



MBTA Strategic Plan Annual Report

Fiscal Year 2025
(July 2024 – June 2025)





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Letter from the General Manager

This year, the MBTA continued its progress of transformation into a more reliable, frequent, and modern transit system. I have continued to focus on repairing the MBTA's infrastructure and restoring the trust of our riders.

This report highlights the progress that the T has made in achieving the goals set in our Strategic Plan. We have made significant progress – building a safer and more reliable transit system, growing our ridership base and supporting sustainable transportation options, and creating a culture of transparent communication to the public and to our workforce.

Last year, I posed the question what does good service mean? We developed our service priorities, Full T Ahead, to help us define better service and make progress towards that vision. We will continue to implement that vision to build a safe, reliable, and efficient public transit system that serves our region.



Phil Eng
Interim Secretary of Transportation
& MBTA General Manager





Introduction

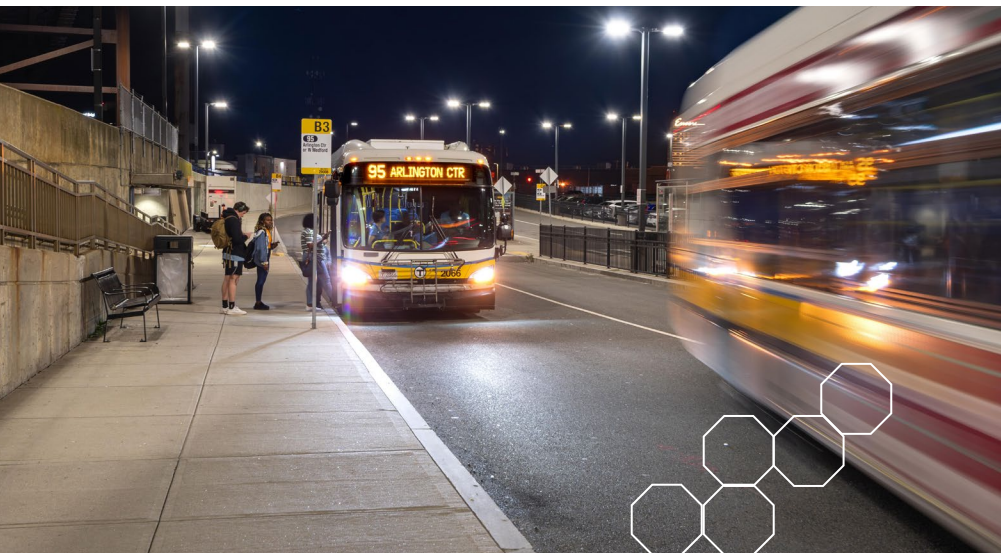
The MBTA's [Strategic Plan](#) and its mission, vision, goals and values are helping to shape the work and priorities of the MBTA. We are taking this opportunity to highlight our major accomplishments within each goal area for FY2025. Although not a comprehensive list, the initiatives and activities highlighted provide a sense of the types of work we advanced in FY2025 to further our mission.

Our Mission:

“We serve the public by providing safe, reliable, and accessible transportation.”

Our Vision:

“We envision a thriving region enabled by best-in-class transit system.”



Our Values:



Safety: We put safety at the forefront of our work.



Service: We endeavor to deliver superior service connecting people and communities.



Equity: We commit to prioritizing the needs of our transit-dependent riders, our employees, and the economic regions we service in decision-making processes to eliminate unjust and unintentional consequences.



Sustainability: We invest resources wisely in solutions for our team, our communities, and our environment.



Culture: We aspire to transform our culture into one that keeps people's well-being and safety at the center of everything we do.



Accessibility: We commit to removing physical, operational, and informational barriers so riders of all abilities can travel with independence and confidence.

Our Goals:

Safety Empower and support staff to develop a culture which prioritizes and promotes safety

Modernization and State of Good Repair Efficiently modernize assets and improve connectivity, while ensuring MBTA property is maintained to a state of good repair

Transparent Communication Ensure the experiences and perspectives of our staff and riders are accounted for through transparent decision making

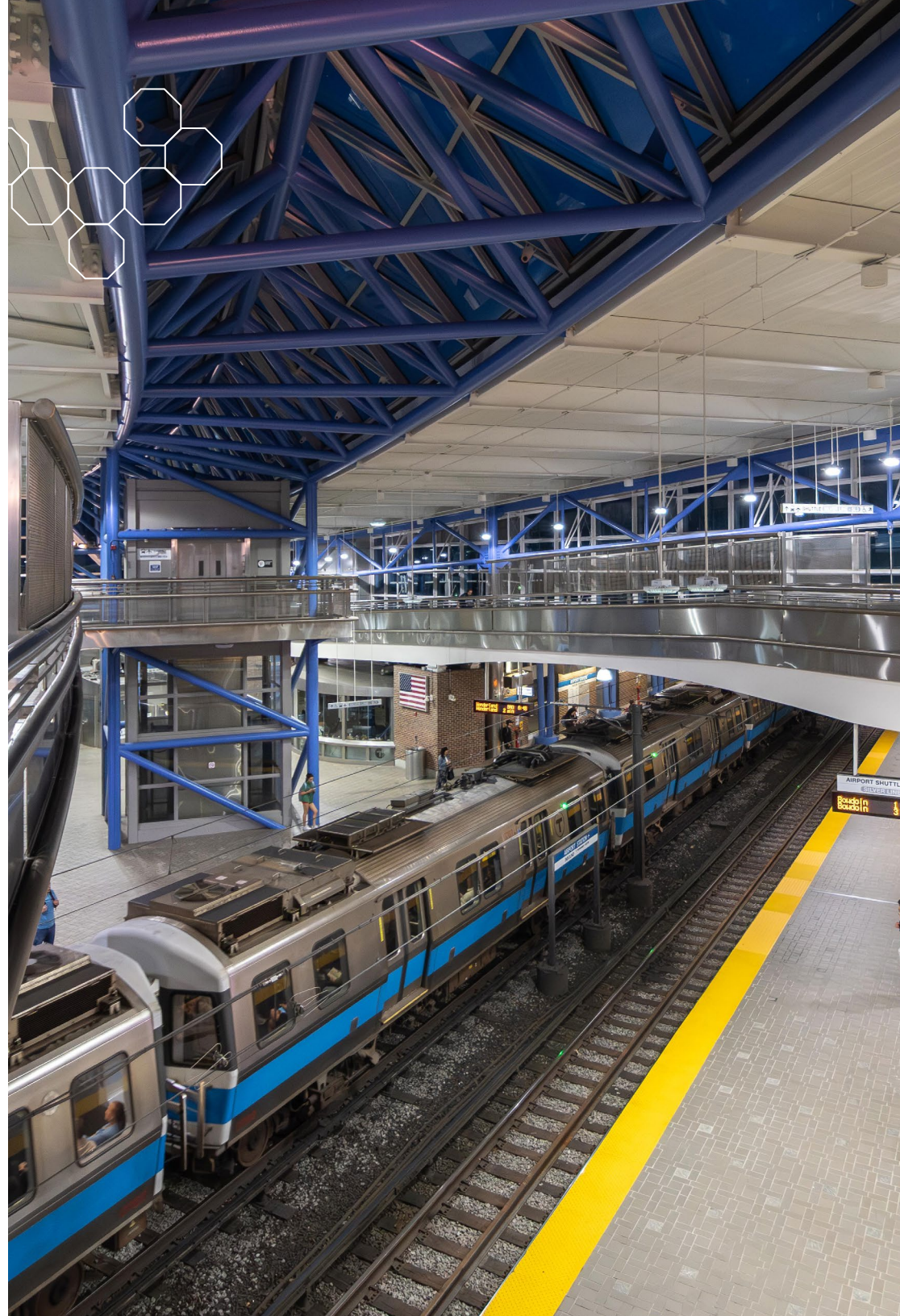
Workforce Retain, attract, and invest in a diverse and qualified workforce that represents our ridership

