



## MINUTES

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

**April 24, 2025, AT 10:00 A.M.**

**10 Park Plaza, 2<sup>nd</sup> 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 Peter Koutoujian, Director Charlie Sisitsky, Director Chanda Smart

**BOARD MEMBERS  
PARTICIPATING  
REMOTELY:**

Director Eric Goodwine, Director Mary Skelton Roberts

**BOARD MEMBER  
ABSENT:**

Secretary Monica Tibbits-Nutt

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

Deputy Chief of Staff Darrin McAuliffe, General Manager Phillip Eng, Keolis Commuter Services CEO Abdellah Chajai, Senior Director of Transit Policy Rachel Morse, Director of Transit Priority Alexandra Hallowell, Chief of Safety Management Lauren Bradford, Director of SMS and Safety Oversight Mike Catsos, Chief of Quality, Compliance and Oversight Meredith Sandberg, Chief of Ferry Services David Perry, Chief Financial Officer Mary Ann O'Hara, Chief of Staff Katie Choe, Chief Workforce Officer Ahmad Barnes, Chief of Staff to the MBTA Chief Operating Officer Deidre Habershaw

**Others Present:**

General Counsel Carrie Wicker, Acting Chief Counsel John Martin, Counsel- Corporate Governance Noah Potash

Chair McGee announced that the Vimeo feed for the meeting was experiencing technical difficulties but noted that remote access was still available via Zoom.

*Note: Technical issues with the Vimeo feed were resolved shortly after the Chair's announcement.*

## **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 10:06 a.m. Noah Potash called the roll of the MBTA Board of Directors participating, being a quorum of the MBTA Board:

<b>Chair McGee</b>	<b>Present</b>
<b>Director Butler</b>	<b>Present</b>
<b>Director Goodwine</b>	<b>Present</b>
<b>Director Koch</b>	<b>Present</b>
<b>Director Koutoujian</b>	<b>Present</b>
<b>Director Sisitsky</b>	<b>Present</b>
<b>Director Skelton Roberts</b>	<b>Present</b>
<b>Director Smart</b>	<b>Present</b>

## **REPORTS, PRESENTATIONS & ACTION ITEMS**

### **2. Consent Agenda**

Chair McGee explained that a vote to adopt the consent agenda would approve the March meeting minutes, Core Capacity, the Green Line C Branch Accessibility Project, and the Annual Bond and Refunding Authorization.

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

**VOTED:**

**To adopt the consent agenda.**

<b>Chair McGee</b>	<b>Yes</b>
<b>Director Butler</b>	<b>Yes</b>
<b>Director Goodwine</b>	<b>Yes</b>
<b>Director Koch</b>	<b>Yes</b>
<b>Director Koutoujian</b>	<b>Yes</b>
<b>Director Sisitsky</b>	<b>Yes</b>

**Director Skelton Roberts Yes**  
**Director Smart Yes**

### **Public Comment Period**

Katie Calandriello of Transit Matters expressed support for automated enforcement of bus lanes and stated that other transit priority infrastructure was also necessary.

Makayla Comas of Livable Streets discussed the benefits for riders from bus priority and discussed essential improvements. She noted that collection of data and implementation of bus lane cameras would be important steps.

Steven Nutter of Green Cambridge said that the Alewife project presented opportunities for improvements but noted that the RFP was not yet public and requested more participation in the process, including more notifications to the community.

*Note: The following public comments were submitted via voicemail or email. Summaries were read into the record by Board Counsel. Board counsel noted that some public comments were better characterized as customer inquiries and encouraged individuals to direct those inquiries to Customer Support at (617) 222-3200 or by visiting [mbta.com/customer-support](http://mbta.com/customer-support).*

Janet MacMillan of AIFusionInfo offered to provide the complete attendee list for the MassDOT Transportation Innovation Conference.

Luke Maus, a teacher at Thurgood Marshall Middle School, reached out about the MBTA's participation in an 8<sup>th</sup> grade civics project.

Whitney DeRiggs of the Maryland Transit Administration reached out to solicit participation in a survey on employee retention.

Emmett Manning of Consigli Construction expressed displeasure with a trip from Broadway to Science Park that takes over an hour. He asked why the MBTA is closing a stretch of the Green Line for weekend repairs after the same stretch had been closed

the previous year for improvement work. He requested more transparency about what work is being done, the cost to taxpayers, and the benefits to riders.

Charles Martel of Boston requested that the #55 bus route schedule resume from 6am to 7pm.

