



MINUTES

**Meeting of the Massachusetts Bay Transportation Authority
Board of Directors**

October 24, 2024, AT 10:00 A.M.

**10 Park Plaza, 2nd Floor Board Room, Suite 2890
Boston, MA 02116**

Public participation and comment occurred via written communication, voice message and in-person public comment.

This meeting was broadcast virtually.

**MBTA BOARD
MEMBERS
PARTICIPATING IN-
PERSON:**

Chair Tom Glynn, Director Robert Butler, Director Thomas Koch, Director Tom McGee, Director Charlie Sisitsky, Director Chanda Smart, Director Mary Skelton Roberts, Secretary Monica Tibbits-Nutt

**MBTA BOARD
MEMBERS
PARTICIPATING
REMOTELY:**

Director Eric Goodwine

**MASSDOT BOARD
MEMBERS
PARTICIPATING IN-
PERSON:**

Chair Monica Tibbits-Nutt, Director Rick Dimino, Director Tom Koch, Director Tim King, Director Tom McGee

**MASSDOT BOARD
MEMBERS
PARTICIPATING
REMOTELY:**

Director Eric Batista, Director Ilyas Bhatti, Director Lisa Iezzoni

**Others Presenting
and/or Participating for
Various Portions of the
Meeting:**

Chief of Policy & Strategic Planning Lynsey Heffernan, MassDOT Chief Administrative Officer Matt Bamonte, General Manager Phillip Eng, Deputy Chief of Staff Darrin McAuliffe, Chief Safety Officer Tim Lesniak, Senior Manager of Fare Policy & Analysis David Churella, Chief Commercial Officer Elizabeth Winters Ronaldson, Director of Transit Policy Rachel Morse, Senior Director of OPMI Jen Elise Prescott, Chief of Stations, Facilities and Structures Dennis Varley, Senior Director of Strategic Transit Planning Laura Gilmore

Others Present: General Counsel Douglas McGarrah, Deputy General Counsel Owen Kane, Acting Chief Counsel John Martin, Counsel- Corporate Governance Noah Potash,

Joint Meeting with MassDOT Board of Directors

1. Safety Briefing

Deputy Chief of Staff Darrin McAuliffe began with a safety briefing, pointing out the board room's safety features and exit routes.

OPEN OF MEETING/Call to order by the Chair

Secretary Monica Tibbits-Nutt called the meeting of the Massachusetts Department of Transportation ("MassDOT") Board to order at 10:02 a.m. Noah Potash called the roll of the MassDOT Board of Directors participating, being a quorum of the MassDOT Board:

Chair Tibbits-Nutt	Present
Director Batista	Present
Director Bhatti	Present
Director Dimino	Present
Director Iezoni	Present
Director Koch	Present
Director King	Present
Director McGee	Present

Chair Tom Glynn called the meeting of the Massachusetts Bay Transportation Authority ("MBTA") Board to order at 10:02 a.m. Noah Potash called the roll of the MBTA Board of Directors participating, being a quorum of the MBTA Board:

Chair Glynn	Present
Director Butler	Present
Director Goodwine	Present
Director Koch	Present
Director McGee	Present
Director Sisitsky	Present
Director Skelton Roberts	Present
Director Smart	Present
Director Tibbits-Nutt	Present

ACTION ITEM

2. Interagency Service Agreement: Commonwealth Transportation Fund Transfer

Chief of Policy & Strategic Planning Lynsey Heffernan provided background information on the Commonwealth Transportation Fund, which is funded through taxes and fees. She explained how it supports the MBTA's capital funding. Ms. Heffernan noted that additional funding from the Fair Share Law has resulted in increased borrowing capacity of \$1.25 billion, leading to a proposed \$601 million transfer to the MBTA to fund the Rail Replacement Program ("RRP") and the Station Accessibility and Resilience ("STAR"). She said that the RRP will cover Track Improvement Program ("TIP") costs and future investments in track, signal and power infrastructure, fleet replacement, and power system resiliency. She added that STAR will fund accessibility improvements to passenger facilities, vehicles, and wayfinding.

