



Massachusetts Bay Transportation Authority General Manager's Monthly Report

January 2015



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In Conjunction With:

Chief Financial Officer

Real Estate Department

Design & Construction Department

Information Technology Department

Operations Department (Service Planning)

Transit Police Department

Safety Department

Security Department

Supplier Diversity & Development Office

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EXECUTIVE SUMMARY

The January 2014 General Manager's Monthly Report (GMMR) presents the Massachusetts Bay Transportation Authority's (MBTA) performance measurements, departmental reports, and an update to pilot programs. Development of this report is an authority wide, collaborative effort led by the Strategic Business Initiatives and Innovations Group. The report is presented in three (3) sections: (1) performance measurements, (2) departmental reports, and (3) pilot projects. Due to data collection constraints, data in the agency wide section is for November 2014, and departmental reports and pilot projects are representative of December 2014 data.

Section 1: Performance Measurements

Ridership

- There were 31.77 million passenger boardings compared to 32.44 million boardings in November 2013 – a **2.0% decrease**. FY 2015 year-to-date ridership is up 0.9%.
- Ridership **decreased** on the Light Rail (5.3%), Bus/Trolley Bus/Bus Rapid Transit (4.4%), Commuter Rail (3.0%), and The RIDE (0.4%) services. Ridership **increased** on the Private Bus (3.3%), Heavy Rail (1.1%), and Ferry Boat (0.6%) services.
- There were 1.33 million average weekday boardings; 732.2 thousand average Saturday boardings, and 493.1 thousand average Sunday boardings.

Financial

- Fare revenue through November 2014 stood at \$263.85 million; **\$7.75 million (3.0%) over budget**.
- Operating expenses through November 2014 was \$603.38 million; **\$24.5 million (3.9%) under budget**.
- Debt service expenses through November 2014 was \$181.78 million; **\$1.15 million (0.6%) under budget**.
- Total expenses though November 2014 was \$785.16 million; **\$25.67 million (3.2%) under budget**.

- Spending and revenue performance as of the end of November 2014 have resulted in a **net deficit of \$50.8 million.**

Safety & Security

- Customer injuries **increased by 27.8%** when compared to November 2013. Furthermore, customer injuries on directly operated modes have **increased by 23.5%.**
- Customer injuries were **17.9% lower** than the fiscal year 2014 monthly average of 56 injuries.
- Part 1 & 2 crimes in November 2014 **decreased by 17.2%** compared to November 2013. The number of crimes per million trips has **decreased by 15.5%** to 16.0 crimes per million customers.

Service Delivery & Customer Service

- On-time performances for all modes except for the ferry boat **were below the 95% goal.** Bus had the worst on-time performance in November 2014 at 66%.
- Dropped trips **increased significantly by 62.3%** in November from the same month in the previous fiscal year. This increase was mostly due to a large **increase in dropped bus trips (71.5%),** while rail **decreased their dropped trips by 14.4%.**

Employees

- The Authority reported 10 employee assaults (**42.9% increase**), and 97 employee injuries (**15.5% increase**) in November.
- From July to November 2014, the top 3 job classes in days missed per employee are:
 - 8D, Customer Service Agents – **21.45** days per employee
 - 9.6% decrease from this time last year (**23.72** days per employee).
 - Top 3 reasons for missed days: Vacation, FMLA, and sick leave.
 - 8A, Surface Operators – 18.54 days per employee
 - 0.5% increase from this time last year (18.44 days per employee).
 - Top 3 reasons for missed days: Vacation, FMLA, and sick leave.

- 8F, Maintenance & System Support – 18.47 days per employee.
 - 21.5% increase from this time last year (15.20 days per employee).
 - Top 3 reasons for missed days: Vacation, FMLA, and worker's compensation.

A full listing of performance measures for November and their comparison to past months is available on page 11. The following lists the most important data for each category of performance measures.

Section 2: Department Reports

Operations Department

- **GreenDOT.** E&M negotiated collaboration with Department of Environmental Resources, MassCEC, to pilot new energy saving technologies as part of its commitment to GreenDOT which will allow the MBTA to access additional funding from these agencies to invest in green technology.
- **Dalai Lama Visit.** Careful planning was needed to deal with increased ridership levels relating the Dalai Lama visit, the Mayor Menino memorial, a broken rail condition at Boylston station, cold/windy weather and a major diversion on the "B" Boston College line.

Chief Financial Officer

- **MBTA FY16 Budget Timeline.** An initial meeting with the Finance Committee took place on January 6th to discuss the MBTA fiscal year 2016 budget timeline and major assumptions. These discussions will continue in anticipation of the presentation and approval of the FY16 Operating Budget by the MassDOT Board of Directors by March 15th.
- **Late Night Service.** A full analysis and report on Late Night Service is being prepared with the intent to have a discussion with the MassDOT Board of Directors Finance and Audit Committee in February regarding the extension of the service beyond the pilot period.

Design & Construction Department

- **Government Center Station Project.** Contractor has started to install the glazed glasses for the main head house on the City Hall Plaza that is the most noticeable elements of the new station.
- **PCB Remediation.** URS is performing design for remedial PCB levels at Cabot Carhouse. The estimated cost is \$2.7 million. Target goal for advertisement is January 16, 2015.
- **Wellington Orange Line Carhouse Expansion and Improvements.** A final designer, STV Corporation was procured. The MBTA is currently negotiating with STV for a cost proposal to complete the design to 100% and provide CPS services. This should be complete in the next 30 days for a value of between \$6.5 and \$6.8 million.
- **Columbia Junction Signal Replacement.** Work entails signal and track improvements along the Red Line between Andrew, North Quincy and Field's Corner. Construction is 95% complete. When complete it will improve the headway for the Red Line at the merge of the Ashmont and Braintree Stations.
- **Green Line Collision Warning.** SSRC decided that radio based technology is preferred for collision avoidance. HNTB has been tasked to confirm the SSRC preference via an "executive white paper" that synthesizes all of the documented history of the effort to institute collision avoidance on the Green Line.
- **ABB Manufacturing** is working with the MBTA on a payment structure with ABB Manufacturing as part of the system Transformers replacement.

Transit Police Department

- **Overview.** MBTA Police participated in ten (10) community meetings and seven (7) community events in December. Topics discussed included the recent protests against the court decisions following the death of Michael Brown and Eric Gardner, the coordination of New Year's Eve celebrations, the Polar Express, and the beginning of the Police Explorers Program.

Real Estate & Asset Development Department

- The Real Estate department received 11 new license applications and issued 7 new licenses which resulted in \$23,074 of new revenue for the MBTA.
- **Green Line Extension Project.** Two (2) FTA approvals were received. One offer in the amount of \$1,670,000 was approved for the owners of 642-646 Boston Ave on the Somerville/Medford line. The other offer totals \$735,000 is allocated to the owners of 662-664 Boston Ave in Somerville.
- **Parking Revenue.** The new parking revenue control equipment was installed for the ground entrance on Burgin Parkway at Quincy Center Station. Once Engineering & Maintenance installs the proper safety signage, the equipment can be activated and the parking customers can gain full access.

Safety Department

- **System Modification Safety Program.** The MBTA System Modification Safety Program was developed and approved. The Program fulfills a requirement of federal and state regulation that transit agencies ensure safety concerns are addressed in modifications to existing systems, vehicles, and equipment that do not require formal safety certification but which may have safety impacts. Program development was the result of a two year collaborative effort between MBTA Safety and management involving testing and piloting of key elements of the Program.

Security Department

- **Chemical Weapons Attack Communications Workshop.** Conducted a Chemical Weapons Attack Communications Workshop with nearly 40 representatives from federal, state, and local agencies. The key outcomes included the revision of the OCC and TPD chemical alert procedure and stakeholder agreement with MBTA's overall approach.
- **Security Awareness & Emergency Preparedness Training.** Trained approximately 2200 in employees in the 8-hour Security Awareness & Emergency Preparedness Training for Frontline Employees and another 250 employees in the 2-hour Security Awareness & Emergency Preparedness Training for Contract Cleaners.

- **Region Evacuation Project.** Represented the Authority at the Metro Boston Homeland Security Region Evacuation Project.

Supplier Diversity & Development Office

- **MassWIN Green Line Extension Access & Opportunity Committee.** In December, the MassWIN GLX Access & Opportunity Committee convened to provide an update on the MassWIN program and the Green Line Extension. Updates on the GLX include: construction beginning on the Commuter Rail project, the GLX contract #4 is currently being executed, and full activity on the GLX project will commence in mid-January.

Strategic Business Initiatives

- **MBTA Futures.** MBTA Futures RFP due date has been extended to February 6, 2015. This is in response to proposer's requests for more time to provide better, more thorough submissions.
- **Fare Policy.** The Fare Policy Committee (MBTA/MassDOT internal) meets January 15. This will kick off the 18 month internal and external process seeking Board approval to raise fares by 5% effective July 1, 2017.
- **Regional Transit Authorities.** SBII staff in cooperation with the RTA department of Rail & Transit continue to meet with RTA officials in their offices across the Commonwealth. Recently staff visited MetroWest RTA, Franklin RTA, Worcester RTA, and Greater Attleboro RTA. Each RTA is visited at least annually, and on-going technical assistance is continually provided.

Section 3: Pilot Projects

- **Late Night Service.** The Task Force submitted the draft report to the GM for review and comment. Preparing to provide final recommendations to GM and Senior Staff in preparation for the March Board meeting.
- **Means Testing.** The Means Testing Working Group presented the pilot program to the Board on December 11th and received their approval.
- **University Pass.** In December, Clinton Bench, as project lead, presented the program design for the University Pass to the General Manager and the MassDOT Board of Directors.

- **Youth Pass.** A work plan has been developed for the implementation of the youth pass. The plan spans from January to June 2015.

**SECTION 1:
AGENCY WIDE OVERVIEW**

PERFORMANCE MEASUREMENTS

Performance Metrics	Report Mo. November 2014	Target	Delta from Target		FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %	
RIDERSHIP														
Ridership (in thousands)	Bus/TT/BRT	9,041.6	9,660.0	-6.4%		9,638.3	-6.2%		9,460.3	-4.4%		48,181.6	48,181.6	+0.0%
	Heavy Rail	14,029.0	13,378.3	+4.9%		14,196.5	-1.2%		13,873.1	+1.1%		75,069.1	71,709.2	+4.7%
	Light Rail	5,677.6	6,475.2	-12.3%		5,846.9	-2.9%		5,996.4	-5.3%		29,561.0	30,684.4	-3.7%
	Commuter Rail	2,695.1	2,923.0	-7.8%		2,981.3	-9.6%		2,778.6	-3.0%		14,602.8	14,736.6	-0.9%
	Boat	83.8	103.1	-18.7%		109.8	-23.6%		83.3	+0.6%		696.1	636.7	+9.3%
	The Ride	169.6	171.3	-1.0%		177.0	-4.1%		170.3	-0.4%		878.3	882.0	-0.4%
	Private Bus	75.3				74.2	+1.5%		72.9	+3.3%		394.9	371.7	+6.2%
	Total	31,772.1	33,305.0	-4.6%		33,043.2	-3.8%		32,434.9	-2.0%		168,687.2	167,202.3	+0.9%
	Average Weekday total	1,329.9	1,280.9	+3.8%		1,304.4	+2.0%		1,313.2	+1.3%		6,626.0	6,569.2	+0.9%
	Average Saturday total	732.2	640.4	+14.3%		713.5	+2.6%		767.6	-4.6%		3,631.5	3,658.5	-0.7%
	Average Sunday Total	493.1	640.4	-23.0%		486.4	+1.4%		474.8	+3.9%		2,589.9	2,469.9	+4.9%

Performance Metrics		Report Mo. November 2014	Target	Delta from Target		FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %	
FINANCIAL															
Revenue	Fare Revenue	\$50,035,026	\$49,769,562	0.5%		\$47,432,361	+5.5%		\$47,290,495	5.8%		\$263,846,991	\$240,834,609	9.6%	
	Other Operating Revenue	\$4,200,954	\$4,309,605	-2.5%		\$3,780,862	+11.1%		\$4,624,029	-9.1%		\$20,026,167	\$20,924,644	-4.3%	
	Total Operating Revenue	\$54,235,979	\$54,079,167	0.3%		\$51,213,224	+5.9%		\$52,758,800	2.8%		\$283,873,157	\$268,610,617	5.7%	
Expense	Operating Expenses	\$120,277,090	\$123,559,729	-2.7%		\$118,560,685	+1.4%		\$121,565,400	-1.1%		\$470,438,940	\$466,002,924	1.0%	
Overtime	Total OT Hours	66,804				68,239	-2.1%		62,914	6.2%		326,283	324,320	0.6%	
	Total OT Dollars	\$3,599,287				\$3,531,164	+1.9%		\$3,206,904	12.2%		\$17,430,098	\$16,500,918	5.6%	
	OT Dollars budgeted	\$2,419,431				\$2,206,892			\$2,735,123			\$13,558,015	\$13,972,195		
	Actual versus budget \$	\$1,179,856				\$920,859	+28.1%		\$471,780	150.1%		\$3,872,082	\$2,528,723	53.1%	
	Actual versus budget %	48.77%				34%	+43.1%		17.25%	182.7%		28.56%	18.10%	57.8%	
	OT Hours per day	2,227				\$2,244	-0.8%		2,097	6.2%		10,676	10,583	0.9%	
	OT Dollars per day	\$119,976				\$116,154	+3.3%		\$106,896.79	12.2%		\$570,347	\$538,495	5.9%	
Recovery Ratios	Operating Cost per Passenger	\$3.79				\$3.62	+4.7%		\$3.63	4.4%		\$3.50	\$3.49	0.3%	
	Fare Recovery Ratio	41.6%				39.5%	+5.3%		40.21%	3.5%		44.7%	41.3%	8.2%	
	Revenue Recovery ratio	45.1%				43.7%	+3.2%		44.86%	0.5%		48.1%	46.0%	4.4%	

Performance Metrics		Report Mo. November 2014	Target	Delta from Target		FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %
SAFETY & SECURITY														
Customer Injuries (Reportable)	Bus	14	21.75	-35.6%		24.2	-42.1%		23	-39.1%		128	117	+9.4%
	Rail (Heavy/Ligh t)	28	24.38	+14.9%		27.1	+3.4%		11	+154.5%		113	109	+3.7%
	Total Directly Operated (DO)	42	46.13	-8.9%		51.3	-18.0%		34	+23.5%		241	226	+6.6%
	Total DO injuries per 1 mill. DO trips	1	1.56	-6.2%		1.7	-15.5%		1	+26.0%		2	2	+5.1%
	Commuter Rail	4	4.28	-6.4%		4.8	-15.8%		2	+100.0%		9	26	-65.4%
	Total Injuries	46	50.40	-8.7%		56.0	-17.9%		36	+27.8%		250	252	-0.8%
	Total/1 mil. trips	1.4	1.53	-5.2%		1.7	-14.7%		1.1	+30.4%		1.5	1.51	-1.7%
	Fatalities	1.0	0.53	+90.5%		0.6	+71.4%		-	n/a		1	4	-75.0%
Crime	Criminal Homicide	-	0.00	+0.0%		0.00	+0.0%		0.00	+0.0%		0.00	0.00	+0.0%
	Forcible Rape & Attempted	1.0	0.00	n/a		0.3	+200.0%		0.00	n/a		5.0	1.0	+400%
	Robbery & Attempted	20.0	12.75	+56.9%		13.8	+45.5%		10.0	+100.0%		72.0	68.0	+5.9%
	Aggravated Assault	11.0	12.17	-9.6%		13.2	-16.5%		12.0	-8.3%		52.0	77.0	-32.5%
	Burglary & Attempted	2.0	0.00	n/a		0.8	+140.0%		-	n/a		5.0	7.0	-28.6%
	Larceny & Attempted	48.0	41.50	+15.7%		42.5	+12.9%		34.0	+41.2%		304.0	257.0	+18.3%
	Vehicle Theft & Attempted	-	0.25	-100.0%		1.3	-100.0%		5.0	-100.0%		8.0	9.0	-11.1%
	Arson	2.0	0.00	n/a		0.2	n/a		-	n/a		3.0	-	n/a

Performance Metrics		Report Mo. November 2014	Target	Delta from Target		FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %	
	Part 1 crimes #	84	70.00	+20.0%		71.00	+18.3%		61.0	+37.7%		505.0	406.0	+24.4%	
	Part 1 crimes per 1 million trips	2.6	1.15	+130.2%		2.15	+23.0%		1.9	+40.6%		14.9	12.1	+23.7%	
	Part 2 crimes #	345	498.42	-30.8%		499.42	-30.9%		457.0	-24.5%		2,207.0	2,033.0	+8.6%	
	Part 2 crimes per 1 million trips	10.9	14.13	-23.1%		15.13	-28.2%		14.1	-22.9%		65.5	61.0	+7.3%	
	Sum of Part 1 and Part 2 crimes	429	569.42	-24.7%		570.42	-24.8%		518.0	-17.2%		2,712.0	2,439.0	+11.2%	
	Total Crimes per 1 million trips	13.5	16.27	-17.0%		17.27	-21.8%		16.0	-15.5%		16.1	14.6	+10.2%	
Bus Collisions	# reportable collisions	8	6.25	+28.0%		7.25	+10.3%		2	+300.0%		41.0	23.0	+78.3%	
	# recordable collisions	142	151.50	-6.3%		152.50	-6.9%		160	-11.3%		555.0	576.0	-3.6%	
	total collisions	150	158.75	-5.5%		159.75	-6.1%		162	-7.4%		596.0	599.0	-0.5%	
	Total per 10,000 Miles Driven	0.71	0.00	n/a		0.71	+0.4%		1	+3.5%		0.5	0.5	-0.1%	
	Total Reportable/ per 10K Miles Driven	0.04	0.00	n/a		0.03	+17.5%		0.01	+347.2%		0.0	0.0	+79.0%	
Rail Accidents (Heavy & Light)*	Derailments	1.0	0.00	n/a		1.0	+0.0%		1	+0.0%		5.0	7.0	-28.6%	
	Train on Train	2.0	0.00	n/a		0.3	+500.0%		1	+100.0%		2.0	2.0	+0.0%	
	Total Rail Collisions	3.0	0.30	+900.0%		1.3	+125.0%		2	+50.0%		7.0	9.0	-22.2%	