### **3. General Manager's Report**

General Manager Phillip Eng began his report by welcoming newly appointed MassDOT General Counsel Carrie Wicker. Mr. Eng discussed the importance of the Healey Driscoll Administration's support for transportation, especially the workforce, infrastructure, and operations. He discussed progress on the state of good repair made via the Track Improvement Program and outlined further planned improvements. The General Manager discussed how the agency has worked with its partners to mitigate risk in capital delivery. He then provided an update on Red Line and Orange Line car production, explaining that while the impact of tariffs is uncertain, CRRC is continuing to produce and deliver cars that perform beyond contractual requirements. Turning to service updates, the General Manager discussed improved bus service, more robust ferry service, and solid on-time performance by the RIDE. He said that all lines over-performed typical weekday service for Patriots' Day and recapped the 250 Years of History celebration. He addressed the need for robust, reliable service on South Coast Rail and said that Keolis must deliver on the promised service. Mr. Eng also provided a brief update on preparations for the FIFA World Cup in 2026. The General Manager reviewed several awards recently won by the MBTA, including an Engineering Excellence Award, three NAGC awards, and the 2025 Corporate Ally Award from Boston Business Journal. He concluded by discussing the importance of communication with communities and

industries.

Director Koutoujian congratulated the General Manager on the awards and said the MBTA was headed in a strong direction. The General Manager emphasized the contribution of teamwork. Director Smart asked about the RFP process raised in public comments. Mr. Eng said that he had met with Arlington town officials following previous comments and confirmed that it was still early in the process and that there would be more follow-ups and an open dialogue with interested parties. Director Smart and the General Manager discussed whether changes to the RFP process were appropriate.

Director Sisitsky asked for an explanation of the South Coast Rail issues and corrective actions. Keolis Commuter Services CEO Abdellah Chajai apologized to passengers and communities and said that Keolis was working to improve, including adding workforce, and said that an action plan was underway. Director Sisitsky asked the General Manager if he was satisfied with this answer and Mr. Eng said that Keolis needs to address the qualifications issue and provide robust bus service where needed. Director Koutoujian said that the South Coast Rail launch was exciting and that staffing levels should have been foreseen. He asked why Keolis was not prepared to staff at an appropriate level. Mr. Chajai said that federally mandated qualifications were the issue and that Keolis had an adequate level of staffing and was working to build resilience by expanding qualifications. Director Koutoujian asked why the qualifications were not completed in time. Mr. Chajai said that Keolis had enough qualified employees but lacked resiliency. Director Koutoujian and Mr. Chajai discussed whether there were enough staff. Chair McGee asked about the plan for the weekend's service and Mr. Chajai said that the situation would be determined by midday on Friday and would be communicated by

TAlert, signage at stations and customer service. Director Koutoujian noted that staffing includes qualified staffing and said that Keolis fell short of expectations by failing to adequately staff the new lines. He asked when Keolis would have fully qualified staffing. Mr. Chajai said he understood the frustration and that it would be a matter of weeks, but declined to specify a precise timeline. Director Smart asked whether Keolis needed additional funds and Mr. Chajai said that they did not.

#### **4. Bus Lane & Bus Stop Enforcement**

Director of Transit Policy Rachel Morse began the presentation on Bus Lane and Bus Stop Enforcement by reviewing the recent law allowing the MBTA to issue parking citations with automated cameras. She noted that it was a cost neutral program, then discussed camera enforcement at peer agencies. Director of Transit Priority Alexandra Hallowell said that with 40% of the MBTA's riders using the bus, including its most vulnerable riders, enforcement was important to prevent unsafe blocked bus stops and slow traffic which delays rides and raises costs. She reviewed the agency's forty miles of existing bus lanes, which save riders 21 years of wasted time annually, and will save an additional 15-25% with enforcement. She reviewed major corridor projects that are in planning and stressed the need for clear access for safe and equitable transit. Ms. Morse reviewed the timeline for implementing the regulations and discussed collaboration with stakeholders. Ms. Hallowell emphasized that the project is early in the development process and said that enforcement will be carried out with a mix of bus mounted and pole mounted cameras, with central ticketing and human review. She said that tickets will be sent by mail, and an adjudication process will be available. Ms. Hallowell noted that there will be a 60-day education program prior to launch and reviewed how the program will

work. She said staff will return to the Board at the end of the summer, followed by a soft launch in the fall and expansion in January 2026.

