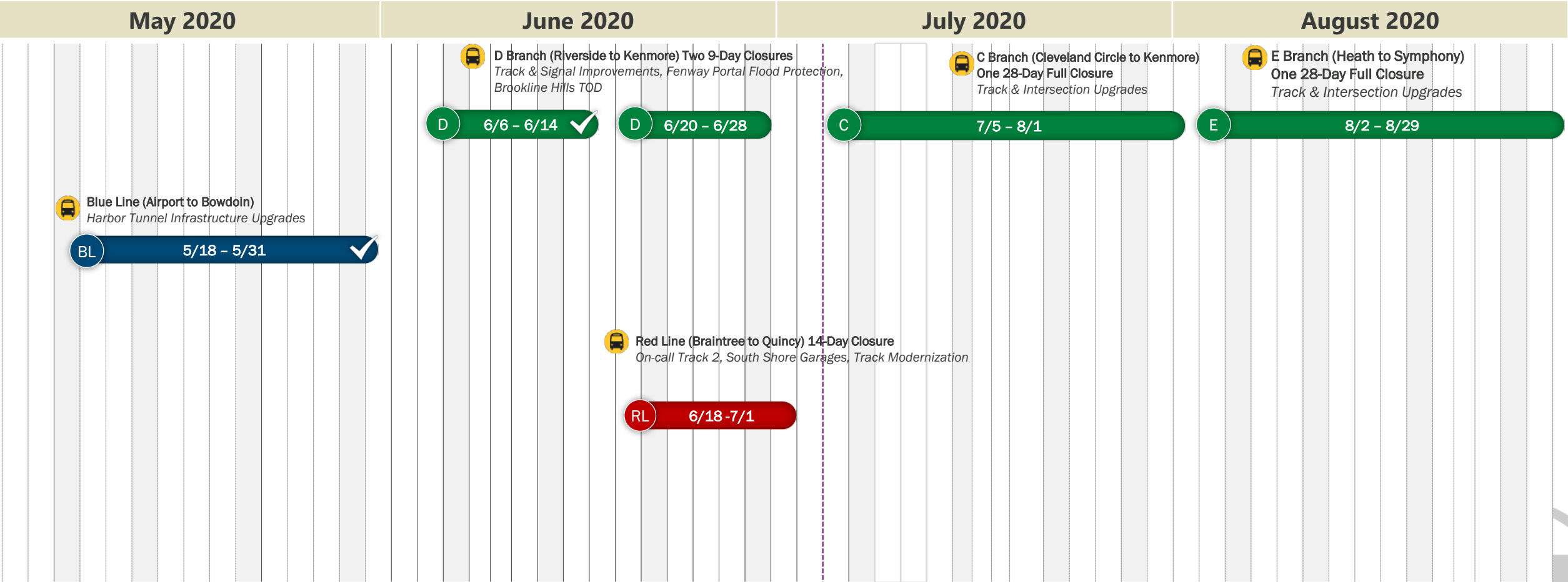
Project Statistics

- Project Team of 112 MBTA and 3rd Party Resources
- Analyzed 1,257 End User Requirements
- Completed 1,320 Project Actions
- Executed 998 Test Scripts
- Built 139 User Guide Manuals and 22 Video Recordings
- Create 26 Training Programs for 684 End Users
- Executed On-Time Rollout Over 90 Hours Involving 76 Resources with 100% Remote Workforce
- First MBTA IT project to leverage MS Teams collaborative platform and Learning Hub, MassDOT/MBTA's e-Learning Platform
- Handled 416 Support Incidents over 18 Calendar Days, with 50% Closed Same Day



Construction Restart Schedule | May - August

Leverage low ridership while restrictions are in place due to COVID-19 directives



 Shuttle buses will replace service

4th of July

Highlights of FY20 capital work span stations, vehicles, track, and accessibility improvements



18 Stations improved or upgraded

Including: Park Street, Wollaston, Forest Hills, State St



113,627 feet (21.5 miles) of subway track replaced or expanded

Including: Orange Line Tunnel, Cabot Yard, D Branch



16 Elevators built, replaced, or upgraded

Including: Central Square, Downtown Crossing, Tufts Medical Center



MBTA advanced variety of capital projects in FY20

FY20 Highlighted Projects

MBTA completed or opened projects, providing benefits to riders:

Projects reached Closeout...