Performance Metrics		Report Mo. November 2014	Target	Delta from Target		FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %	
	Total/100K Miles operated	0.13	0.00	n/a		0.054	+139.0%		0	+58.6%		0.2	0.3	-43.6%	

Performance Metrics		Report Mo. November 2014	Target	Delta from Target		FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %	
SERVICE DELIVERY															
Heavy Rail Passenger Wait Times (OTP)	Red Peak punctuality	82.1%	87.64%	-6.3%		85.9%	-4.5%		85.80%	-4.3%		84.0%	87.4%	-3.9%	
	Red Line Total punctuality	84.0%	87.81%	-4.3%		86.1%	-2.4%		86.00%	-2.3%		85.8%	86.6%	-0.9%	
	Orange Peak punctuality	71.2%	79.11%	-10.0%		77.6%	-8.2%		76.34%	-6.7%		72.8%	77.1%	-5.6%	
	Orange Line Total punctuality	80.0%	83.29%	-3.9%		81.7%	-2.0%		82.00%	-2.4%		79.6%	82.0%	-2.9%	
	Blue Peak punctuality	89.1%	94.51%	-5.7%		92.7%	-3.9%		92.88%	-4.1%		90.5%	92.0%	-1.6%	
	Blue Line punctuality	93.0%	95.36%	-2.5%		93.5%	-0.5%		94.00%	-1.1%		92.6%	92.4%	+0.2%	
Heavy Rail Travel Time	Red Line Passenger Travel Time	91.0%	94.78%	-4.0%		92.9%	-2.1%		93.00%	-2.2%		91.6%	94.2%	-2.8%	
	Orange Line Passenger Travel Time	88.0%	90.95%	-3.2%		89.2%	-1.3%		90.00%	-2.2%		87.2%	89.8%	-2.9%	
	Blue Line Passenger Travel Time	99.0%	98.00%	+1.0%		98.3%	+0.8%		99.00%	+0.0%		97.8%	97.8%	+0.0%	
Commuter Rail OTP	CR Northside OTP	77.2%	87.76%	-12.0%		86.0%	-10.3%		83.11%	-7.1%		82.3%	87.0%	-5.4%	
	CR Southside OTP	89.2%	94.04%	-5.2%		92.2%	-3.3%		91.12%	-2.1%		90.9%	93.3%	-2.5%	
	Total CR OTP	84.4%	91.46%	-7.7%		89.7%	-5.9%		87.81%	-3.9%		87.5%	90.7%	-3.6%	
Bus OTP	Key Bus and SL OTP	73.0%	74.21%	-1.6%		72.8%	+0.3%		74.00%	-1.4%		71.2%	72.5%	-1.8%	
	Key Bus Routes only OTP	71.0%	71.83%	-1.1%		70.4%	+0.8%		73.00%	-2.7%		71.0%	69.6%	+2.0%	
	Silver Line OTP	79.0%	82.43%	-4.2%		80.8%	-2.2%		81.00%	-2.5%		76.8%	80.8%	-5.0%	

Performance Metrics		Report Mo. November 2014	Target	Delta from Target		FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %	
	All bus OTP	66.0%	70.13%	-5.9%		68.8%	-4.0%		69.00%	-4.3%		66.0%	68.8%	-4.1%	
RIDE OTP	GLSS	92.0%	94.57%	-2.7%		92.7%	-0.7%		94.09%	-2.2%		93.3%	94.0%	-0.8%	
	VTS	90.8%	92.48%	-1.8%		90.7%	+0.2%		91.75%	-1.0%		91.4%	91.4%	-0.0%	
	NEXT	90.4%	94.45%	-4.3%		92.6%	-2.3%		92.56%	-2.3%		91.4%	93.1%	-1.8%	
	Total	89.9%	94.35%	-4.7%		92.5%	-2.8%		92.74%	-3.1%		91.8%	93.0%	-1.3%	
Commuter Boat OTP*	Quincy	99.4%	96.16%	+3.3%		94.3%	+5.4%		96.99%	+2.5%		99.4%	83.7%	+18.7%	
	Hingham	99.9%	97.42%	+2.5%		95.5%	+4.6%		87.92%	+13.6%		99.1%	90.4%	+9.6%	
	Charlestown	99.5%	98.00%	+1.5%		100.0%	-0.5%		100.00%	-0.5%		99.8%	100.0%	-0.2%	
	Total	99.6%	98.00%	+1.6%		96.6%	+3.1%		94.97%	+4.8%		99.4%	91.4%	+8.8%	
Dropped Trips (bus & heavy/light rail) [weekdays only]	Trips dropped	2,830.5	3,222	-12.1%		2,628	+7.7%		1,744	+62.3%		15,675.5	11,254.5	+39.3%	
	Trips Scheduled	161,088.9				173,006			170,230			900,317.8	907,752.9		
	% of scheduled operated	98.2%	98%	+0.2%		98.5%	-0.2%		99.0%	-0.7%		98.3%	98.8%	-0.5%	
	# dropped due to no operator	1,980.5	1,610.9	22.9%		1,486	+33.3%		1085.5	+82.5%		10,399.5	6,774.0	+53.5%	
	% of dropped due to no operator	70.0%	50%	39.9%		56.9%	+23.0%		62.2%	+12.4%		66.1%	59.7%	+10.8%	
	# dropped due to no equipment	482.5	1,610.9	-70.0%		621	-22.3%		476.5	+1.3%		2,959.0	3,280.5	-9.8%	
	% dropped due to no equipment	17.0%	50%	-65.9%		24.8%	-31.2%		27.3%	-37.6%		19.1%	29.5%	-35.2%	
	# added trips	155.5	3,222	-95.2%		174	-10.7%		194	-19.8%		1,704.5	1,223.5	+39.3%	
Dropped Rail Trips (heavy/light) [weekday only]	# dropped peak rail trips	78.5				193	-59.4%		128	-38.7%		671.5	667.5	+0.6%	
	# dropped off-peak rail trips	81.5				132	-38.3%		59	+38.1%		483.0	359.0	+34.5%	
	Total rail dropped	160.0				325	-50.8%		187	-14.4%		1,154.5	1,026.5	+12.5%	

Performance Metrics		Report Mo. November 2014	Target	Delta from Target		FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %
	trips													
	# Added rail trips	58.0				Tracking began in FY15						668.0	Tracking began in FY15	
Dropped Bus Trips (directly operated) [weekday only]	# dropped peak bus trips	1,632.5				1,304	+25.2%		905	+80.4%		7,662.5	6,184.5	+23.9%
	# dropped off-peak bus trips	1,038.0				998	+4.0%		652	+59.2%		6,858.5	4,043.5	+69.6%
	Total bus trips dropped	2,670.5				2,303	+16.0%		1557	+71.5%		14,521.0	10,228.0	+42.0%
	# added bus trips	97.5				91	+7.6%		116	-15.9%		1,036.5	616.5	+68.1%
Cancelled Commuter Rail Trains	# trips cancelled	44	1.0	43		44.33	-0.8%		62	-29.0%		285.0	212.0	+34.4%
	# trips scheduled	10,898				11,736.92	-7.1%		11,244	-3.1%		58,561.0	59,093.0	-0.9%
	# trips delayed	1,659				1,162	+42.8%		1,309	+26.7%		7,051.0	5,260.0	+34.0%
Vertical Lift	MBTA escalator availability	99.0%	99.0%	-0.0%		98.5%	+0.5%		98.9%	+0.1%		98.7%	98.2%	+0.5%
	MBTA elevator availability	99.4%	99.0%	+0.4%		99.4%	+0.0%		99.1%	+0.3%		99.4%	99.2%	+0.2%
Mean Distance Between Failures	Red Line MDBF	57,418				54,893	+4.6%		35,793	+60.4%		49,689	56,100	-11.4%
	Orange Line MDBF	41,070				43,593	-5.8%		39,207	+4.8%		49,301	41,692	+18.3%
	Blue Line MDBF	50,908				56,986	-10.7%		60,188	-15.4%		56,628	63,064	-10.2%
	Green Line MDBF	5,325				5,491	-3.0%		6,075	-12.3%		5,258	5,487	-4.2%
	Commuter Rail MDBF	2,373				6,030	-60.6%		5,809	-59.1%		5,214	6,473	-19.4%
	Bus MDBF	14,085				13,359	+5.4%		14,343	-1.8%		13,084	14,651	-10.7%
Bus Mileage	Scheduled Mileage	2,110,138				2,223,655	-5.1%		2,194,010	-3.8%		11,086,891	11,066,290	+0.2%

Performance Metrics		Report Mo. November 2014	Target	Delta from Target	FY 14 Average	Delta from FY14 Average %	Same Mo. LY November 2013	Delta from Nov. 13 %	FYTD November FY15	FYTD November FY14	FYTD Delta %	
	Actual Miles Driven	2,102,082			2,246,859	-6.4%	2,185,604	-3.8%	11,113,346	11,159,397	-0.4%	
	% of Scheduled Miles driven	99.62%			101.0%	-1.4%	99.6%	+0.0%	100.2%	100.8%	-0.6%	
Rail Mileage (heavy/light)	Scheduled Mileage	2,365,020			2,486,601	-4.9%	Tracking Began in December 2013			12,698,323	Tracking Began in December 2013	
	Actual Miles Driven	2,315,897			2,449,441	-5.5%				12,214,888		
	% of Scheduled Miles driven	97.92%			98.51%	-0.6%				96.19%		
AFC Equipment	Farebox uptime	94.5%			94.5%	+0.0%	94.2%	+0.3%	94.4%	94.5%	-0.1%	
	Faregate up-time	92.0%			92.7%	-0.8%	95.7%	-3.9%	90.3%	94.2%	-4.1%	
L1 "Pages" by type (All delays and exceptional events reported by the OCC)	Circumstantial (External)	39			28.4	+37.3%	32.0	+21.9%	162.0	Tracking began September 2013		
	Collision	19			18.9	+0.5%	15.0	+26.7%	111.0			
	Customer Injury	28			33.1	-15.4%	28.0	+0.0%	131.0			
	Fire	16			16.7	-4.2%	9.0	+77.8%	92.0			
	Human Error	-			1.6	-100.0%	1.0	-100.0%	5.0			
	Mech. Failure	163			184.0	-11.4%	163.0	+0.0%	902.0			
	Medical Emergency	22			21.6	+1.9%	19.0	+15.8%	124.0			
	Missing Work	13			14.3	-9.1%	10.0	+30.0%	59.0			
	Other	-			0.0	#DIV/0!	-	#DIV/0!	-			
	Police Activity	32			26.5	+20.8%	22.0	+45.5%	188.0			
	Total	332			344.5	-3.6%	299.0	+11.0%	1,774.0			
	Total Internal	195			218.0	-10.6%	189.0	+3.2%	1,077.0			
	Total					+8.5%		+24.5%				

Performance Metrics		Report Mo. November 2014	Target	Delta from Target	FY 14 Average	Delta from FY14 Average %	Same Mo. LY November 2013	Delta from Nov. 13 %	FYTD November FY15	FYTD November FY14	FYTD Delta %
	External	137			126.3		110.0		697.0		
L1 "Pages" by Mode/Line	Blue	22			27.7	-20.6%	24.0	-8.3%	142.0		
	Bus	80			71.8	+11.4%	65.0	+23.1%	426.0		
	Com. Rail	13			19.4	-33.0%	17.0	-23.5%	62.0		
	Facilities	6			12.6	-52.4%	12.0	-50.0%	47.0		
	Ferries	-			0	#DIV/0!	-	#DIV/0!	-		
	Light Rail	91			85.6	+6.3%	57.0	+59.6%	500.0		
	Orange	55			42.0	+31.0%	35.0	+57.1%	257.0		
	Red	65			75.4	-13.8%	69.0	-5.8%	332.0		
	RIDE	-			1.6	-100.0%	-	#DIV/0!	5.0		
	Station	-			12.4	-100.0%	20.0	-100.0%	3.0		
	Tracking began September 2013										
CUSTOMER SERVICE											
Customer Call Center	% tickets closed w/in 5 days	84.0%			86.75%	-3.2%	88.0%	-4.5%	87.6%	86.6%	+1.2%
	Call Center wait time (mins)	0:37			1:31	-59.5%	1:18	-52.6%	1:07	1:35	-29.9%
	Call Center wait time (seconds)	37.00			91.3	-59.5%	78.00	-52.6%	67.0	95.6	-29.9%
	Call center abandonment rate	7.0%			16.83%	-58.4%	14.0%	-50.0%	12.0%	17.6%	-31.8%
	Calls Received	31,868			45,326	-29.7%	43,429	-26.6%	190,740	246,270.00	-22.5%
	Spanish Calls	691			864	-20.0%	822	-15.9%	3,951	4,451.00	-11.2%
	Emails Received	2,055			2,114	-2.8%	1,897	+8.3%	11,664	10,538.00	+10.7%

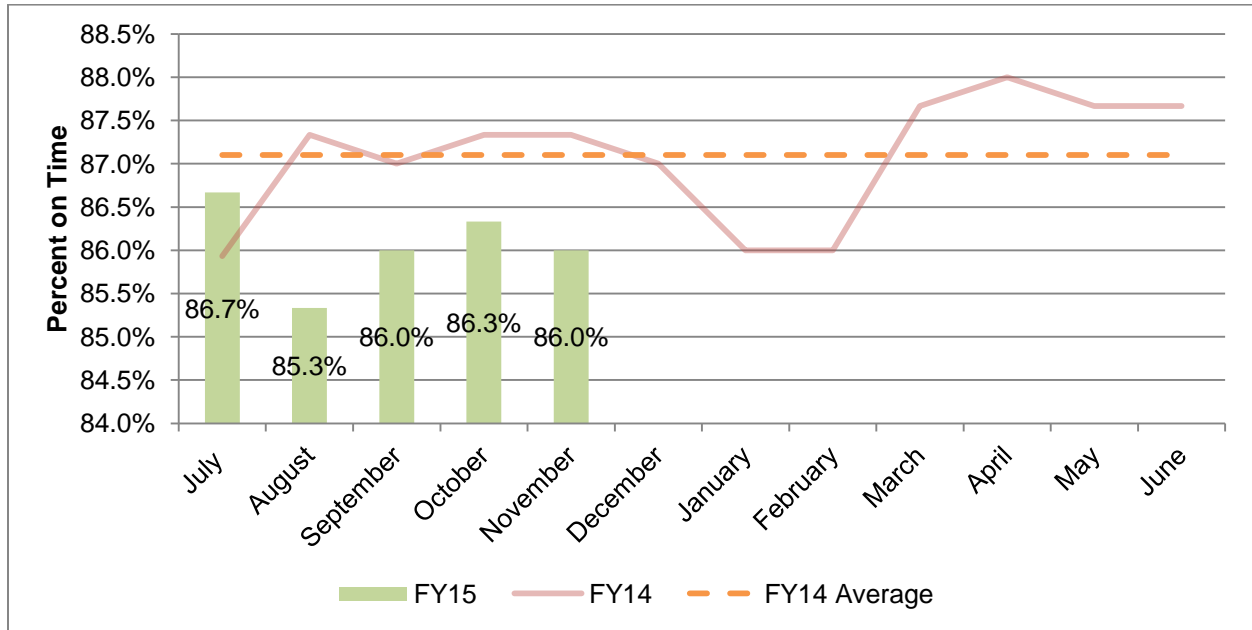
Performance Metrics		Report Mo. November 2014	FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %	
EMPLOYEES												
Employee Assaults	Rail Employee Assaults	4	6.90	-42.0%		5	-20.0%		24	32	-24.5%	
	Bus Employee Assaults	6	7.40	-18.9%		2	+200.0%		45	36	+25.7%	
	Total Employee Assaults	10	14.30	-30.1%		7	+42.9%		69	68	+2.1%	
	Assults With Time Lost	0.00	2.08	-100.0%		0	+0.0%		4	11	-63.6%	
	Assaults/100 employees	0.16	0.24	-31.5%		0.12	+38.7%		1.12	1.13	-0.5%	
	Empl. Aslt. w/ lost time/100 empls.	0	0.04	-100.0%		0.00	+0.0%		0.07	0.18	-64.5%	
Employee Injuries	Recordable Injury	63	62.58	+0.7%		52	+21.2%		314	266	+18.0%	
	Reportable Injury	34	37.33	-8.9%		32	+6.3%		186	152	+22.4%	
	Total Injuries	97	99.92	-2.9%		84	+15.5%		500	418	+19.6%	
	Recordable per 100 employees	1.02	1.04	-1.6%		0.87	+17.6%		5.11	4.44	+14.9%	
	Reportable per 100 employees	0.55	0.62	-11.0%		0.53	+3.2%		3.02	2.54	+19.1%	
	Total/100 Employees	1.57	1.66	-5.1%		1.40	+12.1%		8.13	6.98	+16.5%	
	CR Employee Injuries	8	3.58	+123.3%		1.00	+700.0%		23	11.0	#####	
Employee Availability	Motorpersons - Avg. Days Absent/Employee	3.04	3.49	-12.9%		3.25	-6.5%		17.33	18.56	-6.6%	
	Surface Operators - Avg. Days Absent/Employee	3.14	3.77	-16.7%		3.24	-3.1%		18.61	18.44	+0.9%	