Service and Economic Vitality Support the regional vitality by providing dependable, frequent, and accessible service that riders love

Sustainability and Resilience Increase the environmental sustainability and resilience of our transit system

Mode Shift Attract new riders, retain existing riders, and increase the percentage of transit-trips in the region

Communicating Our Costs Communicate openly about our costs and the revenue needed to support our ongoing service and the growth of our system





Safety

GOAL: Empower and support staff to develop a culture which prioritizes and promotes safety.

Every employee at the MBTA is an agent of safety, and our staff work tirelessly to identify and mitigate safety hazards. Through adherence to MBTA Safety Plans and the creation of a culture where employees are encouraged to report safety concerns, we strive to keep our employees and the riding public safe.

State invests \$400 million in MBTA safety

In FY25, the Healey-Driscoll Administration dedicated **\$400 million** in surplus funds to improve MBTA safety and workforce readiness. These funds directly supported actions put forth by the Federal Transit Administration (FTA): hiring and training safety-critical staff, modernizing maintenance practices, and upgrading facilities. This investment represented a strong commitment from the Commonwealth and the Administration to the safety of our riders and our operations staff.

Transit crime drops 16% with security upgrades

Between January and September 2025, the MBTA experienced a **16% drop in system-wide crime**. The reduction follows the rollout of key safety measures, including increased police presence, physical barriers, and upgraded surveillance. Together, these changes have made our transit stations safer and more comfortable for riders.

Federal audit affirms MBTA safety progress

An FTA review completed in FY25 found no new safety violations at the MBTA. Federal regulators acknowledged the MBTA and the Massachusetts Department of Public Utilities (DPU) for making a **“very, very big leap” in oversight** and compliance. The findings resulted from procedural reforms and a deeper cultural shift toward safety at all levels of the organization.

MBTA closes out corrective actions

MBTA continued to make progress in response to the FTA’s August 2022 [Safety Management Inspection](#) that had identified safety issues that the MBTA and the Department of Public Utilities (DPU) needed to address. This year, the MBTA closed 8 Corrective Action Plans (CAPs) and 1 Special Directive that had been issued.



Use of the Safety Hotline, a confidential/anonymous reporting system for employees, doubled between 2023 and 2025.

Improvements to incident investigations

In order to continuously improve the quality of investigations into safety events, the MBTA provided training on Root Cause Analysis, Failure Mode & Effect Analysis, and Human Factors Analysis & Classification System. Through these trainings and others, investigations will improve to determine the real root cause of the incident to correct systemic issues that led to the incident.

New heat safety protocols protect field staff

In Spring 2025, the MBTA launched several initiatives to improve worker safety during extreme heat events. The MBTA updated operational protocols and heat safety training for personnel and conducted an employee heat safety awareness campaign. Occupational Safety performed routine heat checks of stations and facilities on hot days and deployed fans for our employees and the riding public. The MBTA also expanded its selection of heat-specific personal protective equipment and improved logistics for better water distribution to field employees.





Modernization and State of Good Repair

GOAL: Efficiently modernize assets and improve connectivity, while ensuring MBTA property is maintained to a state of good repair.

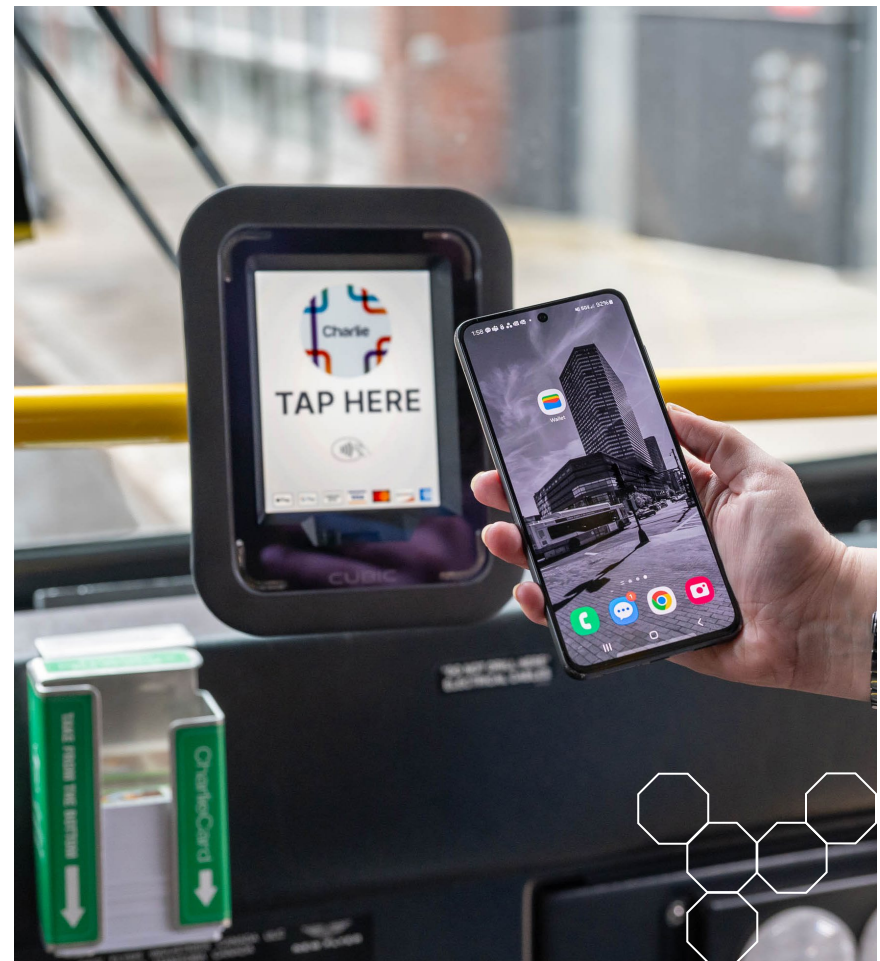
Modern, reliable infrastructure is essential for safe, efficient, and accessible transit. Decades of deferred maintenance at the MBTA have created a backlog of critical needs, and we are committed to reversing this trend. We are restoring assets to a state of good repair and investing in systems that better connect people and places. This work is delivering a more dependable transit experience today, all while setting a stronger foundation for the future.

