



Maura Healey, Governor
Kimberley Driscoll, Lieutenant Governor
Monica Tibbitts-Nutt, Secretary & CEO
Phillip Eng, General Manager & CEO



MINUTES

Meeting of the Massachusetts Bay Transportation Authority Board of Directors

March 27, 2025, 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.

**BOARD MEMBERS
PARTICIPATING IN-
PERSON:**

Chair Tom McGee, Director Robert Butler, Director
Charlie Sisitsky, Director Mary Skelton Roberts,
Director Chanda Smart, Secretary Monica Tibbitts-Nutt

**BOARD MEMBERS
ABSENT:**

Director Eric Goodwine, Director Thomas Koch,
Director Peter Koutoujian

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

Deputy Chief of Staff Darrin McAuliffe, General
Manager Phillip Eng, Chief of Staff Katie Choe, Chief
Safety Officer Tim Lesniak, Chief Operating Officer
Ryan Coholan, Deputy Chief of Capital Strategy Mike
Malia, Chief of Policy & Strategic Planning Lynsey
Heffernan

Others Present:

Acting Chief Counsel John Martin, Counsel- Corporate
Governance Noah Potash

1. Safety Briefing

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

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 10:00 a.m. Noah Potash called the roll of the MBTA Board of Directors participating, being a quorum of the MBTA Board:

**Chair McGee
Director Butler**

**Present
Present**

Director Sisitsky	Present
Director Skelton Roberts	Present
Director Smart	Present
Director Tibbits-Nutt	Present

REPORTS, PRESENTATIONS & ACTION ITEMS

2. Consent Agenda

Chair McGee explained that a vote to adopt the consent agenda would approve the February meeting minutes, the Commercial Paper Expansion, updates to the Investment Policy, and Track State of Good Repair Contracts 1 & 2.

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

VOTED:

To adopt the consent agenda.

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

Public Comment Period

Chair McGee announced that summaries of all comments submitted via email or voicemail would be read into the record and that staff would begin posting supporting documents prior to meetings.

David Brooks discussed the benefits of a podway system and requested a meeting with the General Manager to discuss how a podway network could be integrated with the MBTA's existing service.

Evan Foss of Newton asked for the cutoff for voicemails to be extended and for voicemails to be played during meetings. He then expressed concerns about noise levels on the MBTA and discussed potential mitigations.

Steven Nutter, Executive Director of Green Cambridge, requested more transparency on the Alewife Station redevelopment, discussing the potential of the project to reconnect green space and improve service, along with safety concerns.

Director Smart asked about the transparency issues and General Manager Phil Eng noted that staff are still early in the process and decisions will not be made until discussions with the community have taken place. Chief of Staff Katie Choe said that staff could return with more comprehensive information.

Note: The following public comments were submitted via voicemail or email. Summaries were read into the record by Board Counsel.

Charles Johnson of the Daily Free Press at Boston University requested to speak with staff regarding the details of the MBTA Green Line Safety System.

Brody Lim of Northeastern University explained that he is working on an innovation project related to the Green Line and requested a conversation to learn more about experiences and perspectives on the Green Line.

Joshua Johnson of Boston expressed concern about fare evasion at South Station and asked the MBTA to take a more proactive approach to identifying and ticketing fare evaders.

Adam Settino of Medford raised concerns about light and sound impacts from the recently completed accessibility improvements to the West Medford Commuter Rail Station, stating that impacted residents were not able to get adequate information on the project during construction. He expressed overall support for transit infrastructure and requested that the MBTA take steps to mitigate the light and sound impacts to surrounding residences.

3. General Manager's Report

General Manager Phillip Eng began his report by discussing the work that went into getting South Coast Rail ready for the grand opening of the Fall River/New Bedford commuter rail line, including the construction of six fully accessible stations and testing of the system. He noted that the line will be fare free through the end of the month and that weekend service and station parking will be free through April. He cited a report from the *Herald News* finding that the new train offers a faster and more affordable commute than driving. Mr. Eng then discussed Transit Driver Appreciation Month and played a short video from longtime bus operator Richard Lee. The General Manager discussed an event celebrating employees with over 25 years of experience and the work the agency has done to retain employees. He touched on the Agents of Safety event that recognized additional employees and the celebration of Women's History Month.