Performance Metrics		Report Mo. November 2014	FY 14 Average	Delta from FY14 Average %		Same Mo. LY November 2013	Delta from Nov. 13 %		FYTD November FY15	FYTD November FY14	FYTD Delta %	
	Mechanics - Avg. Days Absent/Employee	2.73	2.73	-0.2%		2.63	+3.8%		15.45	15.97	-3.3%	
	Trans Supervisors - Avg. Days Absent/Employee	3.31	3.08	+7.5%		3.05	+8.5%		18.40	17.52	+5.0%	
DiversiTy training	MBTA Slots Available	17				14	+21.4%					
	MBTA Manager Slots Used	22				22	+0.0%					
	% of Slots Used	77.27%				63.64%	+21.4%					
# Employees	MBTA Headcount (operating budget)	6,175	6,045.67	+2.1%		5,995	+3.0%		6,149	5,987	+2.7%	

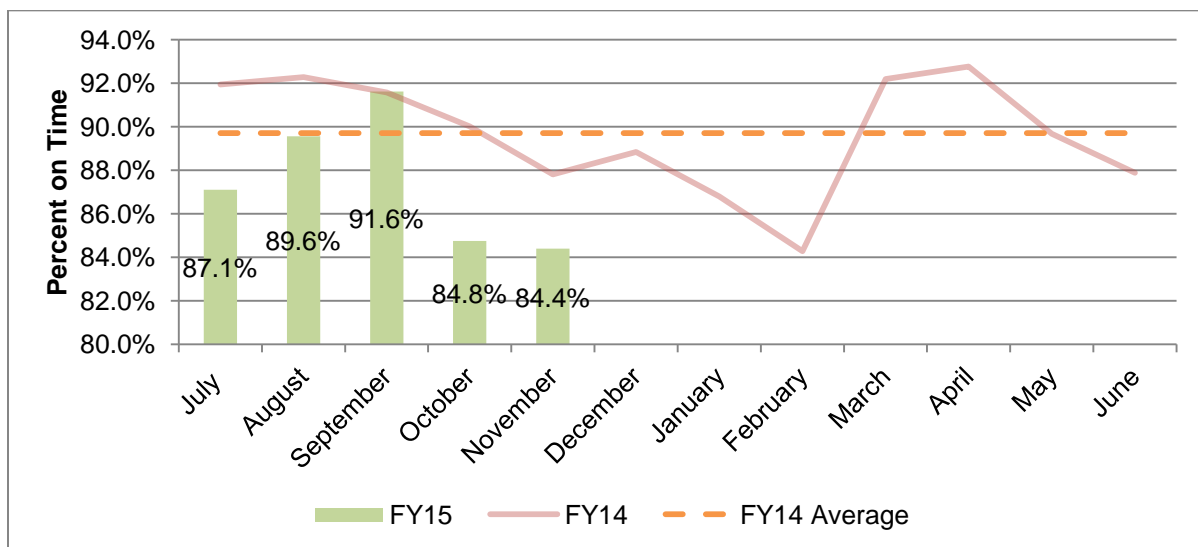
Performance Metrics		Report Mo. November 2014	Target	Delta from Target	FY 14 Average	Delta from FY14 Average %	Same Mo. LY November 2013	Delta from Nov. 13 %	FYTD November FY15	FYTD November FY14	FYTD Delta %	
REGIONAL TRANSIT AUTHORITIES												
RTA Oversight	# RTA Site Visits	2			1.25	+60.0%	2	+0.0%	6	4	+50.0%	
	# RTA's reporting monthly	15			15	+0.0%	15	+0.0%	73	45	+62.2%	
RTA Ridership (Fixed Route Unlinked Passenger Trips)	BAT	238,583			239,359	-0.3%	235,374	+1.4%	1,260,663	748,104	+68.5%	
	BRTA	44,593			48,234	-7.5%	47,128	-5.4%	245,667	149,045	+64.8%	
	CATA	14,858			15,335	-3.1%	14,348	+3.6%	87,041	50,686	+71.7%	
	CCRTA	31,599			39,038	-19.1%	33,752	-6.4%	315,279	131,671	#####	
	FRTA	10,417			10,481	-0.6%	10,045	+3.7%	59,128	32,155	+83.9%	
	GATRA	71,539			71,382	+0.2%	74,200	-3.6%	373,495	229,672	+62.6%	
	LRTA	123,424			127,814	-3.4%	123,437	-0.0%	668,049	401,173	+66.5%	
	MART	55,523			66,656	-16.7%	68,804	-19.3%	301,175	226,416	+33.0%	
	MVRTA	175,671			166,434	+5.6%	164,185	+7.0%	943,374	526,933	+79.0%	
	MWRTA	49,115			41,910	+17.2%	45,973	+6.8%	174,209	136,051	+28.0%	
	NRTA	-			9,787	-100.0%	-	#DIV/0!	227,574	36,426	#####	
	PVTA	1,082,407			992,127	+9.1%	1,059,532	+2.2%	5,209,959	3,433,492	+51.7%	
	SRTA	208,190			200,340	+3.9%	196,621	+5.9%	838,461	627,991	+33.5%	
	VTA	32,380			63,881	-49.3%	30,053	+7.7%	867,062	231,380	#####	
	WRTA	308,242			302,408	+1.9%	296,887	+3.8%	1,677,328	950,253	+76.5%	
Total	2,446,541			1,995,986	+22.6%	2,400,339	+1.9%	13,248,464	7,911,448	+67.5%		

Performance Metrics		Report Mo. November 2014	Target	Delta from Target	FY 14 Average	Delta from FY14 Average %	Same Mo. LY November 2013	Delta from Nov. 13 %	FYTD November FY15	FYTD November FY14	FYTD Delta %	
INNOVATION												
Energy Efficiency Program	Kilowatts Saved #	27,874										
	Kilowatts Saved \$	2,927										
	Kilowatts Saved \$	94,927										
Began tracking in FY15												
Inventory levels	Total Valuation	\$55,079,019			\$57,056,062	-3.5%	\$56,872,104	-3.2%	\$278,148,376	\$290,008,242	-4.1%	
	Valuation Goal	\$53,589,974			\$53,683,804	-0.2%	\$53,683,802	-0.2%	\$267,949,868	\$214,735,207	24.8%	
	Delta from Goal \$	\$1,489,045			\$3,372,258	-55.8%	\$3,188,302	-53.3%	\$10,198,508	\$18,400,931	-44.6%	
	Delta From Goal%	2.78%			6.28%	-55.8%	\$0	-53.2%	3.81%	8.57%	-55.6%	
	Reduction from Same Mo. Last year	-\$1,793,085										
Began Tracking in FY 2013												

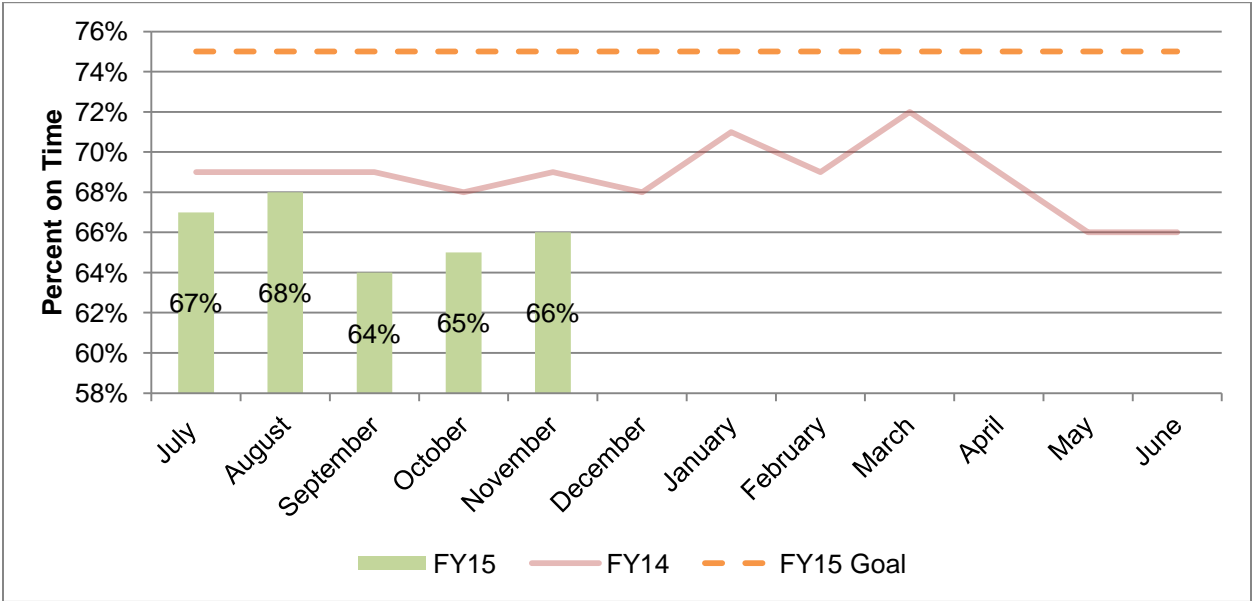
Heavy Rail On-Time-Performance. As illustrated in the graph below, on time performance (OTP) for heavy rail has consistently been below the monthly average for fiscal year 2014. Although the OTP decreased from the previous month, it has overall been increasing since August.



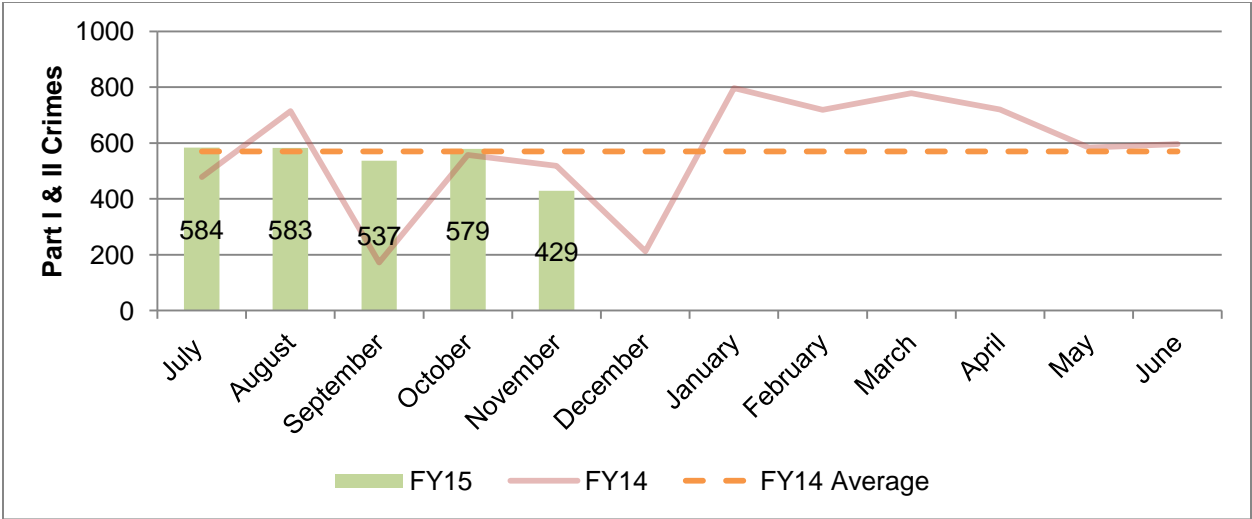
Commuter Rail On-Time-Performance has decreased significantly since September, however, the same occurred during the last fiscal year.



Bus On-Time-Performance has consistently remained below the target of 75%, however, it has been gradually increasing since September of this fiscal year.



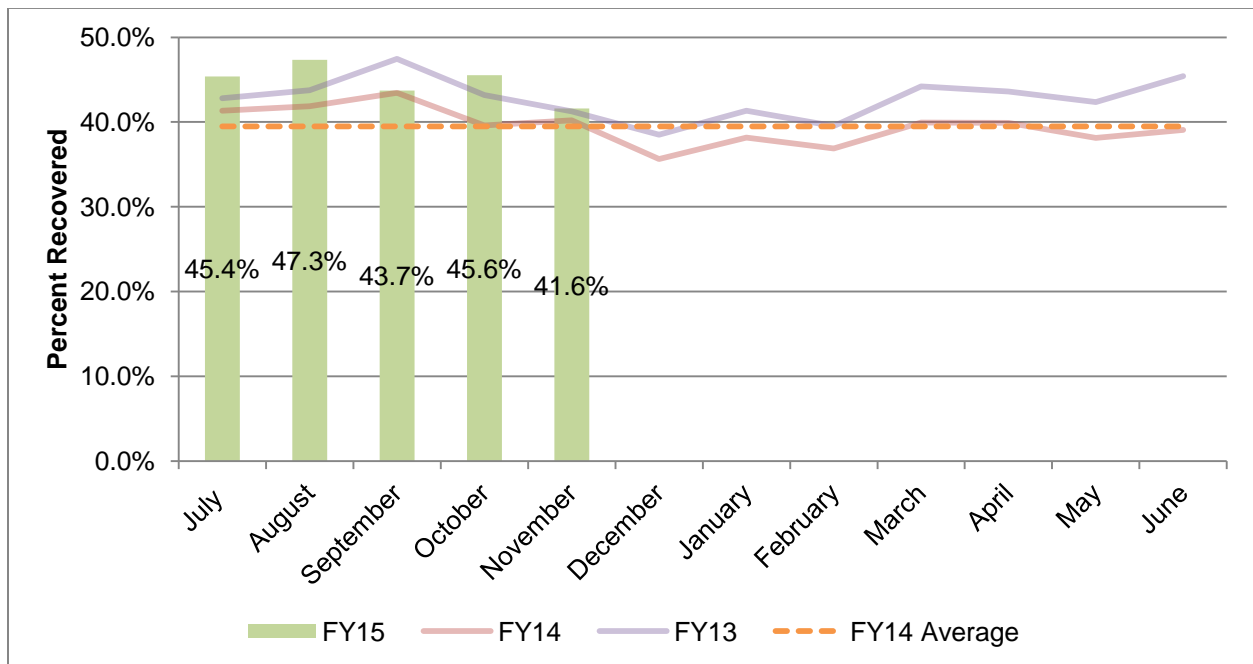
Part I and II Crime has remained at or below the average for fiscal year 2014 and saw a notable decrease from the previous month.



Financial

As of the beginning of January, the Authority closed the reporting period fiscal year-to-date through November (July – November 2014). Operating expenses came in under budget by \$24,519,672 (3.9%) and overall expenses came in under budget by \$25,671,964 (3.2%). Although overall revenues came in under budget by \$41,991,277 (5.4%), operating revenues came in over budget by \$8,682,819 (3.2%). Spending and revenue performance through November 2014 has resulted in a net deficit of \$50,801,954.

Farebox Recovery has consistently remained above the monthly average of fiscal year 2014. Although there is a decrease from the previous month, the current fiscal year has been following the same trend as previous fiscal years.



