



Charles D. Baker, Governor
Karyn E. Polito, Lieutenant Governor
Stephanie Pollack, MassDOT Secretary & CEO
Steve Poftak, General Manager



**Fiscal and Management Control Board
Transportation Board Room
10 Park Plaza
February 10, 2020
11:00 a.m.
*MEETING MINUTES***

Present: Chair Joseph Aiello, Director Monica Tibbits-Nutt, Director Chrystal Kornegay and Director Brian Lang (arrived at 1:26 p.m.)

Quorum Present: Yes

MassDOT Board Members Present for the Joint Portion:

Secretary Stephanie Pollack, Director Dean Mazarella, Director Joseph Sullivan, Director Betsy Taylor, Director Kathleen Murtagh and Director Vanessa Otero

Others Present: Deputy General Manager Jeff Gonneville, David Abdoo, Michelle Ho, Mike O'Dowd, Jenny Zeng, Amy Getchell, Hope Patterson, Owen Kane, Michelle Kalowski, David Panagore, Ben Schutzman, Mary Ann O'Hara, Matt St. Hillaire,

At the call of Chair Joseph Aiello, a meeting of the Fiscal and Management Control Board (FMCB) was called to order at 1:03 p.m. at the State Transportation Building, Transportation Board Room, 10 Park Plaza, Boston, Massachusetts joining the MassDOT Board of Directors (Board) meeting for Joint Board presentations.

[Massachusetts Bay Transportation Authority](#)

[Ten Park Plaza, Boston, MA 02116](#)

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Chair Pollack called upon Chair Aiello to present Agenda Item 10, the Report from the Fiscal and Management Control Board. Chair Aiello highlighted a few of the highest priorities and developments from its previous two meetings in January. The FMCB heard a presentation on the bus facility modernization program, which is currently advancing along two tracks, first, meeting its \$25 million annual commitment to invest in critical near-term facility improvements, and second, making a major long-term investment strategy to modernize bus maintenance facilities. The FMCB also heard a presentation on the strategic framework and key deliverables for the Transit Asset Management Plan and approved the final FMCB Annual Report.

Additionally, the FMCB received updates on the strategy and staffing plan for the new offices of the Rail and Bus Transformation, the Green Line Extension and the Lechmere Viaduct demolition and rehabilitation scheduled to begin in May.

Lastly, the FMCB approved six actions at the last two meetings: the East Cambridge Viaduct Design service contract amendment; a lease for an ATM/Vending Initiative for 26 new ATMs; the Fairmount Line Pilot which would provide eight additional weekday trips; a bus facility modernization program management consulting contract; a Red/Orange Line change order; and General Engineering Contracts.

Next, Chair Pollack called on MassDOT Project Director Mike O'Dowd to present Agenda Item 11, an update on the Allston Multi-Modal project. Chair Pollack

prefaced Mr. O'Dowd's presentation noting that there will be a more robust discussion held in March that will allow staff to sort through the broader feedback received from over 1,600 comments.

Mr. O'Dowd provided a brief presentation on the Allston Project covering an overview of the scoping process and major themes of Agency and public comments. Mr. O'Dowd continued discussing current areas of focus, project schedule update, project timeline and anticipated milestones, as set forth in the attached document labeled, "I-90 Allston Multi-Modal Project, February 10, 2020." Discussion ensued.

Next, Chair Pollack called on Deputy Chief of Staff Jenny Zeng to present Agenda Item 12, an update on the Congestion Study. Ms. Zeng provided an update on coordinated actions to the "Congestion in the Commonwealth" report released in August 2019, followed by describing process, desired outcomes, and projects to address congestion. Ms. Zeng provided in detail the 10 congestion report recommendations and next steps, as set forth in the attached document labeled, "Implementing Congestion Report Recommendations, February 10, 2020." Discussion ensued on law enforcement.

Chair Pollack next called on Michelle Ho, Senior Project Manager to present Agenda Item 13, the MassDOT/MBTA ISA. Ms. Ho said that in November 2018, the FRA issued a funding opportunity under the Federal-State partnership for the State of Good Repair Program. MassDOT/MBTA applied for and received the notice

of the grant award for \$41,183,845 for the South Station Tower 1 Interlocking Early Action Project. Today, Ms. Ho was requesting the Boards to approve and accept the transfer of the grant funds from MassDOT to the MBTA so the MBTA could manage the procurement and construction of the Project, as set forth in the attached document labeled, "South Station Expansion Tower 1 Interlocking Early Action Project, February 10, 2020." Discussion ensued with contribution from General Manager Poftak. Director Sullivan, a member of the Capital Programs Committee said the Committee recommended both Boards approve this action.