Director Butler asked about current enforcement and Ms. Hallowell said that it would fall to the roadway owner, such as Boston Police for the City of Boston. Director Butler raised the potential of double-ticketing and Ms. Hallowell discussed the processes in place to prevent or reverse any double-ticketing. Director Smart and Ms. Morse discussed the consequences of multiple unresolved tickets, which can range from non-renewal of registration for owners or license revocation for drivers of rental vehicles. Director Koutoujian said that he was heartened to see advocacy support and asked which peer has the best system. Ms. Hallowell said that Washington D.C. has the most similar system, although it is relatively new and that New York has the most robust system, but that it has a broader scope than Massachusetts law allows. Director Koutoujian asked about the amount of fines for citations. Ms. Hallowell said that staff were proposing a fine of \$25 for first offenses, increasing with each individual violation. She noted that there would be different structures for personal and commercial vehicles and a 30-day lookback period for escalation. She added that staff were proposing to send warnings for first violations to change behavior. Director Koutoujian said that he was not sure a warning was needed if the program was being publicly announced in advance. Ms. Hallowell discussed differences between enforcement for individuals and commercial entities. Director Koutoujian asked about moving vehicles and Ms. Morse said that the regulations will define “standing” broadly. Director Smart asked about the cost for personal and commercial violations and Ms. Hallowell said that the statutory range was from \$25 to 125, but that staff could take feedback about a higher starting point. Director Koch asked

about data on current violators and Ms. Hallowell said that in San Francisco and New York, a third of violations were commercial and the remainder personal. Director Koch asked how commercial behavior could be changed if some businesses view citations as the cost of doing business and Ms. Hallowell said that other cities have seen violations decline over time and that most violators receive only one ticket. Director Koutoujian asked about the public plan for an announcement and Ms. Hallowell discussed the education period and planned public relations campaign. Director Koutoujian asked about the estimation of violations and Ms. Hallowell said that it would be done after a vendor is selected. Director Koutoujian asked if all MBTA buses have cameras and Ms. Hallowell said that they do, but that new dedicated cameras will be procured for enforcement. Director Koutoujian asked about the rollout and Ms. Hallowell said it will be conducted by bus garage. Director Koutoujian suggested tying in license reading technology. Director Sisitsky asked if the cameras would always be on and whether there would be a delay between violation and notice. Ms. Hallowell confirmed that the cameras would always be on and said that staff would have a better understanding of the technology once a current RFI is completed and noted that there are plans to accommodate edge cases where operators unknowingly accumulate multiple citations in a short period of time.

## **5. Safety Program Update**

Chief of Safety Management Lauren Bradford discussed her background and duties then turned to the safety performance measures required by federal regulations. She noted that new measures have been added in 2025 and explained how targets are calculated. Director of SMS and Safety Oversight Mike Catsos reviewed the targets for the original metrics and provided details on the new targets, especially regarding transit



workers and collisions. He discussed target development for 2026 and said that a risk reduction program would address unmet annual targets. Mr. Catsos reviewed how the process will be carried out with the example of heavy rail injuries. He then discussed how the target development process will interact with the Board and other stakeholders. He concluded by stating that no major safety incidents had occurred in the past month.

Director Smart asked about the cause of transit worker injuries and Mr. Catsos said that there were a variety of factors. Director Smart asked about a program for habitually offending riders and Mr. Catsos said that he could follow up on the issue. Director Smart asked what an open hazard was, and Mr. Catsos said that it was a hazard that the agency was actively mitigating.

## **6. Safety Management Inspection Update**

Chief of Quality, Compliance and Oversight Meredith Sandberg said that the Safety Management Inspection (“SMI”) Response Progress was at 90% overall and reviewed progress by directive, noting that Special Directive 22-7 was closed. She discussed the process for obtaining FTA approval for CAP Rewrites and provided details on the closure of Special Directive 22-7, which relates to lapsed certifications. She noted multiple Corrective Action Plan (“CAP”) closures in 2025.

*Note: Director Koch left the meeting at approximately 11:50 a.m.*

Director Butler asked about the timing of the FTA response and Ms. Sandberg said that it varies from weeks to months. Director Koutoujian asked about the two Special Directives with remaining submissions and Ms. Sandberg explained that SD 22-04 requires a great deal of internal coordination, while SD 22-12 is more of a culture shift. Director Koutoujian said that the closures seemed to be coming at a good pace

and asked how many new matters were being introduced. Ms. Sandberg said that few were being introduced by the FTA, with a small number introduced by the DPU. She noted that the MBTA is closing matters faster than they are coming in. She discussed her office's work for continuous improvement. Director Smart said that SD 22-12 felt stagnant. Ms. Sandberg said that she would not characterize the progress on the directive that way and that the organization is aligned on how to move forward. Director Smart and Ms. Sandberg discussed the training programs for workers. The General Manager noted that some of the CAP rewrites were at the initiative of the new leadership team. Chair McGee discussed how to move forward with lessons learned. Director Koutoujian said that SDs 22-04 and 22-12 both seemed somewhat intractable for different reasons.

