GM Report

Jeffrey Gonneville, MBTA Interim General Manager
February 24, 2023
Dashboard promotes transparency
✓ A roadmap of MBTA’s progress on FTA findings.
✓ 1-stop resource to track and monitor implementation of FTA’s SMI Special Directives.
✓ Updated monthly; new features will be added.
✓ A multi-year process as we fulfill the corrective action plans (CAPs).
✓ Supports safety as a core value that will allow us to move forward and benefit our riders and the T.

MBTA’S NEW FTA SMI RESPONSE WEBPAGE GOES LIVE TODAY!

FTA Safety Management Inspection Response

Overall Progress Corrective Action Plan (CAP)

36% CMPLT 198
347

Quality, Compliance & Oversight Office (QCO)
The QCO was established to implement the MBTA’s response to the FTA’s 2022 Safety Management Inspection report. Learn more

Speed Restrictions Report
The MBTA Monthly Speed Restrictions Report (January 2023) details active speed restrictions as of January 31, 2023. This report identifies corrective action plans (CAPs) under FTA Special Directive 22-04: Physical Environment & PPE.
Speed Restrictions Report

Now available for all transit lines on mbta.com, a monthly report summarizing speed restriction information.

Report provides information about:

- Location.
- Reduced speed limit.
- Date reported.
- Distance covered.

Coming soon: interactive Speed Restriction Dashboard.

(The report is an interim step as we build out a fully-functioning dashboard for our riders.)
Rapid Transit Dispatching

Kat Benesh, Kim Dwarika
Overview | What is good service?

The MBTA is committed to safely providing higher levels of service.

While the T is budgeted for pre-COVID quantities of service, future service patterns will look different than pre-COVID due to fundamental shifts in how people travel.

Four major components of attractive and reliable rail service:

- **Staffing Levels**
- **Vehicle Availability**
- **Fast & Reliable Travel Times**
- **Good Dispatching**

The MBTA’s limited rapid transit dispatcher capacity resulted in reduced service levels (June 2022) in order to decrease dispatcher workload.

Since June, the T has **successfully pursued an aggressive hiring campaign** and other initiatives to increase dispatcher capacity in the short-term and improve dispatcher quality of life.

At this time, ability to increase rapid transit service is transitioning to **vehicle availability** and **motorperson staffing**.
Critical components of frequent and reliable service

Operators & Front Line Management
Sufficient frontline management & operators to run scheduled service

Scheduled vs. Actual Run Times
The time it takes for a trip to make it from end-to-end. Major drivers are state of tracks, signal, and power infrastructure.

Dispatching
Sufficient dispatchers, technology, and policies to manage day-to-day service issues

Vehicle Availability
The number of vehicles available and ready for service

Vehicles

Staffing Levels

Travel Times
Rapid Transit Dispatchers

Dispatchers are responsible for the expeditious movement of trains and the security and safety of MBTA’s passengers and employees on 24/7 basis:

✓ Train movement and monitoring (incl. managing headways and throwing powered switches).
✓ Managing ROW access and overnight activities (e.g. maintenance during non-revenue hours).
✓ Managing and centralizing communications and notifications to departments and customers.
✓ Maintaining electronic logs of all activity.

Historically, MBTA dispatcher staffing levels have been based on rail line size, ridership, and service levels. Budgeted for 18 (16 permanent, 2 spare) rapid transit dispatchers.

With only 15 Rapid Transit dispatchers (June 2022), fatigue, overwork, and low morale developed in Operations Control Center, as identified in FTA SMI 22-6.

MBTA reduced rapid transit service in June 2022 to decrease workload on dispatchers while simultaneously pursuing aggressive campaign to increase staffing.
Successes since June 2022

Analyzed **staffing levels** based on activity levels and needs to safely manage service. Identified need for **current best-in-class staffing of 32 dispatchers (27 permanent with 5 spare)**. Also improves ability to complete overnight maintenance activities.

- Minimum target coverage is 24 dispatchers, but additional dispatchers increase ‘resiliency’ of operations and ability to manage staffing fluctuations

**Ongoing aggressive hiring campaign**, including $10K bonus, personal outreach and open houses

- Created **substitute role**, allowing for motorpersons to “try out” dispatching before committing to job change.

Increased **dispatching capacity in short-term**:

- Identified and re-trained existing MBTA employees who have previously held an RTL dispatching role.
- Re-hired retirees on short-term basis.
- Additional senior managers in room to assist during rush hours.

Improved **quality of life**:

- Limit of 14 hours worked per day with at least 10 hours off between shifts
- Provide break every shift.

**Takeaway**: Currently at 21 long-term dispatchers, with additional 5 “on loan” for total of 26. 3 additional dispatchers in training.
Over past few years, implemented tools to help dispatchers and supervisors manage headways and incidents:

- Identifying and highlighting potential service issue (before they start impacting service), and project service impacts.
- Providing real-time situational awareness on headways – countdown clock tracks time since last train served station, highlighting delays.
- Reviewing (“lessons learned”) of recent issues as relate to quality of service vs. schedules for Rail Ops, OCC & Vehicle Maintenance.

