



Massachusetts Bay Transportation Authority
General Manager Monthly Report
February 2015



Charles D. Baker, Governor
Karyn E. Polito, Lieutenant Governor
Stephanie Pollack, MassDOT Secretary & CEO
Beverly A. Scott, Ph.D., General Manager
and Rail & Transit Administrator



Prepared By:

Strategic Business Initiatives & Innovations

In Conjunction With:

Chief Financial Officer

Design & Construction Department

Human Resources Department

Information Technology Department

Marketing & Customer Communications Department

Operations Department

Real Estate & Asset Development Department

Safety Department

Security & Emergency Management Department

Strategic Business Initiatives & Innovations

Supplier Diversity & Development Office

Transit Police Department

OVERVIEW

The February 2015 General Manager Monthly Report (GMMR) presents the Massachusetts Bay Transportation Authority's (MBTA) performance statistics, project updates, and departmental reports. 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** to include ridership, financials, safety and security, service reliability, customer service, and employees. In addition to reporting industry performance metrics, ridership statistics for the Regional Transit Authorities (RTAs) are presented. December 2014 statistics are compared to December 2013 statistics. Descriptive are first presented followed by visuals. Appendix A presents a table of the 102 performance metrics to include the December 2014 statistic, December 2013 statistic, target based on best practices, FY 2014 average, FYTD total, and FYTD variance.
2. **Project** updates are presented for (1) key projects, and (2) pilot projects. The key projects discussed are the Red and Orange Line Car Procurement, Government Center Station, Green Line Extension, Plan for Accessible, Transit Infrastructure (PATI), and Hynes Convention Center. Additionally, the MBTA Futures Project is updated. Pilot projects are discussed are Late Night Service, THE RIDE – Means Testing, University Pass Program, and Youth Pass Program.
3. **Departmental reports** include accomplishments and events, 30/60/90 Day Outlooks, and noteworthy efficiencies and cost savings.

Due to data collection constraints, performance is reported for the December 2014. Project updates and departmental reports include information from January 2015.

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Section 1: Performance

Ridership

- In December 2014, there were 31.72 million passenger boardings compared to 32.44 million boardings in December 2013 – a 5.8% increase. FY 2015 year-to-date ridership is up 1.4%.
- Ridership increased on all modes – Ferryboat (15.5%), Private Bus (9.2%), Heavy rail (8.3%), The RIDE (6.8%), Commuter Rail (5.0%), Bus including Silver Line and Trackless Trolley (3.7%) and Light Rail (3.5%).

Financial

- **Fare revenue** through December 2014 stood at \$312.19 million; \$8.9 million (2.9%) over budget.
- **Operating expenses** through December 2014 was \$721.58 million; \$31.6 million (4.2%) under budget.
- **Debt service expenses** through December 2014 was \$218.32 million; \$1.3 million (0.6%) under budget.
- **Total expenses** through December 2014 was \$939.89 million; \$32.9 million (3.4%) under budget.
- **Spending and revenue performance** as of the end of December 2014 have resulted in a net deficit of \$32.38 million.

Safety & Security

- **Customer Injuries.** In December 2014, there were 64 customer injuries compared to 54 in the same month in 2013– an 18.5% increase.
- **Crime.** There were 302 Part I and II crimes in December 2014 compared to 212 in the same month in 2013 – a 42.5% increase.
- **Bus & Rail Accidents.** 163 bus collisions occurred in December, one more than the same month in 2013. Moreover, there were two more rail accidents than the previous year, bringing it up to four (4) rail accidents.

Service Reliability

- **On Time Performance (OTP)** decreased on all heavy rail lines when compared to December 2013- Orange Line decreased by 1.1% to 90%, Blue Line by 2.0% to 99%, and Red Line by 2.1% to 94%. Furthermore, bus OTP decreased by 1.5% to 89.8%. As for the contracted services, the Commuter Rail's OTP increased by 1.1% from the same month in 2013 while the RIDE's decreased by 2.8%.

- **Dropped Trips.** The number of dropped trips on heavy rail, light rail, and bus increased by 45.1% to 4,382 from December 2013. However, the amount of commuter rail dropped trips decreased by 31.8%.
- **Mean Distance between Failures (MDBF)** increased on the Red Line by 52% and on the Orange Line by 20.3% in December 2014 from December 2013. It decreased on the Green Line by 14.2%, commuter rail by 23.9%, bus by 26.1%, and the Blue Line by 44.2%.
- **L1 Pages.** The number of alerts on delays due to external factors increased by 19.1% to 131 and those due to internal factors increased by 23.8% to 234.

Customer Service

- **Customer Call Center.** The number of calls to the call center decreased by 22.7% from December 2013 to 33,569 calls and the percentage of the tickets closed within 5 days decreased by 2.3% to 86%.

Employees

- **Employee Assaults.** The number of employee assaults increased by 57.1% from 7 in December 2013 to 11 in December 2014.
- **Employee Injuries.** The number of employee injuries increased by 15.5% to 97 injuries. Within these injuries, the number of reportable injuries increased by 25% and recordable injuries increased by 19.2%
- **Employee Availability**
 - **Motorpersons.** The number of days absent per employee within the Motorperson job division was 4.64, a 42.8% increase from the same month in 2014.
 - **Surface Operators.** The number of days absent per employee in the Surface Operator job division was 5.06 – a 56.2% increase.
 - **Mechanics.** The number of days absent per employee in the Mechanics job division was 5.06 – a 92.4% increase.
 - **Transportation Supervisors.** The number of days absent per employee in the Transportation Supervisor job division was 5.74 – a 88.2% increase.