On motion duly made and seconded, it was:

VOTED:

That the MassDOT Board of Directors hereby authorizes and approves a contract between MassDOT and MBTA to transfer the FRA grant funds in an amount of up to \$41,183,845 for the construction and other capital costs needed to execute the construction of the Tower 1 Interlocking Early Action Project

On motion duly made and seconded, it was:

VOTED:

That the Fiscal Management and Control Board hereby approves the contract between MassDOT and MBTA to accept the FRA grant funds in an amount of up to \$41,183,845 to be used in conjunction with the MBTA match funds for the construction and other capital costs to execute the construction of the Tower 1 Interlocking Early Action Project.

Next, Chair Pollack called on Amy Getchell, Manager of Construction Traffic Management to present Agenda Item 14, 2020 Construction Update. Ms. Getchell said the ultimate goal was to have an ongoing coordinated effort to maximize mobility in the face of multiple Highway, municipal road and bridge, private development, and Transit projects that reduce capacity and/or created the need for diversions to minimize road impacts. Ms. Getchell noted the coordinated effort included project identification, sequencing, and coordination, development and implementation of mitigation, diversion and mobility options, and customer/stakeholder outreach and communication strategy.

Ms. Getchell introduced a heat map for 2020 projects the MBTA and the Highway Division have ongoing and identified two major hotspots as the Northern Corridor and the Western Corridor.

Ms. Getchell continued to discuss in detail the Northern Corridor and Western Corridor construction analyses, identified ongoing and upcoming construction anticipated project schedules and the analysis of traffic impacts for the summer of 2020. Ms. Getchell concluded her presentation highlighting the MBTA and Highway project benefits, as set forth in the attached document labeled, "2020 Construction Coordination and Management Planning, February 2020." Discussion ensued.

Next, Ms. Ho returned to present Agenda Item 15, the FY21-25 Capital Investment Plan (CIP). Ms. Ho said the 2021-2025 CIP was in the fifth year of the combined MassDOT/MBTA 5-year capital plan. She updated the Boards on the CIP schedule, programs and sizes, the 2019 Transportation Bond Bill, MassDOT and MBTA sources and preliminary sources, and assumptions and next steps, as set forth in the attached document labeled, "FY2021-2025 CIP Update, Joint Boards Presentation, February 10, 2020."

On motion duly made and seconded by MassDOT, it was:

VOTED: to enter into Executive Session for a discussion of strategy related to a Real Estate Matter at 2:14 p.m.

Chair Pollack	Yes
Director Murtagh	Yes
Director Sullivan	Yes
Director Taylor	Yes
Director Tibbits-Nutt	Yes
Director Kornegay	Yes
Director Otero	Yes
Director Mazarella	Yes

On motion duly made and seconded by FMCB, it was:

VOTED: to enter into Executive Session for a discussion of strategy related to a real estate matter at 2:14 p.m.

Chair Aiello	Yes
Director Tibbits-Nutt	Yes
Director Kornegay	Yes
Director Lang	Yes

The MassDOT Board meeting concluded after the Executive Session.

The FMCB meeting resumed at 3:05 p.m.

Chairman Aiello opened up the public comment period for items appearing on the FMCB agenda.

The first speaker was Evan Foss who commented on safety and messaging on Green Line cars.

Next, Brian Kane from the MBTA Advisory Board commented on the 2020 Capital Acceleration Plan and public outreach.

Next, Mela Miles from ACE and the T Riders Union and Louise Baxter from TRU commented on the Route 14 Bus route and bus system improvements.

Next Marilyn McNabb commented on the new software on The Ride vehicles and outreach to senior citizens.

Chair Aiello closed the public comment session at 3:16 p.m.

Chair Aiello next called upon Hope Patterson, Deputy Director of Stakeholder Engagement to present Agenda Item 17, the FMCB Public Schedule. Ms. Patterson reviewed upcoming agenda items with the Board, as set forth in the attached document labeled, "FMCB Public Schedule, February 10 2020."

Chair Aiello skipped to Agenda Item 20 and asked General Manager Poftak to present the Safety Initiatives Update. Mr. Poftak reviewed the MBTA process to obtain and strengthen the safety culture: to align MBTA around safety as a core value; use new-hire onboarding system (NH) to embed safety as a core value from the beginning; and demonstrate that reporting is a priority over discipline.