Especially with new OCC Dispatchers, we are investing in training and additional standardizations to manage service and respond quickly to incidents:

- Developing more formal OCC training program, including hiring new specialized OCC instructors (part of FTA SMI 22-6).
  - Implemented new formal training for headway management and ensuring accurate real-time info on countdown clocks.
- Reviewing all Standard Operating Procedures (SOPs) and ensuring up-to-date.
- Established weekly Rail Ops and OCC coordination meeting on service performance.
• Although not yet at target staffing levels, we are transitioning to a point where increasing Red, Orange and Blue line service levels is not solely dependent on heavy rail dispatchers: Additional considerations are vehicle availability and staffing of operators and front-line management.

• However, we continue to focus on hiring, as well as for Light Rail and Bus dispatchers, OCC supervisors, and Public Information Officers to ensure all of OCC is appropriately staffed.

• Upcoming Heavy Rail Dispatcher hiring efforts (not exhaustive):
  − Extended $10K hiring bonus to March 31.
  − Conducting weekly “What’s It Like?” Wednesdays.
  − Finalizing upcoming outreach for March.

• Reviewing potential of hiring dispatchers externally (like other transit agencies) and training needs for external hires (part of FTA SMI 22-6)
Red and Orange Line Signal Upgrades

Angel Peña
Red and Orange Line Signal Upgrades | Current Status

**Red Line Signal Upgrades**

- **50% Complete**
- **In design and manufacturing**
- **Testing, installation, and site preparation**

**Orange Line Signal Upgrades**

- **28% Complete**
- **In design and manufacturing**
- **Equipment installation and testing**

**Benefits of the New Signal System**

- Modernizes the system and brings it to a State of Good Repair
- Improves reliability.
- Reduces maintenance.
- Provides more efficient communications about system diagnostics.
Weekend diversions between Harvard and JFK/UMass:

**March 4-5**
- Pre-testing the new signal system at Central, Park Street, and Downtown Crossing.

**March 25-26**
- Final cutover to new signal system at Central, Park Street, and Downtown Crossing.
Kendall/MIT Inbound | New Headhouse Opened Feb. 11

- Improvements constructed by MIT as a transit-oriented development project.
- Modernized headhouses, pre-fare gate lobby, and street-level plaza.
- Improved station accessibility and enhanced customer and staff amenities.
- Upgraded safety systems.
- Temporary headhouse demolition scheduled to be completed late Spring/early Summer 2023.

Kendall Outbound:
Headhouse renovation by Boston Properties as part of the Google offices expected to begin Spring 2023. A temporary accessible path will provide access to the station during construction.
Alewife Incident

Summary of service recovery to date
# Alewife Incident | Service Recovery Timeline

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<th>Saturday</th>
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| **02.04.2023**<br>At ~1:33 pm **Saturday** an automobile on the 5th floor of the Alewife parking garage crashed head on, at a high rate of speed, into the side of the garage.<br>The impact caused a **precast concrete spandrel beam**, weighing ~5 tons, to separate from the structure and fall ~30 feet onto the roof of the main Alewife Station headhouse below.<br>MBTA Operations immediately closed the station and inner busway and implemented a bus diversion between Davis and Alewife.<br>**02.05, 02.06, 02.07**<br>At ~12:56 am **Sunday**, the concrete beam was safely removed from the roof of the station, less than 12 hours after the incident.<br>Engineers inspected and assessed the concrete beam taking detailed measurements and photographs as part of their investigation into the incident<br>Contractors and engineers worked around the clock Sunday night into Monday morning to **remove damaged material and stabilize the structure**.<br>By **Monday afternoon**, engineers deemed the roof stable and the facility safe for crews enter and begin cleaning up debris from the mezzanine area.<br>**02.08, 02.09**<br>By 1:15 am on **Wednesday**, carpenters completed sheathing installation, replacing damaged skylight windows, so roofers could begin installing waterproofing.<br>Roofers wasted no time mobilizing earliest **Wednesday** morning, taking advantage of a window of good weather, and installed waterproofing membrane to the temporary repair areas.<br>**Wednesday, Feb. 8**: The MBTA reopens parking garage levels G, 2, 3, & 4 to drivers. Level 5 remained closed to implement L-T repairs.<br>**02.10**<br>For the week of Feb 4-10, engineers worked with MBTA Operations, State Building Officials, and the City of Cambridge Fire Department to prep a plan for partially reopening the station.<br>Just 6 days after the incident, **Friday, Feb 10**, the MBTA reopened Alewife Station at the start of service through the Russel Field Headhouse.<br>**02.11, 02.12, 02.13, 02.14**<br>By the end of the day on **Tuesday**, roofers **completed exterior waterproofing** across the entire section of roof containing damage.<br>**02.15**<br>Crews continue to perform interior roof repairs in preparation for installation of shoring towers.<br>**02.16**<br>At the start of service **Thursday (Feb 16)**, the inner busway is returned to Bus Operations for full ridership beneficial use.<br>**02.17**<br>Crews anticipate localized repairs will be complete and inspections completed.<br>Shoring tower design is ongoing and anticipate completion by the end of next week.
Feb. 4: City of Cambridge Emergency Responders safety extracted the unconscious driver and removed the vehicle from the edge of the garage.