The General Manager continued with data on improving performance on heavy rail and reviewed service adjustments to the Red Line for April, explaining that the outage to rebuild a diamond crossover would be maximized to enable other improvements and replacements. He highlighted increased service on St. Patrick's Day as an example of improved MBTA service for special events. Mr. Eng discussed recent and upcoming openings of accessible platforms for the Commuter Rail and said that fare revenue for FY25 was exceeding projections. He noted a 24% increase in subway ridership from February 2024 to February 2025 and discussed how service improvements drove the increase. He discussed communications with groups including A Better City, the Greater Boston Chamber of Commerce, and AIM.

Director Skelton Roberts said that she was a daily subway rider and that she and her network were seeing improvements, then asked about the schedule for rolling stock

deliveries. Mr. Eng said that CRRC continues to deliver on schedule and the vehicles are outperforming requirements. He said the new Orange Line fleet will be complete by the end of the year, with the Red Line following by 2027. He added that teams are looking at Green Line vehicle overhauls while assembly of the Type 10 vehicles progresses. He also discussed the procurement of bi-level commuter rail coaches and electrification of the Fairmount Line. Director Skelton Roberts asked if changes to the CIP are expected based on tariffs and changes in federal funding. The General Manager said that staff are monitoring federal funding and that all expected funds are still coming in, although some are requiring additional review. He said that staff are continuing to apply aggressively for funding. Regarding tariffs, he said that staff are monitoring developments in the industry-wide challenge and discussed work with manufacturers to manage price adjustments and ongoing dialogue with federal counterparts. Director Smart commented on improving morale at the MBTA and asked about collisions. The General Manager discussed how Red Line derailments are mainly related to repair work and emphasized that no workers were in any danger. Director Smart asked if fare collections dictate the frequency of vehicles and Mr. Eng said that fare collection was not tied to the number of trains run, then discussed ongoing work to increase validations. Director Smart asked about changes to the MBTA culture for women and Chief of Staff Katie Choe said that her team was meeting monthly on progress and that improvements to hiring and interviewing had been implemented, formalizing the promotional process was underway, and work was being conducted in conjunction with the Secretary and the Office of Diversity and Civil Rights to reduce the complaint backlog. She discussed recommendations from the working group and engagement with frontline workers and said that she would present

more details at an upcoming board meeting. The Secretary asked about the response rate for the employee survey and Ms. Choe said that it was about 40%. The Secretary asked when those results would be presented, and Ms. Choe estimated that staff would be able to present in one or two months.

4. Safety Program Update

Chief Safety Officer Tim Lesniak provided his report, beginning with the Agents of Safety event which recognized the contributions of 51 employees and the light rail safety series event, which presented awards to additional employees. He discussed the Employee Assault Task Force, which oversees and provides input on mitigation initiatives, including de-escalation training and cab barriers. He noted that the Employee Assistance Program provides free counseling and referrals to employees. Mr. Lesniak explained that the majority of employee assaults are verbal and that recent increases are tied to an expanded federal definition of verbal assault. He discussed continuing work to protect employees and played a video of a bus operator discussing the impact of assaults. He also discussed Transit Driver Appreciation Month.

Mr. Lesniak discussed a recent unintended coupling of two Green Line trains at Park Street station, caused by a train inadvertently travelling in reverse. He noted that no damage occurred and that trains were successfully evacuated. Mr. Lesniak also discussed a recent incident where a school bus nose was impacted by a gate arm adjacent to a South Coast Rail crossing, stressing that no students were in danger and that extensive safety training was provided to towns and cities prior to the launch of South Coast Rail.