## **7. Ferry Services Procurement**

Chief of Ferry Services David Perry presented a proposed Ferry Services Procurement, beginning with an overview of ferry services, which include two inner harbor routes and five outer harbor routes. He noted that one route has been adjusted to avoid right whale impacts. Chair McGee noted that ferry riders would have a longer ride, but the potential for whale sightings. Mr. Perry discussed the splitting of Winthrop and Quincy service into separate routes. He said because of this change, the currently proposed contract would cover the other five ferry routes. He provided statistics on current service, all operated by Boston Harbor Cruises, LLC. Mr. Perry reviewed the procurement process and noted that of the two responses received, Bay State Cruises' proposal was not viable, and that Winthrop and Quincy service would be re-procured. He discussed contract costs and noted an innovative approach to escalations. He noted

that inflation had significantly increased costs since the previous contract. Mr. Perry noted improvements from the new procurement, including supplier diversity commitments. He summarized the contract and noted that the proposed board vote would not provide authorization for future contract options. Mr. Perry provided a preview of future ferry service, including improved accessibility, new and rehabilitated ferries, and work to establish a centralized ferry terminal.

Director Butler said that Director Koch extended thanks on Quincy's behalf. Director Smart asked whether any of the newly acquired ferries were hybrids. Mr. Perry said that they were not. Director Smart asked whether there was a mandate for hybrid or electric ferries and Mr. Perry said that while Massachusetts did not have a mandate, the California mandate is advancing the technology. Director Smart thanked Mr. Perry for the commitment to supplier diversity. Director Skelton Roberts said she was grateful for the work and wanted to see the plan for the transition to hybrid or electric boats. The General Manager said that the agency is looking at zero emissions technology and that he could return with more information. Chair McGee said it was exciting to see the embrace of ferry service and the eventual move to net zero.

**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 RFP 225-24 Water Transportation Services contract to Boston Harbor Cruises, LLC to perform the services described in RFP 225-24 for the MBTA's ferry services for the F1, F2H, F3, F4, and F5 service routes from July 1, 2025 to February 28, 2031, for a total delivered amount not to exceed \$116,373,516.43, excluding annual price escalations allowed by contract, and excluding pass-through costs of fuel, and to execute any necessary or ancillary documents in the name of and on behalf of the MBTA to effectuate this Agreement.**

<b>Chair McGee</b>	<b>Yes</b>
<b>Director Butler</b>	<b>Yes</b>
<b>Director Goodwine</b>	<b>Yes</b>
<b>Director Koutoujian</b>	<b>Yes</b>
<b>Director Sisitsky</b>	<b>Yes</b>
<b>Director Skelton Roberts</b>	<b>Yes</b>
<b>Director Smart</b>	<b>Yes</b>

## **8. FY26 Preliminary Budget**

Chief Financial Officer Mary Ann O'Hara presented the proposed FY26 Preliminary Budget, beginning with the budget timeline and a budget overview. She explained that the \$168 million projected deficit is an improvement over FY25 and noted that achieving the \$82 million savings target would leave \$86 million to balance with the deficiency fund. Ms. O'Hara said that revenue growth was outpacing expense growth at 13% versus 7%. She said that revenue growth was driven by fare revenue and state expenditures but also impacted by federal decreases. She discussed the impact of tariffs on the sales tax revenue and discussed fare revenue, which is exceeding expectations and increasing across modes. Turning to expenses, Ms. O'Hara explained that the largest increases are in wages and debt service. She discussed the importance of growing headcount and then reviewed work to achieve the \$82 million savings target.

Director Smart asked if the goal is a headcount of about 8000 and Mr. Eng said that it was. Director Koutoujian asked why fare revenue was still below pre-pandemic levels despite improvements and Ms. O'Hara said that remote work was a major driver. Chair McGee said that improvements were due to the MBTA bringing back the service people expect and staffing appropriately.