Subway slow zones eliminated system-wide

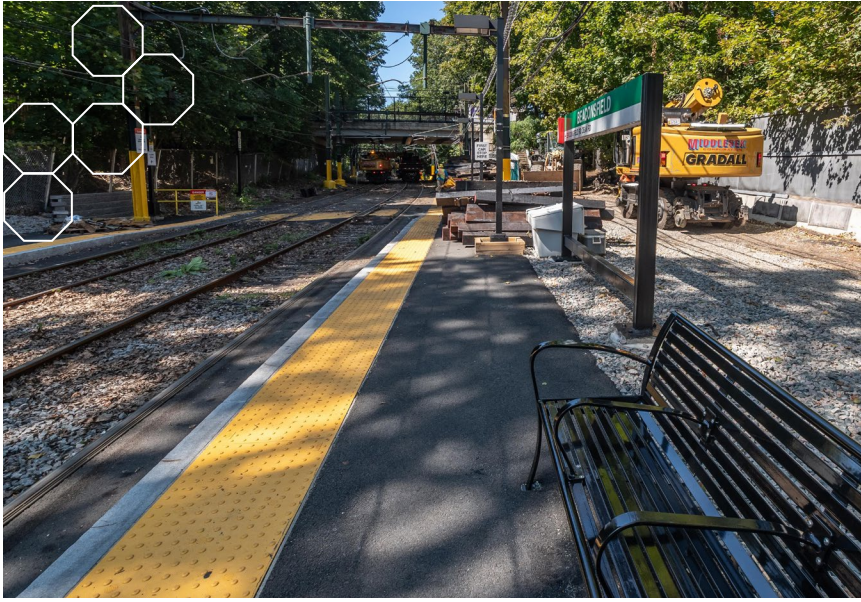
In FY25, the MBTA eliminated all subway slow zones for the first time in over two decades. Through the **Track Improvement Program**, MBTA staff worked tirelessly to replace more than 250,000 feet of rail and remove over 220 speed restrictions across the Red, Orange, Blue, and Green lines. Riders now benefit from faster, more consistent travel. This work has also boosted staff morale; the MBTA is demonstrating its ability to deliver necessary repairs on ambitious timelines.

MBTA launched tap-to-pay fare technology

The MBTA introduced a new **contactless fare payment** option, allowing riders to tap credit cards or mobile wallets directly at subway gates and on buses. The system simplifies boarding, reduces wait times, and brings the MBTA in line with fare technology used in other major cities. This technology is a step towards a fully modernized fare system.



Modernization and State of Good Repair



Accessibility upgrades across the system

In FY25, the MBTA made notable progress on station accessibility. For the Commuter Rail, major accessibility improvements were made at Wellesley Sq., West Medford, Franklin, Walpole, North Wilmington and Worcester stations. For the Green Line, the MBTA made accessibility improvements across Beaconsfield, Chestnut Hill, Eliot, and Waban stations on the D-Branch. These improvements remove barriers for riders with disabilities and support a more inclusive regional rail network.



Modernized bus facilities

Improved bus maintenance facilities provide both a better work environment for the MBTA's workforce and enable introduction of new, more sustainable technologies in the MBTA's bus fleet. These bus facility improvements support the [Better Bus Project](#).

Updated North Cambridge Facility

The MBTA completed over \$27 million in major work to upgrade the North Cambridge facility to a fully modern garage that can accommodate battery-electric buses. More facility upgrades are planned in future years.

Battery Chargers and Fueling Upgrades

Battery chargers were completed at Cabot and Charlestown facilities with commissioning of chargers at North Cambridge underway now. Fueling system upgrades were also completed at Arborway and Cabot facilities.

Brighter Southampton

Lighting improvements were completed at Southampton Bus facility.

Staff and Public Facility Improvements

- A new Crew Quarters facility was constructed at Arborway.
- Repairs to bus bays and the completion of a new Foreperson's Office were completed at the Lynn Bus facility.
- Brick repairs were accomplished on Buildings 6 and 7 at Charlestown Bus facility.



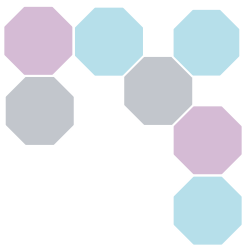
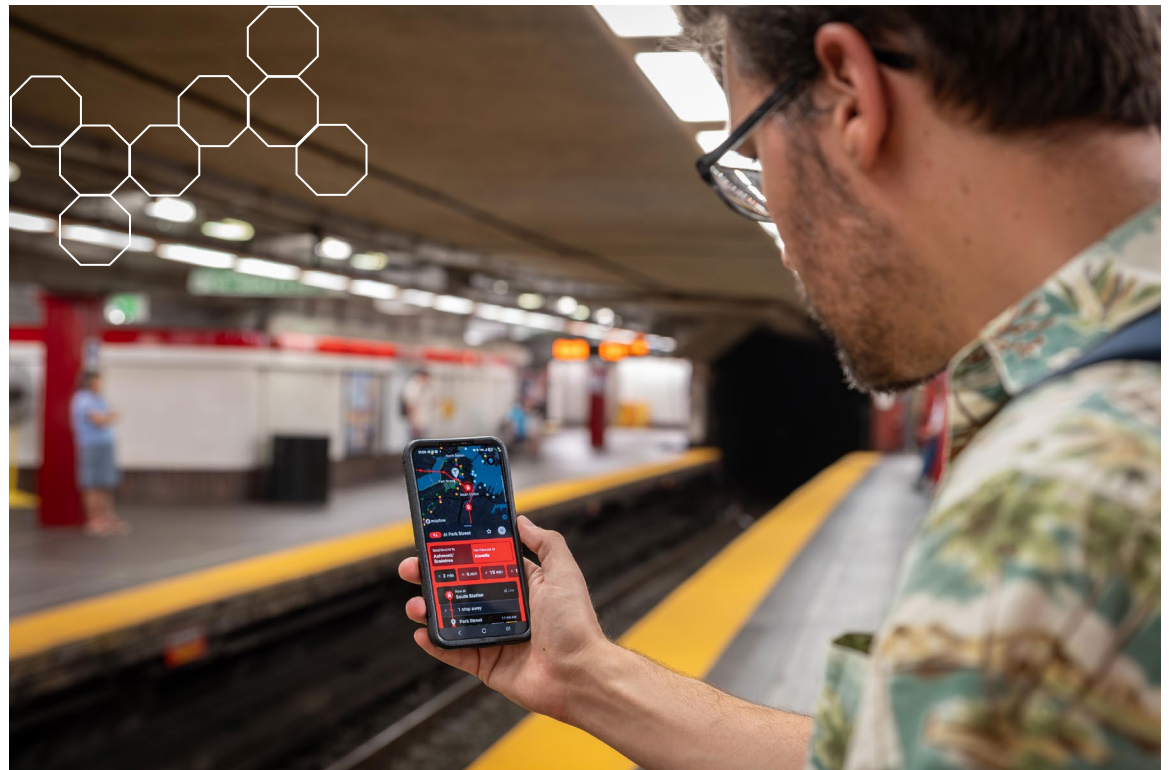
Transparent Communication

GOAL: Ensure the experiences and perspectives of our staff and riders are accounted for through transparent decision making.