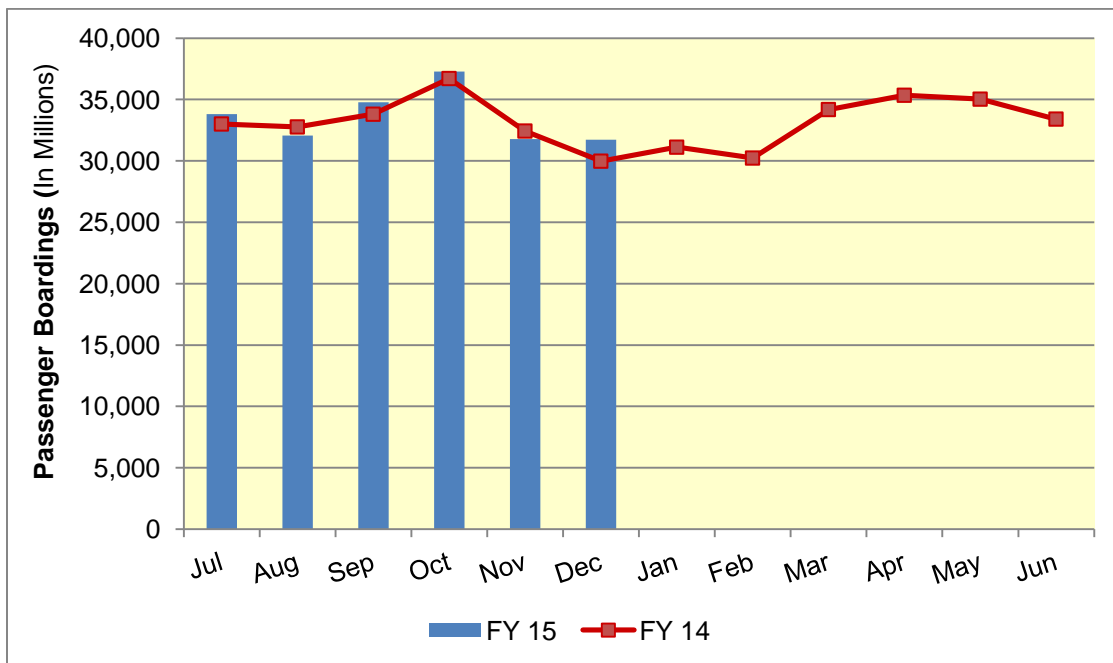
Regional Transit Authorities

- **Ridership.** Ridership on all Regional Transit Authorities in December 2014 increased to 2,569,711 passenger trips from 2,400,399 in December 2013 - a 7.1% increase.

Ridership by Mode

Mode	Dec 14 Boardings	Dec 13 Boardings	Variance	Dec 14 FYTD Boardings	Dec 13 FYTD Boardings	Variance
Heavy Rail	13,869,015	12,803,854	8.3%	88,937,969	84,905,697	4.7%
Commuter Rail	3,010,077	2,867,084	5.0%	17,915,551	17,603,655	1.8%
Light Rail	5,322,903	5,144,848	3.5%	34,883,973	36,355,592	-4.0%
Bus (Silver Line, TT)	9,179,895	8,853,200	3.7%	57,411,395	57,647,533	-0.4%
Ferry Boat	85,720	74,219	15.5%	772,255	710,947	8.6%
Private Bus	76,333	69,920	9.2%	469,758	441,641	6.4%
The RIDE	179,898	168,522	6.8%	1,058,135	1,050,537	0.7%
Systemwide Total	31,723,841	29,981,647	5.8%	201,449,036	198,715,602	1.4%

Ridership Comparison: FY 14 and FY 15



Financial Overview

Statement of Operating Revenue and Expenses

		Actual	Budget	Variance
Operating Revenues				
	Revenue from Transportation	312,194,694	303,237,295	8,957,399
	Other Operating Revenues	23,762,444	23,122,174	640,270
Total Operating Revenues:		335,957,138	326,359,469	9,597,669
	Fare Recovery Ratio	43.3%	40.3%	
Non-Operating Revenues				
	Dedicated Sales Tax Revenue	468,389,613	384,372,257	84,017,356
	Dedicated Local Assessments	40,046,607	40,033,928	12,679
	Contract/State Assistance	58,396,927	147,549,996	-89,153,069
	Other Income	4,728,271	17,694,710	-12,966,439
Total Non-Operating Revenues:		571,561,418	589,650,891	-18,089,473
Total Revenues:		907,518,556	916,010,360	-8,491,804
	Revenue Recovery Ratio	47.2%	45.7%	
Operating Expenses				
	Wages	243,746,064	249,139,595	5,393,531
	Fringe Benefits			
	Pensions	35,334,639	38,879,164	3,544,525
	Health	53,689,638	55,038,179	1,348,541
	Life Insurance	394,156	291,653	-102,503
	Disability	6,304	0	-6,304
	Workers Compensation	5,097,152	5,446,979	349,827
	Other Fringes	2,566,340	116,995	-2,449,346
	Fringe Benefits Subtotal	97,088,229	99,772,969	2,684,740
	Payroll Taxes			
	FICA	17,617,523	19,092,202	1,474,679
	Unemployment	554,727	659,584	104,857
	Payroll Taxes Subtotal	18,172,250	19,751,786	1,579,536
	Materials, Supplies and Services	116,887,796	119,652,229	2,764,433

