The Green Line Transformation

Fiscal & Management Control Board (FMCB)

November 5, 2018
The first subway line in the country has served several important and historic communities of Greater Boston for over 120 years. An achievement of which the MBTA and its staff should be justifiably proud.

The Green Line Transformation is a portfolio of projects aimed at revitalizing the Green Line.

- 46 Miles of Track
- 66 Stations
- 200,000 Passenger Trips (Weekday)
- 600+ Engaged T-Employees
Our vision is to successfully transform the Green Line with increased capacity, improved accessibility, and the latest technology to **satisfy the demand of our passengers and communities**

*We will see a transformation that is:*

**RELIABLE**
- On-time service, enhanced safety & accessibility for all ages & abilities, built-in operability & maintainability

**ROBUST**
- Capacity and efficiency improvements to support regional mobility efficiently & effectively

**RESILIENT**
- Durability throughout the entire lifecycle & longevity improvements regardless of climate change
The GLT team will establish and implement program management best practices dedicated to integration, collaboration, empowerment, and standardization. By collaborating with MBTA’s functional support, operations, and maintenance-of-way personnel, the team will improve execution, on-time performance, maintainability, and sustainable service.

We will accomplish our mission by following the five core values set by the General Manager (GM):

1. Safety First
2. All About the Customer
3. Drive Transformation of Culture & People
4. Rigorous Asset Management & Capital Delivery
5. Sound Financial Management & Stewardship of our Assets
Communities

Dedicated Staff

Who keep the T running

T-Passengers
An Integrated Cross-Functional Team

The Green Line Transformation

Functional Leads
- Safety & Security
- Capital Planning
- Finance & Project Controls
- Accessibility
- Technology/Lean Improvement
- Maintenance & Operations
- Performance & Long-term Planning
- Capital Delivery
- Legal & Procurement
- Customer Experience
- Vehicle & Infrastructure Engineering
- Major Programs

Activist Program Management

Stakeholders/Customers

A Fresh Approach to Program Management

The GLT is unique in its multifaceted scope & diverse requirements
How We Will Get the Job Done

Our responsibility to passengers, the communities, and dedicated staff who keep the MBTA running

- Establish a comprehensive strategy & provide governance
- Develop, implement & monitor project management activities
- Initiate forward-looking reporting on risks & management of milestone variances
- Proactively engage with internal & external stakeholders for interfaces and challenges
- Support communications & change management

Collaboration Through Transparency & Communication

<table>
<thead>
<tr>
<th>WEEKLY</th>
<th>MONTHLY</th>
<th>QUARTERLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress</td>
<td>Progress</td>
<td>Updates</td>
</tr>
<tr>
<td>Challenges</td>
<td>Challenges</td>
<td>Accomplishments</td>
</tr>
<tr>
<td>Accountability</td>
<td>Accountability</td>
<td>Commitments</td>
</tr>
</tbody>
</table>

- Green Line Transformation (GLT) Team
- Project Managers/Functional Leads across the MBTA
- Steering Committee
  - General Manager: Luis Manuel Ramírez (Chair)
  - Deputy General Manager: Jeffrey Gonneville (Co-Chair)
  - Green Line Transformation Chief: Angel Peña
  - MBTA Functional Leads

- Fiscal and Management Control Board (FMCB)
**Multi-phased Program Overview**

<table>
<thead>
<tr>
<th>PHASE I</th>
<th>PHASE II</th>
<th>PHASE III</th>
<th>PHASE IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Near-term projects in the Capital Investment Program (CIP) to achieve &amp; maintain a State of Good Repair</td>
<td>Acquisition of new “Supercar” Green Line vehicles. Infrastructure changes to operate new fleet as single car</td>
<td>Infrastructure changes to operate new vehicles as 2-Supercar trains on the D &amp; E branches</td>
<td>Long-term possibility, infrastructure changes to operate new vehicles as 2-Supercar trains on all branches</td>
</tr>
</tbody>
</table>

**Transformative Outcomes**

- **PHASE I**
  - Improve **schedule adherence** by:
    - Removal of speed restrictions with track and signal replacement
    - Transit Signal Prioritization
  - Increase **accessible stations by 5**
  - Improve climate resiliency at **Fenway Portal**
  - **GLX** integrated into system

- **PHASE II**
  - Increase peak core capacity of central subway by **15%**
  - Recondition **Lechmere Viaduct** for operational improvements
  - More robust and reliable operations with **new vehicles, updated facilities and yards**
  - Improve train separation with **GLTP**

- **PHASE III**
  - Increase peak core capacity of central subway by **50%**
  - Increased **accessible stations by 10**
  - Improved **Customer Experience** with easy-to-use stations for all customers
  - Improved **passenger safety** with platform-traffic separation

- **PHASE IV**
  - Increase peak core capacity of central subway by **100%**
  - Increased **accessible stations by 22**
  - Improved **Customer Experience** with easy-to-use stations for all customers
  - Improved **passenger safety** with platform-traffic separation
50+ Projects in the Portfolio

Being executed by Multiple Departments & Project Managers

Building a GLT Strategic Program Plan to collaboratively deliver efficiently & effectively
The Green Line Transformation

Achievements & Program Progress

FIRST 60 DAYS (September – November)

✓ Hired the Chief of the Green Line Transformation (September 10, 2018)
✓ Conducted 50+ one-on-one meetings with stakeholders
✓ Deployed the PM/CM team
✓ Identified the need to prioritize the portfolio of projects
✓ Collaborated with Customer Experience, Maintenance & Operations departments for customer enhancements on the D-Branch
  • Tracking work using MBTA’s Asset Management System (D-Branch)
  • Hold first Steering Committee meeting
Achievements & Program Progress

END OF FISCAL YEAR (June 2019)

- Merge 1, 2 and 5-year plans into the **GLT Strategic Program Plan**
- Refine understanding of scope, schedule, and budget for projects
- Develop **holistic principals** to define a transformative project
- Implement **Program Management tools** for progress and planning
- Recruit the **full GLT team**