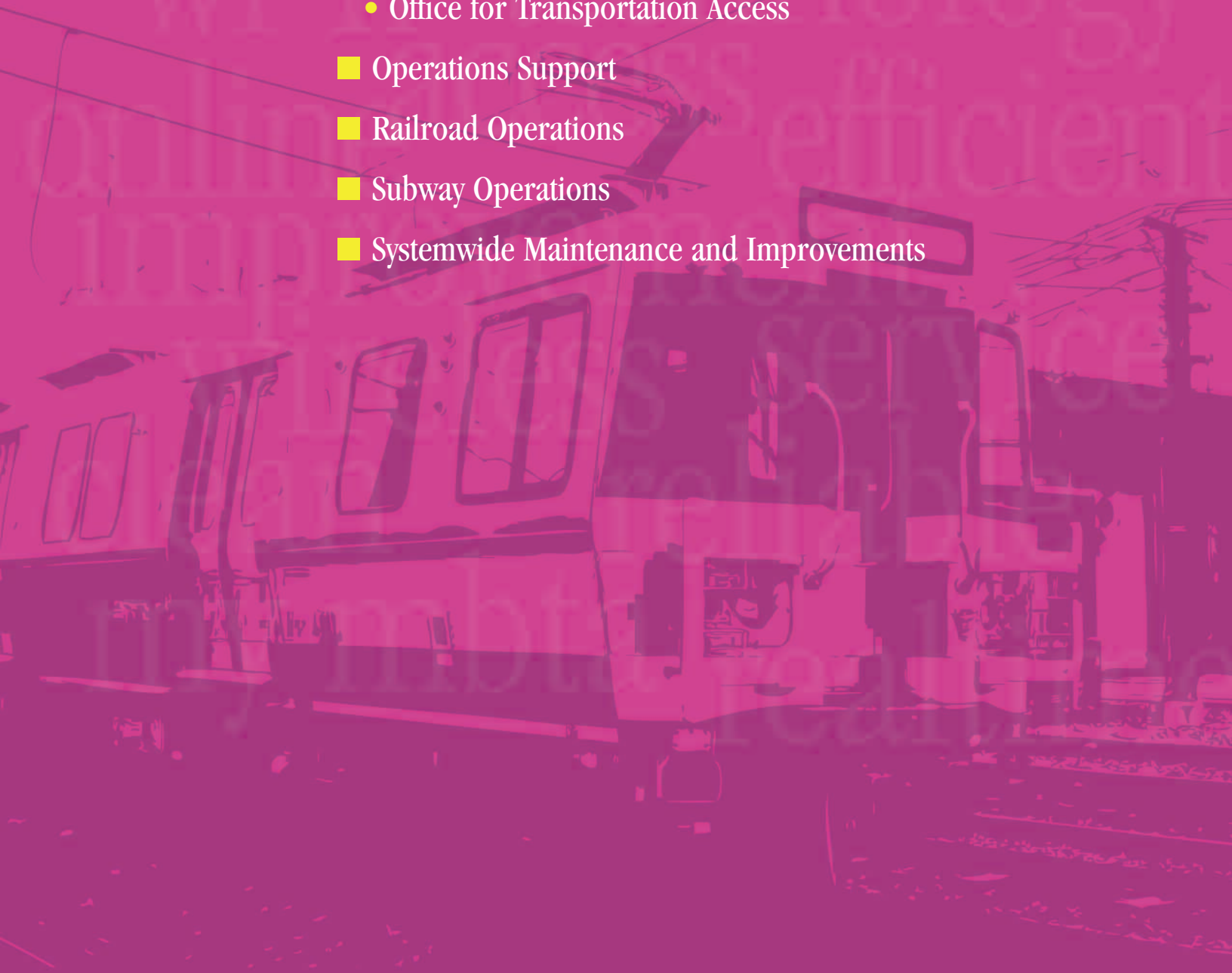


# Chief Operating Officer

- Chief Operating Officer – Administration
- Bus Operations
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  - Paratransit Services – THE RIDE
  - Office for Transportation Access
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- Systemwide Maintenance and Improvements



# Chief Operating Officer – Administration

The Chief Operating Officer is responsible for all MBTA operations including Bus, Subway, Commuter Rail, Operations Support, and Systemwide Maintenance and Improvements, as well as contracted services including water transportation, subsidized private carrier bus services, and THE RIDE. Collectively, these services provide 1.1 million passenger trips on a typical weekday.

The Chief Operating Officer oversees the procurement and maintenance of the vehicle fleet, operation of daily service, and management and maintenance of all the Authority's buildings and structures including power distribution equipment, signal systems, and rail right-of-way. The Chief Operating Officer also plans and implements service adjustments and is responsible for the operating and capital budget for the Operations Directorate.

Budget information and specific responsibilities and functions of each area under the COO are included in the individual departments' section of this book.



PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Daily operation of MBTA services including Subway, Bus, Commuter Rail, Commuter Boat, Private Carriers, and THE RIDE</b>	Direct operating personnel in planning and delivering services in a cost-effective manner with a focus on customer service and attention to all applicable policies and regulations	Reliability-MMBF by mode	\$ 489,626
<b>Operating Budget Management</b>	Oversee the budget development process and control total spending within the operating divisions	Actual expenditures compared with the budget	\$ 157,025
<b>MBTA Fleet Management</b>	Develop fleet plans for Bus, Subway, Commuter Rail, and THE RIDE  Ensure that bus and rail car maintenance practices are cost effective and adhere to quality control guidelines  Oversee the specification, design, and procurement of new vehicles	Publish fleet plans for all modes of service  Proceed with the procurement process for new Blue Line cars	\$ 1,090,115
<b>Strategic and Capital Planning for Operations</b>	Establish Operations' priorities for capital investment  Develop long-range operating plans	Obtain capital funding for Operations' priorities	\$ 157,025
<b>Coordination with the MBTA's Construction Department</b>	Ensure that MBTA construction activities are staged and carried out with as little inconvenience to passengers as possible	Attend regular coordination meetings with Construction personnel  Identify conflicts and develop solutions	\$ 44,061
<b>Human Resource Management within Operations</b>	Ensure that all personnel actions within Operations comply with the MBTA's goals for diversity, cost effectiveness, and management development	Select and recommend candidates for vacancies	\$ 64,800
<b>Transportation Planning and Oversight for Special Events</b>	Develop and implement operating plans for special events such as First Night, July 4th, St. Patrick's Day, major sports events, and concerts	Operate transportation services for special events without preventable incident	\$ 42,985
<b>TOTAL BUDGET</b>			<b>\$ 2,045,637</b>

# Bus Operations

Bus Operations transports approximately 110 million passengers a year—nearly half of all MBTA riders—on 175 bus routes. Throughout FY 2007, the Authority continued the procurement of new vehicles, adding New Flyer Emission Controlled Diesel (ECD) buses to the existing fleet. The introduction of 155 vehicles into revenue service during FY 2007 and FY 2008, combined with the recent retirement of the 1984-1987 Series buses over the past two years, will lead to a decrease in the average bus vehicle age from 14 years to under 5 years.