**Statement of Operating Revenue and Expenses, Year-to-Date
Through November 2014**

	Actual	Budget	\$ Variance	% Variance	Reasons
Operating Revenues					
Revenue from Transportation	263,846,990	256,097,948	7,749,042	3.0%	6.5% increase (\$16.2M) in fare revenue over July-November 2013; 5% fare increase on 7/1/14
Other Operating Revenues	19,899,372	18,965,595	933,777	4.9%	Parking and advertising revenues
Total Operating Revenues:	283,746,362	275,063,543	8,682,819	3.2%	
Non-Operating Revenues					
Dedicated Sales Tax Revenue	341,650,360	326,479,515	15,170,845	4.6%	Timing
Dedicated Local Assessment Revenue	53,387,105	40,033,928	13,353,177	33.4%	Timing
Contract Assistance	47,017,542	122,958,330	(75,940,788)	-61.8%	Timing
Other Income	8,560,051	11,817,380	(3,257,329)	-27.6%	Lower federal preventative maintenance funding
Total Non-Operating Revenues:	450,615,057	501,289,153	(50,674,096)	-10.1%	
Total Revenues:	734,361,419	776,352,696	(41,991,277)	-5.4%	
Operating Expenses					
Wages	203,453,923	205,600,812	2,146,889	1.0%	Savings of \$7.0M in straight-time wages from YTD vacancies offset by \$4.9M over budget in OT spending
Fringe Benefits					
Pensions	29,828,289	32,104,764	2,276,475	7.1%	Savings from lower straight-time earnings caused by vacancies
Health	45,643,878	45,902,239	258,361	0.6%	
Life Insurance	383,045	243,381	(139,664)	-57.4%	Life insurance costs will be charged to the H&W Trust Fund when established
Disability	8,566	0	(8,566)	#DIV/0!	
Workers Compensation	4,022,530	4,590,427	567,898	12.4%	Spending trending 3.1% less than FY14 YTD
Other Fringes	2,549,028	97,556	(2,451,472)	-2512.9%	\$2.5M contribution to OPEB (Other Post Employment Benefits) liability
Fringe Benefits Subtotal	82,435,336	82,938,367	503,031	0.6%	
Health & Welfare Fund	2,643,398	4,348,695	1,705,297	39.2%	Savings due to unsettled contracts and delay in setting up H&W Trust Fund.
Payroll Taxes					
FICA	14,797,177	15,765,530	968,353	6.1%	Underspending in wages
Unemployment	550,295	549,960	(335)	-0.1%	
Payroll Taxes Subtotal	15,347,472	16,315,490	968,017	5.9%	
Materials, Supplies and Services	86,115,147	98,572,130	12,456,983	12.6%	Underspending in miscellaneous materials, supplies, and services accounts; spending trending slightly less than FY14 YTD
Casualty & Liability					
Risk Insurance	2,697,480	2,968,668	271,188	9.1%	
Injuries & Damages	2,093,859	3,838,999	1,745,140	45.5%	Lower than budgeted claims YTD
Casualty & Liability Subtotal	4,791,340	6,807,667	2,016,328	29.6%	
Purchased Commuter Rail Expenses	161,420,768	160,210,069	(1,210,700)	-0.8%	
Purchased Local Service Expenses	44,637,903	50,546,427	5,908,524	11.7%	Lower than budgeted ridership in THE RIDE; ridership 0.4% lower than last year
Financial Service Charges	2,535,741	2,561,044	25,303	1.0%	
Total Operating Expenses:	603,381,029	627,900,702	24,519,672	3.9%	

	Actual	Budget	\$ Variance	% Variance	Reasons
Debt Service					
Interest	99,679,225	100,188,768	509,543	0.5%	2014 A Sales Tax Bond lower than budget
Principal Payments	80,115,049	80,955,544	840,495	1.0%	2014 A Sales Tax Bond lower than budget
Lease Payments	1,988,070	1,790,324	(197,746)	-11.0%	Lease for 142 RIDE vehicles
Total Debt Service Expenses:	181,782,344	182,934,636	1,152,292	0.6%	
Total Expenses:	785,163,373	810,835,338	25,671,964	3.2%	
Net Revenue/(Expense) before Transfers	(50,801,954)	(34,482,641)	(16,319,313)		
Transfers In/(Out)	0	0	0		Capital Maintenance Fund
Transfers In/(Out)	0	0	0		Deficiency Fund
Net Revenue/(Expense)	(50,801,954)	(34,482,641)	(16,319,313)		

Authority Spending by Department

As of November 30, 2014, nine (9) departments were over budget, five (5) of which were more than 5% over budget. However, overall departmental spending was 7.4% below budget.

	Y-T-D Actual	Y-T-D Budget	Percentage Under/ (Over)
Departments			
Design & Construction	758,473	186,595	-306.5%
GM & Board of Directors	413,303	282,361	-46.4%
Law	2,775,429	2,195,481	-26.4%
OCC & Training	5,089,124	4,796,652	-6.1%
Rail Maintenance	22,219,667	21,161,598	-5.0%
Police	11,686,437	11,196,892	-4.4%
Everett & VE	15,816,576	15,315,719	-3.3%
Public Affairs	74,879	74,250	-0.8%
Bus Transportation	53,121,855	52,927,933	-0.4%
Power Systems Maintenance	9,697,140	9,796,515	1.0%
Operations Service Planning (OSD)	2,038,102	2,092,436	2.6%
Heavy Rail	20,642,774	21,237,460	2.8%
Supplier Diversity	152,377	157,379	3.2%
Light Rail	15,790,273	16,440,154	4.0%
Budget	326,801	348,241	6.2%
Customer Support Services	799,722	859,922	7.0%
Charlie Store	349,086	376,469	7.3%
Treasurer/Controller	4,375,279	4,734,605	7.6%
Transit Facilities Maintenance	38,146,501	41,498,621	8.1%
Bus Maintenance	38,853,517	42,796,087	9.2%
Maintenance of Way	7,425,198	8,630,170	14.0%
Chief Operating Officer	403,614	469,911	14.1%
Labor Relations	341,349	401,305	14.9%
Materials Management	2,189,239	2,605,071	16.0%
Human Resources	1,167,549	1,407,696	17.1%
Occupational Health	775,725	969,579	20.0%
ITD and ITD Development	9,555,131	11,989,476	20.3%
Interagency	532,364	685,056	22.3%
Marketing/Communications	355,199	457,429	22.3%
Strategic Business Initiatives & Innovation	444,566	604,161	26.4%
Environmental Affairs	760,479	1,036,608	26.6%

	Y-T-D Actual	Y-T-D Budget	Percentage Under/ (Over)
Organizational Diversity & Civil Rights	495,097	675,463	26.7%
Signals & Communications	5,744,688	8,044,883	28.6%
Real Estate Management	1,104,495	1,634,456	32.4%
Commuter Rail Supervision	1,779,334	2,739,103	35.0%
Compliance & Reporting	7,932,344	12,774,307	37.9%
Safety	807,585	1,489,689	45.8%
OTA	827,315	1,717,054	51.8%
Systemwide Accessibility	436,647	989,205	55.9%
Employee Relations	43,235	111,850	61.3%
Operations Employee Initiatives	126,157	334,950	62.3%
Security	166,956	651,127	74.4%
Audit Services	0	44,044	100.0%
Department Totals	285,783,109	308,751,369	7.4%
Line-Items			
General Activities	3,027,489	(4,765,021)	-163.5%
Contracted Services -- Commuter Rail	161,420,768	160,210,069	-0.8%
Financial Service Charges (TC)	2,535,741	2,561,044	1.0%
Private Carrier (OSD)	889,181	946,162	6.0%
Risk Insurance (TC)	2,697,480	2,968,668	9.1%
Contracted Services -- Ferry Services (CRail)	5,426,265	6,037,325	10.1%
THE RIDE (OTA)	38,318,753	43,479,721	11.9%
Injuries and Damages (Law)	2,093,859	3,838,999	45.5%
Suburban Bus (OSD)	3,703	83,219	95.5%
Line-Item Totals	216,413,241	215,360,186	-0.5%
Fringe Benefits & Payroll Taxes			
Other Fringes (HR)	2,549,028	97,556	-2512.9%
Life Insurance (HR)	383,045	243,381	-57.4%
Unemployment (HR)	550,295	549,960	-0.1%
Healthcare (HR)	45,643,878	45,902,239	0.6%
FICA	14,797,177	15,765,530	6.1%
Pensions	29,828,289	32,104,764	7.1%
Workers' Compensation (OHS)	4,022,530	4,590,427	12.4%
Health & Welfare Fund (HR)	2,643,398	4,348,695	39.2%
Disability Insurance (HR)	8,566	0	n/a
Total Fringe Benefits & Payroll Taxes	100,426,207	103,602,552	3.1%
Total Operating Y-T-D	603,381,029	627,900,702	3.9%

**American Recovery and Reinvestment Act of 2009
Project Budget and Spending – As of 12/31/2014**

Grant No.	Proj. No.	Project Name	Project Manager	ARRA Project Budget	Spending to Date	% Spent to Date	To-Go Spending
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Grant MA-96-X001

960001	D01	Bus Stop and Customer Enhancements	Terry McCarthy	\$8,382,980	\$7,784,656	92.9%	\$598,324
960001	D02	Back Bay Station Lobby Ventilation	Walter Reed	\$1,167,960	\$1,167,952	100.0%	\$8
960001	D03	Silver Line - Essex Street Busway	Mary Ainsley	\$1,608,322	\$1,608,322	100.0%	\$0
960001	D04	Enhanced Bicycle Parking Facilities	Terry McCarthy	\$6,522,989	\$6,242,029	95.7%	\$280,960
960001	D05	The RIDE Vehicles	Frank Oglesby	\$5,583,170	\$5,583,170	100.0%	\$0
960001	D06	MBTA Systemwide Fencing	Walter Reed	\$3,452,829	\$3,452,829	100.0%	\$0
				\$26,718,250	\$25,838,958	96.7%	\$879,292

Grant MA-56-0001

560001	D12	Commuter Rail - Various Station Projects	Rich Arnold	\$2,697,390	\$2,697,390	100.0%	\$0
560001	D13	Dudley Square Station Improvements	Mahendra Patel	\$960,000	\$960,000	100.0%	\$0
560001	D14	MBTA Tunnel Signage	Walter Reed	\$5,016,394	\$5,016,394	100.0%	\$0
560001	D15	Commuter Rail Facilities	Rich Arnold	\$9,166,599	\$9,166,599	100.0%	\$0
560001	D17	Fitchburg Line - Interlocking Project	Paul Hadley	\$10,286,325	\$10,286,325	100.0%	\$0
560001	D18	Commuter Rail - Bridge Projects	Rich Arnold	\$3,472,651	\$3,472,651	100.0%	\$0
560001	D19	Haverhill Line - Double Track & Signals	Rich Arnold	\$19,914,288	\$19,914,288	100.0%	\$0
				\$51,513,648	\$51,513,648	100.0%	\$0

Grant MA-96-X014

960014	D07	Ashmont Station Upgrade Phase II	Scott Kelley	\$12,683,559	\$12,683,559	100.0%	\$0
960014	D08	MBTA Bus Facility Rehab and Improv	Walter Reed	\$16,953,978	\$16,953,978	100.0%	\$0
960014	D09	Double Track - Fitchburg Line	Paul Hadley	\$41,027,441	\$41,027,441	100.0%	\$0
960014	D10	Hybrid Bus Procurement	Jeff Gonnevill	\$27,720,176	\$27,720,176	100.0%	\$0
960014	D11	Silver Line - Essex St. Ramp/Areaways	Mary Ainsley	\$1,461,034	\$1,461,034	100.0%	\$0
				\$99,846,188	\$99,846,188	100.0%	\$0

Grant MA-96-X016

960016	D20	MBTA Operating	Eric	\$18,067,444	\$18,067,444	100.0%	\$0
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		Assistance	Waaramaa				
960016	D21	Orient Heights Trackwork Reconstruction	Tom Connelly	\$21,204,583	\$21,204,583	100.0%	\$0
960016	D22	Emergency Station Lighting Program	Walter Reed	\$1,367,748	\$1,367,748	100.0%	\$0
960016	D23	Substation Control Battery Set Repl. Prog.	John Martin	\$3,233,625	\$3,233,625	100.0%	\$0
960016	D24	Tunnel Dewatering / Pump Station Rehab.	Walter Reed	\$3,557,375	\$3,557,375	100.0%	\$0
960016	D25	Back Bay Re-Roofing Project	Kim Dobosz	\$1,840,339	\$1,840,339	100.0%	\$0
960016	D26	North Quincy Station Platform Repairs	Kim Dobosz	\$2,333,223	\$2,333,223	100.0%	\$0
960016	D27	Braintree Station Structural Repairs	Jamie Jackson	\$2,505,663	\$2,505,663	100.0%	\$0
				\$54,110,000	\$54,110,000	100.0%	\$0

Grant MA-77-0002

770002	D28	Kingston Wind Turbine	Andrew Brennan	\$524,814	\$524,814	100.0%	\$0
770002	D29	Bridgewater - Wind Turbine	Andrew Brennan	\$1,975,186	\$1,704,521	86.3%	\$270,665
				\$2,500,000	\$2,229,335	89.2%	\$270,665

Grant MA-66-X013

660013	D30	13 Key Bus Routes - Corridor Improv	Terry McCarthy	\$7,642,724	\$7,376,671	96.5%	\$266,053
660013	D31	Silver Line Washington St - BRT Improv	Erik Scheier	\$378,439	\$378,439	100.0%	\$0
660013	D32	AFC Equipment / Improv	Terry McCarthy	\$221,162	\$221,162	100.0%	\$0
660013	D33	Handheld CAD/AVL Computers	Erik Scheier	\$242,703	\$242,703	100.0%	\$0
660013	D34	Busway Pavement Rehab	Walter Reed	\$998,595	\$998,595	100.0%	\$0
660013	D35	Map Upgrade Program	Erik Scheier	\$516,377	\$516,377	100.0%	\$0
				\$10,000,000	\$9,733,949	97.3%	\$266,052

Grant MA-66-X015

660015	D36	Wedgemere Station Accessibility	Jeff Sarin	\$2,200,279	\$2,200,279	100.0%	\$0
660015	D37	Red Line Floating Slab Work	Brian Canniff	\$4,111,421	\$4,111,421	100.0%	\$0
				\$6,311,700	\$6,311,700	100.0%	\$0

Grant MA-66-X014

660014	D38	Wonderland Station Parking Garage	Tom Rovero	\$22,700,000	\$22,700,000	100.0%	\$0
				\$22,700,000	\$22,700,000	100.0%	\$0

ARRA Totals - Excluding TIGER/HSIPR Grants

\$273,699,786	\$272,283,778	99.5%	\$1,416,008
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TIGER/HSIPR Grants

Grant No.	Proj. No.	Project Name	Project Manager	ARRA Project Budget	Spending to Date	% Spent to Date	To-Go Spending
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Grant MA-78-0001

78000 1	D39	Revere Transit Plaza (TIGER-FTA)	Tom Rovero	\$20,000,00 0	\$20,000,00 0	100.0%	\$0
				\$20,000,00 0	\$20,000,00 0	100.0%	\$0

Grant MA-78-0002

78000 2	D40 -41	Fitchburg Line - Wachusett Ext. (TIGER-FTA)	Paul Hadley	\$59,234,30 0	\$30,172,64 4	50.9%	\$29,061,65 6
				\$59,234,30 0	\$30,172,64 4	50.9%	\$29,061,65 6

Grant MA-79-0001

79000 1	H69	Merrimack River Bridge (TIGER-FTA)	Elizabeth Ozhathil	\$10,000,00 0	\$4,141,604	41.4%	\$5,858,396
				\$10,000,00 0	\$4,141,604	41.4%	\$5,858,396

FRA Grants

S1000 4	H78	New Bedford - SCR Bridges (TIGER)	Elizabeth Ozhathil	\$19,790,56 7	\$19,790,56 7	100.0%	\$0
S1000 7	T92	Knowledge Corridor (HSIPR) - Fed \$ Only	Paul Hadley	\$72,800,00 0	\$53,807,67 5	73.9%	\$18,992,32 5
				\$92,590,56 7	\$73,598,24 2	79.5%	\$18,992,32 5

TIGER/HSIPR Grant Totals

\$181,824,8 67	\$127,912,4 90	70.3%	\$53,912,37 7
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ARRA Totals - Including TIGER/HSIPR Grants

\$455,524,6 53	\$400,196,2 68	87.9%	\$55,328,38 5
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Wage Spending by Department

	Regular Wages			Overtime Wages			Total Wages				Annual Budget
	Y-T-D Actuals	Y-T-D Budget	Variance	Y-T-D Actuals	Y-T-D Budget	Variance	Actuals	Budget	\$ (over)/ under	% - over/ under	
Audit Services	0	0	0	0	0	0	0	0	0		0
Design & Construction	0	0	0	0	0	0	0	0	0		0
GM & Board of Directors	250,476	221,078	(29,398)	0	0	0	250,476	221,078	(29,398)	-13.3%	530,586
Systemwide Accessibility	215,987	331,485	115,498	0	0	0	215,987	331,485	115,498	34.8%	804,744
Police	8,098,454	8,618,907	520,453	3,018,659	2,073,278	(945,381)	11,117,113	10,692,185	(424,928)	-4.0%	26,273,984
Law	767,396	962,995	195,599	0	0	0	767,396	962,995	195,599	20.3%	2,335,101
Safety	543,135	957,479	414,344	0	0	0	543,135	957,479	414,344	43.3%	2,292,669
Security	166,050	214,235	48,185	0	0	0	166,050	214,235	48,185	22.5%	514,161
Strategic Business Init & Innovation	311,071	434,072	123,001	7,722	0	(7,722)	318,793	434,072	115,279	26.6%	1,146,772
Real Estate Management	418,432	458,475	40,043	0	0	0	418,432	458,475	40,043	8.7%	1,111,677
Public Affairs	71,482	70,600	(882)	0	0	0	71,482	70,600	(882)	-1.2%	164,741
Environmental Affairs	399,449	513,192	113,743	0	0	0	399,449	513,192	113,743	22.2%	1,229,888
Interagency	424,170	448,828	24,658	0	0	0	424,170	448,828	24,658	5.5%	1,077,176
Organizational Diversity & Civil Rights	304,800	544,378	239,578	0	0	0	304,800	544,378	239,578	44.0%	1,311,185
Labor Relations	259,382	281,805	22,423	0	0	0	259,382	281,805	22,423	8.0%	676,328
Human Resources	794,853	981,571	186,719	0	0	0	794,853	981,571	186,719	19.0%	2,363,048
Employee Relations	39,588	107,840	68,252	0	0	0	39,588	107,840	68,252	63.3%	258,823
Occupational Health	706,448	796,394	89,946	0	0	0	706,448	796,394	89,946	11.3%	1,929,734
ITD and ITD Development	2,103,613	2,693,665	590,052	26,077	75,294	49,217	2,129,690	2,768,959	639,269	23.1%	6,589,907
Marketing/Communications	214,221	291,485	77,264	0	0	0	214,221	291,485	77,264	26.5%	706,844
Charlie Store	282,171	311,042	28,871	1,098	0	(1,098)	283,269	311,042	27,773	8.9%	745,921
Operations Service Planning (OSD)	749,555	1,121,021	371,466	0	0	0	749,555	1,121,021	371,466	33.1%	2,690,968
OTA	370,402	419,270	48,869	0	0	0	370,402	419,270	48,869	11.7%	1,007,863

