



MINUTES

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

November 21, 2024, AT 12:00 P.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.

BOARD MEMBERS PARTICIPATING IN-PERSON: Chair Tom McGee, Director Robert Butler, Director Thomas Koch, Director Chanda Smart, Director Mary Skelton Roberts, Secretary Monica Tibbitts-Nutt

BOARD MEMBER PARTICIPATING REMOTELY: Director Eric Goodwine

BOARD MEMBER ABSENT: Director Charlie Sisitsky

Others Presenting and/or Participating for Various Portions of the Meeting: Deputy Chief of Staff Darrin McAuliffe, General Manager Phillip Eng, Chief Safety Officer Tim Lesniak, Director of Vehicle Engineering Bill Wolfgang, Keolis CEO Abdellah Chajai, Senior Director of Bus Transformation Justin Antos, Deputy Chief of Operations Planning, Scheduling & Strategy Wes Edwards, Chief of Policy & Strategic Planning Lynsey Heffernan, Chief of Staff Katie Choe, Senior Director of Strategic Transit Planning Laura Gilmore, Senior Director of Strategic Transit Planning Laura Gilmore

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

OPEN OF MEETING/Call to order by the Chair

Chair Tom McGee called the meeting of the Massachusetts Bay Transportation Authority (“MBTA”) Board to order at 12:03 p.m. Noah Potash called the roll of the MBTA Board of Directors participating, being a quorum of the MBTA Board:

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

REPORTS, PRESENTATIONS & ACTION ITEMS

2. Chair Remarks

Chair McGee recognized Tom Glynn's contributions to the organization and said that he was looking forward to collaborating with the board and working to make the system operate at the level that the commonwealth deserves.

3. Consent Agenda

Chair McGee explained that a vote to adopt the consent agenda would approve the October 24th meeting minutes.

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

VOTED:

To adopt the consent agenda.

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

1. Safety Briefing

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

Public Comment Period #1

Katie Calandriello of TransitMatters expressed excitement about the Better Bus Network Design Phase 1 launch, which she said would better serve riders and modernize the system. She also said that further operational changes and network expansions were needed.

Mike Stanley of TransitX proposed the creation of a “podway” network and discussed the details of the proposed system. He requested that the MBTA launch an independent feasibility study.

David Brooks of Jericho Mountain Wind Company suggested funding a study on the TransitX pods.

Reggie Ramos, Executive Director of Transportation for Massachusetts, thanked the team for their work on the bus network and stressed the importance of engaging with community feedback and reporting back.

Ralph Walton noted that diversion signs from the Orange Line closure needed to be removed from the Southwest Corridor.

Dan McElhenney commented on deficiencies of the fare collection process and the frequency of the Route 120 bus.

Robin Lewis of the AFC team stated that, as a veteran, he felt that he could help veterans employed by the MBTA access their benefits.

4. General Manager’s Report

General Manager Phillip Eng began his report with an update on the Track Improvement Program, noting that all slow zones on the subway system will be removed by the end of the year and that the planned amount of work had been exceeded. He reviewed restriction-free milestones by line and reviewed improvements to service by line,

showing more scheduled trips, lower headways, and a reduction in unplanned disruptions on the Green Line. Mr. Eng said that the priorities for 2025 would be state of good repair, signals improvements, and accessibility and said that these would require fewer track outages than in 2024. The General Manager said that the Bus Network Redesign Phase 1 would provide more frequent service and a reliable means of travel. He noted the importance of the Governor's commitment to support the workforce. Mr. Eng discussed the launch of the "MBTA Go" app and reviewed winter preparedness work, emphasizing improved coordination with municipalities. He discussed the recent Green Line Type 10 vehicle showcase and the Bi-Level Coach Option Procurement, thanking the board for accepting the necessary funds. Mr. Eng noted that 42% of the findings for the FTA SMI Response were now closed, with about 88% of action items submitted. He concluded his presentation by recognizing Veterans Day and Native American Heritage Month.