MassDOT Director Dimino congratulated Chair Glynn, then discussed the importance of the transfer and commended the work of the governor and the legislature. He also discussed the need for more statewide funding and concluded by expressing support for the transfer. MassDOT Director Bhatti echoed Director Dimino's comments and discussed the benefits of the transportation system. MassDOT Director Batista echoed the previous directors' comments and discussed the state of good repair of the system's power assets with Ms. Heffernan and General Manager Eng. MassDOT Director Koch thanked Chair Glynn and congratulated Director McGee, then expressed support for the transfer.

With no further questions, Secretary Tibbits-Nutt requested a motion to approve by the MassDOT Board.

On motion duly made and seconded, it was by roll call:

VOTED:

To authorize the Secretary, or her designee, to approve and execute an Agreement with the Massachusetts Bay Transportation Authority (MBTA) to transfer \$601,000,000.00 to the MBTA in order to fund certain transit and transit related investments as determined by the General Manager of the MBTA.

FURTHER VOTED:

That the Secretary, is hereby authorized to execute any necessary or ancillary documents to effectuate the transfer of \$601,000,000.00 to the MBTA in accordance with the terms of the Agreement.

Chair Tibbits-Nutt	Yes
Director Batista	Yes
Director Bhatti	Yes
Director Dimino	Yes
Director Iezsoni	Yes
Director Koch	Yes
Director King	Yes
Director McGee	Yes

Director Skelton Roberts thanked Chair Glynn and Director McGee and said that Fair Share funds need to go back to residents and make the impact of the law clear. Ms. Heffernan thanked the governor and the legislature for the investment. Director Smart asked staff to be creative when allocating funding and to empower small businesses. Ms. Heffernan discussed the process and the agency's focus on disadvantaged business enterprises. Director Koch said that there was a serious effort underway to fix the system after years of neglect and that this was a huge step in the move from a reactive to a proactive approach.

Chair Glynn asked for a motion to approve by the MBTA Board.

On motion duly made and seconded, it was by roll call:

VOTED:

To authorize the General Manager, or his designee, to approve and execute an Agreement with the Massachusetts Department of Transportation (MassDOT) to transfer \$601,000,000.00 from MassDOT, to the MBTA in order to fund certain transit and transit related investments as determined by the General Manager.

FURTHER VOTED:

That the General Manager, is hereby authorized to execute any necessary or ancillary documents to effectuate the transfer of \$601,000,000.00 from MassDOT, to the MBTA, in accordance with the terms of the Agreement.

Chair Glynn	Yes
Director Butler	Yes
Director Goodwine	Yes
Director Koch	Yes
Director McGee	Yes
Director Sisitsky	Yes
Director Skelton Roberts	Yes
Director Smart	Yes
Director Tibbits-Nutt	Yes

With no further MassDOT items on the agenda, Secretary Tibbits-Nutt requested a motion to adjourn the meeting of the MassDOT Board.

On motion duly made and seconded, it was by roll call:

VOTED:

To adjourn the MassDOT Board of Directors meeting at 10:28 am.

Chair Tibbits-Nutt	Yes
Director Batista	Yes
Director Bhatti	Yes
Director Dimino	Yes
Director Iezzoni	Yes
Director Koch	Yes
Director King	Yes
Director McGee	Yes

MBTA BOARD OF DIRECTORS MEETING

3. Transition Discussion

Chair Glynn said that it had been an honor serving as Chair of the MBTA Board and reviewed major changes under the General Manager's leadership, including expanded hiring, a contract reset with CRRC, contactless payments, and the income-eligible reduced fare program. He discussed the unique nature of the MBTA General Manager position and said that he looked forward to continued great leadership under the Secretary, the General Manager, and Chair-Designate McGee. The Chair received a standing ovation. Secretary Tibbits-Nutt said that it was an honor to serve with the Chair and to co-chair the transition committee with him. She said that his support and guidance has been instrumental and that she was excited that Director McGee has signed on to take over. Director McGee discussed the Chair's commitment to public service and said he was the right person to move the agency forward. He said he looked forward to continue building a world-class transportation system and presented the Chair with a gavel. Chief Operating Officer Ryan Coholan said that MBTA Operations always walked away from meetings with the Chair with a sense of the bigger picture and presented the Chair with a personalized bus sign.