Commuter Rail Supervision	1,428,176	1,921,792	493,616	25,551	11,276	(14,275)	1,453,726	1,933,068	479,342	24.8%	4,654,328
Bus Maintenance	14,745,179	16,050,603	1,305,424	2,083,868	1,751,848	(332,020)	16,829,047	17,802,451	973,404	5.5%	43,916,155
Bus Transportation	49,340,269	50,024,439	684,170	3,295,324	2,310,927	(984,397)	52,635,594	52,335,366	(300,228)	-0.6%	129,177,418
Heavy Rail	18,534,685	20,014,907	1,480,222	1,709,934	642,922	(1,067,012)	20,244,619	20,657,829	413,210	2.0%	51,713,905
Light Rail	14,913,275	15,855,010	941,735	867,108	565,938	(301,170)	15,780,383	16,420,948	640,565	3.9%	40,758,138
Rail Maintenance	13,487,299	12,893,786	(593,513)	2,872,049	2,801,260	(70,789)	16,359,347	15,695,046	(664,301)	-4.2%	38,449,671
OCC & Training	4,708,523	4,571,260	(137,263)	247,231	123,705	(123,526)	4,955,754	4,694,965	(260,789)	-5.6%	12,016,087
MOW	5,644,862	6,113,821	468,958	423,875	501,383	77,507	6,068,737	6,615,203	546,466	8.3%	17,053,081
Chief Operating Officer	398,811	374,165	(24,645)	0	0	0	398,811	374,165	(24,645)	-6.6%	786,545
Ops Employee Customer Initiatives	123,772	123,184	(588)	0	162,970	162,970	123,772	286,154	162,382	56.7%	686,095
Everett & VE	8,858,547	9,598,539	739,992	1,323,891	672,004	(651,887)	10,182,438	10,270,543	88,105	0.9%	24,809,308
Signals & Communications	4,967,130	5,643,016	675,886	350,770	424,682	73,912	5,317,900	6,067,698	749,798	12.4%	14,884,123
Transit Facilities Maintenance	8,507,039	9,189,474	682,435	915,570	472,999	(442,572)	9,422,610	9,662,473	239,863	2.5%	23,596,397
Power Systems Maintenance	6,291,948	6,985,013	693,064	392,972	268,399	(124,573)	6,684,921	7,253,412	568,491	7.8%	18,717,748
Customer Support Services	792,494	834,563	42,069	0	0	0	792,494	834,563	42,069	5.0%	2,024,262
Budget	307,903	343,658	35,755	0	0	0	307,903	343,658	35,755	10.4%	822,888
Treasurer/Controller	2,917,747	3,126,842	209,095	250,985	85,250	(165,735)	3,168,732	3,212,092	43,360	1.3%	7,874,080
Materials Management	1,922,696	2,063,455	140,759	64,249	45,639	(18,610)	1,986,945	2,109,094	122,149	5.8%	5,119,895
Compliance & Reporting	7,237,970	9,310,309	2,072,339	0	0	0	7,237,970	9,310,309	2,072,339	22.3%	8,325,708
Supplier Diversity	137,523	134,381	(3,142)	0	0	0	137,523	134,381	(3,142)	-2.3%	322,514
Audit Services	0	0	0	0	0	0	0	0	0		0
Total	182,756,981	195,952,034	13,195,054	17,876,934	12,989,774	(4,887,160)	200,633,914	208,941,808	8,307,894	4.0%	501,470,467

General Activities (regular & indirect)	2,820,009	(3,340,996)	(6,161,005)	0	0	0	2,820,009	(3,340,996)	(6,161,005)	184.4%	(8,000,000)
Grand Total	185,576,989	192,611,038	7,034,049	17,876,934	12,989,774	(4,887,160)	203,453,923	205,600,812	2,146,889	1.0%	493,470,467

Ridership

System Overview

In November 2014 (FY2015), there were 31.77 million unlinked passenger trips system-wide, a 2.0% decrease from the amount of unlinked passenger trips in November 2013. This slight decrease in ridership is most likely due to the way the calendar fell this year – November 2014 (FY 2015) had one more Sunday and one less weekday than in 2013 (FY 2014). Private bus saw the greatest increase at 3.2% when compared to the same month last year, while heavy rail and Ferryboat saw increases at 1.1% and 0.6%, respectively. Bus and Light Rail saw the biggest decreases in ridership at 4.6% and 5.6%, respectively. Commuter Rail experienced a decrease of 3.1% and The RIDE saw a decrease of 0.4%. Despite a decrease in overall ridership for the month, the weekday ridership rose by 1.3% from the same month last year.

Average Weekday

Systemwide average weekday ridership for November 2014 increased by 1.3% from November 2013, and totaled 1.33 million unlinked passenger trips per weekday.

Ridership on most modes increased. Heavy Rail, Light Rail, Commuter Rail, Boat, Private Bus, and THE RIDE average weekday ridership for November each saw increases of 1.4-12.1%, while Bus/TT/BRT Combined decreased 1.3%. Part of the decrease in Bus/TT/BRT may be related to running the reports earlier-than-normal due to the approaching holidays. If not all fareboxes have been probed or vaulted recently, the reported figures might not include all riders.

Weekend

Average weekend ridership results are available for all modes except Boat and Private Bus.

- Average Saturday ridership decreased systemwide by 4.6% in November 2014 vs. November 2013. Ridership increased on Bus/TT/BRT Combined and THE RIDE. There were modest decreases on Heavy Rail, Light Rail, and Commuter Rail. The Light Rail decrease is thought to be due to the Government Center

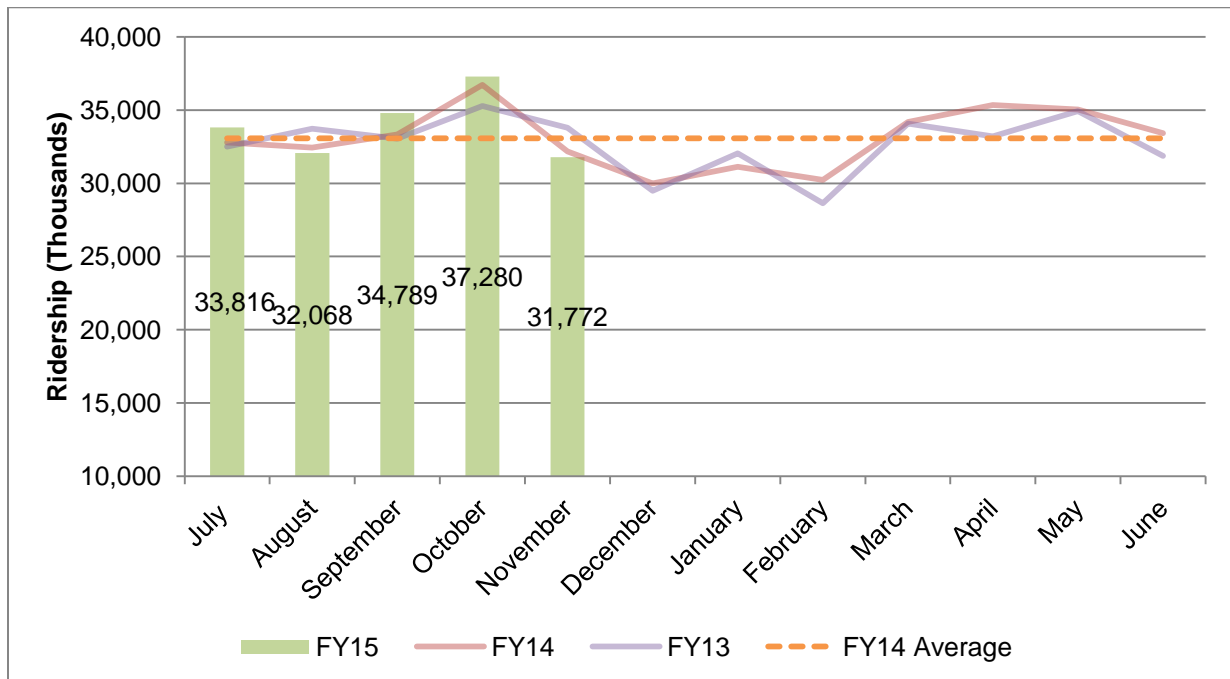
closure, which has shifted some riders onto Heavy Rail. Some of the overall decrease may also be weather related, since Saturday temperatures ranged from typical to cooler-than-average for November.

- Average Sunday ridership increased systemwide by 3.9% in November 2014 vs. November 2013. Ridership increased on Bus/BRT combined, Heavy Rail, and THE RIDE, but decreased on Light Rail and Commuter Rail. As on Saturdays, Light Rail likely saw some riders shift to Heavy Rail due to the Government Center closure. Some of the overall increase may be weather-related, since three of five Sundays were unseasonably warm for November.

FY15 Year-to-Date

The total growth in ridership of 0.6% in FY15 YTD is on par with expectations for FY15 so far. Systemwide annual ridership in FY15 was projected to grow by a modest 0.6%, which includes baseline growth (approximately 1.5%) coupled with the small ridership change due to the fare increase (-0.9% per CTPS spreadsheet model).

Systemwide Unlinked Passenger Trips



Employee Availability

AIC	Total Days/Employee Cons FYTD'14	Total Days/Employee Cons FYTD'15	Difference from FYTD'14	Total Days/Employee Cons FY'14	Total Days/Employee Cons FY'15	Difference from FY'14	Total Cons Days14	Total Cons Days15	Cons FYTD'14	Cons FYTD'15
8D: Customer Service Agents	23.72	21.45	-2.27	4.13	4.08	-0.05	895.93	801.27	5,076.59	4,311.71
8A: Surface Operators	18.44	18.54	0.11	3.24	3.14	-0.11	5,047.46	4,944.65	28,414.28	29,211.73
8F: Maintenance & System Support	15.20	18.47	3.27	2.86	3.44	0.58	512.90	599.68	2,709.39	3,306.81
1H: Trans. Supervisors	17.52	18.38	0.86	3.05	3.31	0.26	1,334.26	1,488.13	7,684.50	8,254.42
7B: Steel & Construction Trades	17.67	17.56	-0.12	3.09	3.06	-0.03	634.32	619.80	3,689.65	3,674.80
8B-C: Motorpersons	18.55	17.24	-1.32	3.25	3.04	-0.22	2,213.01	2,243.60	12,513.13	12,269.41
8E: Track Positions	16.57	16.00	-0.57	2.90	2.72	-0.17	642.18	553.64	3,789.28	3,349.62
7A: Mechanics	15.98	15.34	-0.64	2.63	2.71	0.08	1,823.44	1,945.40	10,971.08	10,930.75
8B-C: Train Attendants	14.32	14.93	0.61	3.64	3.40	-0.25	34.55	25.00	141.27	121.00
1G: Admin. Supervisors	12.23	14.88	2.65	2.61	2.86	0.24	209.34	223.49	972.02	1,167.84
1I-J: Maint. Supervisors	14.09	14.59	0.50	2.60	2.62	0.02	867.17	841.90	4,717.97	4,817.18
5A: Paraprofessionals	14.77	13.71	-1.06	2.14	2.88	0.74	59.83	88.91	430.52	462.71
1A-F: Executives/Managers	13.53	13.45	-0.08	2.45	2.33	-0.12	733.16	677.59	4,055.14	4,124.02
7C: Electrical Trades	13.46	13.31	-0.15	2.40	2.37	-0.03	940.95	918.44	5,240.88	5,236.76
2A-C: Professionals	13.90	12.96	-0.94	2.49	2.41	-0.08	791.89	778.81	4,460.46	4,354.31
3A-C: Technicians	13.34	12.80	-0.54	2.57	2.30	-0.27	623.59	566.34	3,301.05	3,237.33
4A: Protective Service	13.14	12.74	-0.40	2.26	2.09	-0.17	534.56	519.25	3,043.81	3,090.61
6A-B: Office/Clerical	14.81	12.63	-2.18	3.06	2.45	-0.61	377.39	291.36	1,925.26	1,733.84

**SECTION 2:
DIVISION/DEPARTMENT REPORT**

OPERATIONS

Activities and Accomplishments

Heavy Rail Operations

- Red Line Operations presented its monthly “See Your Supervisor” Awards to five (5) employees.

Light Rail Operations

- On December 12th, the annual Light Rail Operations “Safe Driver” award ceremony was held. The affair was attended by Streetcar Motorpersons who held the best driving records.
- Light Rail Operations working in concert with the training department and rail vehicle engineering, developed a training guide to remind staff about the proper ways to isolate a “Type 7” door. During the week of the 22nd, the guide was distributed by way of check attachment, appropriate posting and by Instructor and Supervisory staff talking to front line employees.
- Due to heavy rains on the 9th, the Fenway Dam was built (SOP 11.0). Light Rail Operations carefully coordinated alternative service plans in conjunction with the assistance of Maintenance of Way and Bus Operations.
- During the week of the 9th, Light Rail Operations worked with the Light Rail Training department to develop talking points aimed at reminding staff about safe movement in and out of yards and carhouses. The information was distributed in the field by talking to front line personnel. The information was also posted appropriately.
- All but 4 Streetcar Motorpersons have attended the Emergency/Evacuation training course at the Emergency Training Center.
- The plan for First Night was a success. Extra trains were strategically staged and served the customers well. An innovative storage area was the “exit” track from the Brattle loop. This enabled two deuces to service the eastbound platform at Haymarket (destination Lechmere), then travel westbound to Riverside and Boston College.

Operations Central Control (OCC) & Training

- On December 14, 2014, OCC and Training and Light Rail Operations and Maintenance developed a Training Flash that was used in a Blitz to educate and inform Light Rail Operations and Maintenance employees on the safety measures concerning Dead Tows/Pushes and Yard/Shifter moves.
- On December 16 through the 19, 2014, the OCC & Training Department provided an equipment overview, reviewed testing for 600 VDC power, and practiced emergency evacuation procedures for Quincy Fire Department in the Red Line's Braintree Yard.
- On December 16, 2014, OCC and Training re-issued a Training Flash that was used in a Blitz to educate and inform Light Rail Operations employees on the safety measures concerning track switches and overall ROW safety.
- On December, 26, 2014 OCC and Training, Bus Instructors were recognized with the star of the week certificate. Instructors were praise by a thankful trainee who stated he received exceptional training.
- On December 11-26, OCC and Training released Thirteen (13) bus operators, Eighteen (18) Train operators
- On December 31, 2014 OCC and Training conducted a Training Blitz "Winter Driving Procedures" Training staff visited bus terminals, lobbies to discuss with bus operators safety procedures while driving Neoplan 60' CNG Articulated Bus, 40' and 60' Bus and New Fryer 60' Hybrid Articulated Bus
- On December 31, 2014 OCC and Training New year's eve Managers and Instructors from Bus, LR and HR school were assigned to station and/or location to ensure prompted response to any emergency and customer safety

Engineering & Maintenance

- The Signal Department is currently in the process of rebuilding a cable duct bank under the Gainesboro Street Truck Pad.
- All lines continue winter preparations and performing third rail, switch and trip heater audits. Assist the carpenters with the installation of switch snow covers.
- Provided engineering and field support for Assembly Square, Columbia Junction, Red Line Cable and Red Line Floating Slab diversions and various other D&C

projects. The Signal Department piggybacks onto construction diversions to perform maintenance related tasks that cannot be performed during regular non-revenue service hours.

- The Signal Department has complete the installation of new switch and wide notch locking rods at Davis Square Interlocking.
- Monthly Track Mapping for the Red and Orange line has been completed. Signal Engineers continue to test all track circuits and remove speed restrictions to improve service times.
- Signal Department has submitted the procurement package to the Materials Department for the installation of Fiber Optic Cable from Fenway to Riverside Station to support new green line Signals, Power and Security System Enhancements. Funding for this effort had to be reestablished. A January 2015 award is anticipated.
- The Signal Department has completed its evaluation of the Third Rail and Switch Point Heater Control System bid proposals. Due to the complexity of the review, a January 2015 award is anticipated.
- Green Line AVI Equipment is currently in the process of being delivered. Crews are installing wayside cases at Copley Station.
- The Communications Department continues to address trouble calls and install new telephone / data communications systemwide. Due to water infiltration, the Communication Department is working with Verizon to engineer and relocated the D-marc at Davis Square Station.
- The Signal and Communication Department continue to prepare staffing plans to support the upcoming Holidays and planned events.
- The decision for FTE and/or Contractor support to conduct the work has not been made we will be providing the Executive sponsors with the data to informatively make a decision on this.
- The only FY15 headcount addition, Director of Asset Management, remains the sole resource dedicated to the program and is moving the program forwards. An additional 4 personnel (one to support each Department within E&M has been requested in the FY16 Budget).