Director Skelton Roberts asked for an update on the CRRC trains and Mr. Eng explained that CRRC is still meeting the delivery schedule, the cars are still performing above requirements and offered to provide specific numbers. Director Skelton Roberts asked about the strategy for increasing subway ridership and Mr. Eng discussed the outreach plan to explain the improvements that have been made to businesses and communities. Chair McGee noted that he had seen improved travel times, making transit a better choice than driving. General Manager Eng cited improved ridership numbers and reliability. Director Koch thanked the team for their work on the shutdowns and applauded the General Manager's willingness to try new things. He said he would love to discuss the future of the commuter rail contract at some point. General Manager Eng said that there had been lots of response to the RFI and that he looked forward to discussing it. Director

Butler said that the contract with Keolis had to be settled and that the MBTA should not split the next contract between two entities.

5. Safety Program Update

Chief Safety Officer Tim Lesniak began with a review of safety incidents and associated corrective actions, including an incorrect power closure on the Green Line on October 29th, a minor collision of hi-rail trucks on the Red Line on October 30th, contracted hi-rail trucks making contact near JFK on November 5th, shots fired at Broadway station on November 8th, scaffolding from an adjacent building striking the façade of South Station on November 8th, a power blip on the Red Line on November 17th, a fire adjacent to the railroad in Chelsea on November 18th, and three elevator incidents including two slip and falls.

Director Smart asked about the number of incidents by mode and Mr. Lesniak said that it depended on the level of incident. Director Skelton Roberts asked how serious recent incidents have been and Mr. Lesniak said that it was in line with previous months. Director Skelton Roberts asked about the shooting incident and Mr. Lesniak noted that it was a security incident which was handled by the Transit Police and that the suspect was apprehended. Chief of Staff Katie Choe said that the Transit Police were scheduled to present to the Safety subcommittee. Director Skelton Roberts asked about the strategy to show the public that transit is safe, and Mr. Eng noted that in this instance, the two individuals may have known each other, but that in any case, Transit Police are always patrolling, riders are encouraged to “See Something, Say Something,” and staff are working to build a well-lit, welcoming, inviting system. He said that the MBTA was in better shape than many other properties. Secretary Tibbits-Nutt said that

oral reports were difficult to follow and requested that incidents be reported to the board in writing. She said that transparency would make people feel safer on the system.

Mr. Lesniak reviewed the Safety Performance Indicators for September and discussed mitigations in place for metrics that were not met. He noted that many of the bus collisions were only involved mirrors contacting. The Secretary requested definitions of what constituted a “serious” incident. Chair McGee said that clarification was needed about the most important out of the larger body of reported incidents. Mr. Lesniak said that all collisions were major safety events, but some were more serious than others. Secretary Tibbitts-Nutt asked who makes that determination and Mr. Lesniak said that his team scales the incidents after investigating all of them. The Secretary asked if there are guidelines, or if the determinations are made by individuals. Mr. Lesniak said that the MBTA is measured against other agencies by the NTSB database but that internally, the team makes determinations about what needs more attention. Director Skelton Roberts requested more information on the scale, who created it and what the team does in response.

6. Bi-Level Coaches Option

Before beginning his presentation, Director of Vehicle Operations Bill Wolfgang addressed Director Skelton Roberts question about deliveries from CRRC, stating that 124 Orange Line cars are in service and 20 Red Line Cars.

Mr. Wolfgang then presented an option to procure additional Bi-Level commuter rail coaches from Hyundai Rotem, providing an overview of the procurement, discussing the need for replacement, and noting that the contract would end on December 10th. Mr. Wolfgang discussed spending on the contract to date and reviewed the many upgrades

over the single-level coaches. He explained that staff were seeking approval for the purchase of the 39 remaining coaches, at pricing held from 2023 levels. He noted that exercising the option would save four years of design and other costs, stated that the DBE participation would be 4.9%, and that the procurement would create an all bi-level fleet. He briefly reviewed the budget for the procurement.