REPORTS, PRESENTATIONS & ACTION ITEMS

4. Consent Agenda

Chair Glynn explained that a vote to adopt the consent agenda would approve the September 26th meeting minutes and a change order to the Supplemental Track Improvement Contract 1.

On motion duly made and seconded, it was by roll call:

VOTED:

To adopt the consent agenda.

Chair Glynn

Yes

Director Butler	Yes
Director Goodwine	Yes
Director Koch	Yes
Director McGee	Yes
Director Sisitsky	Yes
Director Skelton Roberts	Yes
Director Smart	Yes
Director Tibbits-Nutt	Yes

Public Comment Period #1

Kelly, a Somerville resident, expressed frustration with planned changes to Somerville bus routes, stating that the Green Line Extension and new bus routes would not adequately replace the lost service. General Manager Eng said that he would follow up with her to address her concerns. The Secretary asked that his response be shared with the Board.

Albert Natt said that the Green Line Extension has enabled him to access Somerville more frequently. He discussed a positive experience seeing a supervisor commending fare collectors at Lechmere. Finally, he discussed a recent visit to the Quincy Quarry Museum where a museum official discussed how many people have mentioned the faster service on the Red Line.

5. General Manager's Report

General Manager Phillip Eng began his report by stating his core values: safety, service, public trust, changing culture, addressing funding needs, better communications, and delivering results. He addressed a recent Green Line derailment, expressing deepest apologies to those impacted and outlining steps taken to address the incident and prevent recurrence. Mr. Eng expressed deepest sympathies and condolences for the October 12th pedestrian fatality at Forest Hills and said that the MBTA is working with the City of Boston to improve safety in the area. He acknowledged the community's frustration, anger and

concerns and said that the city would be adding a dedicated pedestrian walk phase to the signaling.

The General Manager provided an update on the TIP, noting that all speed restrictions have been removed from the lower portion of the Orange Line and that more work has been completed than expected. He said that all speed restrictions would be eliminated by the end of the year and discussed improvements in travel time and frequency across the system. He reviewed accessibility improvements, announcing that the Green Line D Branch was now 100% accessible. He said that improved expense management reduced the costs of 3rd party busing by \$70 million. Mr. Eng said that CRRC remains on schedule with Orange Line and Red Line car deliveries and that the performance of the cars meets or exceeds requirements. He reviewed ridership, which is up across all modes. The General Manager discussed ease of access, noting strong use of contactless payments and robust enrollment in the reduced fare program. Mr. Eng discussed fare engagement representatives and improved fare collection on the commuter rail. He discussed the funding and work plan for the North Station Draw 1 bridge. He reviewed the partial re-opening of Winchester Center Station, now ADA compliant, and the extension of the Lynn ferry service. Mr. Eng provided updates on the Green Line Type 10 vehicles and a mockup vehicle to be displayed at City Hall. The General Manager acknowledged that Jody Ray was recognized as a 2024 Champion of Commuter Rail at the Commuter Rail Summit, that Transit Police Chief Kenneth Green was recognized as a distinguished fellow of the Justice George Lewis Ruffin Society, that Tony Whitley and the Low-Income Transit Fare Reduction team were recognized at the 40th Annual Performance Recognition Program, and that Chief Mechanical Officer Steve Hicks was

retiring after 23 years of service. He thanked Chair Glynn for being instrumental in many successes. Chair Glynn asked about the NTSB's role in the Green Line investigation and Mr. Eng explained how the NTSB takes over the investigation and the MBTA provides information as requested. Director McGee said that it was great to see the ferry service extension and praised Blue Line and Green Line service. Director Smart and the General Manager discussed changing the culture at the MBTA, especially empowering employees to approach leadership.