Clear, consistent communication builds trust between the MBTA and the people we serve. When riders and employees have access to timely information, know how and why the MBTA makes decisions, and feel their voices are heard, they can better navigate the system and contribute to its improvement. Transparency is how we share, listen, respond, and act.

MBTA Go app delivers real-time service information

In FY25, the MBTA launched MBTA Go, a new mobile app, developed in-house that gives riders real-time information on train and bus arrivals, system maps, and service alerts. The app includes multi-language support and accessibility features. MBTA Go helps riders make informed travel decisions and reflects our commitment to improving transparency and communication with our riders.



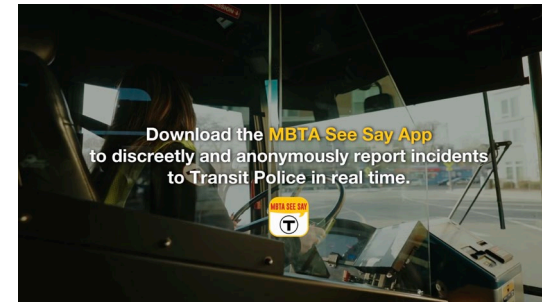
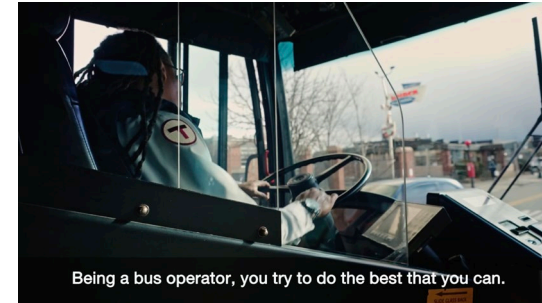
Spilling the T

MBTA continued its award winning Spilling the T podcast this year, with more behind-the-scenes conversations with MBTA leaders, including the Secretary of Transportation and General Manager, as well as prominent transportation advocates. In monthly updates, Spilling the T engaged tens of thousands of listeners with honest dialogue about the plans for MBTA's operations, the GM's vision for the future, and insights from advocates and peer agencies.



Senator Crighton with Senior Director of Digital Strategy & Engagement Andrew Cassidy

Communicating about Bus Operator Safety



Our essential operators are dedicated to getting riders to their destinations safely. Yet, assaults on transit workers are on the rise nationwide. The MBTA launched video promotions for the **MBTA See Say App**. We need our riders' help. If you see something, say something in real-time through the app. Learn more at [MBTA.com/SeeSay](https://www.mbta.com/SeeSay).



Workforce

GOAL: Retain, attract, and invest in a diverse and qualified workforce that represents our ridership.

Our workforce is the backbone of our system, from operators and engineers to dispatchers and mechanics and everyone in between. Our employees move the people of the Commonwealth. Recruiting and retaining a skilled, diverse workforce is essential to providing safe, reliable, and equitable service.

Hiring surge strengthened operations

Following several years of staffing shortages, the MBTA added more than 450 employees from FY24 to FY25, a 6% increase in workforce size. This momentum allows us to stabilize key frontline positions and enable more consistent service delivery. The MBTA's **headcount surpassed 8,000 by the end of FY25**. We have continued recruiting and training the workforce needed to run a safe and reliable system.

Steady growth in applications for bus operators

In FY24, a landmark contract with the Boston Carmen's Union raised starting pay for bus operators from \$22 to \$30 per hour. The new wage floor, paired with targeted hiring incentives and bonuses, has led to year-over-year growth in bus operator applications. Most recently in FY25, the MBTA saw a **24% increase in applications** for bus operator positions. These gains support better service for riders by ensuring we have the trained personnel needed to operate full schedules in these critical positions.



Supporting women at the T

Women make up only 22 percent of the MBTA's workforce and make up a small percentage of MBTA's leadership. This past year, the MBTA's Board of Directors shown a spotlight on this issue and asked staff to consider how the T can support and mentor women throughout our organization. Two new initiatives are supporting women at the T:

Women of the MBTA Community Lunch Series

The Women of the MBTA Community Lunch Series is a touring series of networking and resource fairs designed to recognize and build community among the women of the MBTA workforce. This series was conceived in response to employee feedback indicating that women employees wanted more opportunities for interdepartmental networking, professional development, and recognition. This series seeks to celebrate the amazing women of our workforce. Each session in the series is hosted by the DEI Team, in collaboration with leaders at each hosting area, to ensure meaningful participation among our frontline operations women. In 2025 staff visited Cabot, JFK, Arborway, Wellington, Charlestown, Everett, Orient Heights, 45 High Street and 10 Park Plaza.

Connecting women to professional development

MBTA has partnered with Women's Transportation Seminar (WTS), a professional organization committed to connecting and advancing women's careers in the transportation industry. Employees were invited to apply for subsidized memberships with WTS that provided opportunities for networking, luncheon seminars, workshops, mentoring, and industry resources. **More than 50 employees** were selected for one-year memberships, including officials, bus, trolley, and heavy rail operators, dispatchers, project managers, and all levels of administrative support and management. MBTA will be continuing this partnership in 2026.



New childcare benefits support staff with family responsibilities

In employee surveys, town halls, and break rooms, MBTA employees have expressed their challenges balancing work and family responsibilities. In a 24/7 workplace with 60+ work sites, access to childcare can be a complex need. To address these concerns and support employees with navigating family responsibilities, the T launched a new childcare digital platform, called TOOTRiS, to help staff find access to childcare providers, including daycares, preschools, and in-home care options.

Service and Economic Vitality

GOAL: Support the regional vitality by providing dependable, frequent, and accessible service that riders love.

Reliable transit strengthens the economic and social fabric of our region. It connects people to jobs, education, healthcare, and each other, supporting our local economies and expanding opportunity for the people of the Commonwealth. MBTA service that is dependable, affordable, and accessible is the foundation of what we do.

General Manager announced service priorities: Full T Ahead

The MBTA is committed to offering a robust, frequent, accessible, and reliable network of public transit. To that end, at the January 2025 Board meeting, General Manager Phil Eng announced the MBTA's service priorities for each mode. Known as [“Full T Ahead,”](#) this document is the General Manager's vision to make transit the first choice for travel in our region. Under General Manager Eng's leadership, we are making rapid progress to improve the safety of our system and to deliver higher quality service to our riders. Details on Full T Ahead can be found at <https://www.mbta.com/plans/choose-transit-full-t-ahead>

South Coast Rail opens, reconnecting gateway cities

In FY25, the MBTA opened South Coast Rail, restoring passenger train service to Fall River and New Bedford for the first time in more than 60 years. The new line provides a direct commuter rail connection between these Gateway Cities and the Boston area, offering greater access to jobs, education, and economic opportunity. This milestone improves regional connectivity across the Commonwealth.



Nearly 30,000 riders enroll in low-income fare program

Since launching in 2024, the MBTA's Income-Eligible Reduced Fare program has **enrolled nearly 30,000 people**. As of FY25, these riders account for 3–4% of all trips taken across the system. The program is making our transit system more accessible and inclusive by lowering the cost for those who need it most.