Bus Operations continues the Nova Series PowerPack Program, which will allow 125 Nova buses to remain in service until FY 2010. The continued reinvestment in the bus fleet will strengthen the MBTA's commitment to providing new, clean, fuel-efficient, state-of-the-art buses to our customers and neighbors.



PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Bus Service</b>	Provide scheduled service of over 7,300 weekday trips over 175 routes with 1,030 revenue service vehicles	370,000 passengers carried on local and express bus service daily  Provide nearly 28,000,000 scheduled miles of service  Maintain number of dropped trips at less than one percent  Provide unscheduled service to support special events and service diversions (approximately 5,000 trips annually)	\$99,174,210
<b>Bus Vehicle and Station Cleaning</b>	Interior and exterior cleaning – buses and trackless trolleys	Ensure exteriors of all buses and trackless trolleys are clean every day	\$3,108,800
	Cleaning of all Silver Line surface stations and Transitway stations	All Silver Line related stations: Dudley Station, 16 surface stations, and 3 Transitway stations	
<b>Bus Vehicle and Equipment Maintenance</b>	Daily vehicle servicing – buses and trackless trolleys	Daily inspections of all buses and trackless trolleys to ensure fuels, fluids, and vital equipment meet MBTA safety and operational standards	\$83,388,879
	Preventive maintenance – buses and trackless trolleys	Major component inspections to ensure fleet safety and reliability  Special service campaigns to replace and upgrade vital components  Achieve 7,000 miles between failures (MMBF) for total service	
	Preventive maintenance – non-revenue vehicles	Major component inspections to ensure fleet safety and reliability	
	Corrective maintenance – buses and trackless trolleys	Extensive brake repair and replacement program  Monthly vehicle frame and body repair program  Ongoing engine, transmission, and radiator repair program  Power trains, suspension, and steering repair programs  Electrical component repair and replacement program  Extensive heat ventilation/air conditioning repair and replacement program  Ongoing wheelchair lift repair and improvement program	

# Operations and Service Development

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Bus Vehicle and Equipment Maintenance (cont.)</b>	Corrective maintenance—non-revenue vehicles	Light, medium, and heavy duty vehicle maintenance and repair program	
	Vehicle painting—buses and trackless trolleys	Ongoing paint program for all eligible vehicles at Everett facility	
	Engineering and technical support	Develop new specifications and modifications that will improve service, comfort, reliability, and efficiency	
	Materials manufacturing	Develop and produce signs and decals for MBTA vehicles and facilities  Perform upholstery and fiberglass repairs and upgrades to MBTA vehicles	
	Spare parts and equipment procurement	Ensure that maintenance, repair, and overhaul efforts have necessary parts and equipment on hand	
	Facilities maintenance	Maintain that all bus facilities meet MBTA cleanliness and safety standards	
<b>TOTAL BUDGET</b>			<b>\$185,671,890</b>

The Operations and Service Development Department provides the Authority's Operations Directorate with analytical support to monitor, plan, and schedule transit services for all directly operated modes and all contracted services except Commuter Rail. This Department consists of several groups: Plans and Schedules, Private Carrier Services, the Office for Transportation Access, and the Operations Technology Group. In addition, this Department also oversees the administration of the Ridership Oversight Committee, and various special projects. Collectively, these offices provide resources to the operating departments to enhance the efficiency and effectiveness of all transit services offered by the MBTA, ensuring maximum coordination among Bus, Subway, Commuter Boat, THE RIDE, and Private Carrier Services.

## Plans and Schedules

The Plans and Schedules division includes the Service Planning and Schedules Departments. These offices are responsible for preparing transit schedules for the Bus and Subway Divisions, monitoring ridership trends and service quality, evaluating the effectiveness of existing services, and identifying opportunities for service enhancements.

In FY 2009, this unit will continue to focus on additional improvements to the schedules and, by using the information gathered with the new technologies such as CAD/AVL and automatic passenger counters, to create more realistic running times and improved reliability of the service. Simultaneously, they will work to tighten the schedules resulting in more reliable service at a less than proportionate increase in manpower. New ridership estimates will also be developed using data from the new fareboxes and automated passenger counters.

FY 2009 will also be the time to implement the new Service Plan based on public input that was received. This biennial process provides the public with an opportunity for sharing new ideas for services that are considered in the context of the total cost of new service compared to existing services. This approach helps the public understand the tradeoffs involved in adding service in a financially constrained environment where all services are subsidized.

With completion of construction activity on the Orange Line, an analysis of the running time data will allow construction of a new, tighter Orange Line schedule. Completion of construction/certification activity on the Green Line will facilitate the building of schedules without concern as to vehicle type by line. Finally, the Blue Line is also anticipating the delivery of new cars partial six-car operation to begin in Fall 2008.

Service Planning is also responsible for monitoring the collection of data and preparation of the various MBTA service performance reports to the Federal Transit Administration (FTA). The group will also continue to assist the long-term planning group and Executive Office of Transportation (EOT) in their analyses of projects, such as the extension of the Green Line to Medford and the Urban Ring. Providing customer information remains a top priority for this group with their continued focus on the



production and availability of schedules throughout the system. They also provide informational flyers and updates to the Web.

## Operations Technology

The Operations Technology group is responsible for the design, implementation, management, and ongoing support of technology projects. Projects overseen by the group fall into four general categories: workforce management, maintenance management, Intelligent Transportation Systems (ITS), and performance management.

The group's workforce management projects are focused on adding efficiency, accountability, and standardization to business processes in Operations, with special emphasis on work selection, daily assignment, and timekeeping. In FY 2009, the group will oversee the design and initial implementation phases of the Daily Operations Resource Management project, which will automate many manual processes in transportation districts and replace obsolete legacy systems used for work selection and seniority management. The group will also continue its management of the biometric Timeclock program and oversee expansions of and enhancements to the system. Timeclock enhancements in 2009 will include the ability to clock individual tasks and a more complete integration with the Payroll system. Other workforce management systems and projects supported by the Operations Technology group include the Attendance Policy Monitoring Tools and the Substitute Coverage List Program Administration Tools.