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

**VOTED:**

**That the General Manager is hereby authorized and directed to submit the Preliminary FY26 Itemized Budget, in the name and on behalf of the Authority, to the MBTA Advisory Board; and**

**That following the Advisory Board review, a Final FY26 Itemized Budget will be submitted to the MBTA Board of Directors no later than June 15, 2025, in accordance with section 20 of chapter 161a of the Massachusetts General Laws as amended by chapter 56 of the acts of 2020.**

<b>Chair McGee</b>	<b>Yes</b>
<b>Director Butler</b>	<b>Yes</b>
<b>Director Goodwine</b>	<b>Yes</b>
<b>Director Koutoujian</b>	<b>Yes</b>
<b>Director Sisitsky</b>	<b>Yes</b>
<b>Director Skelton Roberts</b>	<b>Yes</b>
<b>Director Smart</b>	<b>Yes</b>

## **9. Women at the T**

Chief of Staff Katie Choe presented an update on Women at the T, discussing the importance of recruiting strong candidates and providing support. She explained how expanded outreach activities had led to a steadily increasing applicant pool. In turn, she said that staff were seeing an increasing percentage of women hires and promotions. Ms. Choe cited support from the increased workforce development team. She reviewed challenges to support and retention and discussed the impact of the Women in Operations Group to identify challenges. She noted that work to report concerns was ongoing and that an HR Employee Relations group had been founded. Ms. Choe discussed worked on management and bias training and work to create a support network for women. She discussed miscellaneous ongoing work including adjustments to the compensation structure and facilities improvements. Ms. Choe addressed support for working mothers. Director Smart asked about the demographics of Women at the MBTA and Chief Workforce Officer Ahmad Barnes said that 32% of MBTA employees and 42% of MBTA executives are women and that he could provide a

more detailed breakdown. Director Smart asked for a breakdown of minority and non-minority women. Chief of Staff to the MBTA Chief Operating Officer Deidre Habershaw discussed the diverse group of women leaders in MBTA Operations and said she could facilitate future meetings. Director Smart and Ms. Habershaw discussed the experiences of these women leaders and their participation in decision-making. Director Smart said that she would like to see women of color present to the Board and Ms. Habershaw noted that it was Operations' "no meetings day." Ms. Choe reiterated the importance of the contributions of women leaders to Operations. Director Smart asked how success is measured.

*Note: Director Sisitsky left the meeting at 1:22 p.m.*

Ms. Choe said that success is measured based on feedback from candidates and staffing metrics. Director Skelton Roberts thanked staff for the data and said she wanted to see aggregated data compared to the ridership. Ms. Choe said that the organization has and tracks that information. Director Skelton Roberts emphasized the need for data on women and men of color. Director Koutoujian said that there was a diverse leadership group and discussed the importance of a diverse workforce and leadership. He said that women can benefit from mentors of both genders, citing his experience as a sheriff. Director Koutoujian suggested including linepersons in the working group. Ms. Choe noted that frontline workers are included in the DEI Employee Council. Director Butler thanked Ms. Choe for her work and Ms. Choe cited the hard work of the team.

## **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 1:30 p.m.**

<b>Chair McGee</b>	<b>Yes</b>
<b>Director Butler</b>	<b>Yes</b>
<b>Director Goodwine</b>	<b>Yes</b>
<b>Director Koutoujian</b>	<b>Yes</b>
<b>Director Skelton Roberts</b>	<b>Yes</b>
<b>Director Smart</b>	<b>Yes</b>

Documents relied upon for this meeting:

- April 24, 2025 Agenda
- Minutes of March 27, 2025 Board Meeting
- MBTA April 2025 BOD Safety Briefing Presentation Final 03 19
- 2025\_04\_11 Safety Division Board Report April 2025
- GLT\_Core Capacity Board Briefing\_2025.04.18\_v2
- Green Line C Branch Accessibility - A26CN04 V2
- Green Line C Branch Accessibility -Staff Summary - A26CN04
- MBTA 2025 Annual Bond Presentation 4\_1\_25v1
- MBTA 2025 New Money Refunding Plan of Finance Memorandum 4\_8\_25vF
- GM Report to the Board 04.24.2025 v7B
- Safety Board of Directors Draft Deck April 27 2025.v3
- 04. QCO Update April Board 2025\_4.18.25
- Water Transportation Contract Approval v1 FINAL
- FY26 Preliminary Budget Presentation 4.15.2025 FINAL FINAL\_v2
- Women at MBTA for Board 04.24.2025 v4C