



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



MINUTES

Meeting of the Massachusetts Bay Transportation Authority Board of Directors

September 24, 2025, 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:**

Vice-Chair Thomas Koch, Director Mary Skelton
Roberts, Director Chanda Smart

**BOARD MEMBERS
PARTICIPATING
REMOTELY:**

Director Eric Goodwine, Secretary Monica Tibbits-
Nutt

**BOARD MEMBERS
ABSENT:**

Chair Tom McGee, Director Robert Butler, Director
Peter Koutoujian, 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 Engineer Sam Zhou, Chief
Safety Officer Tim Lesniak, Senior Director of Transit
Policy Rachel Morse, Director of Transit Priority
Alexandra Hallowell

Others Present:

Chief Counsel John Martin, Counsel- Corporate
Governance Noah Potash

1. Safety Briefing

Deputy Chief of Staff Darrin McAuliffe provided a safety briefing on the building's fire exits and safety features and discussed the "See Tracks, Think Train" rail safety awareness initiative.

OPEN OF MEETING/Call to order by the Chair

Vice-Chair Tom Koch called the meeting of the Massachusetts Bay Transportation Authority (“MBTA”) Board to order at 12:07 p.m. Noah Potash called the roll of the MBTA Board of Directors participating, being a quorum of the MBTA Board:

Vice-Chair Koch	Present
Director Goodwine	Present
Director Skelton Roberts	Present
Director Smart	Present
Director Tibbits-Nutt	Present

REPORTS, PRESENTATIONS & ACTION ITEMS

2. Consent Agenda

Vice-Chair Koch explained that a vote to adopt the consent agenda would approve the August meeting minutes, a Fair Share Funding ISA with MassDOT, and the Central Tunnel Signal Upgrades - Package 1.

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

VOTED:

To adopt the consent agenda.

Vice-Chair Koch	Yes
Director Goodwine	Yes
Director Skelton Roberts	Yes
Director Smart	Yes
Director Tibbits-Nutt	Yes

Public Comment Period

Jim Riley of Reading spoke in opposition to the second rail turnback track proposal in Reading, stating that the location in an environmental justice community would tear apart the community and that the MBTA has rejected alternative proposals. He suggested that increasing commuter rail service without the turnback track would increase ridership.

Lucas Prato of Reading said that he supported increased commuter rail service to reading but opposed the turnback location because of safety risks. He raised concerns with communication from the MBTA on the issue and discussed inconsistent data and shifting promises from the MBTA.

Peter Steiger of the Arborway Committee for Public Transit asked the MBTA to accelerate planning and construction of the planned extension of the Green Line to Hyde Square. He discussed potential benefits to the community and asked if there was anything he could do to elicit more of a reaction.

Vice-Chair Koch said that he would follow up with the General Manager.

Danial McElheney discussed a recent incident when fire alarms went off at Government Center and the station was not evacuated and a separate incident where a Green Line trolley continued past a stopped school bus.

Evan Foss of Newton expressed support for the E Line extension, requested that the Safety report break out separate totals for verbal and physical assaults, noting that totals are much higher on bus than on the Green Line, and asked about maintenance on the central power facility's jet engines.

Ralph Walton of Boston raised concerns about the difficulty of reaching White Stadium on the transit system and reviewed the history of transit planning that made Roxbury difficult to reach in general.

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

An anonymous commenter asked for updates on the new fare system.

John Eustace Gerard said that all doors should be open to riders now that automated fare collection is in place, especially on the Green Line C Branch. Mr. Gerard stated

that the MBTA should either get rid of Keolis or work to hold them accountable. He also said that the MBTA needs to do a better job with on-time performance and questioned whether riders will stop for fare engagement officers. He complained about communication at the MBTA and questioned staffing choices with regard to communication. Mr. Gerard complained about the speed of the C line in the morning and about schedule adjustments and criticized MBTA employees and prices. He also criticized speeds on the Braintree Branch and the performance of the Fitchburg Line. Scott Schulthess suggested that the MBTA could improve Wi-Fi coverage on the Commuter Rail with a system of satellite internet and mounted antennas, stating that this would avoid the local opposition to adding Wi-Fi towers along routes and that costs would be offset by increases in productivity and ridership.

Gran Gran requested follow up on their previous comment regarding issues with unsheltered groups at the East Berkeley Street Silver Line stops.