Maintenance departments in Operations are responsible for ensuring safe and reliable operation of transportation services and equipment. The Operations Technology group supports these efforts by providing project management and systems analysis services to several maintenance management projects. In FY 2009, the group will coordinate a top-to-bottom review of the Maximus implementation in Operations to assess its benefits and identify opportunities for improvement, focusing on addressing the needs of the end-user maintenance departments. This will result in the reintroduction of the current Maximus applications along with the introduction of a new Facility Maintenance application, the design and implementation of which will be managed by the Operations Technology group. In addition, the group serves as liaison from Operations for the Customer Communication Management System (CCMS) project.

The Operations Technology group is responsible for several Intelligent Transportation Systems (ITS) projects. Intelligent Transportation Systems use technology to directly support transportation operations, service analysis, and customer experience. During FY 2009, the group will coordinate design of a multi-modal Real-Time Customer Information System. Contracts for the Silver Line ITS system and automated stop announcement systems on board MBTA buses are managed directly by the department, and the group provides project management resources for other initiatives including the Computer Aided Dispatching/Automatic Vehicle Location (CAD/AVL) project and the pilot Automated Passenger Counter (APC) project. The group administers the maintenance contract for the ITS equipment installed on all MBTA buses. During FY 2009, the group will begin design work on a Ridership Analysis Project designed to expand use of APCs and integrate ridership data from several systems to support reporting and analysis needs.

The group also provides technical support and project management to several performance management

initiatives underway in Operations. In FY 2009, the group will continue its role coordinating collection and integration of data for use in biweekly, monthly, and quarterly Operations performance reports, and will begin design of an automated performance management/business intelligence project.

## Special Projects

This group also provides management and support to the MBTA Rider Oversight Committee (ROC). The ROC is a diverse group of riders, advocates, and MBTA employees that provides recommendations to the MBTA relative to the needs and concerns of all riders. The Rider Oversight Committee was born out of the fare policy commitments. Its mission is to address the concerns of public transit customers and develop strategies aimed at increasing ridership.

Other special projects include coordination of the shelter program with CEMUSA, bike racks and cages, fleet plans and the introduction of new signage at multiple locations throughout the system.

## Private Carrier Services

The Private Carrier Services Division of the Operations and Services Development Department provides oversight and administration of the Authority's subsidized transportation services, which consist of water transportation and two bus transportation service programs. The Division also provides oversight and administrative support for the Commuter Bus Program on behalf of the Executive Office of Transportation (EOT).

Water transportation services consist of two outer harbor routes serving the South Shore communities of Hingham, Hull, and Quincy. These routes terminate at the Boston waterfront areas of the Long Wharf North adjacent to Christopher Columbus Park, Rowes Wharf, and Logan Airport. The MBTA owns the assets of the MBTA Harbor Express operation, which include a ticket office, docking facility, and parking lot located at the former Quincy Shipyard, as well as two high-speed catamarans. In FY 2009, the MBTA will construct additional parking at this location.

Water transportation service is also provided on one inner harbor route serving the Charlestown Navy Yard and Long Wharf adjacent to the New England Aquarium. With the continued development of the Seaport District, the MBTA will work with the Executive Office of Transportation (EOT), the Boston Redevelopment Authority, Massport, and the Department of Environmental Protection to draft future policies regarding the advancement of water transportation in the Commonwealth.

Under the Private Carrier Bus Services Program the MBTA contracts with private bus operators to provide bus services within the MBTA district. In this program, the MBTA determines the service schedule, days of operation, fares, and type of vehicle to be used in the service. The MBTA works closely with the operators to ensure that contract standards are met and efforts are made to improve ridership and cost-effectiveness. These routes are identified with MBTA designated route numbers: 710 is North Medford to Meadow Glen Mall via Medford Square; 712/713 is Point Shirley, Revere to Orient Heights Station; 714 is Pemberton Point, Hull to Hingham Depot; and 716 is Cobbs Corner, Canton to Mattapan Station via

Milton. Last year, the MBTA adjusted route 714 to make limited stops at the Nantasket Junction Commuter Rail Station. A route variation was also added to the 716 to serve Royall Street. In FY 2009, peak period service to Wellington Station will be introduced on the 710. These changes are intended to improve connectivity to MBTA services and increase ridership.

The Suburban Bus Program enables the MBTA to respond to the need for transit service in underserved communities in the MBTA district. Under this program, communities are offered a pre-set amount of financial support to enable them to provide their own public transit service, but they must provide a minimum of 35% of the cost of operation. The communities have control over the service routes, schedules, and fares. This gives them an opportunity to utilize local knowledge to design systems that meet their needs. Currently, the MBTA works with the seven (7) communities to assist them in maximizing ridership, operating safely, and monitoring cost-effectiveness. In addition, the MBTA encourages routes and schedules that connect to MBTA and other public transit services.

The Commuter Bus Program (formerly known as the Inter-District Transportation Program) provides financial assistance, made possible through the EOT, to private bus operators for service in areas not served by the MBTA but deemed to be important to public transit in the region. Although the routes, service schedule, fares, and transit vehicles used are set by the carriers, the EOT and Public Works must approve the service in order to provide financial assistance. The MBTA works, on EOT's behalf, with the operators to improve ridership and service quality, and regularly evaluates the services to ensure that contract standards are met.

### Paratransit Services – **THE RIDE**

OTA manages the Authority's ADA compliant Paratransit Program, THE RIDE, for persons who are unable to use fixed route services some or all of the time due to a physical, mental, or cognitive disability. The service is operated by four private firms under contract to the MBTA covering 62 cities and towns (including Framingham & Natick service covered by the MWRTA agreement), spanning 729 square miles and operating 7 days a week, generally from 6 A.M. to 1 A.M. including holidays. Each contractor serves one of the following service areas, designed to optimize regional travel patterns: North, Northwest, South, and Southwest. Each contractor also shares responsibility for serving the City of Boston, providing a choice of contractors for those customers who are Boston residents.

All current contracts with THE RIDE vendors expire in June 2009. Beginning in late FY 2008 and throughout FY 2009, OTA will undertake a procurement process to award new contracts for the period FY 2010-FY 2014. During this time, OTA will also upgrade the MBTA's Paratransit Business Software/Hardware Systems, which provide the platform for managing the entire RIDE Program.