Mr. Poftak continued with a review of the objective to better inform employees and the public about safety performance and the objective to perform preventative maintenance and inspections at the highest level.

Mr. Poftak concluded with a discussion of the restructuring of the Safety Department to meet goals for safety oversight and SMS implementation, as set forth in the attached document labeled, "Safety Update, February 10, 2020." Discussion ensued. Chair Aiello acknowledged the great work that the General Manager and his team have done to create the new safety culture at the MBTA.

Chair Aiello went back to Agenda Item 18 and called on Chief Administrative Officer David Panagore and Chief Financial Officer Mary Ann O'Hara to present the Five-Year Proforma for 2020-2024. Mr. Panagore discussed the operating budget

components and continued with a discussion of operating expense history and growth projection from FY20 through FY24. Mr. Panagore continued to discuss revenue history and growth projection for the same period.

Mr. Panagore concluded the first portion of the presentation reviewing the operating budget revenue and expense forecast and FY20 projected risks and opportunities (preliminary).

Ms. O'Hara continued the presentation with a discussion of the sales tax base revenue amounts versus actual collections and MBTA net hiring and headcount summary year to date.

Ms. O'Hara concluded with a discussion on pension sensitivity and next steps through the FY21 operating budget process, as set forth in the attached document labeled, "Five-Year Operating Budget Pro Forma (FY20-FY24), February 10, 2020." Discussion ensued on revenue categories. Chair Aiello requested a side by side comparison analysis of the Green Line Expenses and Red Line expenses up through FY25 at the next budget update.

The Chair next called on Chief of Capital Programs Jay Neider to present Agenda Item 19, an update on the 2020 Capital Acceleration Plan. Mr. Neider updated the Directors on results and improvements of the capital acceleration to date and the staffing plan for service delivery and capital projects to support ongoing work.

Mr. Neider noted that in 2019 improvements spanned all MBTA lines, with more than \$2 billion invested across the system to improve safety and quality of service for riders.

Mr. Neider concluded with a discussion of a new approach – continuous full closure – a 28-day weekday and weekend closure that would replace one year of delays, slow zones, and weekend diversions by improving work site safety. Mr. Neider noted this would allow complex work to be done more efficiently and would leverage access for concurrent work, as set forth in the attached document labeled, “Building A Better T, 2020 Safety Investment & Capital Acceleration Plan (SICAP), February 10, 2020.” Discussion ensued on tracking results, benefits to the rider, diversion options and measuring success.

Next, Chair Aiello called on Chief Human Resources Officer Matt St. Hillaire to present Agenda Item 21, the Human Resources Update. Mr. St. Hillaire reviewed milestones for 2019 with a plan to modernize the entire human resources organization. Mr. Hillaire continued with a review of historical hiring, promotions and separation data from July 2019 through January 2020 and associated impacts. Mr. St. Hillaire next discussed the MBTA’s efforts to become more diverse and associated outreach efforts utilizing technology.

Mr. St. Hillaire concluded his report with progress as it related to recommendations from the Safety Panel and a list of key initiatives for 2020, as set

forth in the attached document labeled, "Human Resources Update, February 10, 2020." Discussion ensued.

Lastly, Chair Aiello called on Ben Schutzman, Chief of Paratransit Services to present Agenda Item 22, the RIDE Update. Mr. Schutzman provided the FMCB with a review of The RIDE's overall system performance, an update on the dedicated service provider transition and a summary of on-demand pilot statistics and upcoming changes, as set forth in the attached document labeled, "The RIDE Update, February 10, 2020."

On motion duly made and seconded, it was:

VOTED: to adjourn at 4:54

Documents relied upon for this meeting:

I-90 Allston Multi-Modal Project, February 10, 2020
Implementing Congestion Report Recommendations, February 10, 2020
South Station Expansion Tower 1 Interlocking Early Action Project, February 10, 2020
2020 Construction Coordination and Management Planning, February 2020
FY2021-2025 CIP Update, Joint Boards Presentation, February 10, 2020
Safety Update, February 10, 2020
Five-Year Operating Budget Pro Forma (FY20-FY24), February 10, 2020
FMCB Public Schedule, February 10 2020
Building A Better T, 2020 Safety Investment & Capital Acceleration Plan (SICAP)
February 10, 2020
Human Resources Update, February 10, 2020
The RIDE Update, February 10, 2020