Strategic partnerships support low-income riders

The MBTA continues to work with our partners at the Registry of Motor Vehicles (RMV), the Executive Office of Health and Human Services (EOHHS), and the Department of Transitional Assistance (DTA) to spread the word about the new Income-Eligible Reduced Fare (IERF) program and to encourage enrollment.



New! Expanded Eligibility for Reduced MBTA Fares

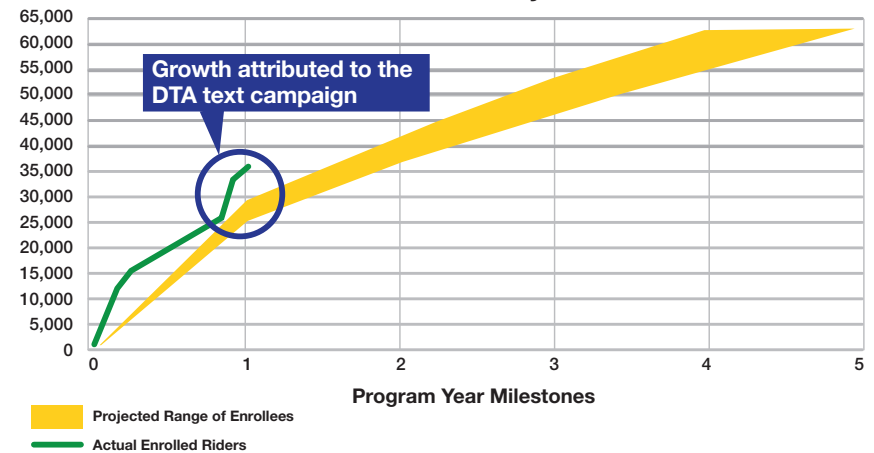
The MBTA is expanding access to reduced fares for income-eligible riders. Eligible riders will gain access to half-off regular fares on Commuter Rail, Subway, Bus, Ferry, and The RIDE.

To learn more, visit: [MBTA.com/income-eligible](https://www.mbta.com/income-eligible)

Logos for DTA (Department of Transitional Assistance) and MassHealth are also present.

The program launched in September 2024 and one year later at the end of August 2025 approximately 36,000 riders had enrolled. This exceeds the “year one” projections of approximately 25,000-29,000 riders that the MBTA anticipated before the program launched. We believe that our novel and innovative online application platform; cross-agency collaboration with EOHHS, DTA, and RMV; and partnership for “on-the ground” outreach with Action for Boston Community Development (ABCD) have been instrumental in the ongoing success of IERF, leading to enrollment numbers above even the “high” forecast bound.

IERF Enrolled Riders: Projections & Actual



In July, DTA launched a text messaging campaign on behalf of the MBTA to directly contact the people they serve that, through enrollment in specific DTA programs, would automatically qualify for IERF. Approximately one quarter of a million text messages were sent as part of this campaign, directly leading to an uptick in IERF enrollment of approximately 7,000 people during this outreach. **This increase in enrollment this summer can clearly be seen in the enrollment chart above.** This level of successful cross-agency partnership and collaboration – leading to direct outcomes for the people we serve – is novel not just within Massachusetts, but nationally.

Fare Engagement Department begins fare checks

In September 2025, the MBTA’s new Fare Engagement Department transitioned from rider education to enforcement. After a year of public education and outreach, staff began issuing written warnings and citations for fare non-payment at gated stations in the downtown core. This policy promotes fairness, supports revenue, and ensures that all riders contribute to the system they use.

Service and Economic Vitality



250th Anniversary of the Battles of Lexington and Concord

2025 was a historic year for Massachusetts and the nation. It marked the 250th anniversary of the first battles of the American revolution at Lexington and Concord.

Arlington, Lexington, Concord, and Lincoln—known as the “Battle Road Towns”—approached the MBTA with a desire to provide robust transit options for the celebration weekend of April 19-20. MBTA staff developed a service plan that provided hourly commuter rail service (with the \$10 all weekend ticket) to the largest events and increased bus service throughout the weekend, which provided ample transit service for spectators. The MBTA also designed a special train wrap to commemorate the 250th anniversary, which will continue into the summer of 2026.

MBTA launches a new plan for mobility integration

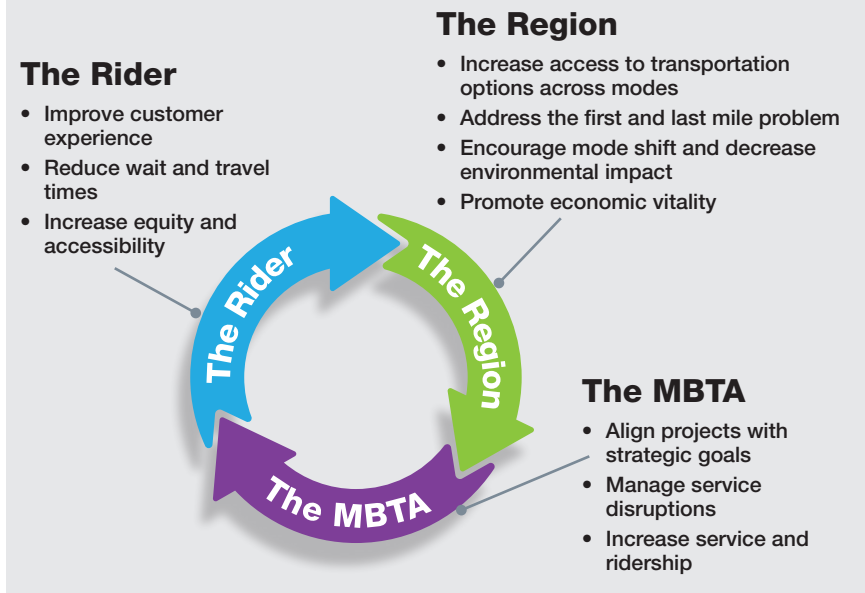
MBTA customer journeys are complex. Around one third of MBTA trips involve a transfer within the MBTA system and many MBTA stations are points of transfer on a passenger’s journey. To support our passengers’ full journeys, the MBTA developed its [Mobility Integration Plan](#) this year, with recommendations for how to support many types of connections that improve passenger travel, including

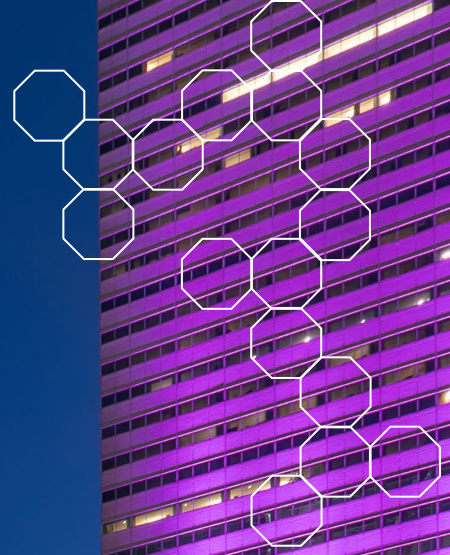
physical connections, digital integrations, better service connections, fare integrations and bundles, and building mobility hubs.

