



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**  
**November 4, 2019**  
**12:00 p.m.**  
***MEETING MINUTES***

**Present:** Chair Joseph Aiello, Director Monica Tibbits-Nutt, Director Chrystal Kornegay, Director Brian Shortsleeve (departed at 2:50 p.m.) and Director Brian Lang

**Quorum Present:** Yes

**Others Present:** Secretary Stephanie Pollack, General Manager Steve Poftak, Deputy General Manager Jeff Gonneville, Hope Patterson, Owen Kane, Michelle Kalowski, David Panagore, Scott Hamwey, John Doherty, Margie Lackner

At the call of Chair Aiello a meeting of the Fiscal and Management Control Board (FMCB) was called to order at 12:09 p.m. at the State Transportation Building, Transportation Board Room, 10 Park Plaza, Boston, Massachusetts.

The Chair opened the public comment session.

The first speaker, Senator Brendan Crighton commented on additional service to Lynn and then deferred his time to constituent Mr. Jim Smith who gave a brief presentation on north shore commuter rail service.

Next, Chelsea City Manager Tom Ambrosino, Brigitta Damon from Lynn Economic Opportunity, Kathy Paul from Massachusetts Senior Action Council and Louise Baxter from TRU commented on more frequent and reliable service and affordable fares to Lynn and the North Shore.

Next, Newton City Councilor Jake Auchincloss, former Representative John Businger, Bob Watts, Kathryn Carlson from A Better City, Connor Moulton, Sylvia Parsons, Jarred Johnson and Ethan Finlan from Transit Matters, Matt Moran from the Boston Transportation Department, Joe Aiello from the Rail Passenger Association and Staci Rubin from CLF commented on the Rail Vision, Alternative Six.

Next, Evan Foss commented on electrified service on commuter rail.

Next, Ari Ofsevit from Transit Matters commented on the Rail Vision short-term goals and long-term investments and costs.

Next, Marilyn McNabb commented on commuter rail accessibility.

Next, John Kiper from the Sierra Club commented on the North/South Rail Link.

Next, Joshua Ostroff from T4MA commented on the Rail Vision and Natick Center Accessibility Improvements.

Next, Garrett Wollman commented on the Rail Vision implementation.

Lastly, Richard Prone, MBTA Advisory Board representative from Duxbury commented on the Rail Vision, Alternatives 3 and 5.

The Chair closed the public comment period at 1:10 p.m.

Next, was the approval of the minutes of October 21, 2019.

On motion duly made and seconded, it was:

**VOTED: to approve the minutes of October 21, 2019.**

Next, was the approval of the minutes of October 28, 2019.

On motion duly made and seconded, it was:

**VOTED: to approve the minutes of October 28, 2019.  
Director Shortsleeve abstained.**

Chairman Aiello called on General Manager Steven Poftak to present Agenda Item D, the Report from the General Manager. Mr. Poftak discussed the recent Foxboro Pilot service launched on October 21, 2019, the Harvard Square Elevator Re-Opening on October 31, and the Forest Hills Casey Overpass Project Headhouse re-opening on November 6.

Mr. Poftak continued with an update of the Harvard Bus Tunnel Improvements and the upcoming final weekend of the Orange Line diversion. Mr.

Poftak concluded with a discussion of the upcoming Red Line diversion scheduled to take place on selected weekends in November and December, as set forth in the attached document labeled, "General Manager's Remarks, November 4, 2019."

Next, Chair Aiello called upon Hope Patterson, Deputy Director of Stakeholder Engagement to present Agenda Item E, the FMCB Public Schedule. Ms. Patterson reviewed upcoming agenda items with the Board, as set forth in the attached document labeled, "FMCB Public Schedule, November 4, 2019." Discussion ensued.