John Stewart of Boston raised concerns that excessive vibrations from Commuter Rail trains in the Southwest Corridor are causing structural damage to adjacent buildings and disrupting the groundwater balance, stating that it was a safety issue requiring immediate mitigation. He requested an opportunity to discuss the matter with appropriate parties.

Mayal Ayanian stated that her elderly mother had to spend four hours on the Ride for what should have been a five-minute trip because other passengers were dropped off in surrounding towns first. Ms. Ayanian noted that she has filed a formal complaint and commented that elderly and disabled citizens depend on the Ride to maintain their independence.

In a comment delivered in-person to the MassDOT Board of Directors, Marilyn McNabb of Boston raised issues with the RIDE paratransit service, criticizing the performance of the new app, discussing unexpected and disruptive calls from the RIDE, and issues with pickup locations.

Linda Connors of Reading commented on new guidelines for customers of the RIDE which state that drivers will no longer carry riders' personal items, saying that the RIDE's drivers are excellent and do not mind waiting for riders to board or assisting riders, especially those with oxygen tanks or groceries. She asked the MBTA to reconsider the policy change.

3. General Manager's Report

General Manager Phillip Eng began his report by discussing how the administration's investment in transportation is an investment in the community and the economy. He discussed the recently hosted APTA conference and the opportunity to discuss the MBTA's investment in its workforce and other progress. Mr. Eng discussed a recent letter from the U.S. Department of Transportation regarding safety and security and his interactions with the FTA Administrator on the same topic, explaining that the MBTA is preparing a response to the letter and is looking to continually improve safety. He addressed an incident involving a rider being shoved off a bus and said that employees responded as trained. The General Manager reviewed the renaming of the "Frederick Douglass" ferry and discussed record ferry ridership, then discussed tributes to legacy railroads that shaped current operations. Mr. Eng discussed the "Make Way for Buses" campaign and emphasized the importance of buses and bus lanes. He noted record ridership on the Cape Flyer and additional service to Foxboro and Salem for

events. The General Manager recognized Hispanic/Latino Heritage month and a recent Rail Rodeo event. He concluded his presentation by recognizing OCC Dispatchers and a Transit Ambassador who saved a passenger who had fallen onto train tracks.

Vice-Chair Koch thanked the General Manager and said that it was good to have a railroad guy in charge of the railroad and commented that turning around an agency like the MBTA takes time. He thanked the governor and the legislature for their support. The General Manager recognized the governor's leadership. Director Skelton Roberts commented on the importance of improving the rider experience to get people to choose transit. Director Smart said that she was impressed by how the General Manager had improved morale. She also asked for improved responses to public comment. The General Manager discussed how the MBTA responds to comments and noted that some issues take a longer time to resolve, particularly those related to the Program for Mass Transportation.

4. Capital Delivery | New Way of Doing Business

The General Manager commented on the culture change that was created by the Track Improvement Program and introduced Assistant General Manager and Chief Engineer, Engineering & Capital Division Sam Zhou. He then played a brief video contrasting the MBTA's recent performance with its performance in past years. Mr. Zhou discussed how the Authority has worked to stick to schedules and budgets, rebuild in-house skill sets, and use the Track Improvement Program ("TIP") as a blueprint for the future. He stressed the importance of collaboration between departments and having decision-makers on-site 24/7. Mr. Zhou presented data showing a drastic reduction in design costs for capital projects, enabled by using consistent design standards. He said

that the agency had changed its mindset to only advance projects with identified construction funding and had developed standards and standard sheets to reduce repeated designs. He said that in the past year, the MBTA had spent more of its capital funding on construction and less on professional services and was now delivering more capital projects with a smaller capital staff, holding labor costs nearly flat. He discussed how long-term planning has been used to minimize the impact on riders, providing examples of the recent Blue Line surge and the South Elm Street Bridge replacement. Mr. Zhou explained that staff have optimized capital delivery methods, moving from a reliance on design-bid-build to design-build and construction manager at risk, citing the examples of the North Station Draw One project and the Quincy Battery-Electric Bus Maintenance Facility. He discussed how staff are innovating to accelerate project delivery, citing the ongoing Jackson Square platform work which has seen its timeline reduced from three months to one weekend and six nights by using unique materials and the use of leftover concrete panels bought at auction from a neighboring state to complete mini-high commuter rail platforms. Mr. Zhou noted that the TIP had increased the contractor pool and that the re-gauging of the Green Line Extension was paid for by the contractor, citing it as an example of holding a partner accountable. He also addressed work to hire engineers and create a career development program to re-build in-house technical capabilities.