6. Safety Program Update

Chief Safety Officer Tim Lesniak thanked Chair Glynn and congratulated Director McGee. He discussed the ongoing NTSB investigation into the Green Line derailment, noting that the train entered a 10-mph zone at 36 mph and apparently ignored a double red signal before hitting a moving switch, resulting in minor injuries. He outlined the responsibilities of the NTSB and the safety division. Mr. Lesniak expressed condolences for the pedestrian fatality at Forest Hills and discussed ongoing work with the city to improve safety and internal work to mitigate these kinds of incidents with collision alert technology. He then reviewed Safety Performance Indicators and trend analysis highlights, noting heavy rail and light rail improvements for August as well as a reduced accident frequency ratio on the Commuter Rail. He reviewed MBTA participation at the 2024 Women in Safety Conference. Secretary Tibbits-Nutt asked about the number of women on the Safety team and Mr. Lesniak said that it was approximately half of the 80-person team and that he could provide stats. Director Smart asked about safety performance data for September, which is not yet available, and requested that more

date be included in presentations. Director Skelton Roberts asked if the data production could be accelerated, and Mr. Lesniak explained why the process takes time.

EXECUTIVE SESSION

11. To discuss strategy with respect to litigation if an open meeting may have a detrimental effect on the litigating position of the public body and the chair so declares

12. To investigate charges of criminal misconduct or to consider the filing of criminal complaints

Chair Glynn said that the next item on the agenda was an executive session to discuss strategy with respect to litigation and to investigate charges of criminal misconduct or to consider the filing of criminal complaints. He said that he had determined that an open meeting could have a detrimental effect on the litigating position of the MBTA. He noted that the Board would take a lunch break following the discussion and then return to open session.

On motion duly made and seconded, it was by roll call:

VOTED:

To enter executive session to discuss strategy with respect to litigation and to investigate charges of criminal misconduct or to consider the filing of criminal complaints.

Chair Glynn	Yes
Director Butler	Yes
Director Goodwine	Yes
Director Koch	Yes
Director McGee	Yes
Director Sisitsky	Yes
Director Skelton Roberts	Yes
Director Smart	Yes
Director Tibbits-Nutt	Yes

Note: The Board deliberated in executive session from 11:46 a.m. to 12:40 p.m., then took a lunch break from 12:40 to 12:56 p.m. Director Skelton Roberts left the meeting at 12:18 p.m.

7. Fare Revenue and Policy Update

Chief Commercial Officer Elizabeth Winters Ronaldson discussed how fares provide support to the operating budget, noting that while they provided 31% of operating revenues pre-pandemic, the total is now closer to 15%. She discussed the 2015 fare policy, which aimed to increase revenue, improve service, and advance various agency goals. She discussed changes in which fare products are purchased and where customers are buying fares. Senior Manager of Fare Policy & Analysis David Churella explained the various regulatory requirements for fare changes and reviewed the recent history of fare changes, noting that none of the fare change packages since Covid have increased fares, and in fact have decreased fares in nominal terms and with the impact of inflation. Chair Glynn clarified that staff are not currently proposing any fare changes. Mr. Churella noted that the MBTA has lower bus fares than peer agencies, while subway fares are in line with peers. Ms. Winters Ronaldson discussed the impact of contactless payments, income-eligible reduced fares, and the University Pass program. Mr. Churella discussed how the RIDE has handled expanded reduced fares. Secretary Tibbits-Nutt, General Manager Eng, Director Smart, Director McGee and Mr. Churella discussed commuter rail fare collections and various approaches to improving collections, including the use of fare gates and on-board staff. Director Smart asked why Tufts University was the first member of the University Pass program and Mr. Churella said that they were the first to express interest after the MBTA contacted educational institutions.

