



**Massachusetts Bay
Transportation Authority**

The Green Line Transformation

Fiscal & Management Control Board (FMCB)

November 5, 2018

A TIME FOR TRANSFORMATION

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 for Success

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



A Collaborative Mission



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):



General Manager's Guiding Values

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



T-Passengers



Dedicated Staff

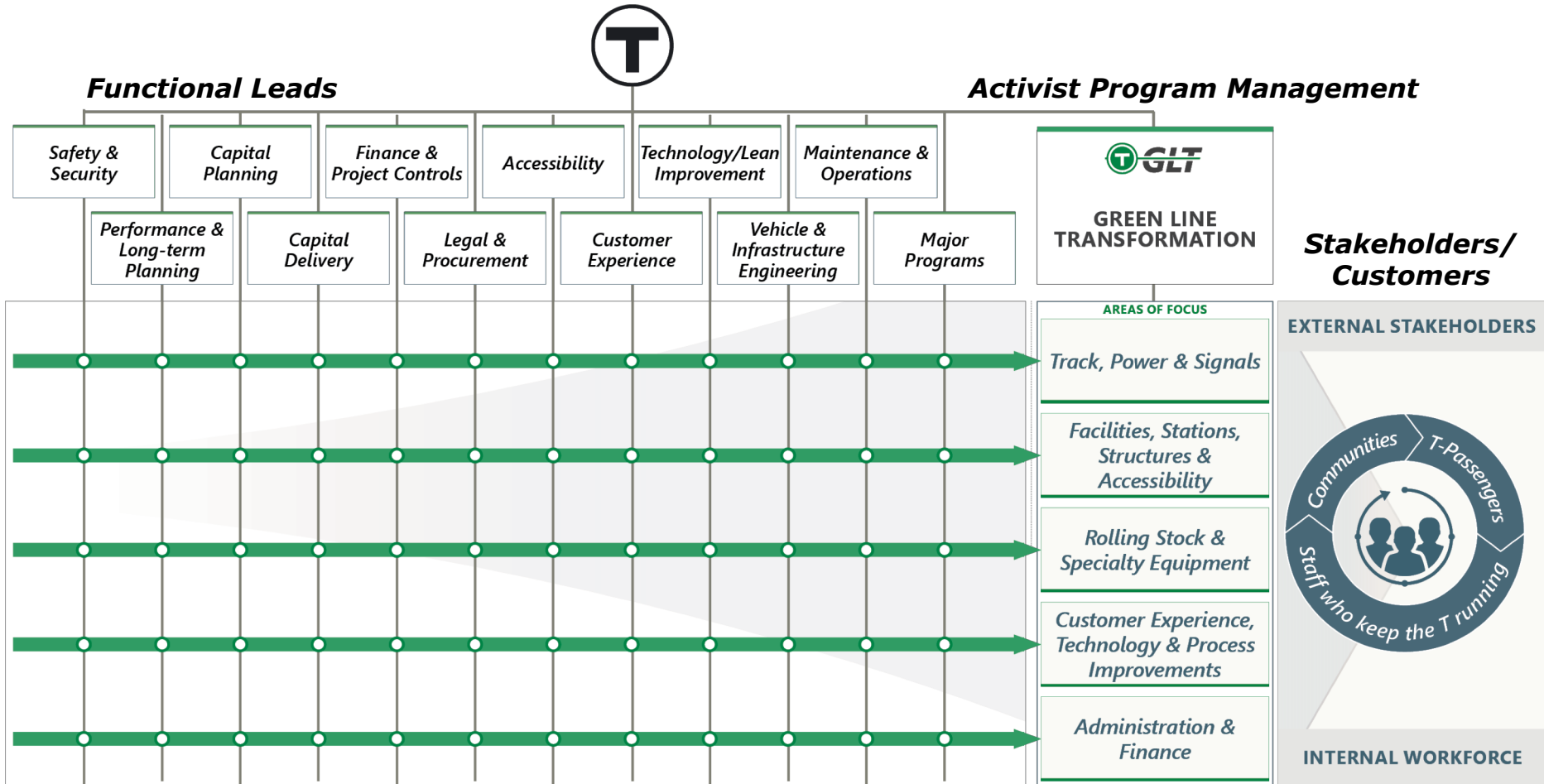


Who keep the T running





An Integrated Cross-Functional Team



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**

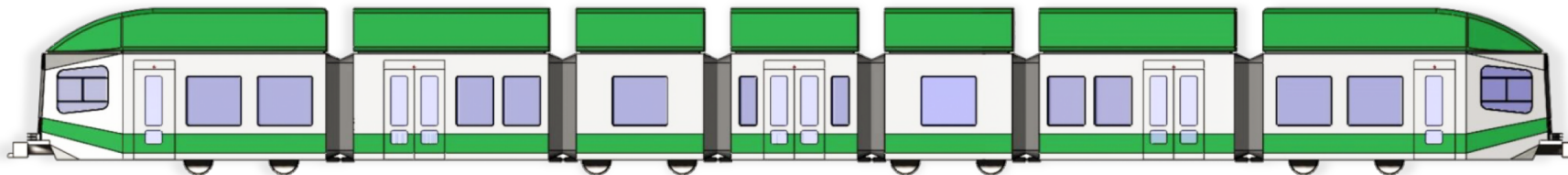
Collaboration Through Transparency & Communication