		Actual	Budget	Variance
	Casualty & Liability			
	Risk Insurance	3,247,348	3,592,412	345,064
	Injuries & Damages	3,079,447	4,606,799	1,527,353
	Casualty & Liability Subtotal	6,326,795	8,199,211	1,872,416
	Purchased Commuter Rail	182,772,299	193,329,663	10,557,364
	Purchased Local Service	53,673,864	60,349,710	6,675,846
	Financial Service Charges	2,911,541	3,012,894	101,353
Total Operating Expenses:		721,578,839	753,208,058	31,629,219
Debt Service				
	Interest	119,934,003	120,489,659	555,656
	Principal Payments	95,970,182	96,979,153	1,008,971
	Lease Payments	2,411,137	2,148,389	-262,748
Total Debt Service Expenses:		218,315,321	219,617,201	1,301,880
Total Expenses:		939,894,160	972,825,259	32,931,098
Net Rev/(Exp) before Transfers		-32,375,604	-56,814,898	-24,439,294
Transfers In		0	0	0
Transfers Out		0	0	0
Net Revenue/(Expense)		(32,375,604)	(56,814,898)	(24,439,294)

Authority Spending by Department

Department	Y-T-D Actual	Y-T-D Budget	Percentage Under/ (Over)	Variance Favorable/ (Unfavorable)
Design & Construction	911,811	222,312	-310.1%	(689,499)
GM & Board of Directors	518,615	338,833	-53.1%	(179,782)
Law	3,598,980	2,824,578	-27.4%	(774,402)
Rail Maintenance	27,124,360	25,592,250	-6.0%	(1,532,110)
OCC & Training	6,031,471	5,794,136	-4.1%	(237,335)
Police	14,059,538	13,595,845	-3.4%	(463,693)
Power Systems Maintenance	11,946,218	11,848,204	-0.8%	(98,014)
Public Affairs	89,962	89,450	-0.6%	(512)
Everett & VE	18,375,284	18,366,958	0.0%	(8,326)
Bus Transportation	64,154,651	64,223,267	0.1%	68,616
Heavy Rail	24,962,226	25,705,200	2.9%	742,974
Light Rail	19,200,254	19,903,635	3.5%	703,381
Treasurer/Controller	5,444,195	5,698,764	4.5%	254,569
Budget	399,381	421,673	5.3%	22,292
Charlie Store	424,562	450,823	5.8%	26,262
Transit Facilities Maintenance	47,708,620	50,997,004	6.4%	3,288,384
Customer Support Services	962,260	1,032,854	6.8%	70,594
Supplier Diversity	174,515	188,456	7.4%	13,941
Interagency	720,261	783,153	8.0%	62,892
Chief Operating Officer	501,494	554,294	9.5%	52,800
Bus Maintenance	46,920,560	52,206,853	10.1%	5,286,293
Materials Management	2,794,060	3,148,714	11.3%	354,654
Operations Service Planning (OSD)	2,274,977	2,576,023	11.7%	301,046
ITD and ITD Development	12,385,347	14,487,540	14.5%	2,102,193
Maintenance of Way	9,081,388	10,625,300	14.5%	1,543,912
Labor Relations	408,254	481,566	15.2%	73,312
Marketing/Communications	451,875	544,246	17.0%	92,371
Human Resources	1,391,183	1,688,634	17.6%	297,451
Occupational Health	940,585	1,170,966	19.7%	230,381
Strategic Business Initiatives & Innovation	566,167	739,994	23.5%	173,827
Environmental Affairs	950,270	1,243,401	23.6%	293,131
Signals & Communications	7,033,078	9,743,514	27.8%	2,710,436
Organizational Diversity & Civil Rights	568,220	816,549	30.4%	248,330
Real Estate Management	1,329,775	1,961,274	32.2%	631,499
Commuter Rail Supervision	2,171,131	3,308,221	34.4%	1,137,090
OTA	1,248,515	2,013,603	38.0%	765,088
Compliance & Reporting	8,808,774	14,796,370	40.5%	5,987,596
Safety	967,684	1,746,166	44.6%	778,482
Systemwide Accessibility	562,993	1,257,512	55.2%	694,519
Operations Employee Initiatives	152,840	401,294	61.9%	248,454
Employee Relations	49,572	133,419	62.8%	83,847
Security	213,564	777,068	72.5%	563,504
Audit Services	0	44,044	100.0%	44,044

Department Totals	348,579,470	374,543,960	6.9%	25,964,490
Line-Items				
General Activities	12,054,391	(5,752,136)	-309.6%	(17,806,527)
Financial Service Charges (TC)	2,911,541	3,012,894	3.4%	101,353
Contracted Services -- Commuter Rail	182,772,299	193,329,663	5.5%	10,557,364
Private Carrier (OSD)	1,075,522	1,138,717	5.5%	63,196
Contracted Services -- Ferry Services (CRail)	6,485,885	7,178,103	9.6%	692,218
Risk Insurance (TC)	3,247,348	3,592,412	9.6%	345,064
THE RIDE (OTA)	46,108,755	51,932,399	11.2%	5,823,644
Injuries and Damages (Law)	3,079,447	4,606,799	33.2%	1,527,353
Suburban Bus (OSD)	3,703	100,491	96.3%	96,788
Line-Item Totals	257,738,890	259,139,342	0.5%	1,400,452
Fringe Benefits & Payroll Taxes				
Disability Insurance (HR)	6,304	0	n/a	(6,304)
Other Fringes (HR)	2,566,340	116,995	-2093.6%	(2,449,346)
Life Insurance (HR)	394,156	291,653	-35.1%	(102,503)
Healthcare (HR)	53,689,638	55,038,179	2.5%	1,348,541
Workers' Compensation (OHS)	5,097,152	5,446,979	6.4%	349,827
FICA	17,617,523	19,092,202	7.7%	1,474,679
Pensions	35,334,639	38,879,164	9.1%	3,544,525
Unemployment (HR)	554,727	659,584	15.9%	104,857
Health & Welfare Fund (HR)	2,970,567	5,218,434	43.1%	2,247,867
Total Fringe Benefits & Payroll Taxes	118,231,046	124,743,189	5.2%	6,512,143
Total Operating Y-T-D	724,549,406	758,426,492	4.5%	33,877,085