Started in April 1977, THE RIDE consistently ranks as one of the premier operations in the country in

providing customers with safe, reliable, and efficient service. Sedans and lift-equipped vans are used to transport RIDE customers. Beginning in FY 2005, the Authority replaced over 75% of the fleet, installed on-board mobile data computers with GPS vehicle locators in THE RIDE fleet of over 550 vehicles, and introduced a new state-of-the-art Paratransit Computer System. These enhancements have permitted the Program to support a 30% increase in ridership, a 13% decrease in complaints, while maintaining a 0% trip denial rate for trips requested over this same period.



PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>OPERATIONS AND SERVICE DEVELOPMENT</b>			
<b>Schedule Preparation</b>	Prepare work assignments	Construct work for 4,000 operating personnel quarterly	\$1,302,691
	Coordinate the design, printing, and distribution of schedules	Design 175 customer schedules quarterly and distribute 3 million copies to riders; prepare files for quarterly updates to MBTA website	
	Disseminate service and manpower information to management	Produce service statistics and information quarterly	
<b>Service Planning and Special Projects</b>	Market research	Conduct passenger surveys and counts  Analyze service and make recommendations on ways to implement improvements	\$1,138,596
	Service evaluation	Implement 2008 Service Plan and refinements to Service Delivery Policy; provide minor improvements to schedules quarterly	
	Utilize data from Smart Bus technology	Develop improved running time information for schedules	
	Service statistics	Maintain ridership and service statistics; distribute reports on service statistics; prepare PowerPoint presentations on various service features; submit data to FTA	
	Bus stop inventory	Maintain data on stops and shelters, including locations and ridership, and respond to requests for information	
	Community and customer requests	Respond to an estimated 500 passenger inquiries and issues annually; monitor service for compliance with Title VI; develop improved signage	
	Planning	Assist in long-range planning efforts including the Green Line extension; assist the Construction Department with various shuttling and planning initiatives; continue work with community groups on the development and implementation of new or modified services	
<b>Operations Technology</b>	Design, implement, and manage technology projects in the areas of workforce management, maintenance management, Intelligent Transportation Systems (ITS), and performance management	Manage more than 10 complex technical projects, ensuring that requirements are met, overseeing the efforts of vendors and consultants, and coordinating with departments throughout the Authority	\$1,437,935
	Support, maintain, and enhance existing technology systems and equipment in Operations	Ensure reliable operation of systems and related equipment installed at numerous locations and on-board every MBTA bus, responsiveness to user requests, and implementation of enhancements to keep systems in line with business needs	
<b>TOTAL BUDGET</b>			<b>\$3,879,222</b>

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>PRIVATE CARRIER SERVICES</b>			
<b>Water Transportation</b>	Hingham, Quincy and Hull Commuter Boat services	Average 3,403 daily passengers	\$4,206,626
	Inner Harbor Ferry Services serving Charlestown Navy Yard and Long Wharf	Average 808 passengers daily	
	Process financial assistance in accordance with contract terms; ensure appropriate financial record keeping and statistical reporting	Monitor the major performance measures: average daily ridership, on-time percentage, mean miles between failures, cost per passenger, and fare recovery ratio	
	Commuter Boat contract management, administrative support and asset management services	Maintenance of commuter boat facility and ticket office in Hingham  Utilities for Hingham operation  Lease expenses for the Quincy and Hingham Commuter Boat service  Printing of tickets and schedules  Provide security and advertising  Maintenance of docks and piers  Engineering services  Equipment rental	
<b>Private Carrier Bus Program</b>	Contract for bus services in areas not covered by MBTA routes: Winthrop, Hull, North Medford, Canton		\$1,693,183
	Process financial assistance in accordance with contract terms; ensure appropriate financial record keeping and statistical reporting	Monitor the major performance measures: average daily ridership, cost per passenger, farebox recovery ratio, and cost per passenger mile	
	Evaluate service routes for efficiency and cost-effectiveness	Work with carriers to maintain and improve service standards and ridership	
<b>Suburban Transportation Program</b>	Provide financial support and management assistance to seven (7) communities in their delivery of local bus service that supplements MBTA services	Work with carriers to maintain and improve service standards and ridership	\$540,000
	Process financial assistance in accordance with contract terms; ensure appropriate financial record keeping and statistical reporting	Monitor the major performance measures: average daily ridership, cost per passenger, farebox recovery ratio, and cost per passenger mile	

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>PRIVATE CARRIER SERVICES (CONT.)</b>			
<b>Commuter Bus Program</b>	Provide contract management and administration, on behalf of the Executive Office of Transportation, to selected companies providing bus services that supplement and connect with MBTA services	Work with carriers to maintain and improve service standards and ridership	\$0
	Process financial assistance in accordance with contract terms; ensure appropriate financial record keeping and statistical reporting	Monitor the major performance measures: average daily ridership, cost per passenger, farebox recovery ratio, and cost per passenger mile	
	Evaluate all commuter services from outlying communities in conjunction with the Service Plan		
<b>TOTAL BUDGET</b>			<b>\$6,439,809</b>

PROGRAM	ACTIVITY	MEASURE	FY08 BUDGET
<b>OFFICE FOR TRANSPORTATION ACCESS - THE RIDE - PARATRANSIT PROGRAM</b>			
<b>THE RIDE-Paratransit Program</b>	Paratransit Contract Operations - THE RIDE (excludes Framingham and Natick - MWRTA Agreement)		\$55,591,919
	Paratransit Contract Management	<p>Serve over 1.8 million passengers</p> <p>Coordinate factory inspection, delivery acceptance, and deployment of 42 new lift-equipped vans</p> <p>Manage RIDE Service RFP No. 43-08 for FY 2010-2014 Paratransit Service Contracts</p> <p>Manage Mobilization activities associated with 3 Contracts awarded via RFP No. 43-08</p> <p>Contract oversight and quality control/complaint resolution</p> <p>Reconcile and process for payment Monthly Invoices totaling approximately \$4.8M for the delivery of RIDE services</p> <p>Provide internal financial/statistical reporting</p>	