Director Butler asked about the percentage of American components and whether the MBTA tracks the percentage. Mr. Wolfgang said that it was 47% and that the components were tracked. Director Smart, Director Skelton Roberts, and Mr. Wolfgang discussed the previous approvals by the board and how this option would fulfill the MBTA's needs. Director Smart and Mr. Wolfgang discussed the differences between professional services and project administration. Director Smart and Mr. Wolfgang discussed indirect costs associated with the project. Chair McGee and Mr. Wolfgang discussed how the vehicles can be run with electric or diesel engines and thus are "future-proof."

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

VOTED:

To authorize the General Manager/CEO of the Massachusetts Bay Transportation Authority to award and exercise the remaining Thirty-Nine (39) of the Eighty (80) Options on Formal Contract FC-712 to Hyundai Rotem USA Corporation to manufacture, furnish, and deliver additional Commuter Rail Bi-Level Control and Blind Trailer Coaches for a total delivered amount not to exceed \$165,175,675 and to execute any necessary or ancillary documents in the name of and on behalf of the MBTA to effectuate this Agreement.

Chair McGee	Yes
Director Butler	Yes
Director Goodwine	Yes
Director Koch	Yes
Director Skelton Roberts	Yes

Director Smart	Yes
Director Tibbits-Nutt	Yes

7. Keolis: BEMU Implementation

Before beginning his presentation, Keolis Chief Executive Officer Abdellah Chajai requested to speak about Keolis' ongoing contract negotiations with the unions. After Mr. Chajai began summarizing the negotiation process, Director Butler objected to an unscheduled discussion of the process without a union representative present, and Chair McGee asked Mr. Chajai to move on to his scheduled presentation.

Mr. Chajai provided an update BEMU Implementation, explaining that the program seeks to provide decarbonized passenger service at 20-minute intervals for the Fairmount Line, expedite the decarbonization of the network and introduce battery technology. He said that the project delivery partnership model involved a Joint Steering Committee with MBTA and Keolis representation and Keolis project management. He briefly outlined the roles of the MBTA and Keolis and reviewed the project timeline, which would put the first BEMU in service in 2028. Mr. Chajai reviewed accomplishments to date, including issuance of RFIs for the rolling stock and a financier and the drafting of technical and legal documents, and discussed the next steps.

Director Skelton Roberts said that it was a hugely important project and asked if it was on schedule and if Keolis had everything they needed from the MBTA. Mr. Chajai said that the work was on schedule and that challenges were more from the industry than the MBTA and added that he hoped to provide another update in a few months. Director Skelton Roberts asked who is responsible for the project at the MBTA and the General Manager said that it is Mike Muller. Chair McGee asked if there is a prototype for the locomotive or if it will be developed from scratch and Mr. Chajai said that while it

is too early for him to respond for the manufacturer, there has been interest from major manufacturers and that other agencies are already procuring similar vehicles.

8. Better Bus Network Design Phase 1

Deputy Chief of Operations Planning, Scheduling & Strategy Wes Edwards began the presentation on Better Bus Network Design Phase 1 by recapping the Bus Network Redesign project, which aims to put equity first while creating more simple, high-frequency routes. Senior Director of Bus Transformation Justin Antos said that thanks to an increase in the number of bus operators, dropped trips were at a 12-month low. He said that Phase 1 would begin on December 15, 2024, launching four new frequent bus routes. Summarizing the changes, Mr. Antos explained that Route 104 would now go to the Airport instead of Sullivan Square, Route 109 would be extended through Somerville to Harvard, the 86 Route would be shortened to Harvard-Reservoir, but with increased service, Routes 116 and 117 would be combined, and Route 110 would have an improved transfer with Route 116 and doubled frequency. He discussed collaboration with municipalities to enhance bus stops and stations, outlined public communication for the changes, reviewed work to replace maps and signage, and discussed community engagement.

Director Skelton Roberts thanked the team for their focus on bus ridership and asked about collaboration with municipalities. Mr. Edwards discussed regular meetings with municipalities and said that the MBTA was course correcting as needed and would apply lessons learned to future implementation. Director Skelton Roberts if any additional coordination with the City of Boston would be helpful for Phase Two and Mr. Edwards discussed how the team makes adjustments based on lessons learned.