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	316,702	265,293	(51,408)	0	0	0	316,702	265,293	(51,408)	-19.4%	530,586
Systemwide Accessibility	257,385	397,792	140,407	0	0	0	257,385	397,792	140,407	35.3%	804,744
Police	9,868,393	10,558,945	690,552	3,537,638	2,485,029	(1,052,609)	13,406,031	13,043,975	(362,056)	-2.8%	26,273,984
Law	951,385	1,155,595	204,210	0	0	0	951,385	1,155,595	204,210	17.7%	2,335,101
Safety	655,656	1,159,539	503,883	0	0	0	655,656	1,159,539	503,883	43.5%	2,292,669
Security	212,658	257,083	44,425	0	0	0	212,658	257,083	44,425	17.3%	514,161
Strategic Business Init & Innovation	379,472	535,886	156,414	7,722	0	(7,722)	387,194	535,886	148,692	27.7%	1,146,772
Real Estate Management	512,037	550,252	38,215	0	0	0	512,037	550,252	38,215	6.9%	1,111,677
Public Affairs	86,565	85,200	(1,365)	0	0	0	86,565	85,200	(1,365)	-1.6%	164,741
Environmental Affairs	484,749	615,571	130,822	0	0	0	484,749	615,571	130,822	21.3%	1,229,888
Interagency	511,982	538,592	26,610	0	0	0	511,982	538,592	26,610	4.9%	1,077,176
Organizational Diversity & Civil Rights	368,393	659,247	290,855	0	0	0	368,393	659,247	290,855	44.1%	1,311,185
Labor Relations	312,186	338,166	25,980	0	0	0	312,186	338,166	25,980	7.7%	676,328
Human Resources	956,366	1,177,884	221,518	0	0	0	956,366	1,177,884	221,518	18.8%	2,363,048
Employee Relations	45,718	129,409	83,691	0	0	0	45,718	129,409	83,691	64.7%	258,823
Occupational Health	860,326	964,440	104,115	0	0	0	860,326	964,440	104,115	10.8%	1,929,734
ITD and ITD Development	2,540,836	3,185,537	644,701	41,539	90,352	48,813	2,582,375	3,275,889	693,514	21.2%	6,589,907
Marketing/Communications	267,982	349,782	81,800	0	0	0	267,982	349,782	81,800	23.4%	706,844
Charlie Store	345,123	373,130	28,007	1,098	0	(1,098)	346,221	373,130	26,909	7.2%	745,921
Operations Service Planning (OSD)	916,606	1,357,567	440,961	0	0	0	916,606	1,357,567	440,961	32.5%	2,690,968
OTA	439,665	507,172	67,507	0	0	0	439,665	507,172	67,507	13.3%	1,007,863
Commuter Rail Supervision	1,768,040	2,327,324	559,284	34,030	13,655	(20,375)	1,802,070	2,340,979	538,909	23.0%	4,654,328
Bus Maintenance	17,768,399	19,437,418	1,669,019	2,507,314	2,200,149	(307,165)	20,275,714	21,637,567	1,361,853	6.3%	43,916,155