These connections are important points in the journeys of our riders. The MBTA’s Mobility Integration Plan lays the foundation for better linking our existing services and building partnerships with other mobility services and providers – both public and private – to help riders move efficiently throughout the region.

This plan will help the MBTA think more holistically about the connections between our modes and to other mobility providers. This plan will benefit the rider, the region, and the MBTA.

While today some integrations do exist, the T has not had a comprehensive framework to think about what partnerships serve our needs or how to best connect our own services. The Mobility Integration Plan recommendations will provide that framework. This plan will help the MBTA improve connections between the modes we operate and will guide the MBTA’s response to mobility integration opportunities, pilots and partnerships.







Sustainability and Resilience

GOAL: Increase the environmental sustainability and resilience of our transit system.

Public transit plays a vital role in reducing greenhouse gas emissions, but it must also be equipped to withstand the impacts of climate change. Rising sea levels, extreme heat, and stronger storms pose growing threats to infrastructure and operations. By investing in both sustainability and resilience, the MBTA is preparing the system to endure and serve future generations.

FEMA grant funds flood protection for Blue Line tunnel

In January 2025, the MBTA secured **nearly \$10 million** in federal funding from FEMA to install flood doors at the Airport tunnel portals on the Blue Line. These barriers will protect the under-harbor tunnel system from coastal storm surges and sea level rise. The project marked a major step toward climate resilience for the subway system's most flood-vulnerable segment.

Battery-electric trains approved for Fairmount Line

In July 2024, the MBTA Board voted to electrify the Fairmount Line using battery-electric trains. The initiative will replace diesel locomotives with lower-emission technology, improving air quality and train speeds and accelerating the shift to cleaner commuter rail operations. The Fairmount Line upgrade is expected to launch with new service and vehicles in 2028. To prepare the Fairmount Line for the introduction of battery electric trains, the MBTA replaced over 28 miles of rail between June and November 2025.



U.S. DOT grants funds for battery-electric bus procurement

In July 2024, the MBTA received \$40 million in federal funding from U.S. Department of Transportation (DOT) to buy new battery electric buses to replace older buses that have exceeded their useful life and additional funds to train workers on the new technology. The funds further the MBTA's ability to meet the 2022 legislative mandate to transition to a 100% zero-emission bus fleet by 2040.

Mode Shift

GOAL: Attract new riders, retain existing riders and increase the percentage of transit trips in the region.

Mode shift (getting more people to choose transit or other sustainable modes over driving) is essential for reducing traffic congestion, cutting emissions, and building a more livable region. It also supports the long-term financial health of the MBTA. To achieve this shift, the system must be frequent, fast, and reliable enough to meet the daily needs of our riders.

Ridership rebounds as service improves

System-wide ridership continued to rise in FY25, building on momentum from the prior year. General Manager Phil Eng reported an **8% year-over-year increase** in late 2024, driven by our staff's work on service improvements like the elimination of subway slow zones and expanded high-frequency bus routes. Early 2025 national data showed transit use rebounding to about 85% of pre-pandemic levels, with Boston among the stronger performers. These gains reflect growing rider confidence and signal a broader return to transit as a preferred way to move through our region.

Improving ferry operations

MBTA has made significant strides in growing its ferry operations in recent years. In FY25, we expanded service and our fleet by adding two new vessels to allow more frequent and direct service on the Winthrop and Quincy routes. MBTA continues to work to expand water transportation options, including scoping a thorough Water Transportation study with our partners at MassDOT, rolling out contactless payment, and looking for new ways to grow the fleet. With the highest reliability on the system and continuing growth, ferries continue to take cars off the road and provide additional options for our riders..



Board approves bus lane enforcement

In January of this year, the Governor signed a new law creating Mass. Gen. Laws ch. 90K to allow the automated enforcement of bus lanes and bus stops using cameras equipped with license plate reader technology.

The new law allows the MBTA, the RTAs, and municipalities that have MBTA or RTA service to use bus-mounted and wayside cameras to

Mode Shift



enforce against illegal parking and standing in bus lanes and bus stops. **Automated enforcement will help keep bus lanes clear and improve efficiency and reliability for the nearly 40% of daily MBTA riders who use the bus.** Clear curbs will also enhance accessibility and aid in keeping bus stops safer for riders, pedestrians, cyclists and motorists alike.

Under the law, the MBTA is responsible for adopting regulations to set fine levels, establishing appeals procedures, setting warning criteria and issuing standardized forms and notices, and setting reporting standards.

Over the summer, the T prepared draft regulations and conduct a 21-day public comment period culminating in a public hearing on August 21.

Public feedback was virtually unanimous in its support for the program. Comments described the program as “a smart, common-sense step forward” and one that is “critical to equity and

accessibility” as well as to making public transit a more attractive option for people of all demographics.

Following the public hearing and a vote by the MBTA Board of Directors, the regulation will be filed with the Secretary of the Commonwealth and published in Code of Massachusetts Regulations (CMR) to take effect. Parallel to the regulatory process, the Transit Priority Team is procuring camera systems, equipping the bus fleet, and preparing **a program rollout that may see a public awareness campaign and some initial enforcement on select bus routes as early as the end of 2025.**

Improving Bus Service

The MBTA added 1.98 lane-miles of bus lanes between July 2024 and July 2025, over five projects. We also added Transit Signal Priority to 4 intersections over this same time period.



The MBTA's Bus Operations Team has continued to advance the Better Bus Network by growing and restoring bus service. By the end of 2025:

- The bus network is running 99.4% of pre-COVID (Fall 2019) service
- The Better Bus Network is now 29% complete (based on scheduled service hours)
- 21 routes became Frequent Bus Routes
- Service grew in 11 municipalities