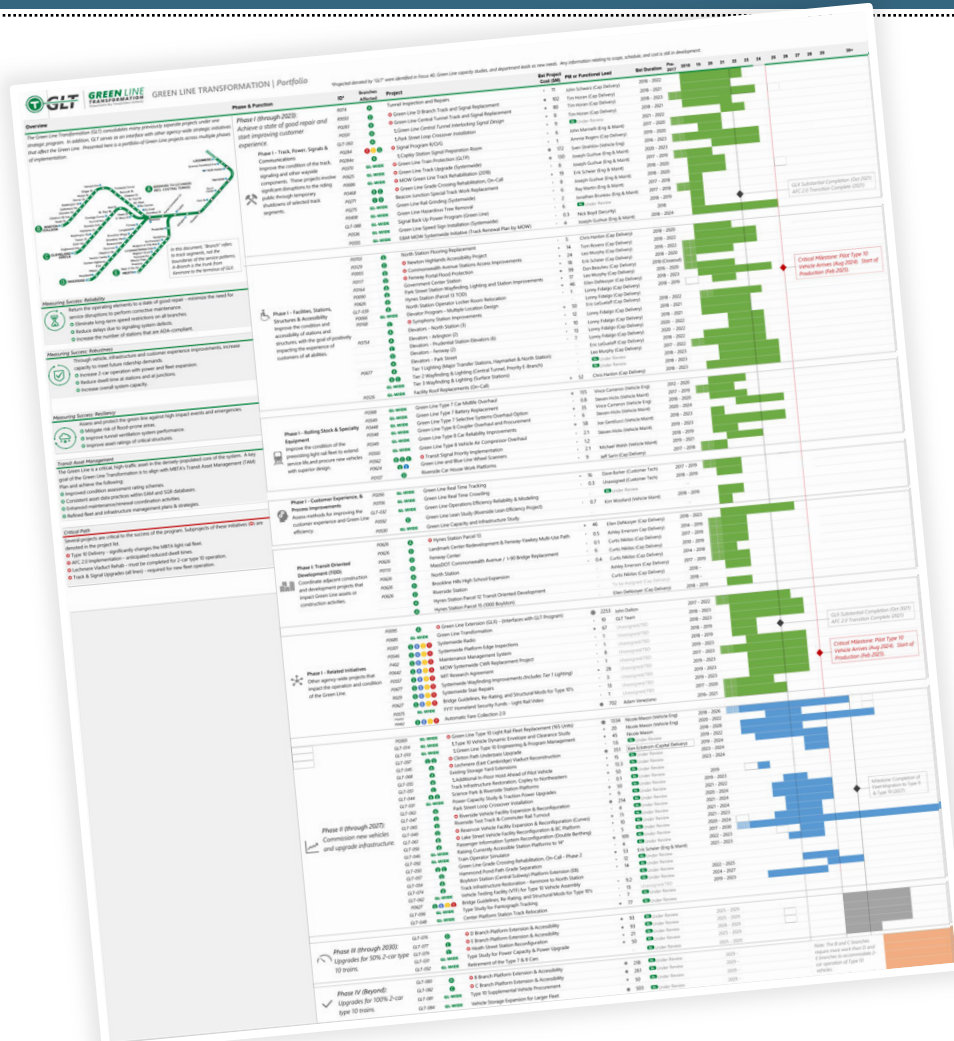
Multi-phased Program Overview

PHASE I	PHASE II	PHASE III	PHASE IV
<p>Near-term projects in the Capital Investment Program (CIP) to achieve & maintain a State of Good Repair</p>	<p>Acquisition of new "Supercar" Green Line vehicles. Infrastructure changes to operate new fleet as single car</p>	<p>Infrastructure changes to operate new vehicles as 2-Supercar trains on the D & E branches</p>	<p>Long-term possibility, infrastructure changes to operate new vehicles as 2-Supercar trains on all branches</p>
<p>Transformative Outcomes</p>			
<ul style="list-style-type: none"> • Improve schedule adherence by: <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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





Portfolio of Projects & Magnitude of Effort



50+
Projects in the Portfolio

Being executed by
**Multiple Departments
& Project Managers**

Building a
**GLT Strategic
Program Plan**
to collaboratively
deliver efficiently
& effectively





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**





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