	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	
Bus Transportation	59,573,088	60,584,117	1,011,029	4,046,684	2,922,002	(1,124,682)	63,619,772	63,506,119	(113,653)	-0.2%	129,177,418
Heavy Rail	22,380,180	24,236,831	1,856,651	2,111,704	774,002	(1,337,702)	24,491,885	25,010,833	518,948	2.1%	51,713,905
Light Rail	18,136,744	19,200,409	1,063,665	1,041,360	681,323	(360,037)	19,178,104	19,881,732	703,629	3.5%	40,758,138
Rail Maintenance	16,291,273	15,613,550	(677,723)	3,427,547	3,372,387	(55,160)	19,718,820	18,985,937	(732,883)	-3.9%	38,449,671
OCC & Training	5,613,151	5,535,593	(77,558)	299,491	148,925	(150,566)	5,912,642	5,684,518	(228,124)	-4.0%	12,016,087
MOW	6,856,937	7,399,720	542,783	529,300	807,622	278,321	7,386,237	8,207,342	821,105	10.0%	17,053,081
Chief Operating Officer	496,691	438,413	(58,278)	0	0	0	496,691	438,413	(58,278)	-13.3%	786,545
Ops Employee Customer Initiatives	150,107	149,490	(617)	0	195,564	195,564	150,107	345,054	194,947	56.5%	686,095
Everett & VE	10,625,260	11,623,601	998,341	1,537,342	795,122	(742,220)	12,162,602	12,418,723	256,121	2.1%	24,809,308
Signals & Communications	6,103,727	6,833,264	729,537	436,981	537,628	100,647	6,540,708	7,370,892	830,184	11.3%	14,884,123
Transit Facilities Maintenance	10,277,955	11,124,746	846,792	1,092,198	567,183	(525,015)	11,370,153	11,691,929	321,776	2.8%	23,596,397
Power Systems Maintenance	7,635,862	8,453,700	817,837	453,614	322,305	(131,309)	8,089,476	8,776,005	686,529	7.8%	18,717,748
Customer Support Services	953,986	1,004,520	50,534	0	0	0	953,986	1,004,520	50,534	5.0%	2,024,262
Budget	380,483	416,173	35,690	0	0	0	380,483	416,173	35,690	8.6%	822,888
Treasurer/Controller	3,545,490	3,741,902	196,413	299,003	102,300	(196,703)	3,844,493	3,844,202	(290)	0.0%	7,874,080
Materials Management	2,319,895	2,498,775	178,880	81,223	54,767	(26,456)	2,401,118	2,553,542	152,424	6.0%	5,119,895
Compliance & Reporting	8,185,692	11,172,371	2,986,679	0	0	0	8,185,692	11,172,371	2,986,679	26.7%	8,325,708
Supplier Diversity	157,018	161,257	4,239	0	0	0	157,018	161,257	4,239	2.6%	322,514
Total	220,510,161	237,115,257	16,605,097	21,485,790	16,070,315	(5,415,475)	241,995,951	253,185,572	11,189,622	4.4%	501,470,467
General Activities (regular & indirect)	1,750,114	(4,045,977)	(5,796,091)	0	0	0	1,750,114	(4,045,977)	(5,796,091)	143.3%	(8,000,000)
Grand Total	222,260,275	233,069,280	10,809,006	21,485,790	16,070,315	(5,415,475)	243,746,064	249,139,595	5,393,531	2.2%	493,470,467

American Recovery & Reinvestment Act of 2009

Project Budget & Spending

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	\$8,382,954	\$7,784,765	92.9%	\$598,189
960001	D02	Back Bay Station Lobby Ventilation	Walter Reed	\$1,167,986	\$1,167,986	100.0%	\$0
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	\$6,458,625	99.0%	\$64,364
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	\$26,055,697	97.5%	\$662,553

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 Gonnevillle	\$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 Assistance	Eric Waaramaa	\$18,067,444	\$18,067,444	100.0%	\$0
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	\$7,441,445	97.4%	\$201,279
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	\$9,798,723	98.0%	\$201,278

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	\$272,565,291	99.6%	\$1,134,495

TIGER/HSIPR Grants:

Grant MA-78-0001

780001	D39	Revere Transit Plaza (TIGER-FTA)	Tom Rovero	\$20,000,000	\$20,000,000	100.0%	\$0
				\$20,000,000	\$20,000,000	100.0%	\$0

Grant MA-78-0002

780002	D40-41	Fitchburg Line - Wachusett Ext. (TIGER-FTA)	Paul Hadley	\$59,234,300	\$30,340,940	51.2%	\$28,893,360
				\$59,234,300	\$30,340,940	51.2%	\$28,893,360

Grant MA-79-0001

790001	H69	Merrimack River Bridge (TIGER-FTA)	Elizabeth Ozhathil	\$10,000,000	\$4,266,060	42.7%	\$5,733,940
				\$10,000,000	\$4,266,060	42.7%	\$5,733,940

FRA Grants

S10004	H78	New Bedford - SCR Bridges (TIGER)	Elizabeth Ozhathil	\$19,790,567	\$19,790,567	100.0%	\$0
S10007	T92	Knowledge Corridor (HSIPR) - Fed \$ Only	Paul Hadley	\$72,800,000	\$54,828,044	75.3%	\$17,971,956
				\$92,590,567	\$74,618,611	80.6%	\$17,971,956

TIGER/HSIPR Grant Totals

\$181,824,867	\$129,225,611	71.1%	\$52,599,256
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ARRA Totals - Including TIGER/HSIPR Grants

\$455,524,653	\$401,790,902	88.2%	\$53,733,751
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ARRA Grant No.	Projects Included in Grant	ARRA Project Budget	Spending to Date	% Spent to Date	To-Go Spending
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FTA Grants (Excluding TIGER):

MA-56-0001	Haverhill DT, CR Stations/Facilities/Bridges, CPF43, Dudley Sta	\$51,513,648	\$51,513,648	100.0%	\$0
MA-96-X001	Bus Stops, Bike Parking, Back Bay Vent, RIDE Vans, Fencing	\$26,718,250	\$26,055,697	97.5%	\$662,553
MA-96-X014	Fitchburg DT, Bus Facilities, Ashmont Station, Hybrid Buses	\$99,846,188	\$99,846,188	100.0%	\$0

MA-96-X016	Orient Heights, Battery Sets, Pump Stations, N Quincy, Braintree	\$54,110,000	\$54,110,000	100.0%	\$0
MA-77-0002	Kingston and Bridgewater Wind Turbines	\$2,500,000	\$2,229,335	89.2%	\$270,665
MA-66-X013	Key Bus Routes, Busway Pavement, AFC Equip, Map Upgrade	\$10,000,000	\$9,798,723	98.0%	\$201,278
MA-66-X014	Wonderland Station Parking Garage	\$22,700,000	\$22,700,000	100.0%	\$0
MA-66-X015	Wedgemere Station Accessibility, Red Line Floating Slab Work	\$6,311,700	\$6,311,700	100.0%	\$0
		\$273,699,786	\$272,565,291	99.6%	\$1,134,495