- OL Test Track
- RL Signal Trough & Winter Resiliency
- East St. Bridge Replacement Project

...and Substantial Completion

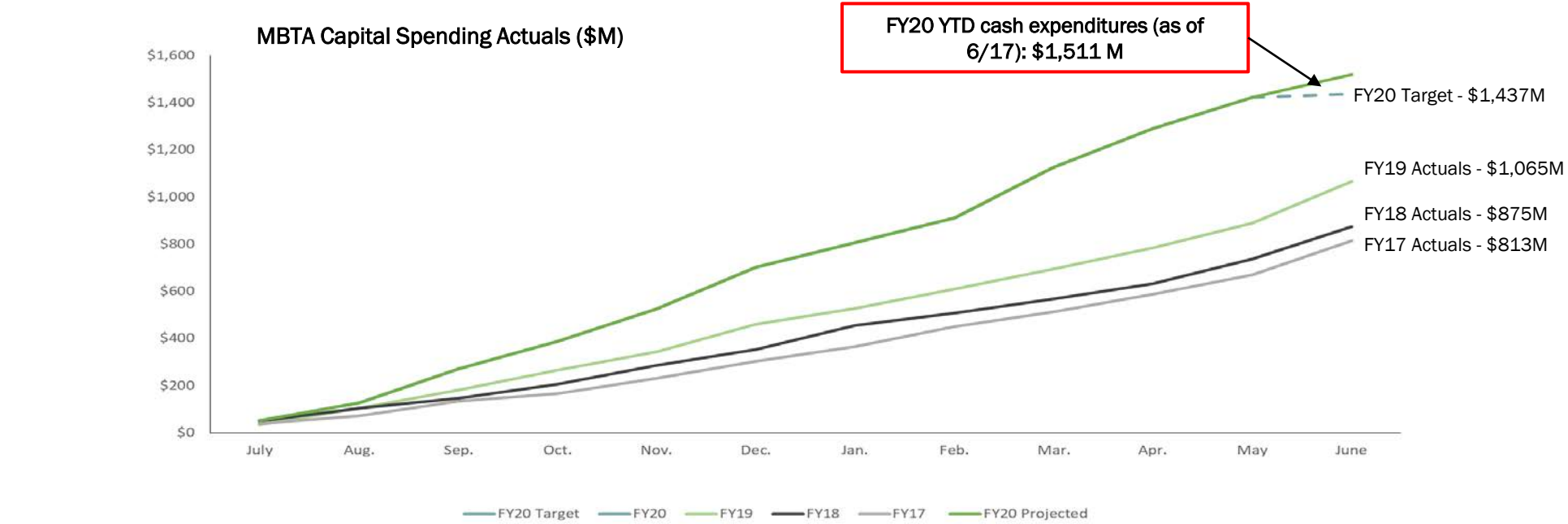
- Wollaston Station
- GL Grade Crossing Project
- Central Square & Harvard Elevators

Began construction on important accessibility and resiliency projects:

- GL Lechmere Viaduct Rehabilitation
- OL Oak Grove Vertical Transportation Improvements
- North Station Communications & Signals
- Systemwide Duct Bank Phase II
- Wayfinding & Station Improvements Phase I
- Natick Center Station Accessibility Project



FY20 KPI: \$1.4B Total Capital Investment - YTD Total Spending vs. Previous Years



MBTA Cumulative Capital Spending Actuals (\$M)	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
FY20 (\$M)	\$52	\$126	\$271	\$388	\$526	\$701	\$807	\$911	\$1,126	\$1,291	\$1,417	\$1,511
FY19 (\$M)	\$33	\$105	\$180	\$265	\$343	\$459	\$527	\$609	\$694	\$784	\$889	\$1,065
FY18 (\$M)	\$48	\$105	\$146	\$205	\$286	\$353	\$454	\$507	\$567	\$631	\$736	\$875
FY17 (\$M)	\$40	\$72	\$134	\$167	\$232	\$304	\$366	\$451	\$512	\$588	\$670	\$813
MBTA Monthly Capital Spending Actuals (\$M)	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
FY20 (\$M)	\$52	\$74	\$145	\$118	\$138	\$176	\$105	\$104	\$215	\$166	\$126	\$94

Cash basis
FYTD Spending through June 18, preliminary



To Our Essential Workforce:



THANK

YOU!