Director Skelton Roberts said to make sure that the MBTA coordinates with the municipalities before the launch. Director Smart and Mr. Antos discussed communication with blind riders, which was developed in coordination with the Systemwide-Accessibility Group. Secretary Tibbits-Nutt said she was excited to see the work on bus routes and asked about communications to people at bus stops. Mr. Antos explained that the team is targeting the highest ridership stops and times and is also conducting ride-alongs. The Secretary asked about notifications in navigation apps and Mr. Antos said that there will be notifications on mbta.com, the transit app, MBTA Go, and the MBTA's trip planner. The Secretary asked about radio advertising and Mr. Antos explained that the team had decided to use resources elsewhere because radio advertising is less targeted, and Secretary Tibbits-Nutt suggested that the team look into radio advertising to reach non-English speakers. The Secretary asked about updating system maps and Mr. Antos said that he hoped to have all maps at locations where bus routes are changing replaced by December 15th. In response to the Secretary's question about updating maps systemwide, Mr. Antos said that all maps would eventually be replaced. Director Butler asked if all the work was being done in-house and Mr. Antos said that it was.

Note: Director Koch left the meeting at 2:14 p.m.

9. Developing a Vision for the Future of Transit

Chief of Staff Katie Choe explained that the team was developing a vision for transit service in the next ten years. She reviewed recent MBTA successes and said that the goal is to move the organization forward proactively. Senior Director of Strategic Transit Planning Laura Gilmore said that the team was engaging with leadership and

experts to determine what future improvements are possible and that the hope is to provide more detail about how to encourage mode shift. She emphasized the importance of frequency/reliability, multimodal options, accessibility, transparent communication, and easy access to destinations. Ms. Gilmore said that the team is trying to figure out how to make it easier to choose transit, which supports broader Commonwealth goals. Director Goodwine said that he wanted people to think more broadly about innovative methods to increase the system's organic revenue. Director Smart asked about the General Manager's goals and Mr. Eng said that he wanted to deliver improvements for the public and assess projects in the light of whether they address what the public is asking for. He used the bi-level coaches as an example of a decision that will support future changes and exemplifies a long-term decision that does not stifle the future that the team wants to build. Chair McGee said that this was a chance for the board to engage and figure out which goals are reasonable. Director Skelton Roberts said there was an opportunity to engage the Commonwealth and discuss how transit supports broader goals. She emphasized the need for public buy-in. Chief of Policy & Strategic Planning Lynsey Heffernan said that conversations were at the modal level and work was being done to determine the costs of goals. Ms. Heffernan said that the process represents an opportunity to think in a visionary way and to communicate. Director Skelton Roberts said that Massachusetts needs to make hard, transformational choices. The General Manager related the discussion to the capital program, noting that we cannot choose everything. Ms. Choe said that it was important to note that there are layers of plans with different focuses and timelines. Director Goodwine reiterated that plans must lead to the system generating more self-

sustainability. Ms. Heffernan discussed the idea of helping people to choose transit, stating that getting more people on the system has a multiplier effect beyond fares. Director Smart said that she hoped the conversation would be diverse and Ms. Choe said that the conversation has been broad internally with the leadership of every department, a very diverse group. Chair McGee stressed the importance of a public engagement process.

ADJOURNMENT

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

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

VOTED:

To adjourn the meeting at 2:38 p.m.

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

Documents relied upon for this meeting:

- November 21, 2024 Agenda
- Minutes of October 24, 2024 Board Meeting
- 1. MBTA November Presentation
- 3(i)(a). TIP Update Full Board 11.21.2024 v4A
- 3(i)(b). 11. QCO Update Nov Board 2024
- GM Report to the Board 11.21.2024 v4C
- 5. Board of Directors Safety Draft Deck November 19 1130 hrs
- 6(a). MassDOT Board HRU 39 Coach Option 11182024_jt
- 6(b). Staff Summary - 39 HRU Option 11182024\
- 6(c). Tab A - Board Vote 11.21.2024 v1
- 7. Fairmount Line Decarbonization Board Update 11.21.24 FINAL
- 8. BNR Phase 1 Board Deck - Mtg Nov 21 2024
- 9. Developing a Vision Board Deck 11.21.2024