FTA - TIGER Grants:

MA-78-0001	Revere Transit Plaza (TIGER)	\$20,000,000	\$20,000,000	100.0%	\$0
MA-78-0002	Fitchburg Line - Wachusett Extension (TIGER)	\$59,234,300	\$30,340,940	51.2%	\$28,893,360
MA-79-0001	Merrimack River Bridge (TIGER)	\$10,000,000	\$4,266,060	42.7%	\$5,733,940
		\$89,234,300	\$54,607,000	61.2%	\$34,627,300

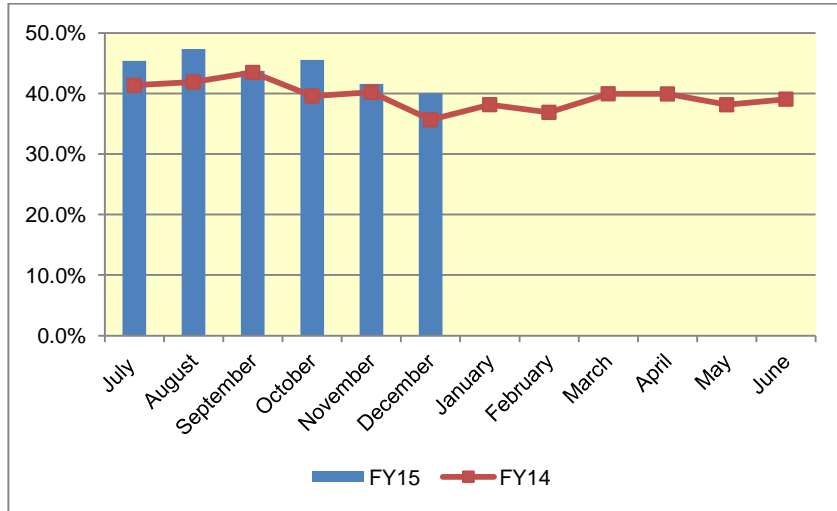
FRA - TIGER/HSIPR Grants:

S10004	New Bedford - SCR Bridges (TIGER)	\$19,790,567	\$19,790,567	100.0%	\$0
S10007	Knowledge Corridor (HSIPR)	\$72,800,000	\$54,828,044	75.3%	\$17,971,956
		\$92,590,567	\$74,618,611	80.6%	\$17,971,956

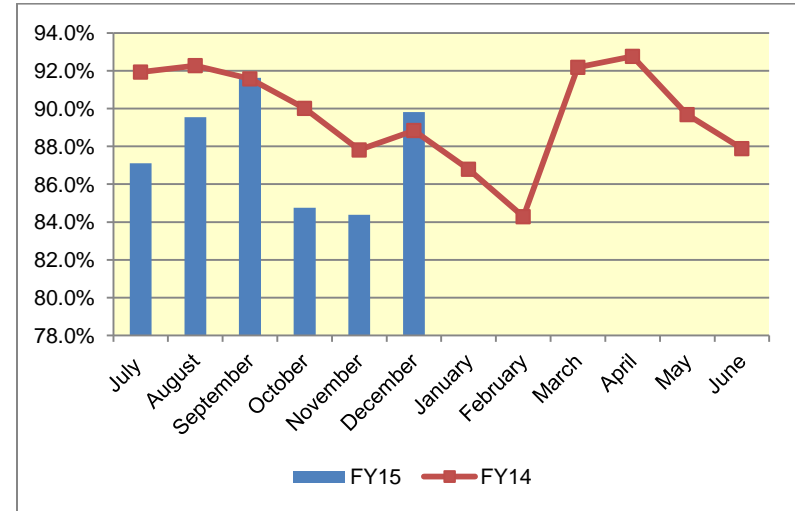
ARRA Totals:

\$455,524,653	\$401,790,902	88.2%	\$53,733,751
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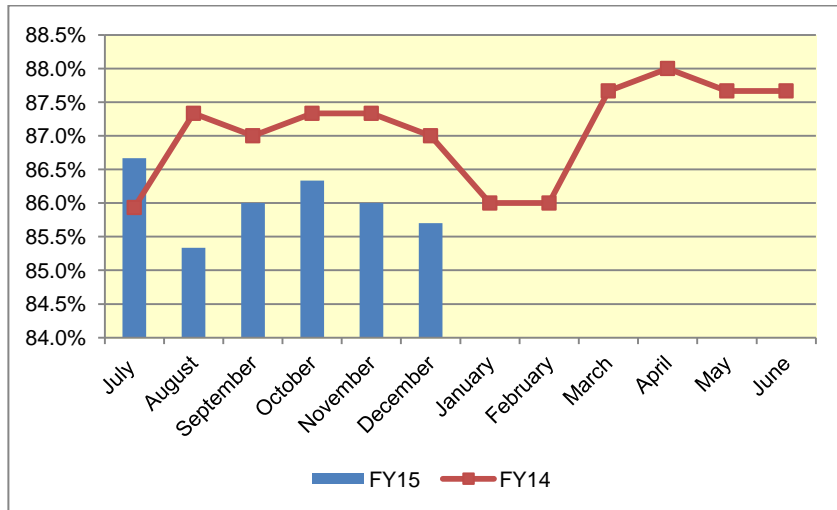
Farebox Recovery Ratio