Feb. 4: MBTA maintenance crews, engineers, and on-call contractors were immediately dispatched to secure the area, assess the damage, and determine how to safely remove the concrete beam from the roof of the station.
Feb. 4: The precast concrete spandrel beam came to rest on top of the headhouse roof, suspended over the station mezzanine. A large area of the roof’s glass skylights were destroyed by the impact, falling to the floor of the station mezzanine ~30-feet below.
Alewife Incident | Crews Worked Around the Clock

By Monday afternoon, engineers concluded the roof stable and the facility safe for crews enter and begin cleaning up debris from the mezzanine area.

Sunday: Engineers inspected and assessed the concrete beam taking detailed measurements and photographs as part of their investigation into the incident.

Contractors and engineers worked around the clock Sunday night into Monday morning to remove damaged material and stabilize the structure.
By 1:15 am, Wednesday, February 8, carpenters completed sheathing installation, replacing the damaged skylight windows and giving roofers the green light to begin installation of waterproofing.

Roofers mobilized first thing Wednesday morning, taking advantage of a window of good weather, and began installing waterproofing membrane to the temporary repair areas.
Alewife Incident | Waterproofing Membrane Installed

By the end of the day, Tuesday, February 14, roofers completed exterior waterproofing across the entire section of roof containing damage.
At the start of service Thursday, February 16, Capital Delivery turned over the inner busway back to Bus Operations for full beneficial use for our riders.
Crews performing interior localized repairs to the steel trusses in preparation for the installation of shoring towers.

This week finalized interim repairs to the trusses.

Finalizing Shoring Tower design.

Intend to install shoring tower next week.

After installation, can evaluate partial or full opening of the Alewife headhouse.
Alewife Incident | Design for Future Reopening

• A team of engineers are preparing design details for temporary roof repairs and for temporarily shoring damaged roof trusses.

• The MBTA continues to coordinate internally and with State Building Officials to reopen the main headhouse at Alewife Station – targeted for end of March.

• While planning and design of permanent repairs are underway, the temporary repairs will be in place for several months, due to ongoing investigative work and subsequent fabrication and installation of a permanent structural system.
Red Line Carshell Deliveries
• Carshell deliveries from China will resume in March.
  o 6 carshells (3 married pairs) will ship from China mid-March and 6 additional carshells will ship by end-March/early-April.
• Beginning May, CRRC will ship 4-6 carshells (2-3 married pairs alternating) from China each month.
  • This is a Red Line update because all Orange Line carshells have been completed and delivered to the US.

Springfield Deliveries
• 6 Orange Line Cars have been placed into service since the January 2023 Board update.
• 2 Orange Line cars (1 married pair) shipped from Springfield to Wellington carhouse last week.
• 2 additional Orange Line cars shipped from Springfield to Wellington carhouse earlier this week.
Title VI Policies & Public Engagement

Lynsey Heffernan
The MBTA is seeking public comment on proposed changes to our Disparate Impact & Disproportionate Burden Policy* (DI/DB) and Public Engagement Plan* (PEP). MBTA is announcing today multiple ways that the public can share feedback on these draft policies. Final policies will be brought to the Board for approval in April.

**Proposed changes to the DI/DB Policy:**
- ✓ Account for network-wide effects.
- ✓ Clarify when service changes and disruptions do not require a service equity analysis.
- ✓ Improve service equity analysis methodology to have more reliable results.

**Proposed changes to the PEP:**
- ✓ Address an FTA corrective action to be clearer about the public comment process for major service reductions and fare changes.

Submit feedback: during our public events, and by postal mail, phone, and email through Friday, April 14, 2023.

mbta.com/draftpolicies

**Public Meetings**

- **TUESDAY, MARCH 21, 6 P.M.**
  Location: State Transportation Building (hybrid)

- **WEDNESDAY, MARCH 22, 6 P.M.**
  Location: QARI, 275 Hancock St, Suite 202, Quincy, Mass. 02171

- **TUESDAY, MARCH 28, 6 P.M.**
  Location: La Collaborativa, 318 Broadway, Chelsea, Mass. 02150

*These policies are part of the MBTA’s compliance with Title VI of the 1964 Civil Rights Act, which prohibits the T from discriminating based on race, color, or national origin, including limited English proficiency.*
The MBTA is grateful to John Dalton who brought the Green Line Extension to completion.

After many years of hard work, GLX was brought back on track and completed, bringing rail service to thousands of riders living, working, and going to school in Somerville, Cambridge and Medford.

John delivered on a major public infrastructure project for the Commonwealth of Massachusetts.

It took John’s leadership and expertise leading major construction projects to bring GLX to fruition.

Many of the project management best practices he brought to the MBTA will be used in future projects to bring new infrastructure to the transit system.

The MBTA is thankful for John’s service, dedication and leadership and we wish him well in his next assignment!
Thank you.