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>OFFICE FOR TRANSPORTATION ACCESS - FIXED ROUTE SERVICES</b>			
	Paratransit Customer Eligibility	Conduct Paratransit eligibility review and process 18,000 applications	
		Process 82,800 account deposits for Paratransit customers	
	Paratransit Customer Service	Serve as liaison for the Authority with the senior and disability communities	
		Participate in 12 AACT meetings to address concerns and present information on paratransit accessible services	
		Participate in 12 public meetings to address concerns and present information on Paratransit services to area agencies, councils, and advocacy groups	
Paratransit Wages Combined		\$841,020	
Paratransit Materials		\$16,720	
Paratransit Services		\$515,900	
<b>TOTAL BUDGET</b>			<b>\$56,965,599</b>

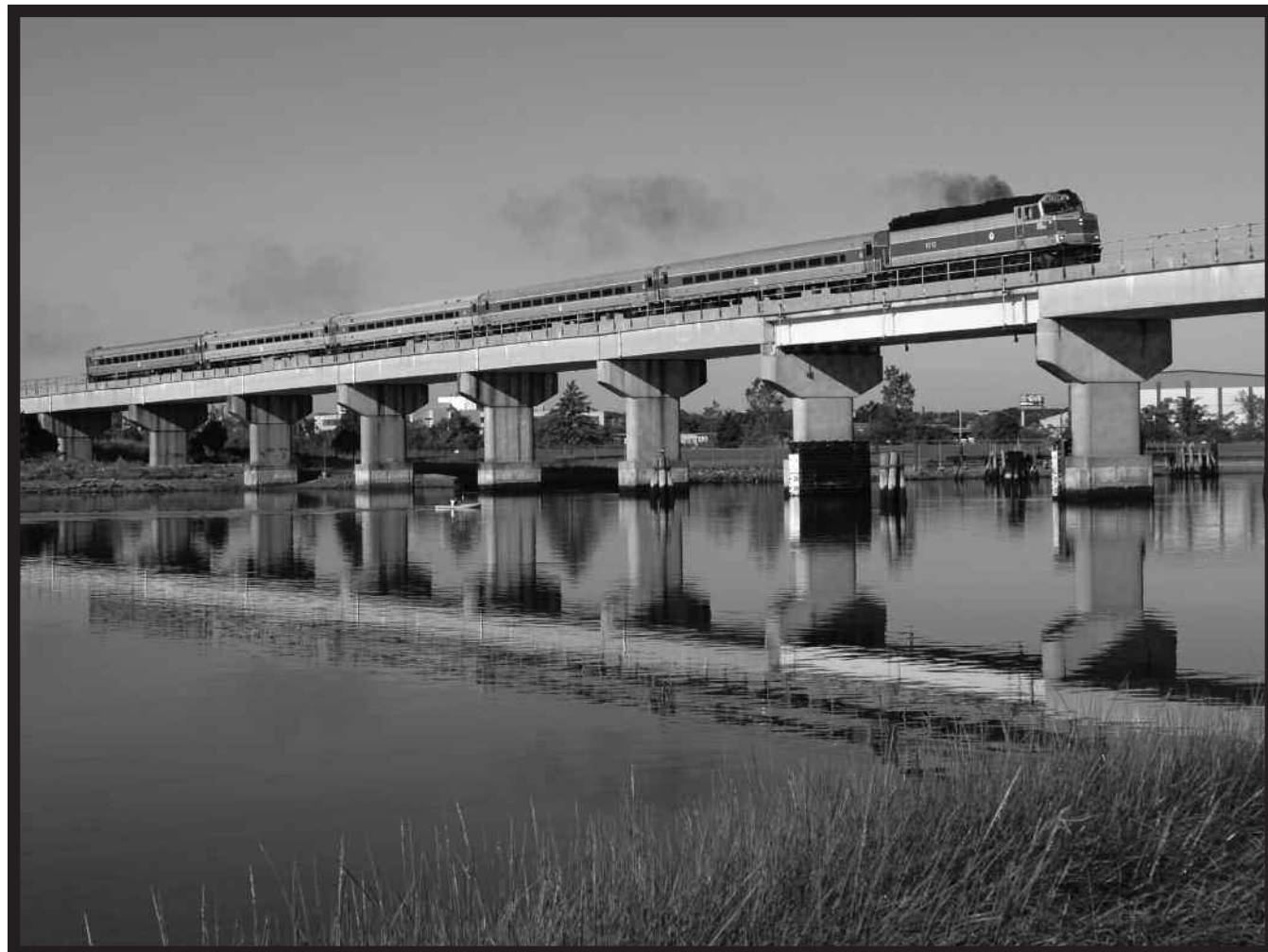


# Operations Support

The Operations Support Directorate is divided into two divisions: the Building Division and the Power Division. The Building Division maintains, inspects, and repairs over 290 MBTA buildings, facilities, and stations located throughout the system. It is also required to maintain and inspect 142 transit and highway bridges. The Power Division provides electricity to the system through a network of 46 traction power substations, 3 switching stations, and 2 combustion jet turbine engines in South Boston. These combustion jet engines are capable of operating a majority of our rapid transit system in case of an emergency.

Operations Support is also responsible for monitoring the Authority's contract with Florida Power and Energy Marketing Inc., the primary supplier of our electricity for traction and non-traction use. This contract started in February 2008.

Operations Support also monitors usage of natural gas, water, sewer, steam, and heating oil that is used throughout the Authority.