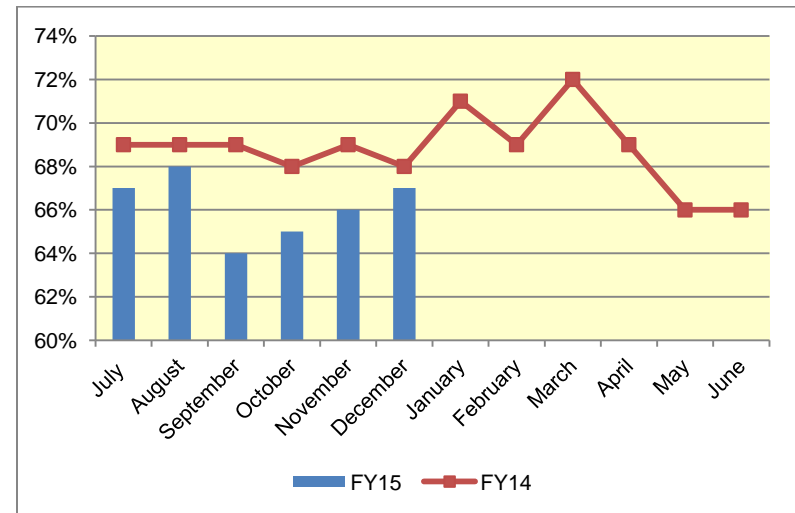
On-Time Performance – Commuter Rail



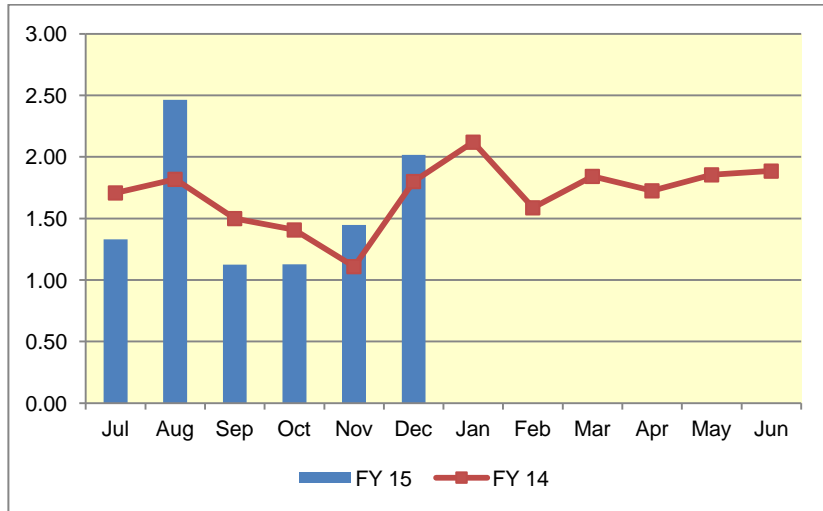
On-Time Performance – Heavy Rail



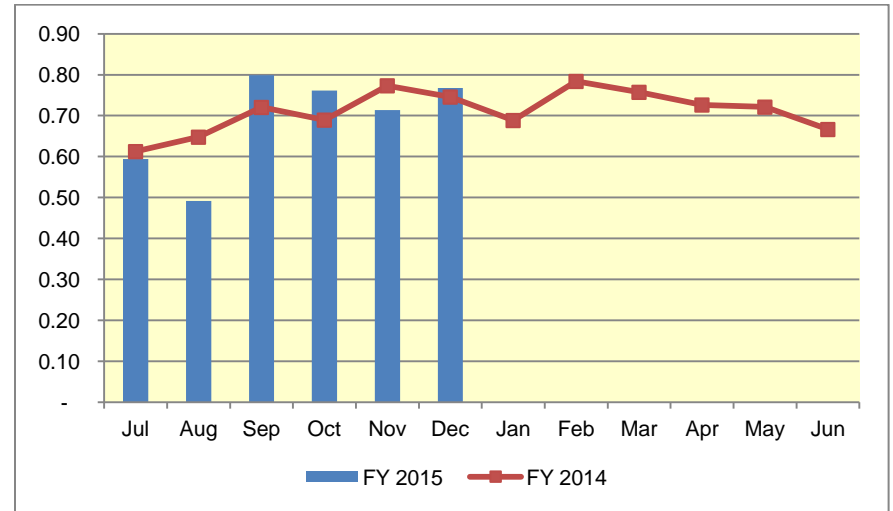
On-Time Performance – Bus



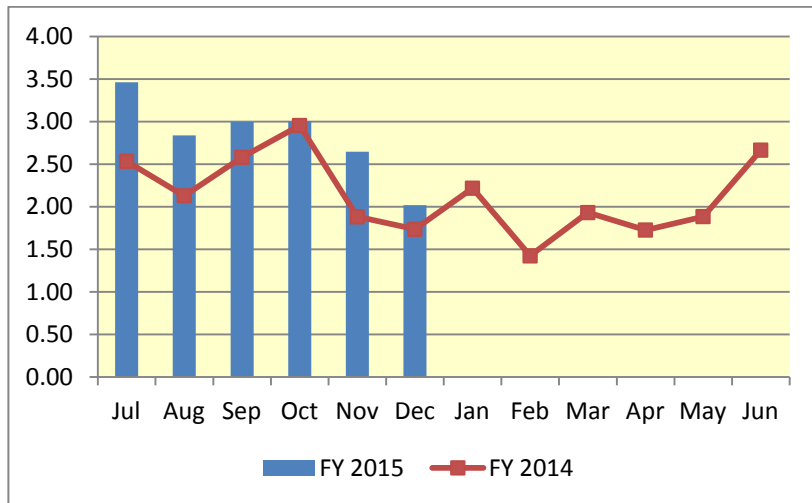