- The Specification for Professional services to implement the EAMS is completed and under review with Legal as per the recommendation of the General Council.
- Sole Source of the Trapeze EAM software for all infrastructure Asset Management is presently in the signature loop for approval.
- After discussions with the IAM CEO the MBTA was invited to become a Patron of the IAM. Formal acceptance letter for signature has been drawn up and will be provided to the GM for signature along with the Director of Asset Management. This will assure the MBTA can benchmarking with Transit and non transit orientated agencies to ensure that the MBTA is at the forefront of Asset Management from an international front. Patron Members of the IAM include, but is not limited to: MTA, London Underground, National Grid, Alstom, KPMG, Jacobs, Network Rail, Emcore. The IAM only invites organizations to become Patrons.
- Specifications are being drafted with Parsons Brinkhoff under the D&C GEC for formal Asset Management Training for the MBTA to ensure our employees understand what is required of them and how it affects them and the valuable service we provide our customers.
- New LED light fixtures for tunnel lighting have been developed and after successful testing for over 2 years procurement will commence to replace lighting. Standardization of the fixture will ensure lower lead-times to replace, increased luminescence, ease of maintenance and add additional lights.
- High Voltage LED lights ranging from to 400 to 600V are in development so that lights can be replaced system wide with the same style unit, effectively covering a wide spectrum of 100V to 600V for lighting. George Christian and John Keady from Electrical Maintenance have been fundamental in the development of these energy saving fixtures and we will be the first transit agency in the world that has them in operation. Existing GreenDOT funds will be used to procure the first batch.
- All the Power instructor positions and the Supervisor are now picked and the remaining is in the signature process. Lesson plans are continuing to be developed with focus on individual classifications

Construction Logistics

Diversions:

- Week 1: Dec 13-15, 2014: RED, Red Line Floating Slab Weekend Diversion. Limits Alewife-Harvard
- Week 2: Dec 20-22, 2014 NO WEEKEND DIVERSION
- Week 3: Dec 27-29, 2014 NO WEEKEND DIVERSION
- Week 4: Jan 3-5, 2015 NO WEEKEND DIVERSION (HOLIDAY New Years Day Jan 1)
- Assembly Early Access: Dec 10 Complete
- Assembly Early Access: Dec 9, 15, 16, 22 Cancelled by Contractor

30 Day Look Ahead

Light Rail Operations

- Winter continues to challenge our operation. Audits and careful planning will continue throughout the cold weather months.
- Informational sessions continue to be attended by all Light Rail Operations Inspectors, Chief Inspectors and Yardmasters, to reiterate their duties in the field, proper paper work and issuing “direct orders” correctly.

OCC & Training

- Light Rail Training School will release Twenty Five (25) new part time operators by January 7th.

Construction Logistics

Diversions:

- Week 1: Jan 10-12, 2015: OPEN
- Week 2: Jan 17-19, 2015: OPEN (HOLIDAY Martin Luther King Jr Day Jan 19)
- Week 3: Jan 24-26, 2015: RED, Red Line Floating Slab Weekend Diversion 1. Limits Alewife-Harvard
- Week 4: Jan 31-Feb 2, 2015: OPEN

60 Day Look Ahead

OCC & Training

- Bus Training School will release Thirty (30) new operators by March 9th
- Heavy Rail School will release twenty (20) new operators by March 2nd
- Light Rail Training School will release Twenty (20) new part time operators by March 17th

Construction Logistics

Diversions:

- Week 1: Feb 7-9, 2015: OPEN
- Week 2: Feb 14-16, 2015: GREEN, Mattapan Weekend Diversion for Hendries Building Demo at Central Station: Limits Mattapan-Ashmont (HOLIDAY Washington Birthday Feb 16) (Weekend Diversion dates may change as Milton officials are working out demo details–MBTA is prepared to move forward at any time)
- Week 3: Feb 21-23, 2015: GREEN, Mattapan Weekend Diversion for Hendries Building Demo at Central Station: Limits Mattapan-Ashmont (Weekend Diversion dates may change as Milton officials are working out demo details–MBTA is prepared to move forward at any time)
- Week 4: Feb 28-30, 2015: ORANGE, Casey Arborway/Forest Hills Diversion 1. Limits Forest Hills-Jackson

90 Day Look Ahead

Construction Logistics

Diversions:

- Week 1: Mar 7-9, 2015: Maintenance of Way State of Good Repair 1 (Location to be determined)
- Week 2: Mar 14-16, 2015: NO DIVERSION St. Patrick's Day Weekend
- Week 3: Mar 21-23: RED, Red Line Floating Slab Weekend Diversion 2. Limits Alewife-Harvard
- Week 4: Mar 28-30, 2015: RED, Red Line Floating Slab Weekend Diversion 3. Limits Alewife-Harvard

Noteworthy Efficiencies and Cost Savings

Light Rail Operations

- Light Rail Operations has been working closely with Human Resources to fill vacant positions through programmed hiring, as well as projected needs for promotions and retirements and GLX air pollution mitigation.
- The Officials sheets for the upcoming winter rating have been modified to maximize overnight coverage, to offset overtime costs relating to overnight cold car work.
- Recent testing, interviewing and training efforts have yielded a force of 27 Chief Inspectors (both per-formed and spares rated out) and 46 Inspectors (both per-formed and spares rated out) going into the winter rating.
- Overtime expenditures are constantly monitored to ensure that flagging details are properly charged to various projects and contractors.

Construction Logistics

- Piggybacking is now the status quo for MassDOT & the MBTA. Piggybacking into a Diversion not only saves money it addresses many deferred maintenance projects while lessening future Diversions (service disruptions). Various MBTA Departments; Track, Signals, Power, Vehicle Maintenance & Communications as well as outside groups are coordinating with Operations weekly to take full advantage of each Diversion. All groups that piggyback perform essential maintenance and schedule work that, at times, could not have been done any other way than through a weekend Diversion of service. There are times, due to the scope of work, space available and level of construction taking place, groups cannot safely or efficiently piggyback into Diversions
- 2014 Diversion Statistics: In 2014 the MBTA successfully executed thirty nine (39) Weekend, 1 one day, 1 Government Center Non Bussing and seventy nine (79) nights of Early Access Diversions.
- In 2014, Phase 1 of the Columbia Junction Signal Replacement Project was completed
- In 2014, the Assembly Station Project series of Diversions were completed

2014 Piggybacking Savings: Fifty two (52) total groups piggybacked into the 2014 series of one hundred and twenty (120) total Diversions, potentially saving \$7, 604, 262.00.

CHIEF FINANCIAL OFFICER

Department Director: Jonathan R. Davis

Department Report Coordinator: Janice E. Ramsay

Activities and Accomplishments

- Transit Asset Management Program.** This monthly status report has focused on the three projects funded by FTA under the TAM Pilot Program – the Asset Management Plan, Decision Support Tool and SGR Database. The Authority was informed by FTA earlier this month that they consider the project successfully completed.
- Capital Investment Program.** The draft FY16-FY20 Capital Investment Program booklet has been completed, but we are awaiting direction from MassDOT on when it will be made available to the public.

Performance Measurements and Key Goals Update

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Measurement 1 – FY15 YTD Statement of Revenue and Expenses (actuals in millions)												
Revenue	\$154.70	\$290.60	\$459.20	\$580.40								
Expense	\$118.70	\$229.70	\$353.60	\$482.60								
Debt	\$35.70	\$72.20	\$108.40	\$145.10								
Net Rev /(Deficit)	\$0.30	(\$11.30)	(\$2.8)	(\$47.30)								
Measurement 2 – FY15 ARRA Spending (in millions) (includes TIGGER)												
Available Funding	\$273.7	\$2.7	\$2.6	\$2.7	\$2.6	\$2.3						
Spent YTD*	(\$271.00)	(\$0.10)	\$0.10	(\$0.10)	(\$0.30)	(\$0.90)						
Remaining	\$2.70	\$2.6	\$2.70	\$2.6	\$2.3	\$1.4						
Measurement 3 – Investment Yield on Debt Reserve Funds vs Benchmark 10-yr Treasury Rate												
Investment Yield	1.478%	1.529%	1.5%	1.606%	1.528%	1.501%						
10yr Treasury Rate	2.5%	2.3%	2.5%	2.2%	2.2%	2.170 %						
Measurement 4 - Revenue Bond Funds expended on capital projects vs. Bond Proceeds Available (in millions)												

Revenue Bond Funds Expended	\$15.3	\$36.4	\$51.5	\$66.1	\$66.0	\$115.8						
Bond Proceeds Available	\$213.2	\$195.7	\$185.1	\$168.1	\$168.2	\$128.2						

Explanation of Measurements:

Measurement 1: November financials are not yet available as of the creation of this document.

Measurement 2: The spent year-to-date reflects the adjustments that were made for some Knowledge Corridor costs funded by MassDOT.

Measurement 3: This metric measures MBTA's investment yield on its debt service reserve funds against a market benchmark. Investment yield for a specific reserve fund is prohibited by tax regulations to exceed the yield on the related bonds.

Measurement 4: This measures the MBTA's efforts to maximize federal grant funding and constrain issuance of MBTA revenue bonds.

30-Day Look Ahead

- Presentation to the Finance and Audit Committee and MassDOT Board on the FY16 Preliminary Budget. (February)
- Presentation to the Finance and Audit Committee on the Approval of the FY16-2020 Draft CIP (tentative in February)
- Board Approval of the Annual Assessment Amounts for Member Communities for Fiscal Year 2016 (February)
- Board Approval of the Certification of the Member Communities

60-Day Look Ahead

- Presentation to the Finance and Audit Committee on the FY16 Preliminary Budget. (March)
- Board Approval of the FY16 Preliminary Budget (March)
- Board Approval of the Draft FY16-2020 CIP (tentative in March)

90-Day Look Ahead

Nothing to report at this time.

Efficiencies, Revenue & Cost Savings of Note

The three departments reporting under the CFO (Budget, Treasurer/Controller, Compliance & Reporting) were under budget by 25.9% (\$3,612,887) for October year-to-date. The positive variance is primarily due to backpay accruals associated with unsettled collective bargaining agreements.

POLICE

Activities & Accomplishments

Monthly Community Meetings

- **Parkland Management Advisory Committee.** Lt. Salisbury attended the monthly meeting held at 70 Botolph Street. **The attendees were informed of recent Mass Ave, Ruggles and Roxbury Crossing incidents, and advice was given as to prevent larcenies and motor vehicle thefts.**
- **Academy/Bromley-Heath/Egleston Community Meeting.** Lt. Salisbury and Officer Duc attended a community meeting for the area, which was held at the New Academy Estate at 2908 Washington Street. **The attendees were notified of recent incidents at the Roxbury Crossing, Jackson, and Stony Brook stations, and were advised that officers were patrolling Jackson Square in a high visibility manner.**
- **Anti-Defamation League's (ADL) Breakfast for the Law Enforcement Advisory Board.** Chief Green attended the Anti-Defamation League's (ADL) Breakfast for the Law Enforcement Advisory Board at 40 Court Street, Boston. A notable attendee was Israeli Police Commander Nir Rosenthal who spoke on counterterrorism.
- **South Station Monthly Stakeholder Meeting.** Lieutenant Maynard attended the monthly South Station Stakeholders meeting at 280 Congress Street, Boston. **Lt. Maynard discussed a safety briefing, involving egress routes, muster area, emergency notifications, and CPR/AED. He also discussed issues involving parking along Track**

13 at South Station's commuter rail building, and recent South Station incidents.

- **Michael Brown and Eric Garner Protests.** The Transit Police Department collaborated with various municipal police departments and Massachusetts State Police to provide security and assistance during the protests that occurred following the court decision in the deaths of Michael Brown and Eric Garner. Cities that were assisted this month include Boston and Somerville.
- **Neighborhood House Charter School Meeting.** Lieutenant Fleming attended the Neighborhood House Charter School community meeting at 21 Queen Street in Dorchester. **School break issues at Shawmut Station were discussed.**
- **Bi-Weekly Woods Mullen Shelter Meeting.** Officer Dana Nye attended a HUES (High Utilizers of Emergency Services) bi-weekly meeting at the Woods Mullen Shelter. **In this meeting, we discussed specific individuals who are in need services from the various programs available to the homeless in the City of Boston. We also discussed options for the homeless based on the recent closing of the Long Island Shelter.**
- **MERGE Meeting.** Chief Green and Nialah Edouazin attended the MERGE (Multicultural Employee Resource Group for Excellence) at 100 Summer Street, Boston. Merge is an organization that empowers idea exchange, development and education regarding diversity in the workplace.
- **Quincy Safety and Security Meeting.** Lt. Fleming attended the monthly Quincy Safety and Security meeting at 11 Coddington Street in Quincy.

School breaks were discussed, but as there were no recent incidents, there were no issues to be resolved at that time.

- **High Utilizers of Emergency Services Meeting.** Officer Dana Nye attended a HUES (High Utilizers of Emergency Services) bi-weekly meeting at the Woods Mullen Shelter. **We discussed the case management of homeless individuals, two of whom were missing from their recently received housing, and were not participating in available services.**
- **New Years Eve Meeting.** Chief Green attended a press conference at City Hall regarding the New Year's Eve celebrations and **discussed the responsibilities of the Transit Police during First Night.**

Community Outreach

- **Heroes and Helpers Planning Meeting.** Deputy Chief Green and Officer Nye attended the PAL Shop with a Cop, Heroes and Helpers planning meeting at BPD headquarters. **MBTA issues discussed were the reservation of three MBTA busses to transport the children from the pre-party to the event. The department offered 21 Police volunteers, and the use of our MOP unit to escort the busses. We also coordinated donations made by the three police unions to the event.**
- **Volley against Violence Program.** Officers participated in the Volley Against Violence Program held at the Sportsmen's Tennis and Enrichment Center near Franklin Park. This weekly program is a drop-in program, open to the public, and is a collaboration by tennis professionals, coaches from local colleges, and officers from Boston Police and Transit Police to offer free tennis to youth 4-18. **It provides**

a fun and safe environment to these youth, and allows for a manner in which the police can form positive relationships with them.

- **Polar Express.** Chief Green participated in the Polar Express Celebrity Read-Along program with MBTA General Manager Dr. Beverly Scott. **Both read the story to youth who traveled on the Polar Express Train Ride from South Station.**
- **Barron Assessment and Counseling Center Roundtable.** Officer Nye participated in a roundtable discussion at the Barron Assessment and Counseling Center in Roslindale, MA. **We discussed recent youth and police related violence (Eric Garner case), and how positive relationships with police and others may help to quell some of the anger from protestors and others.**
- **Youth and Police in Partnership.** Chief Green, Sgt. Donahue, and Officers Ostine and Nye participated in a YPP (Youth and Police in Partnership) Meet and Greet with the involved youth and their parents. **YPP is a program that develops positive relationships between youth and police through a variety of social and program based settings and meetings.**
- **City Heroes Meeting.** Officers Dana Nye and Jerry Antoine attended a beginning of the year City Heroes meeting at CSR (Children's Services of Roxbury) at 520 Dudley Street in Roxbury. **They coordinated a three month plan for the spring where each organization (TPD, BPD and Boston EMS) would develop a curriculum to introduce the youth to the various jobs each department has to offer.**
- **Police Explorers Program.** Officer Dana Nye along with Sgt. Samil Silta had their first (sign-up) meeting with youth who primarily attend Madison Park and John D. O'Bryant High Schools at the Madison Park High School for the Police Explorer's Program. **This program provides educational training programs for young adults on the purposes, mission, and objectives of law enforcement.**

MOP Activity

The following is a breakdown of citations written by MOP Officers for the month of December, 2014.

Total citations written- 203

163 were parking tickets.

63 parking tickets were for bus stop violations.

40 were Moving Violations.

5 Moving Violations were for passing a trolley unloading passengers.

The MOP Officers made 8 arrests and summonsed 2 individuals.

Also, as directed, MOP1 & MOP2 did more than 800 bus checks for the month.

The Unit also participated in the following Special Events and Emergency Events:

- 12/04 Protest against Eric Garner
- 12/05 Black Lives Matter Protest at Davis Square
- 12/13 Millions March Boston Protest
- 12/16 Assist with police presence during Boston Public School student walkout protest
- 12/16 Shop With A Cop
- 12/19 M/C Escort to funeral home for Boston Police Officer Ramos
- 12/26 Officers Ramos & Pa'u volunteered to represent the Department & Unit in New York for NYPD Officer Ramos' funeral
- 12/31 First Night

30 Day Look Ahead

- Hosting of delegation visitors from the South Korean Railway Police in January.

60 Day Look Ahead

- Student officers will graduate from the Police Academy and a new class will begin their training at the Academy; both in February.
- Chief Frederick Ryan will be sworn in as Chief of Police in February.

90 Day Look Ahead

- 5 Patrol Officers will be promoted to Sergeant in March.