Director Smart thanked Mr. Zhou for his hard work and asked if the new standards are public. Mr. Zhou said that they were and that process improvement was a key component. Director Smart asked about the next major change and Mr. Zhou discussed re-building internal expertise and appointing specialists as managers.

5. Safety Program Update

Chief Safety Officer Tim Lesniak reviewed Safety Division Training Initiatives, describing current trainings, such as root cause analysis, failure mode and effect analysis, human factors and analysis classification systems, group facilitation skills, and training facilitation skills. He said that planned trainings include writing skills, copilot, and data analysis and visualization. Mr. Lesniak then discussed the “See Tracks? Think Train” campaign, cautioning against risky behavior around railroad tracks and reviewing work to spread awareness. Director Skelton Roberts asked if the trainings are mandatory and Mr. Lesniak explained that they are for certain Safety employees and optional for employees in other departments. He added that management will consider whether any trainings should be mandatory for a broader subset of employees.

6. Bus Camera Enforcement Regulations

Senior Director of Transit Policy Rachel Morse provided the statutory background for automated enforcement of bus stops and bus lanes and provided details of the regulatory implementation, noting that the regulations were developed with partners and are revenue-neutral as required by law. Director of Transit Priority Alexandra Hallowell discussed the importance of enforcement, noting that 40% of MBTA riders take the bus and that this includes the riders who rely on service the most. She said that blocked bus stops are unsafe and an accessibility issue. Ms. Morse reviewed the proposed regulations, including relevant definitions, exceptions where the regulations will not apply liability, warnings for first offenses and for fairness purposes, and fines ranging from \$25 to \$125, including a slightly higher structure for commercial vehicles. She noted that the regulations include data privacy protections, requiring a court order for

images to be used for other purposes and noting that the images will not be public records and must be deleted after 120 days. She added that data confidentiality will be enforced on any contractors. Reviewing public comment, Ms. Morse said that public support was overwhelming.

Director Skelton Roberts said that the City of Boston supported the regulations and noted the importance of the bus system. She asked if staff had engaged with small business sectors. Ms. Hallowell said that staff would be working on building out the MBTA's enforcement program and would launch a 60-day public education period and that outreach was planned to various sectors. Director Skelton Roberts recommended that staff consider business corridors and contact municipalities to avoid potential conflicts.

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

VOTED:

To approve the regulations on the Issuance and Enforcement of Automated Bus Lane and Bus Stop Violations as presented in the document "703 CMR 6.00: Issuance and Enforcement of Automated Bus Lane and Bus Stop Violations."

Vice-Chair Koch	Yes
Director Goodwine	Yes
Director Skelton Roberts	Yes
Director Smart	Yes
Director Tibbits-Nutt	Yes

ADJOURNMENT

With no further items on the agenda, Vice-Chair Koch asked for a motion to adjourn.

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

VOTED:**To adjourn the meeting at 1:51 p.m.**

Vice-Chair Koch	Yes
Director Goodwine	Yes
Director Skelton Roberts	Yes
Director Smart	Yes
Director Tibbits-Nutt	Yes

Documents relied upon for this meeting:

- September 24, 2025 Agenda
- Minutes of August 12, 2025 Board Meeting
- 1. MBTA September Presentation v1
- 2i. QCO Update_Consent Agenda Sept Board 2025
- 2i. Safety Division Report_Consent Agenda
- 2ii. August 2025 MBTA Meeting Minutes
- 2ii. Fair Share -- Fair Share Transfer Memo _ v2
- 2ii. GL Central Tunnel_revised
- 2ii. Q21CN01 - GL Central Tunnel Signal Upgrades - Package 1_Board Slide
- 3. GM Report to the Board 09.23.2025 vEH-4
- 4. DRAFT 2_Capital Delivery - New Way of Doing Business Zhou V8
- 5. Safety Update September 2025
- 6. Bus Lane Enforcement Regs_703 CMR 6.00_8.25.25_CLEAN with 2 GLO changes_9.24.25