Note: Secretary Tibbits-Nutt, Director Koch, and Director Sisitsky left the meeting at 1:21 p.m.

8. Introduction to Service Delivery Policy

Director of Transit Policy Rachel Morse defined the Service Delivery Policy and laid out its objectives. She explained that staff were proposing revisions including stricter standards for reliability and more standards for accessibility. She emphasized that no service changes are proposed. Ms. Morse outlined the process and timeline for the proposed changes, including a public comment period and a proposed board vote in December. Senior Director of OPMI Jen Elise Prescott provided more detail on the changes to reliability measurements, accessibility measures, service availability, and comfort and crowding. Chair Glynn asked her to confirm that the bus route changes mentioned by a public commenter are not related to the proposed Service Delivery Policy changes and Ms. Prescott said that they were not related.

9. MBTA Stations and Facilities

Chief of Stations, Facilities, and Structures Dennis Varley discussed his professional background and introduced his senior leadership team and branch line managers. He discussed a focus on the customer experience in station, providing the example of the restoration of the Community College station. Mr. Varley discussed work to develop internal depth at the MBTA and work on the preventative maintenance and inspective program. He said that staff were addressing known station & facilities issues and that he was working on an enhanced work management plan. He discussed work to address water intrusions and to address pump rooms. Finally, he noted employee safety improvements on the DeVaughn Flyover on the Red Line. Director Smart applauded the diversity of the team and the quality of the improvements. The General Manager said that the team are tackling many issues that have impacted the system. Mr. Varley discussed composite gangs, which allow the agency to quickly address

problems requiring multiple types of expertise. Director Butler said that he appreciated the reliance on in-house work.

10. Progress Report on the Strategic Plan

Senior Director of Strategic Planning Laura Gilmore reviewed the mission, vision, values, and goals of the strategic plan. She said that the progress report for the first year of the plan has been released and reviewed selected accomplishments across all 8 strategic goals. She discussed planning for the future with an emphasis on key themes. Ms. Gilmore said that service is the “north star” for their work.

Chair Glynn passed his gavel to Chair-designate McGee. Director Smart thanked Chair Glynn for his help. Director Butler said it had been a pleasure working with the Chair and thanked him.

ADJOURNMENT

With no additional items on the agenda, Chair Glynn asked for a motion to adjourn.

On motion duly made and seconded, it was by roll call:

VOTED:

To adjourn the meeting at 1:52 p.m.

Chair Glynn	Yes
Director Butler	Yes
Director Goodwine	Yes
Director McGee	Yes
Director Smart	Yes

Documents relied upon for this meeting:

- October 24, 2024 Agenda
- Minutes of September 26, 2024 Board Meeting
- 1. MBTA October Presentation 10.16.24
- 2. ISA - CTF Transfer Proposal October 24 2024 - Joint Board Meeting v.3
- 4ia. TIP Update Full Board 10.24.2024 v6

- 4ib. 10. QCO Update Oct Board 2024
- 4iib. T35CN01 RL-007 Change Order_REV1_FINAL
- 4iib1. Staff Summary Review - T35CN01 RL-007 Change Order DRAFT v1
- GM Report to the Board 10.24.2024 v6
- 6. MBTA Board of Directors Meeting Deck Draft 10.23.24 5 PM UPDATED
- 7. MBTA Fare Revenue and Policy Update _REVISED 2024.10.22
- 8. Service Delivery Policy Updates (All Metrics) October
- 8a. Memo to GM and BOD re 2024 SDP updates_October 2024
- 9. Stations Board Presentation_Oct.2024
- 10. Board Strategic Planning Update Oct 2024_FINAL
- 10a. MBTA Strategic Plan Report 2024