Chair Aiello next called upon David Panagore, Chief Administrative Officer to present Agenda Item F, a discussion of debt service and revenue in the Pro Forma. Mr. Panagore stated that the goal of the presentation was to review revenue and debt service assumptions and to quantify how they influenced the operating budget over the next ten years. The assumptions in this presentation were four large capital projects that would have an impact on fare revenue: the new Red Line cars, the Orange Line Capital Improvement Plan, the Green Line Extension and the South Coast Rail.

Mr. Panagore continued discussing in more detail revenue categories, including revenue from transportation, other operating revenue i.e. parking, advertising, real estate, dedicated sales tax revenue, dedicated local assessments, fare recovery ratio and other miscellaneous smaller revenue streams.

Mr. Panagore concluded with a debt service portfolio update and next steps, as set forth in the attached document labeled, "Pro Forma: Revenue and Debt Service Assumptions, FY19-24, November 4, 2019." Discussion ensued.

Agenda Item G, the Red/Orange Line Program Update, was a written submittal and was included in the Board materials.

Next, Chair Aiello called on Scott Hamwey, Director of Bus Modernization to preview Agenda Item H, a discussion on Rail Vision. Mr. Hamwey provided a brief overview of the alternatives - including elements, tradeoffs, revenues and costs – for options for the future of the system, as set forth in the attached document labeled, "Rail Vision, November 4, 2019."

Prior to Board discussion, Chair Aiello thanked Scott and his team for all their hard work on this very important project.

Chair Aiello drafted and read aloud the four resolutions and asked the Board members for their opinions. After lengthy discussion amongst the Directors, more specificity was incorporated into the draft resolution and additional language concerning the implementation of a Bus Transformation Office, similar to the third resolution was suggested and added by Vice-Chair Tibbits-Nutt.

On motion duly made and seconded, it was:

**VOTED:**

**The FMCB directs the General Manager (GM) and his staff to transform the current commuter rail line into a significantly more productive, equitable and decarbonized enterprise. Specifically, the FMCB expects that the assets of the commuter rail system of the future will be more similar to rapid transit providing all day service at intervals on its most dense corridors at 15-20 minute headways and appropriately scheduled additional service on all of its lines (herein referred to as regional/urban rail). The FMCB directs staff to develop a set of options that maximize the ridership returns on investment over the next ten years and support a pathway to more improvement over the long term, with particular emphasis on lines that are most likely to be well used. The FMCB expects that the system of the future will be largely electrified, be fully integrated in all aspects into the balance of the MBTA system and that last mile/first mile, increased parking access and other elements will be implemented as part of this program. The FMCB expects the MBTA to develop a program of high-level platform implementation in a sequence that is consistent with the Program for Accessible Transportation Investment (PATI) and optimizes impacts for the customer.**

**FURTHER VOTED:**

**The FMCB directs the GM to immediately take steps to prepare for implementation for Phase 1 of the transformation effort. While needed service along all corridors must be attended to, the MBTA shall first implement EMU powered service along the Providence/Stoughton line, the Fairmont line and the line from Boston to Everett to Chelsea to Revere to Lynn (the so-called Environmental Justice line). The Fairmont and EJ lines shall be designed to deliver rapid transit headways and at fare levels akin to the then fare structure of the rapid transit system. The MBTA shall generate a refined cost estimate for Phase 1 and prioritize pursuit of the estimated \$1.5 billion dollars required for this three-pronged effort.**

**FURTHER VOTED:**

**The FMCB directs the GM to immediately establish a regional/urban rail transformation office. This office shall contain responsibility for all short, medium- and long-term elements of transformation including developing and maintaining the business case to support the investments needed. This office shall develop and implement environmental, financial, procurement, current commuter rail operating agreement re-bid and operational strategies as well as others as needed. This office shall be responsible for developing and**

**implementing a stakeholder engagement plan. The staff shall have no other responsibilities outside the transformation mission.**