REAL ESTATE & ASSET DEVELOPMENT

Department Director: Mark E. Boyle

Department Report Coordinator: Cheryl Dustin

Activities and Accomplishments

- **Framingham Commuter Rail Station.** Discussions were held with representatives of the Metro West Regional Transit Authority (MWRTA) regarding their proposal to lease the Framingham commuter rail station and parking lots. Similar to other leases with RTAs (GATRA-Attleboro, Mansfield; LRTA-Lowell, North Billerica), MWRTA seeks to assume all maintenance, security, enforcement, etc. at Framingham, including the station platforms, landscaping, and parking lots. Revenues from parking would be utilized to fund the maintenance and improvements. MWRTA and the Town of Framingham are concerned with the ongoing conditions at the station. The request to lease is under review by appropriate MBTA departments.
- **Court House Station.** An Invitation to Bid (ITB) was issued for the sale/lease of air rights above the Silver Line's Court House Station on Seaport Boulevard. The developer of the adjacent property, known as Parcel J, is building a hotel (Yotel) and would like to extend their complex over the station headhouse. The station was originally designed to accommodate development above and adjacent to the headhouse. The minimum bid is \$1.2million, with proposals due in mid-January.
- As a related issue to the above project, the BRA has requested that the MBTA convey their unused rights in the adjacent Farnsworth Street and Thompson Place to the City of Boston so that they can be opened as public streets connecting to Seaport Boulevard.
- **Parcel 13.** The three (3) proposals submitted for Parcel 13 (Hynes Station, Turnpike air rights) were evaluated by the Review Committee, following public presentations.

The Committee is recommending the proposal submitted by the Peoples Corporation be designated, which includes a bid of over \$30million, mixed residential (apartments and condos), and retail space. The designated developer team will also be responsible for the design and integration of an improved and accessible Hynes Station, with the proposed lease revenue dedicated to funding those upgrades.

- **Wynn Everett Casino.** MBTA staff met with representatives of Wynn Everett casino to review plans for a proposed dual use access road adjacent to the Everett Shops. Wynn submitted an unsolicited offer to purchase 3 parcels of land from the MBTA for a new entrance to their complex and a rear service road. The staff asked Wynn to perform additional traffic circulation analysis utilizing the largest heavy equipment and vehicles to show the proposed access roadway will function properly and safely.
- **Quincy Adams Station.** Real Estate representatives met with Quincy Mayor Thomas Koch and Cabot Cabot and Forbes (CC&F) to discuss possible development of the surface commuter lot at Quincy Adams Station along Bergin Parkway. CC&F is developing a nearly 200 unit residential complex across the street from the station, and the City would like to have retail service uses at the station. Since the commuter lot fills daily, the parties agreed to look at possible replacement parking opportunities.
- **North Station.** MBTA staff conducted a site walk around at the North Station commuter rail lobby to review and discuss Delaware North/Boston Properties' proposal to modify/improve the premises. As part of their larger North Station TOD project, DN/BP is proposing a new exterior entrance from Causeway Street, relocation of the existing commuter rail ticket/information facility, and relocation of the crew quarter trailers off of tracks 10 and 11. Staff had concerns regarding the new entrance and the proposed location of the ticketing/information facility. Staff recommended engaging an independent peer review architect to provide alternative concepts which worked for both parties.

- **Arlington Station.** Real Estate, Operations and D&C staff met with representatives of the Druker Company who are developing a new office building at the corner of Boylston and Arlington Streets. They have requested the elimination of the two Arlington Station headhouses which are in the sidewalk adjacent to their proposed development. MBTA staff has rejected the proposal as it is not in the best interest of commuter safety and convenience. Moreover, such a change could trigger other more extensive and expensive upgrades to the station. It was agreed that D&C and Druker representatives would discuss the proposal with the State/DPS building inspector.
- **University Station.** Representatives of the University Station development met with Real Estate staff to update their progress on their large mixed use TOD project, which is located adjacent to Rt 128 Station in Westwood. As part of their EIR permitting, new safe and convenient pedestrian connections to the station are required to be designed and installed by the developer. Those connections were discussed and the developer will provide alternative designs for the MBTA's review. The developer also expressed interest in advertising their development in/on the MBTA's commuter parking garage.
- **Lynn Station Garage.** The Division of Capital Asset Management and Maintenance, DCAMM, on behalf of North Shore Community College (NSCC), has expressed interest in re-leasing those ground floor office/classroom areas of the MBTA's Lynn Station garage. As a tenant for the last 15 years, NSCC would like to lease those spaces for another 5 years, with an additional 5-year option. However, pending the completion of a campus-wide master plan, they've requested the right to terminate the lease within the first two years of the first term. DCAMM, NSCC, and MBTA staff conducted a tour of the spaces during which much needed capital repairs were identified. DCAMM will submit a formal lease request.
- Following the above discussions, a meeting was held with representatives of Eastern Bank, whose headquarters is located across the street from the commuter

rail station/garage complex. Currently Eastern leases spaces in the garage for their employees. They expressed strong concern for the safety and conditions in the garage. Eastern is funding 50% of the MBTA's private security detail (mornings and evenings), and has offered to fund the installation of security cameras.

- **South Station Expansion.** Real Estate staff met with representatives of MassDOT's South Station Expansion (SSX) consultant team to discuss possible joint development alternatives which could be used to help fund the SSX project. The consultant team provided information which indicated that the cost of including joint development infrastructure (foundations, underground parking, access ramps, etc.) would leave little if any revenue from development to assist with the costs associated with the SSX project.
- **City Pole Yards.** Real Estate and D&C staff met with representatives of the City's Public Works Department (PWD) and DCR to discuss the relocation of the City's Pole Yard from Arborway to a DCR-owned parcel on American Legion Highway. As was originally requested by the MBTA, the City was to vacate their current Pole Yard, which would then be conveyed to the MBTA and the land incorporated in the adjacent proposed Arborway Bus Maintenance facility. The parties agreed to locate the City's new Pole Yard on nearby DCR land. Under Article 97, legislation was approved which authorizes the 3-party swap of parcels, including unused MBTA parcels to be conveyed to DC R to substitute for the loss of open space/conservation land. DCR is preparing the conveyance documents and plans for the parties' review.
- **Back Bay Station.** The MassDOT Board of Directors authorized a lease with Boston Properties of air rights over the Turnpike and Back Bay Station. Revenue generated by the leases will be used to upgrade and maintain Back Bay Station, including ventilation, retail, restrooms, cleaning, lighting, etc..
- **Green Line Extension.** Two (2) FTA approvals were received for the Greenline Extension Project. One offer in the amount of \$1,670,000. was approved for the

owners of 642-646 Boston Ave, Somerville/Medford. Another offer totaling \$735,000.00 is allocated to the owners of 662-664 Boston Ave, Somerville/Medford. Both properties are total takings.

- A License Agreement was entered into with the owner of a property on Maple Street, Acton **for a period of one year at a cost of \$28,000 for the Fitchburg Commuter Line Improvement Project.**
- **A property on Park Street, Dorchester was acquired from the City of Boston for no compensation.** This property is being used for a signal bungalow.
- The Real Estate department **received 11 new license applications and issued 7 new licenses which resulted in \$23,074 of new revenue for the MBTA.**

Parking

- **Multi-Space Meter Trial.** The multi space meter trial expired at the end of December. It was extremely successful from a customer and an operations standpoint. Multi space meters are planned for the 13 attendant parking lots in the future.
- **Burgin Parkway Parking.** The new parking revenue control equipment was installed for the ground entrance on Burgin Parkway. Once E&M installs the proper safety signage, we can activate the equipment and give MBTA Parking customers full access to the entire garage from Burgin Parkway.

Performance Measurements & Key Goals Update

	Jul	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Measurement 1 – Real Estate Revenue												
FY14	\$1.0m	\$984k	\$5.6m	\$978k	\$1.6m	\$1.5m	\$1.3m	\$1.3m	\$2.0m	\$1.0m	\$1.9m	\$3.8m
FY15	\$1.5m	\$943k	\$1.9m	\$3.0m	\$1.9m							
Measurement 2 – Parking Revenue												
FY14	\$3.7m	\$3.7m	\$3.6m	\$4.1m	\$3.4m	\$3.6m	\$3.7m	\$3.2m	\$3.8m	\$3.7m	\$3.8m	\$4.1m
FY15	\$3.8m	\$3.6m	\$3.8m	\$4.1m	\$3.4m							

30-Day Look Ahead

- The pilot for the use of **License Plate Recognition (LPR)** enforcement software is reinstated. We will test LPR at Quincy Adams surface parking lot and the Braintree Garage pick up drop off area starting mid January 2015.

60-Day Look Ahead

Not applicable at this time.

90-Day Look Ahead

- **Lynn Garage and Wellington Station** will receive new parking revenue control equipment. E&M infrastructure work is being planned.
- **Alewife Garage.** A MassDOT project to alleviate the traffic in the Alewife Garage area has been advertised with bids due October 28, 2014. Construction is scheduled to start in Spring of 2015. The traffic on the streets owned by the City of Cambridge, MassDOT and the DCR around the garage delays our customers from exiting the garage. It is hopeful that this project will assist MBTA customers by reducing the wait time to exit the garage.

SAFETY

Activities & Accomplishments

- **Educational Opportunities.** MBTA Safety has secured six different transit safety courses from U.S. DOT's Transportation Safety Institute (TSI) to host in 2015. At least 12 spaces are reserved in each class for MBTA employees, offering opportunities for MBTA participants to learn valuable system safety course concepts, achieve the Transit Safety and Security Program (TSSP) Certificate, and network with attendees from other transit agencies. Scheduled classes for 2015 include Transit System Security, Rail System Safety, Emergency Management, Bus System Safety, Basic Rail Accident Investigation, and the Instructors Course for Transit Trainers. By hosting these classes the Authority achieves significant cost savings by not travelling, and demonstrates its proactive commitment to meeting anticipated MAP-21 safety training and certification requirements.
- **Annual Safety Data Presentation.** On December 10, 2014, the Chief Safety Officer (CSO) presented a compilation of FY14 safety data to MBTA senior management. The presentation included data analysis and trending regarding fatalities, employee injuries, customer injuries, bus collisions, and rail accidents in FY14, along with recommendations. At this meeting the CSO also presented to senior management on the revised Accident Investigation Manual, including new employee injury reporting requirements, and PTC alternatives/Collision Management technologies.
- **Green Line Collision Avoidance Project.** MBTA Safety reviewed the PTC-alternative Collision Management technologies for the Green Line (Inductive Trip Stops and Radio Based Train Protection) and developed a PowerPoint summary which was presented to senior management on December 10 and to the SSRC on December 18. Following concurrence by the SSRC, MBTA Safety developed an Activity Matrix and document package highlighting all progress MBTA has made to date in response to NTSB Safety Recommendation R-09-14. In addition, MBTA Safety, with input from and concurrence of the SSRC, drafted an NTSB response

letter and a Corrective Action Plan (CAP) modification letter to DPU regarding the status of this project, along with a revised interim CAP outlining upcoming actions.

30-Day Look Ahead

- **Map-21 Implementation Status.** The MBTA Safety Plan (formerly known as the SSPP), has been updated for MAP-21 implementation and compliance. The finalized document has been approved by the SSRC and the General Manager, and was submitted to the DPU for their review on October 3, 2014. DPU has requested additional time to review and comment before approving the plan.
- **DPU 2011 Triennial Audit Open CAPs.** MBTA Safety is in the final stages of working to close out the MBTA's remaining three open CAPs from the 2011 DPU Triennial Audit, in accordance with an established work plan intended to achieve CAP close out by the DPU deadline of January 30, 2015. The three CAPs relate to Elements 7 (System Modification), 8 (Safety Certification), and 17 (Configuration Management & Control). Comprehensive programs have been developed and drafted to address each element. The System Modification Program has been fully reviewed by the SSWGs and SSRC and submitted with SSRC concurrence to the General Manager for final review. The Safety Certification and Configuration Management Programs are currently undergoing SSWG review, and once comments are incorporated will subsequently be sent to the SSRC and finally General Manager for review, comment, and approval.

60-Day Look Ahead

DPU External Safety Audit:

- As part of its annual external audit activities, the DPU has conducted audit management interviews of the following departments/groups: MBTA Safety, Senior Management, Design & Construction, Engineering & Maintenance, and Security & Emergency Management. Seven elements of the previous SSPP are being audited: **Element 1 - Policy Statement and Authority for SSPP, Element 4 - SSPP Control**

and Update Procedure, Element 8 - Safety Certification, Element 10 - Accident/Incident Investigations, Element 11 - Emergency Management Program, Element 14 - Facilities and Equipment Inspections, and Element 18 - Local, State, and Federal Requirements. All departmental management interviews have occurred and field audit activities have concluded. The DPU is currently compiling audit results and expects to submit its final report to the MBTA in February 2015.

MBTA Internal Safety Review:

- In accordance with 49 CFR 659.19(1) and 220 CMR 151.05, in 2014 MBTA Safety conducted internal safety reviews of four departments (OCC/Training, Vehicle Maintenance, Maintenance of Way, and Safety) in evaluating eight elements of the MBTA's System Safety Program Plan (SSPP). MBTA Safety is currently finalizing the resulting Annual Safety Review Report, which will be distributed to the SSRC and the General Manager within the coming weeks for review and comment prior to the deadline for DPU submission on February 15, 2015. MBTA Safety is also collaborating with the Transit Police Department (TPD) to assist with completion of the Annual Security Review Report, which presents findings from TPD's internal audit of the System Security and Emergency Preparedness Plan (SSEPP).

90-Day Look Ahead

Revised Accident Investigation Manual Status (DPU Commitment):

- In accordance with federal and state regulations, MBTA Safety, in collaboration with all MBTA departments, has completed development of the Accident Investigation Manual for Light and Heavy Rail accidents, as well as Bus Operations and other Departments. The SSRC and GM have reviewed and approved the document. An implementation plan outlining education and training components is being reviewed by CSO and other SSRC members. SSWGs have begun discussions on implementation for training employees that will be involved with new procedures. Full implementation is targeted for April 1, 2015.

SECURITY

Department Director: Randy Clarke
Department Report Coordinator: Adam Peters

Activities and Accomplishments

- New cameras online at Forest Hill and Boston College.
- Security Maintenance contract quotes received and winning integrator identified.
- 102 video requests received and responded to. 52 of these requests were for video from buses newly equipped with camera systems.
- All dispatchers' logs reviewed for incidents with video coverage and supporting clips made as applicable.
- 471 access requests responded to, including card updates, badges issued and access updates.
- Conducted successful MBTA Chemical Weapons Attack Communications Workshop with nearly 40 representatives from federal, state, and local agencies. Key outcomes include revision of OCC and TPD chemical alert procedures and stakeholder agreement with MBTA's overall approach.
- Continued 8 hour Security Awareness & Emergency Preparedness Training for Frontline Employees at the MBTA Emergency Training Center. Approximately 2200 of 3400 employees trained.
- Launched 2 hour Security Awareness & Emergency Preparedness Training for Contract Cleaners. Approximately 250 of 500 employees trained.
- Staffed ESF1 (Transportation) Desk at MEMA State Emergency Operations Center to assist with coordination and situational awareness relating to winter storm activation on December 9.
- Represented MBTA at statewide and local planning initiatives, including Metro Boston Homeland Security Region Evacuation Project.

Performance Measurements and Key Goals Update

	Jul	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Responses to Video Requests												
FY14												
FY15			50	67	132	102						
Responses to Access Control Requests												
FY14												
FY15			1,400	1,100	1,000	471						

30-Day Look Ahead

- Security upgrades at Forest Hills, Stony Brook, Green Street and Salem parking garage to be completed.
- Security upgrades project at Savin Hill to be kicked off.
- Design to be completed and reviewed for security upgrades projects at Sullivan Square, Malden Center, and Oak Grove.
- Security upgrades at Uphams Corner project to be advertised for bid.
- Develop After Action Report for Chemical Weapons Attack Communications Workshop and conduct After Action Conference
- Conduct Initial Planning Conference for Chemical Weapons Attack Response Workshop
- Complete 2 hour Security Awareness & Emergency Preparedness Training for Contract Cleaners.
- Launch 2 hour Security Awareness & Emergency Preparedness Training for Maintenance & Administrative employees.