Director Butler asked how the Green Line train traveled in reverse and Mr. Lesniak said that it appeared to be operator error where a dashboard switch was set to reverse. Director Smart asked if it could have been a mechanical malfunction and Mr. Lesniak said that it appeared to be a mistake by the operator. Director Smart asked about protection from employee assaults and Mr. Lesniak discussed various measures including shields for operators and working with security footage. Director Smart asked if there is a geographic pattern and Mr. Lesniak said that there were some areas more prone to assaults and said he could provide additional information. Director Smart and Mr. Lesniak discussed the time period for the data on employee assaults. Director Butler asked if Green Line trains play a noise when reversing and Mr. Lesniak said that they do not, but that staff are looking into safety upgrades. Director Butler asked about the driver's reaction when the South Coast Rail gate impacted the nose of the bus and Mr. Lesniak said that the bus stayed in position until the train passed. Director Smart asked whether the signage for reverse movement on the Green Line vehicle was clear, and Mr. Lesniak said that he would check. The Secretary and Mr. Lesniak discussed why the MBTA did not know about the bus incident at South Coast Rail until it was reported by the parent of a student on the bus. Director Skelton Roberts asked about the position of the stopped bus and Mr. Lesniak explained that it was outside the cross-hatching of the train crossing. The General Manager said that the bus was past the stop line and discussed the importance of Operation Lifesaving and signals. Director Skelton Roberts and Mr. Lesniak discussed communications with the school. Director Smart and Mr. Lesniak discussed the MBTA's notification methods. The Chair requested more

information be provided once available. Director Sisitsky asked about the coupling incident and Mr. Lesniak explained how the two trains inadvertently coupled.

5. Operations Presentation

Chief Operating Officer Ryan Coholan presented a report on MBTA Operations, beginning with an update on the delivery of the Red Line fleet. Mr. Coholan discussed the guiding principles for MBTA Operations in 2025, beginning with modernizing tools. He discussed the launch of turn-by-turn navigation for bus operators, which has been piloted and will soon be rolled out to the entire system following hugely positive feedback on the pilot. He also discussed work to provide better GPS technology for light rail speed monitoring. Turning to clear standards, Mr. Coholan discussed the Operations Testing and Inspection Program and the importance of feedback loops. He then discussed the need to update the Operations Training Department and reviewed details of external hiring for Operations Control Center dispatchers. He discussed training modernization, including modernizing the curriculum and instructor excellence workshops. Mr. Coholan discussed delivering meaningful results and listed improvements across all modes. He concluded by highlighted the MBTA's commemoration of the 250th anniversary of the American Revolution.

Director Butler commented positively on the improved GPS technology and asked about the use of blind spot cameras. Mr. Coholan discussed work to implement camera technology to improve on visibility over mirrors. Director Skelton Roberts, Mr. Coholan, and Ms. Choe discussed how the Operations work supports progress on the FTA Safety Management Inspection. Director Smart said that she would love to see visual materials from the trainings and asked about the cost of GPS installation. Mr.

Coholan said that the cost was not expected to be significant and could even save money once the cost of repairs and overtime personnel directing vehicles during diversions are removed. The Secretary and Mr. Coholan discussed the placement of GPS devices on buses and the potential risks of the technology contributing to driver distractedness. They discussed whether the MBTA's testing process had been sufficient and whether cost savings would materialize. Director Sisitsky congratulated Mr. Coholan on positive facetime during the South Coast Rail launch and Mr. Coholan shared a positive interaction with riders using the new line.

6. Capital Investment Plan Update

Deputy Chief of Capital Strategy Mike Malia presented the Capital Investment Plan ("CIP") Update, beginning by laying out the key objectives, including timely maintenance, building for the future, and improving service. He then discussed the team's strategic processes. Mr. Malia said that the results could be seen in asset planning informing projects, workforce right of way access, and successful discretionary grant awards. He also discussed on-time and on-budget initiatives including improvements to organizational delivery, capital maintenance, and review of in-flight capital projects. He reviewed recent accomplishments including the Track Improvement Program, real-time information for riders, and the Bus Network Redesign launch. He noted that the CIP encompasses over 660 projects and \$9.8 billion in funding, including \$1 billion in new funding. Mr. Malia discussed rapid transit investments including funding for Green Line Infrastructure, new vehicles, accessibility work, and power system work. Turning to bus, Mr. Malia discussed modernization and electrification, the Bus Network Redesign and transit priority and hybrid bus overhauls. For commuter rail, Mr. Malia