**No later than the last Board meeting in January 2020, the GM shall present to the Board for approval, the staffing plan ( not individual employees) for the transformation office, the budget necessary to support the office, target completion dates for the three components within Phase 1 of the transformation effort, a conceptual work plan and schedule outlining the work to be pursued in the years 2020 and 2021 and a proposed consulting support plan that would bring in best practice international expertise. The FMCB requests that the current consultant that is engaged in the procurement strategy work, including work on the re-procurement of the current commuter rail contract, attend that meeting and present their work to date and the approach they intend to take.**

**FURTHER VOTED:**

**The level of investment and the complexity of mission needed to support resolutions 1 &2 above will require consideration of new contract mechanisms and new labor practices. The Board requests the Legislature to support the statutory authorization for a public-private partnership and reform proposals in Governor Baker's transportation bond bill proposal. Greater use of the talent and innovation in the private sector is critical and tools that provide the Authority with greater leverage over long term performance of the private sector is essential.**

**FURTHER VOTED:**

**The FMCB directs the GM to establish a bus transformation office immediately. This office shall contain responsibility for all short, medium- and long-term elements of transformation, including developing and maintaining the business case to support the investments needed. This office shall develop and implement environmental, financial, procurement, and operational strategies and others as required. This office shall be responsible for developing and implementing a stakeholder engagement plan. The staff shall have no other responsibilities outside the transformation mission.**

**No later than the last Board meeting in January 2020, the GM shall present to the Board for approval, the staffing plan (not individual employees) for the transformation office, the budget necessary to support the office, a conceptual work plan and schedule outlining the work to be pursued in the years 2020 and 2021 and a proposed**

**consulting support plan that would bring in best practice national and international expertise. The FMCB requests that the current consultant that is engaged in the Bus Network Redesign Strategy work attend that meeting and present their work to date and the approach they intend to take.**

Director Shortsleeve departed the meeting at 2:50 p.m.

Next, Chair Aiello called on John Doherty, Senior Project Manager for Capital Delivery to present Agenda Item I, the Natick Center Station contract. Mr. Doherty provided an overview of the project that would replace existing at-grade platforms with full-length, high-level platforms at the Natick Center Commuter Rail Station on the Worcester Main Line. Mr. Doherty noted the existing pedestrian bridge would be replaced, drainage and flooding issues would be addressed, bicycle parking will be provided and new and improved signage, wayfinding and emergency would be added. He said the station would remain open during construction except for five weekend shutdowns, as set forth in the attached document labeled, "Natick Center Accessibility Improvements, November 4, 2019." Discussion ensued.

**VOTED:**

**That the General Manager, or his designee, is hereby authorized to award and execute in the name of and on behalf of the Massachusetts Bay Transportation Authority (the "MBTA"), and in a form approved by the General Counsel, MBTA Construction Contract A72CN01: Natick Center Station Accessibility Improvements with Daniel O'Connell's Sons, Inc. for an amount not to exceed \$36,191,100.00.**



Next, Chair Aiello called on Margie Lackner, Director of Design and Architecture to present Agenda Item J, the General Engineering Consulting Contract. Ms. Lackner noted this contract would provide for the increased ceiling prices for the Transit Oriented Development (TOD) engineering services for the design of the South Attleboro Station Accessibility Improvements Project as part of the State of Good Repair Program, as set forth in the attached document labeled, "Transit-Oriented Development General Engineering Consulting On-Call Support Services, November 4, 2019."

On motion duly made and seconded, it was:

**VOTED:**

**That the General Manager, or his designee, is hereby authorized to award and execute in the name of and on behalf of the Massachusetts Bay Transportation Authority (the "MBTA"), and in a form approved by the General Counsel, an Amendment to GEC Contract No. Z91PS20 with Michael Baker International for Design Services, for an amount not to exceed \$7,000.000.00.**

Directors Shortsleeve and Lang were not present for the aforementioned vote.

On motion duly made and seconded, it was:

**VOTED: to enter into Executive Session for discussion of strategy related to real estate by roll call at 2:58**