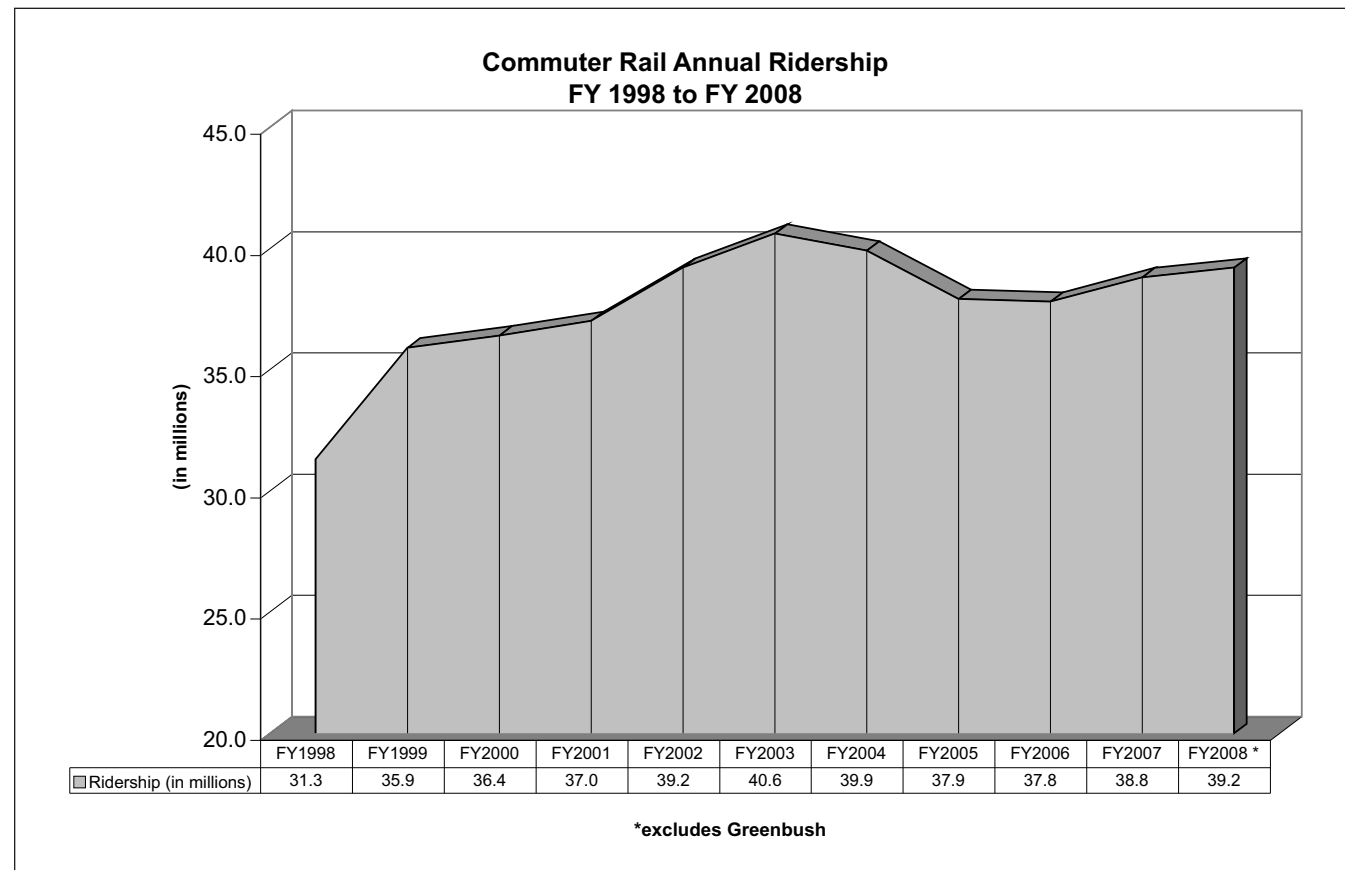
PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Building &amp; Structure Maintenance</b>	Escalator/elevator maintenance	Inspect and maintain all stations; respond to and close all priority maintenance calls within 72 hours; maintain escalator and elevator availability at 97% and above	\$74,040,093
	Facilities maintenance and security		
	Passenger station maintenance and security		
	Right-of-way fencing and bridge inspection		
	Subway tunnel inspection and maintenance		
	Emergency vent fan maintenance		
	Emergency generator maintenance		
	Environmental compliance		
Utilities management			
<b>Power Systems</b>	Inspect and maintain 46 traction power substations, 3 switching stations, and 2 combustion jet turbine engines  Maintain 54 unit substations  Manage power supply and power resources  Maintain 98 miles of trolley wire, 3,000 poles, and 1,000 power switches  Maintain 800 miles of AC and DC cables	Maintain jet running at 100% availability and power supply at 100% availability	\$11,665,950
<b>Director's Office</b>	Budget and administrative duties  Plan and direct the Directorate's activities including human resource management	Oversee all budgetary functions; maintain personnel records; oversee department's materials and services requisition process	\$277,935
<b>TOTAL BUDGET</b>			<b>\$85,983,978</b>

# Railroad Operations

Railroad Operations oversees operations and scheduling of Commuter Rail service on 13 lines, serving an average of 144,000 customers each weekday. Unique among MBTA operating departments, Railroad Operations currently contracts with the Massachusetts Bay Commuter Railroad Company (a Boston-based consortium consisting of Alternate Concepts Inc., Veolia Transportation, formerly Connex North America, and Bombardier) to operate Commuter Rail service and maintain MBTA-owned rolling stock and rights-of-way.

The MBTA owns 80 revenue service locomotives and 410 passenger coaches, 140 of which are double-decker cars. The MBTA currently has approximately 670 miles of Commuter Rail track and 133 Commuter Rail stations.

Commuter Rail service currently consists of 494 weekday trips, 188 Saturday trips, and 160 Sunday trips. Extra trains are provided for New England Patriots football games and other special events. The Department also monitors the maintenance and repair of rolling stock, railroad right-of-way, track and structures, bridges and related structures, and communication and signal systems. Oversight responsibilities also include input into rolling stock procurement, facility planning, and integration of rail extensions into the existing system.



PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Fixed Price Contract (including Fixed Price - Greenbush)</b>	Provide Commuter Rail Service according to the terms of the February 19, 2003 Operating Agreement between the MBTA and the Massachusetts Bay Commuter Railroad Company as outlined below	Provide transportation, maintenance of equipment, maintenance of way, dispatching, environmental, information management, administrative, financial, and customer services related to, and necessary for, the performance of commuter rail services	\$219,610,625
<b>Commuter Rail Service</b>	Provide scheduled service of 2,818 trips per week over 13 routes with 80 revenue service locomotives and 410 coaches	Carry an average of 144,000 passengers each weekday  Collect a total of \$138,625,103 in fare revenue (cash and pass), of which \$6,601,082 is associated with Greenbush service  Provide 4,149,877 train miles of service  Achieve 10,200 mean miles between failures for the months of March-November and 9,200 mean miles between failures for the months of December-February  Complete 95% of trips within 5 minutes of schedule	
<b>Vehicle Cleaning</b>	Exterior and interior cleaning - locomotives and coaches	Clean 620 locomotive exteriors monthly  Complete 3,894 coach cleanings (interior and exterior) monthly  Perform 2,023 inspections and service tasks monthly	
<b>Equipment Maintenance</b>	Preventive maintenance - locomotives	Complete 640: 45, 92, and 180 day, and 1 and 2 year locomotive inspections	
	Preventive maintenance - coaches	Complete 924: 45, 92, and 180 day, and 1, 2, and 4 year coach inspections  Complete 410 HVAC inspections	
	Corrective maintenance - locomotives	120 air repairs/replacements annually  160 train control repairs/replacements annually  120 electrical system repairs/replacements annually  20 carbody repairs annually  20 truck repairs/replacements annually	
	Corrective maintenance - coaches	130 air repairs/replacements annually  210 HVAC repairs/replacements annually  109 electrical system repairs/replacements annually  10 carbody repairs/replacements annually  57 truck repairs/replacements annually	