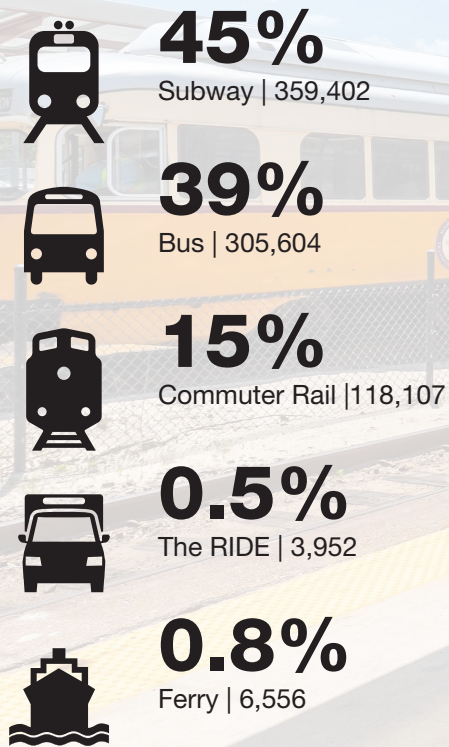
Weekday Ridership Continues to Grow

MBTA Average Weekday Ridership

793,621

for June 2024

Ridership by mode

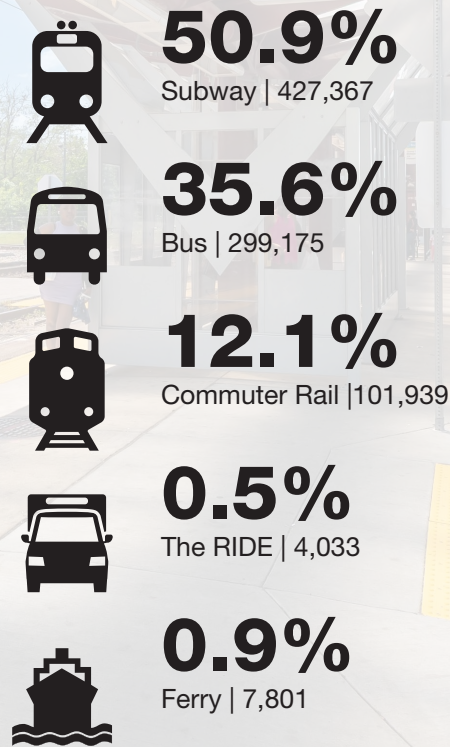


MBTA Average Weekday Ridership

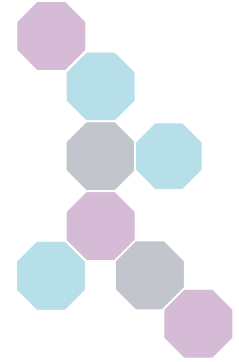
840,315

For June 2025

Ridership by mode



Service Enhancements by Mode



Commuter Rail

- Began South Coast Rail Service.
- [Added a second round-trip train](#) between Boston's South Station and Foxboro for four New England Patriots home games.



Bus

- Total weekly bus schedules were increased by 7% this year, delivering 3,000 more hours of bus service to the region each week—made possible by investing in 172 more active bus drivers to serve our region.
- Dropped trips – instances in which scheduled bus trips do not operate – were reduced to below 0.5%, meaning the MBTA is now reliably operating nearly all the service the schedule promises.
- The MBTA increased frequencies and/or spans on over 50 bus routes throughout the network.
- Twenty-one Frequent Bus Routes of 31 total planned in the Better Bus Network are now in place, including promotion of Route 31 from Mattapan to Forest Hills to service operating every 15 minutes or better, seven days per week. Eighteen additional bus routes also meet the “every 15 minutes or better” standard—creating better frequency on routes that serve 46% of MBTA bus boardings.
- Routes 62 and 76 were simplified this year and began Sunday service to the Bedford VA hospital and Lexington for the first time.

- Summer 716 Bus Service Pilot to Houghton's Pond: For the first time, the MBTA and the Massachusetts Department of Conservation and Recreation (DCR) partnered on a [seasonal service pilot](#) in summer 2025 to expand Bus Route 716 on Saturdays to [Houghton's Pond Recreation Area](#) within the [Blue Hills Reservation](#) in Milton, MA. The seasonal expansion was successful, and the MBTA intends to bring the service back again in summer 2026.
- Incorporated bus lane improvements.



Paratransit

- In June 2024, the RIDE's on-time performance reached a record high of 94%, exceeding the MBTA's overall goal of 90% on-time performance and above its lowest average over the past 12 months of 85%.
- The RIDE Access Center (its dispatching and scheduling center) substantially reduced average call wait times from 13 minutes 22 seconds in April 2023 to 19 seconds in June 2024, beating its goal of a two-minute wait time.



Ferry

- Added weekend service on the Lynn ferry route in the spring of 2024.
- Initiated purchase of 2 new ferry vessels to serve the Winthrop and Quincy routes.
- The MBTA [upgraded Winthrop and Quincy Ferry service](#) during its 2025 season by doubling the number

of weekday trips, providing direct Winthrop-to-Boston and Quincy-to-Boston service on weekdays, and enhancing weekday trip times by about 30 minutes. Contactless payments also began to be accepted on Ferry services this summer, beginning with the East Boston and Charlestown routes.



Heavy and Light Rail

- The MBTA increased scheduled weekday trips across all Heavy Rail subway lines this year:
- **Orange Line:** There was an 18% increase in the number of scheduled weekday trips from 360 last winter (2024-2025) to this winter (2025-2026), which reduced the time between AM and PM peak trains from 5.9 minutes to 4.8 minutes.
- **Red Line:** There was a 10% increase in the number of scheduled weekday trips from 406 last winter (2024-2025) to 448 this winter (2025-2026).
- **Blue Line:** There was a 5% increase in the number of scheduled weekday trips from 400 last winter (2024-2025) to 418 this winter (2025-2026).
- **50 MPH on the Red Line:** Red Line Braintree Branch speeds were **restored to 50 MPH** for the first time in 20 years in March 2025 following the unprecedented work of the MBTA's Maintenance of Way Department.
- **55 MPH on the Orange Line:** Orange Line trains began traveling at its **maximum speed of 55 MPH** (up from 40 MPH) between Oak Grove and Assembly Station for the first time ever in August 2025 following the restoration of track in this area.



- **Reduced Congestion at Forest Hills and Oak Grove:** The MBTA improved Orange Line train bunching at each end of the line with schedule changes throughout the year and new drop-back procedure changes (Monday through Friday during AM and PM peak periods) starting in December 2025.
- The use of single-track operations and shuttle trains increased this year to maintain subway service while track work occurs.



Systemwide

- Extended service and other enhancements for special events such as the Boston Marathon, Celtics Parade, July 4, St. Patrick's Day, New Year's Eve.
- Provided special service for MA 250th Celebration of the Battles of Lexington and Concord in April 2025

Note: The figures listed above reflect weekdays without service suspensions.



Communicating Our Costs

GOAL: Communicate openly about our costs and the revenue needed to support our ongoing service and the growth of our system.

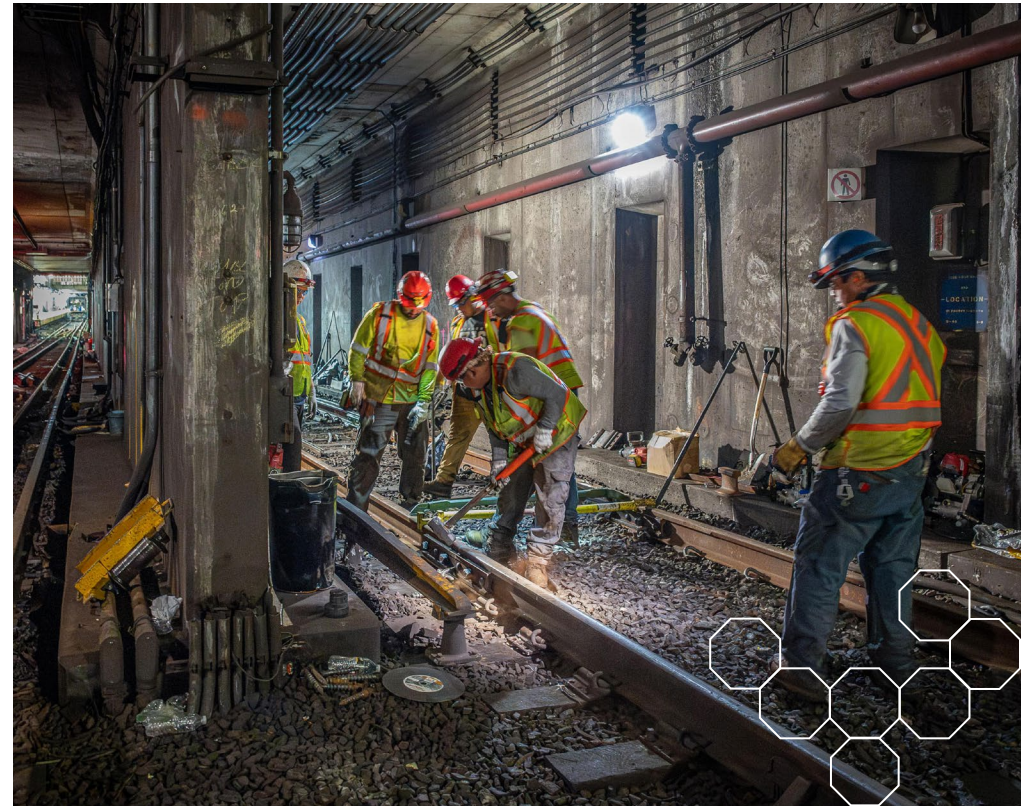
Public trust depends on financial transparency. Riders, policymakers, and the public deserve a clear understanding of how the MBTA is funded, how money is spent, and what it takes to maintain and grow the system. Open communication about our costs informs different investments and helps to meet our rider's expectations and the region's needs.