60-Day Look Ahead

- Design to be completed and reviewed for security upgrades projects at Fields corner and Shawmut.
- Conduct Final Planning Conference for Chemical Weapons Attack Response Workshop, develop documentation, and conduct actual exercise in late February.
- Complete 8 hour Security Awareness & Emergency Preparedness Training for Frontline Employees

90-Day Look Ahead

- Security upgrades at North Station and Haymarket to continue. Completion scheduled for July.
- Develop After Action Report for Chemical Weapons Attack Response Workshop and conduct After Action Conference
- Conduct Initial Planning Conference for Chemical Weapons Attack Evacuation Drill
- Conduct Concepts & Objectives Meeting for Southside Commuter Rail Drill

SUPPLIER DIVERSITY & DEVELOPMENT OFFICE

Activities and Accomplishments

Outreach – targeted:

1. Futures: Charting the Path to Transit Excellence (RFP 104-14, RFP 216-14)
2. MBTA/Keolis Commuter Rail Outreach Event
3. Next Street Class: Exclusive Opportunity for M/W/DBEs on MBTA/Keolis Commuter Rail Contracts
4. Next Street Class: Think you have what it takes to do business with MassDOT? Three-day workshop series for small and mid-sized DBE companies
5. Upcoming Potential Opportunities (sent monthly)
6. Cloud RFP - You're Invited Cloud Computing Services - Informational Session

Outreach events attended/participated in:

Attended:

- 12.18.2104 –WTS December Luncheon, Courtyard Boston Downtown: A Perspective on Workforce Issues Related to Transportation; Now and in the Future
- 12.18.2014 – Futures: Charting the Path to Transit Excellence - RFP Pre-proposal meeting

Participated in:

- 12.16.2014 – MassDOT/MBTA/Keolis Insight Series Agency Panel Facilitated by Next Street

Localization/WIN

- 12/16/14 – The MassWIN GLX Access & Opportunity Committee convened at 10 Park Plaza. Ron Marlow chaired the meeting and Ted Basta provided an update on the MassWIN program and how it would proceed under his leadership with Mary Fernandes' recent retirement. A final draft of the Rules of Procedures for the AOC was reviewed and will be approved by the committee at the next meeting. An update on the Green Line Extension Project was given. A brief synopsis of activity on the GLX includes: Construction began on the Commuter Rail Project, the GLX

Contract #4 is currently being executed, and full activity on the GLX project will commence in mid-January. A progress report on Triunity, Inc.'s on-site visits at the Partners facilities was given. All of the facilities had been visited. Triunity is preparing a summary of the results of the visits for MassWIN. A presentation on funding opportunities for the program was covered. There may be possible funding sources with the FTA in the near future. A tentative date for the next meeting is January 20, 2015.

- 12/18/14 and 12/19/14 – There were several meetings with Triunity, Inc., Engineering and Management consultants who are contracted to provide support to the MassWIN/MassWIN GLX Program. Triunity provided an overview of the site visits to the Partners meeting. They also provided a brief summary of results of meeting with the principal partners, including discussions on moving forward with the program. Triunity reviewed the electronic systems in each organization and learned of the processes at each facility for tracking participants, and creating reports. This information will be reported at the next partners' monthly meeting on January 13, 2015.

30-Day Look Ahead

SDDO is working on 2 key initiatives and will provide more details in the coming months:

- SDDO website portal to house information for the M/W/DBE firms such as: how to do business with the MBTA; upcoming events; articles; and metrics
- Supplier Diversity Strategic Sourcing Plan that contains these key elements: Sourcing; Supplier Development; Communication and Outreach; Metrics and Reporting.

Outreach events to attend/participate in:

- 1.27.2015 @ 5 pm MMCA Membership Meeting

MassWIN GLX

- MassWIN GLX meeting with GLX Project Manager and WKS Joint Venture – January 6, 2015
- MassWIN GLX Partners Monthly Meeting – January 13, 2015
- MassWIN GLX Access & Opportunity Committee Meeting – January 20, 2015

60-Day Look Ahead

Outreach – targeted:

- NextStreet Workshop: Think you have what it takes to do business with MassDOT? Three-day workshop series for small and mid-sized DBE companies; (2/ 19th, March 5 & 19, 2015)

Outreach events to attend/participate in:

- Feb. 24, 2015 Diversity & Inclusion Strategic Alignment Webinar sponsored by the National Diversity Council.

Topics covered: 5 levels of Supplier Diversity Program Development (Beginning Program to World Class Process); SWOT Analysis; Understanding the Strategic Planning Process; Best Practices in Minority Supplier Development

Outreach: 1:1 meetings

- C & C Janitorial Supplies
- Hire Partnership
- Moor Metals
- Green International Affiliates, Inc.

DESIGN & CONSTRUCTION

Department Director: Edmond Hunter, AGM
Department Report Coordinator Kara Bendery

Activities & Accomplishments Achieved

- MBTA Data Center Upgrades at 10 Park Plaza- Award by end of January.
- South Shore Garages- Urgent Repairs construction bid award is being processed for the General Managers approval.
- Millennium Burnham Building Renovation- Washington Street entrance has been closed for renovations with a temporary egress stair in use. Unforeseen obstructions were uncovered at the Washington Street entrance, delaying construction by 2 weeks.
- Millennium Franklin Street Tower-Millennium has submitted an updated design for a new Franklin Street headhouse enclosure for review.
- Everett Repair Facility Fire System Upgrades- Construction completion is estimated in February 2015 and may be extended for additional extra work.
- Hynes TOD and Accessibility Improvements- Three RFP responses were received: Trinity, Peebles and Boston Residential Group. Selection will be finalized very soon.
- Boston Landing Station-100% design documents have been submitted and review comments were provided to New Balance team. Value Engineering is pending.
- MBTA Data Center Upgrades at 45 High Street- Project office is exploring adding deferred BFD building issues from the fire alarm project effort to be bid at the end of January.
- GLX - Concepts for the first three stations have been presented to the public, and artist designs have been incorporated into construction documents.
- Knowledge Corridor: Revenue service occurred on December 29, 2014 utilizing temporary ADA accessible wooden platforms at Northampton and Greenfield. Substantial Completion is anticipated fall of 2016.
- Haverhill Double Track: The Keolis PI value for the project has been established and is being processed. Work commenced on 12/6/14 involving minor tasks including

switch installations and electrical work. Substantial Completion is anticipated end of 2015.

- Fitchburg Commuter Rail Improvement Program: Program is on schedule and within budget. Weekend service outages for final construction season will commence April 2015. Substantial completion is anticipated end of 2015.
- Wachusett Station and Layover Facility: Construction is ongoing; track, signal, and bridge work will commence spring 2015. Revenue Service is anticipated October 2016.
- The GLX project has to date awarded \$219 million in early construction activities and long lead item procurement. With these early contracts underway, the GLX project now has ongoing construction in Phases 1, 2/2A, and 4 locations and has commenced all construction work that is eligible to begin prior to receipt of an FFGA.
- The final project completion at Assembly Station will be delayed because the prime contractor S&R failed to pay its subcontractor for work completed. S&R has engaged its bonding company to issue payment to its subcontractors to complete the project.
- The contractor for Government Center Station Project has started to install the glazed glasses for the main head house on the City Hall Plaza that is the most noticeable elements of the new station.
- The sewer relocation contract at downtown crossing is substantially completed. The authority decided not to extend the elevators in the Filene's Building below its foundation to avoid significant potential risks exposure in unforeseen soil contamination, building damage, and access restriction. Consultant will revise the elevator design to serve Orange Line and Red Line only.
- The replacement elevator projects at Harvard Square Station and Central Square Station are on hold because the City of Cambridge demands the MBTA not to place advertisements on the elevator head house as a condition to enter a MOA on the real estate acquisition.
- Received proposals for bridge design services necessary for future bridge rehabilitation/replacement projects. Consultants will be selected in January 2015 and the contracts should be awarded in March of 2015.

- Notice to proceed given to LMH for the South Coast Rail Early Action Grade Crossing Project.
- Bids were opened for the Worcester Destressing Project with JF White being the apparent low bidder of \$1.99M.
Sharon Station is substantially complete by the opening of the mini high platforms.

Performance Measurements and Key Goals Update

30-Day Look Ahead

- Contract No. H62CN01 for repairs to Beverly Drawbridge approach span will be going out to bid.
- Will receive 100% Design of the Shoreline Bridge replacement project in Readville Yard.
- Will receive 100% Design of the LaGrange Street Bridge replacement project in West Roxbury.
- Up to five engineering firms will be chosen for designing rehabilitation or replacement of up to 15 bridges.
- Parcel #13/Hynes Station development rights will be awarded.
- 45 High Street Data Center to be bid.
- South Shore Garages Urgent Repairs NTP will be issued.
- Washington Street entrance at Burnham Building will reopen.
- Permanent wayfinding projects: Final design for Salem, South Acton and Assembly.
- Finalize amendment for the GLX Program Manager/Construction Manager (HDR/Gilbane) for presentation to the MassDOT Board in the coming months.
- Meet with Massachusetts legislators in late January to further discuss proposed Commuter Rail service interruptions/outages.
- Assembly Station contractor and its bonding company plans to resolve its subcontractor payments issues and restart on the remaining work to complete the station.
- NTP for Construction Contract No. C72CN02 Worcester Destressing will be issued to commence construction.

- Will receive 90% Design of the Worcester Rail Replacement Project for the replacement of 15 miles of track from Framingham to Worcester.
- The second Working Group Meeting will be held with the stakeholders for the Blue Hill Ave Station Project.

60-Day Look Ahead

- Shoreline Bridge replacement project will go out to bid.
- LaGrange Street Bridge replacement project will go out to bid.
- Public meeting will be held in Beverly to present Beverly Drawbridge rehabilitation projects.
- Will receive 100% Design for Shawsheen River Bridge rehabilitation project in Wilmington.
- Government Center. The Boston Art Commission works with the MBTA to develop a selection process for a new artist.
- Permanent wayfinding projects: Final design for replacement elevator projects (Harvard, Park St. and Central), Fenway/Landmarks, GLX stations (Lechmere, Washington, Union).
- Execution of Casey Overpass force account agreement.
- Receive 90% design submission for IGMP-05 (Phase 4 Balance of Work package)
- Finalize bids on 100% design submission for IGMP-04 (Phase 2/2A Balance of Work package).
- The Park Street Replacement Elevator Project is scheduled for advertisement by February 2015.
- Will receive 100% Design plans for the Worcester Rail Replacement Project.
- Construction will commence on the South Coast Rail Early Action Grade Crossing Project on the retaining walls.
- URS is performing design for remedial PCB levels at Cabot Car House. Estimated cost is \$2.7M. Target goal for advertisement is January 16, 2015.

90-Day Look Ahead

- 45 High Street Data Center Upgrades to be awarded.
- Permanent wayfinding projects: Final design for Downtown Crossing elevator project, Hingham Dock and Wachusett.
GLX Award contract and issue NTP for IGMP-04.
- Tufts and Andrews Replacement elevators design completed in March 2015.
- Design for downtown crossing project complete by March 2015.
- Shawsheen River bridge project in Billerica will go out to bid.
- Will receive 90% plans for Blue Hill Avenue Station Project.
- Will receive 90% plans for Ruggles Station Accessibility Project.
- Red & Orange Line improvement Program - Procurement Project Management/ Construction Management Professional Services for improvements need prior to the delivery of the new Red and Orange Line Transit Vehicles. Board of Directors Action – Estimate \$12,000,000.00.

Efficiencies & Cost Savings of Note

- Continuous efforts to optimize the impact of the work to our customers and the community, while maximizing cost-effectiveness of incorporation of concepts.
- All wayfinding reviews, design and production management is done in-house.
- Investigation and analysis of alternative materials for wayfinding: Improvements to Garage signage overall using reflective signage and without framing systems.
- Haverhill Double Track: Negotiated with Keolis to stay within remaining budget for the Haverhill Double Track project. Keolis re-evaluated costs to complete and reduced scope and price by approximately \$1 Million.

The CM/GC project delivery method is expected to reduce GLX program costs. Costs savings identified during preconstruction continue to be documented and reported

STRATEGIC BUSINESS INITIATIVES

Department/Division: SBII
 Department Director: Ted Basta
 Department Report Coordinator Brian Kane

Bullet Points for GM Remarks

- Ⓣ MBTA Futures RFP due date has been extended to February 6, 2015. This is in response to proposer's requests for more time to provide better, more thorough submissions.
- Ⓣ The Fare Policy Committee (MBTA/MassDOT internal) meets January 15. This will kick off the 18 month internal and external process seeking Board approval to raise fares by 5% effective July 1, 2017.
- Ⓣ SBII staff in cooperation with the RTA department of Rail & Transit continue to meet with RTA officials in their offices across the Commonwealth. Recently staff visited MetroWest RTA, Franklin RTA, Worcester RTA, and Greater Attleboro RTA. Each RTA is visited at least annually, and on-going technical assistance is continually provided.

Activities & Accomplishments Achieved

- Ⓣ Brian Kane represented the MBTA at the event publically announcing that Boston will host the 2015 Medal of Honor Convention in September 2015. Mayor Walsh, convention chairman Tom Lyons, and MOH recipient SSGT Ryan Pitts made the announcement at the Parkman House on December 4. The MBTA is a transportation sponsor for the convention, and has committed to meeting any and all reasonable requests for transportation services in support of the convention.
- Ⓣ The Performance Management reporting processed of the MBTA, overseen by SBII, were completely overhauled during December. In cooperation with the Office of the Chief of Staff, a new dashboard-style spreadsheet was developed to visually display metrics in a more stylized manner. The GM's report was also revised and a new

template established to make the report more user friendly, and readable for executives.

- ① At the December Board of Director's meeting, the plans for the University Pass, Youth Pass, and RIDE Means-testing fare structure were presented and approved. SBII staff (Laurel Paget-Seekings, Jamaal Schoby, Brian Kane, Ian Thistle, and Lisa Purdy) played major roles in the development of these programs. Ian Thistle is the designated lead on University Pass, and Lisa Purdy is the lead on the Youth pass under the overall direction of Laurel Paget-Seekings.

30-Day Look Ahead

TRB Presentations- Laurel Paget-Seekings will present on an expert panel discussing optimal BRT elements. Brian Kane will present on an expert panel discussing Performance Management techniques at large transit systems.

MBTA Futures: Due date is February 6, with evaluations scheduled to commence immediately.

60-Day Look Ahead

MBTA Futures: NTP expected by the end of April, with consultant efforts and tasks such as the Rapid Diagnostic commencing immediately. An update to the Finance Committee is expected at its March meeting.

Fare Policy Committee: In February and March the Fare Policy Committee (FPC) will meet twice to discuss the MBTA's FY17 fare increase. These meetings are in support of the plan to present the MBTA's proposed changes to fare structure to the Governor's office by July 2015, to take effect in July 2016.

90-Day Look Ahead

SXSW: Brian Kane has been invited to speak at the South By Southwest (SXSW) conference on innovating within large, complex bureaucracies. Other panelists include representatives of NASA, and the Mayo Clinic. SXSW is the nation's premier conference on innovation, technology and design. Acceptance of his panel discussion was via on-line voting by the public. The event takes place on March 17 in Austin, TX.

Efficiencies & Cost Savings of Note

n/a

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SECTION 3: PILOT PROJECTS

The MBTA is in various stages of development or implementation with multiple Pilot Projects. The following gives an update on each project, including a brief overview of its purpose and goals, its current status, and upcoming timeline and milestones.

1. Late Night Service (in progress)

- In March 2014, the MBTA introduced a pilot late-night program, offering service on all subway lines and key bus routes until 3 a.m. on Friday and Saturday nights.
- In the first 41 weeks of late-night service, boardings totaled 1,100,508 from 12:30 a.m. until 3:00 a.m. on Friday and Saturday nights, an average of 26,842 per weekend.
- Since launch, the MBTA has mounted seven marketing, advertising and PR campaigns, bolstered by \$1.45 million of in-kind promotional support from partner sponsorships, to generate interest and awareness in the service.
- Currently, a late night service task force is in the process of analyzing ridership, crime, and marketing efforts. A representative from the Committee will present the recommendations to the MassDOT Board at the June meeting.

2. Means Testing on the RIDE (in development)

- Project Lead: Michael Lambert
- The Means Testing Working Group presented the pilot program to the Board on December 11th and received their approval. Going forward, the Working Group will continue to meet periodically to discuss progress of the implementation and the evaluation plan.
- The pilot aims to provide better access to the RIDE to individuals who have a very limited income. The MBTA will use state and federal assistance programs as proxies to means-test a sample of RIDE users.
- A survey will be distributed to active users of the RIDE, in which, if they are interested in joining the pilot, they can voluntarily submit their income bracket and

which if any of the selected means-tested programs they are currently enrolled in.

- Those in the pilot will receive \$1 off regular fares and distance-based premium fares, but same-day premium fares will remain \$5. The pilot population will be limited to 600.

3. University Pass (in development)

- In December, Clinton Bench, as project lead, presented the program design to the General Manager and the MassDOT Board of Directors.
- The premise of the program will be an “all-in” design – universities will purchase transit passes for all of their full-time students at a significant discount.
- The MBTA has developed an internal implementation group lead by SBII and Marketing, which is developing strategies for promoting the program to universities.
- The implementation group has meetings scheduled with university representatives and is moving forward with the plan as presented to the Board.

4. Youth Pass (in progress)

- Implementation teams for Administration, Research and Automatic Fare Control (AFC) have been formed. The Administration team is bringing representatives from Boston, Chelsea, the MBTA, and the advocacy community together to work out details of enrollment, means-testing verification, the memorandum of understanding, and other administrative details. The Research team is working on creating the framework for gathering pre- and post-data. The AFC team will install the RSTs and prepare the cities to use them.
- Work plan developed—the work plan spans from January 2015 to June 2015. A major priority is to write a Memorandum of Understanding before distributing Youth Passes begins in July.
- There was a kick-off meeting on January 9th with City of Boston and Chelsea, and the Administration team will hold weekly meetings moving forward.

- **30-day outlook:** Create a survey plan and decide on means-testing proxies with the municipalities' input. Begin the application/selection process and continue developing MOU.
- **60-day outlook:** Finalize MOU, continue outreach to Boston and Chelsea youth, and design the monthly surveys youth will take. Continue developing a Youth Pass Policy Manual.

90-day outlook: Finalize the fraud prevention plan with Operations and T Police, continue pilot selection for May enrollment, and begin installing RSTs at city offices.