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Right-of-Way Maintenance	Track and grade crossing maintenance	77 miles of track repairs/replacements annually	
		41,000 railroad ties replaced annually	
		15 crossing gate mechanism repairs/replacements annually	
		15 grade crossings repaired/resurfaced annually	
		5-7.5 miles of continuous welded rail installed annually	
	Switch and signal maintenance	382 switch repairs/replacements annually	
		564 track circuit repairs/replacements annually	
		688 crossing warning system repairs/replacements annually	
		545 signal repairs/replacements annually	
Bridge and culvert maintenance	542 bridge inspections, paintings, and/or repairs annually		
	730 culvert inspections annually		
	6 culvert replacements annually		
	Reshape 2,500 linear feet of ditches annually		
Drawbridge maintenance and operations	102 drawbridge inspections and repairs annually		
Snow removal	Snow removal from station platforms, parking lots, and critical track areas		
Non-revenue vehicle maintenance	550 non-revenue vehicle inspections/repairs annually		
Other engineering services	Scan and create an electronic index of at least 10,000 drawings per agreement year		
Miscellaneous Line Items	Additional Services and Projects	Route 128 Station maintenance; use of Amtrak trackage at Pawtucket Layover; CETC replacement design; Attleboro Line recapitalization projects; Amtrak flagging services to support MHD maintenance and bridge inspections (Attleboro Line Agreement); Kawasaki coach maintenance for RI service; service enhancements; maintenance of unused right-of-way	\$5,570,959
	Amtrak FELA/Third Party Claims	Payments for pre-July 1, 2003 claims relating to injuries on railroad property	\$2,000,000
	MBCR Third Party Claims	Payments for post-July 1, 2003 third party claims relating to injuries and damages on railroad property	\$200,000
	Train Fuel	Bulk deliveries at Commuter Rail Maintenance Facility and Southside S&I Facility	\$35,892,168
	CSX Transportation	MBTA passenger trains travel over CSX trackage annually; Worcester Station leases; maintenance of signals and interlockings - Worcester extension; additional dispatching - Worcester service; additional signal maintainer; fee for MBTA special train operations	\$2,353,546

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
	Amtrak Trackage Fee	Payment to Amtrak for third-party trackage fees collected from CSX for its operation on the Attleboro Line	\$150,789
	Other Expenses	Amortization for mobilization; commuter rail service contract, 13c litigation expense, and other commuter rail matters	\$2,397,976
	MBCR Penalties	Penalties assessed to MBCR per the terms of the Operating Agreement	(\$2,000,000)
<b>TOTAL SUBSIDY</b>			<b>\$266,176,063</b>
MBTA Oversight	Station maintenance oversight	286 station cleanings weekly	\$141,628
		Landscape 5 stations monthly	
		85 miles of fencing inspections monthly	
		20 fence, station, and sign repairs/replacements monthly	
	Transportation oversight	Ensure contractor accountability, resolve contract violations, and address/resolve operational issues and customer complaints	\$233,226
	Maintenance of equipment oversight	Ensure contractor accountability, resolve contract violations, and address/resolve operational issues and customer complaints	\$449,985
	Maintenance of way oversight	Ensure contractor accountability, resolve contract violations, and address/resolve operational issues and customer complaints	\$514,654
	Commuter Rail Maintenance Facility oversight	Coordinate facility operations, ensure contractor accountability, and address/resolve operational issues	\$0
	Finance and contract administration	Ensure contractor accountability, resolve contract violations, and address/resolve contract and financial issues	\$609,106
Miscellaneous Line Items	Materials	Prepare and monitor departmental budget, perform accounting functions and other financial analyses, and conduct regular audits of contractor	\$114,500
	Services		\$311,071
<b>TOTAL OVERSIGHT</b>			<b>\$2,491,421</b>
<b>TOTAL BUDGET</b>			<b>\$268,667,484</b>

# Subway Operations

Subway Operations provides safe, clean, and reliable transportation for over 690,200 riders each weekday on four subway lines—the Orange, Red, Blue, and Green Lines. Separate management teams under the guidance of the Director of Subway Operations oversee the daily transportation and maintenance activities for each line, while the Operations Control Center provides support for these services.

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Red Line</b>	Provide scheduled service of 427 one-way train trips per weekday	Maintain number of dropped trips at less than 1%	\$30,888,556
	233,800 passengers carried on Red Line service daily	Exceed on-time performance of 95%	
	Maintain 218 revenue service vehicles	Maintain preventative maintenance schedule of 8,500 miles on the #1 and #2 Cars and every 15,000 miles on the #3 Car  Exceed goal of 160 vehicles required for daily service	
	Average over 1,032,000 revenue service miles per month	Exceed goal of 39,000 Mean Miles Between Failure	
<b>Orange Line</b>	Provide scheduled service of 312 one-way train trips per weekday	Maintain number of dropped trips at less than 1%	\$18,293,460
	176,600 passengers carried on Orange Line service daily	Exceed on-time performance of 95%	
	Maintain 120 revenue service vehicles	Maintain preventative maintenance schedule of 90 days or 12,500 miles  Exceed goal of 102 vehicles required for daily service	
	Average over 512,000 revenue service miles per month	Exceed goal of 32,000 Mean Miles Between Failure	
<b>Blue Line</b>	Provide scheduled service of 378 one-way train trips per weekday	Maintain number of dropped trips at less than 1%	\$11,034,252
	57,100 passengers carried on Blue Line service daily	Exceed on-time performance of 95%	
	Maintain 94 revenue service vehicles	Maintain preventative maintenance schedule of every 7,500 miles  Exceed goal of 56 vehicles required for daily service	
	Average over 260,000 revenue service miles per month	Exceed goal of 26,000 Mean Miles Between Failure	