Fair Share funding advances safety and affordability

In FY25, the MBTA **received \$126 million** in new revenue through the Fair Share Amendment, also known as the "Millionaire's Tax." These funds were used to support critical safety projects, modernize infrastructure, and expand fare relief programs. The MBTA is grateful to be trusted with this investment and improve our system across the Commonwealth.

State budget delivers historic funding boost

In January 2025, Massachusetts leaders approved a landmark FY26 state budget that more than doubled operating support for the MBTA: from \$351 million to \$687 million. This unprecedented investment closed a projected budget shortfall and enabled investments in workforce, maintenance, and service quality without requiring service cuts.



Year in review of the FY26–30 Capital Improvement Plan (CIP)

The MBTA's [Capital Investment Plan](#) is a financially constrained investment program that funds the planning, construction, and capital maintenance of assets across the system. It is a rolling plan, updated on an annual basis.

This fiscal year, a total of 254 funding requests were submitted by MBTA staff, representing over \$13.5B in new funding needs. This initial pool of projects was narrowed to 192 after a review of each request by departmental leadership. Each of the 192 remaining projects was then scored by Capital Planning staff.

In February, the Capital Planning team facilitated CIP prioritization meetings with the executive leadership team. During these meetings, the team presented an initial funding proposal for each CIP program. Following review and discussion, a final funding proposal was developed and incorporated into the proposed FY2026-2030 CIP.

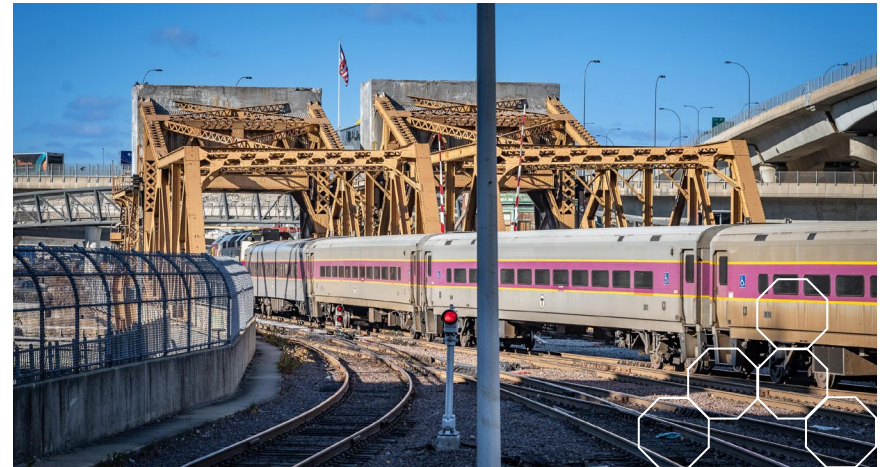
The proposed CIP was presented to the MBTA Board of Directors on March 27, and was subsequently released on the MBTA website for public comment. After holding two public meetings and analyzing 113 unique comments from 368 individuals, the FY26-30 CIP was officially approved by the MBTA Board of Directors on May 20. You can find the full [FY2026-2030 CIP](#) document online.

Among the changes already in place are a streamlined capital project submission and scoring process, a periodic review of all in-flight capital projects, and working with internal planning partners to better integrate asset class priorities. Further innovations are planned for upcoming CIP cycles, and we are exploring more robust long-term capital planning beyond the five-year CIP window. Far-sighted capital planning will help advance the goals identified in the General Manager's Full T Ahead initiative.

MBTA secures outside funding to support priorities

In the first half of FY2025, the MBTA submitted 12 applications and was successfully awarded **more than \$536M** in new discretionary funding.

This year, MBTA staff won the largest discretionary grant awarded to the authority: \$472M to support the replacement of the critically important Draw One Bridge. Other awards include innovative programs and new funding sources for the MBTA: FEMA Building Resilient Infrastructure and Communities Program, Reconnecting Communities, FRA Rail Crossing Elimination, FHWA Safe Streets & Roads for All, Build America Bureau Innovative Finance and Asset Concession Grant Program.



MBTA staff also facilitated two new awards to support expanded ferry service. Staff partnered with the City of Quincy on their application to the FTA Passenger Ferry Grant Program, which was awarded to both the city and the MBTA to enhance accessibility and improve ferry service. Additionally, the MBTA was awarded \$1M by the Healey Driscoll administration to expand ferry service to Winthrop and Quincy through the inaugural Boston Harbor Water Transportation Grants Program.

What's Next

We've made tremendous progress this year in moving Full T Ahead toward the Authority's goals. Notably, we are providing more service to more customers, have made great progress on the accessibility of our system, and improved the state of good repair of our infrastructure to move our riders more reliably.

Planning the T's future

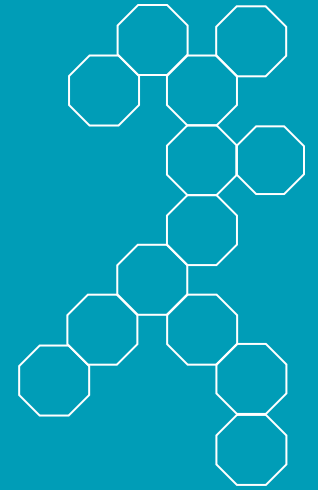
In 2026, the MBTA will begin work on its next **Program for Mass Transportation**: the Authority's long-range planning document. We will review the state of our system today, solicit input and ideas from the public, and scenario plan different investments for the future. Our vision remains the same: to create a thriving region enabled by best-in-class transit system. We look forward to developing a long-range plan service to that vision, in partnership with our stakeholders and the Commonwealth.



“ Our strategic plan – and its steady implementation – are proof that the MBTA is doing business differently and improving service for our riders. We're proud of the hard work, and excited to share more progress in the year ahead.”

Lynsey Heffernan
Chief of Policy & Strategic Planning





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