reviewed new vehicle procurements, regional rail modernization, and the North Station Draw 1 bridge. He also discussed improvements for ferry service and the RIDE. Mr. Malia reviewed systemwide and multimodal improvements, including structural inspections, track and facilities work, state of good repair work, and upgrades to countdown clocks and the public address system. He reviewed additional highlights and new funding by program. Mr. Malia discussed challenges, including funding state of good repair projects, improving project delivery, and maintaining federal funding. He reviewed the state of unfunded capital needs, noting that just 8% of requests could be fulfilled. He detailed efforts to make progress on projects with substantial unfunded need. He discussed proposed public engagement, including a public comment period from March 27th through April 17th and two public meetings. He said that the CIP would be finalized in May and that public comments would be addressed in June. Director Skelton Roberts asked why bus received comparatively little funding and Mr. Malie cited over \$1 billion in funding including investments in the fleet and noted that needed facility improvements require large amounts of funding.

Note: Director Sisitsky left the meeting at 12:15 p.m.

Chief of Policy & Strategic Planning Lynsey Heffernan said that bus costs are generally lower than those for trains and discussed funding for vehicles and maintenance, stating that buses are doing well overall. She explained how a relatively small amount of funding would allow for meaningful improvements to hundreds of bus stops. She noted that staff are focused on additional state funding for maintenance facilities. Director Skelton Roberts discussed the importance of providing a dignified ride and said that more needed to be done on bus stops. Ms. Heffernan discussed her

team's engagement on bus shelters and work to deliver results. Director Butler said that investment in facilities was needed and good to see. The Secretary said that bus transportation tends to serve certain demographics and neighborhoods and that there is some unfairness with how funding is allocated. She urged staff to talk about bus more and to look at what further can be done for bus. She called for more public discussion of these efforts and reiterated the equity concerns with the various transit modes. Ms. Heffernan discussed facility limitations and necessary investments. She said that staff are trying to make investments now and plan for the long term. She said she would be happy to discuss bus transportation more. Chair McGee said that the bus discussion was great and complimented the overall presentation. He noted the reality of the need for dramatic investments, pointing out that most of the requested projects were found to be legitimate and that many had been waiting for years. The Chair added that less funding is available than is needed and noted that the return on investment is important to keep in mind, as the return is larger than the actual amount of funding needed. Ms. Heffernan discussed her recent participation at a climate resiliency summit and how the increasing complexity of the system and the MBTA's objectives increase costs, while emphasizing that resiliency and other complexities are necessary.

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 12:30 p.m.

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

Documents relied upon for this meeting:

- March 27, 2025 Agenda
- Minutes of February 25, 2025 Board Meeting
- 1. MBTA March 2025 BOD Presentation Final 02 27
- 2ia. Safety Division Board Report Mar 2025
- 2ib. SMI_QCO Update March Board 2025
- 2iib. MBTA 2025 CP Expansion C-Suite Presentation 3_10_25vF3
- 2iib1. MBTA 2025 CP Expansion Plan of Finance Memorandum 2_5_25vF
- 2iic. Investment Policy Update 3_10_25v2 BOARD VERSION
- 2iic1. Investment Policy - Clean - 3.20.2025
- 2iid. T90CN08 - Board Presentation
- 2iid1. Staff Summary Review - T390CN08
- 2iie. T90CN09 - Board Presentation
- 2iie1. Staff Summary Review - T390CN09
- GM's Report to the Board 03.27.2025 v5c
- 4. 2025-03-27 - Safety Board of Directors Presentation Updated
- 5. March 2025 Board COO Update.v2 3.20.25
- 6. Proposed FY26-30 CIP_Full Board_2025-03-25_Clean
- 6a. Proposed FY26-30 CIP and Project List_March 2025_Accessible
- 6b. FY2630_NewFunding_ProjectList_forBoard