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Green Line</b>	Provide scheduled service of 1,162 one-way train trips per weekday	Maintain number of dropped trips at less than 1%	\$46,481,194
	222,700 passengers carried on Green Line service daily	Exceed on-time performance of 95%	
	Maintain 209 revenue service vehicles	Maintain preventative maintenance schedule of every 60-90 days on all Green Line vehicles  Exceed goal of 150 vehicles required for daily service	
	Average over 433,000 revenue service miles per month	Exceed goal of 5,500 Mean Miles Between Failure	
<b>Vehicle and Station Cleaning</b>	Revenue vehicle appearance	One interior and exterior wash per vehicle per month  120 vehicles waxed per month (Blue, Orange and Red)  Daily interior cleanings of revenue fleet	\$13,632,385
	Station appearance	Stations cleaned to MBTA specifications	
<b>Vehicle Dispatching</b>	Supervising vehicle movement	All trips supervised for schedule performance on all lines	\$6,229,610
	Monitor quality of passenger station announcements	Make necessary adjustments to optimize service levels	
	Update FY 2009 Snow Plan	Complete distribution by November 30, 2008	
<b>Training</b>	Re-certify all Subway and Bus Operations employees on DTE rules, station & service management, emergency preparedness, and basic supervisory responsibilities	One day training completed annually	\$3,693,357
	Outside agency training (Fire & Police) on Safety and Emergency Procedures	One day training as necessary	
	Right-of-Way Rulebook Training Program	Certify all new Subway and Bus Operations employees and MBTA contractors	
	Right-of-Way Re-Certification Training	Re-certify 2,000 employees and 2,000 contractors annually	
	Train all Subway and Bus Operations new hires	Certify new Subway and Bus Operations employees in all transportation classifications	
AFC Equipment Training	One day training as necessary		

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Main Repair Facility</b>	Work Area Safety Inspection	Conduct monthly inspections	\$15,575,974
	OSHA Voluntary Compliance Program	All 9 shop work areas develop and adhere to voluntary compliance program	
	Supply maintenance shops with necessary refurbished components in order to maintain fleet	Rebuild 257 brake packages for the Red Line	
		Rebuild 60 gearboxes for the Red Line	
		Rebuild 25 air compressors for the Red Line	
		Rebuild 36 #3 Car AC traction motors for the Red Line	
		Rebuild 60 GE 1264 A1 traction motors for the Blue Line	
		Rebuild 50 brake packages for the Blue Line	
		Rebuild 18 gearboxes for the Blue Line	
		Rebuild 130 brake packages for the Orange Line	
Rebuild 25 Type 7 gearboxes for the Green Line			
Rebuild 80 #1460 B1 traction motors for the Red Line			
Rebuild 30 gearboxes for the Orange Line			
Rebuild 120 #1264 A1 traction motors for the Orange Line			
Rebuild 50 #7 Westinghouse traction motors for the Green Line			
Receive A.A.R. Certification for the Air Section	Conduct monthly inspection		
Enforce the use of safety glasses at all repair facilities	% of enforced compliance		
Tool box safety training at all repair facilities	Continue to conduct monthly training classes		

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Administration &amp; Finance</b>	Develop department Capital/Operating fiscal budgets		\$3,269,282
	Monitor all fiscal transactions to ensure compliance with budget		
	Prepare monthly line performance measures reports		
	Coordinate all personnel movement activities		
	Oversee all personnel substitute list posting and PER 1 form processing		
Coordinate all customer complaint correspondence			
<b>TOTAL BUDGET</b>			<b>\$149,098,070</b>



# Systemwide Maintenance and Improvements

Systemwide Maintenance and Improvements is responsible for the maintenance and repair of all track, signal, and communications systems. The collective focus of all SMI divisions is to support all transportation modes in order to achieve and retain “service grade condition,” whereby revenue service operates efficiently and without restrictions.

The Maintenance of Way Division is responsible for the inspection and maintenance of 183 miles of rapid transit and surface line track. Additional functions include landscaping, facilities cleaning, rubbish pick-up, and snow removal at various locations throughout the system.

The Signals Division is responsible for the inspection and maintenance of all wayside and carborne signal systems, which provide route integrity, speed control, collision avoidance and enforcement, broken rail protection, and other safety controls. In addition, maintenance and support of the Operations Control Center is provided.

The Communications Division oversees the Authority’s telephone, two-way radio, and public address/electronic sign systems, elevator intercoms, pagers, cellular telephones, remote fan control, fiber optic and copper cable plants. It is also responsible for maintaining life safety systems including fire alarms, security systems, closed-circuit televisions, and police call boxes.

The Administration Division provides supervision and oversight and performs all financial, budgetary, and clerical functions for the Department.



PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
<b>Right-of-Way Maintenance</b>	Safety and training	Provide continuous track inspection training for Section Forepersons and System Repairers  Provide training for procurement of CDL and equipment license	\$15,454,430
	Scheduled preventive maintenance	Inspect entire Red, Orange, and Blue Lines twice per week  Inspect entire Green Line three times per week  Establish program maintenance procedures	
	Corrective maintenance	Replace 9,000 ties system-wide on rapid transit lines  Surface and line station platform areas for ADA compliance  Replace 1,000 ties on Orange Line	
	Right-of-Way cleaning	Clean 50 miles annually	
	Operations support	Provide support for transportation via snow removal efforts, emergency coverage, etc.	
	<b>Facilities Maintenance</b>	Cleaning of buildings and other facilities system-wide	
<b>Signal Maintenance and Repair</b>	Switch machine maintenance	Test and inspect 450 switch machines monthly	\$12,260,153
	Third rail heater maintenance	Replace and repair defective third rail and switch heaters along with associated equipment systemwide	
	Vital relay testing	Rebuild and test 4,000 vital relays annually	
	Signal system testing and reporting	Test and report on methods of train operation, block signal systems, interlockings, traffic control systems, automatic train stop, cab signal, and other systems	
	Green Line signal system replacement	Complete system upgrades between Beaconsfield and Brookline Village and begin design for upgrades between Reservoir and Riverside	
<b>Communications</b>	Communications contracts	Monitor contracted preventive and corrective maintenance services for fire alarms, PA systems, radio communications, closed circuit television (CCTV), leases for antenna sites, etc.	\$7,331,938
	Telecommunication “adds, moves, and changes”	Provide system-wide support for all modifications to the Authority’s telephone and data communication services	
	Support automated fare collection	Support wide area network, hub station management, revenue collection, CCTV, station data communications projects, AFC, RST remote validators, and ITD	
	Construction Department support	Provide technical expertise on communication systems for over 40 construction projects	
<b>Administration</b>	Financial, budgetary, and administrative duties	Oversee all budgetary functions, provide clerical and administrative support	\$798,266
<b>TOTAL BUDGET</b>			<b>\$38,912,060</b>