Customer Injuries per 1 Million Trips



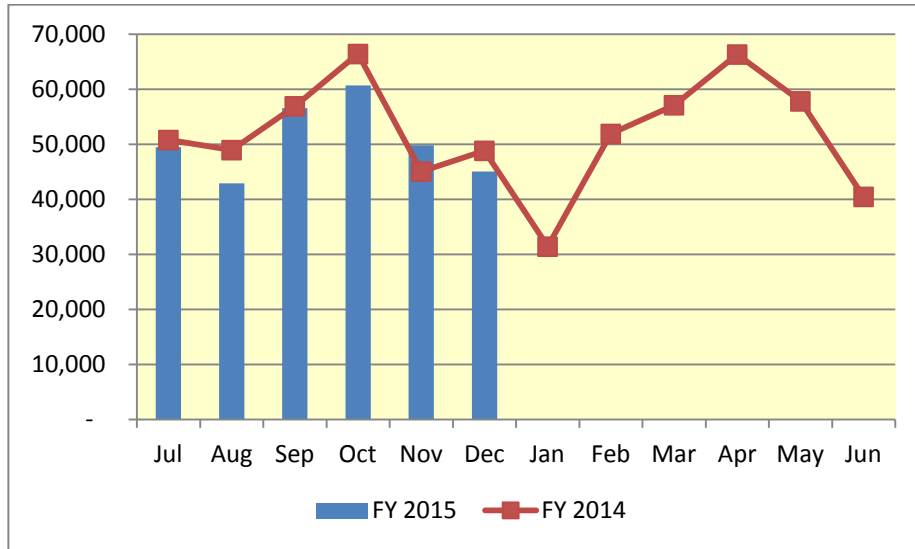
Bus Collisions per 10,000 Revenue Miles



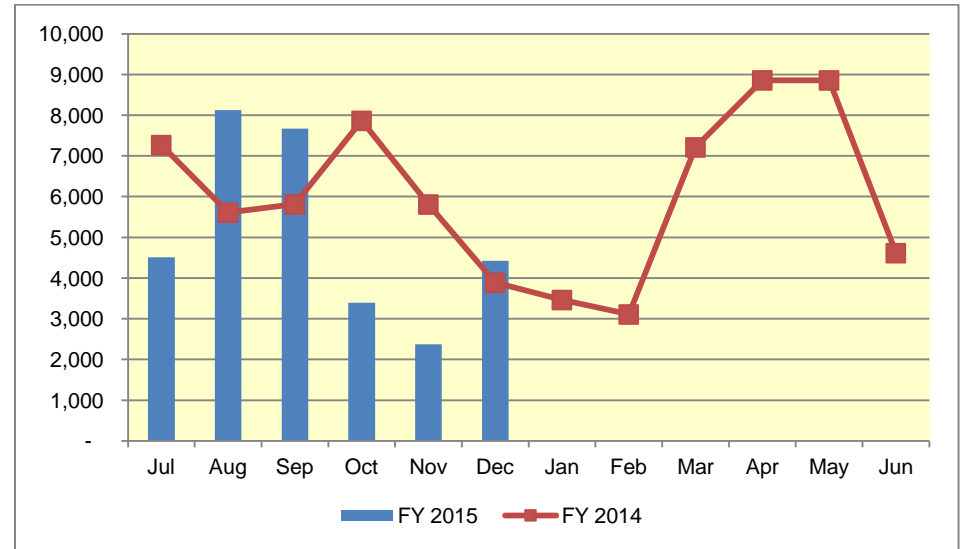
Part 1 Crimes per 1 Million Trips



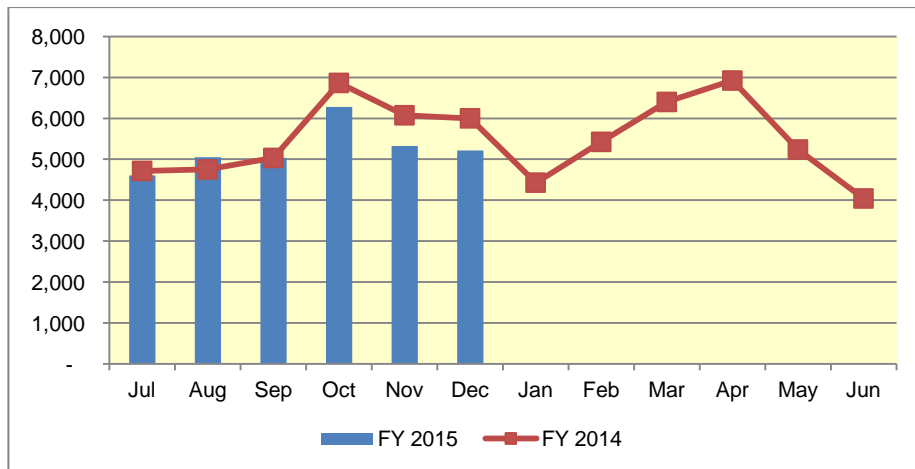
MDBF – Heavy Rail



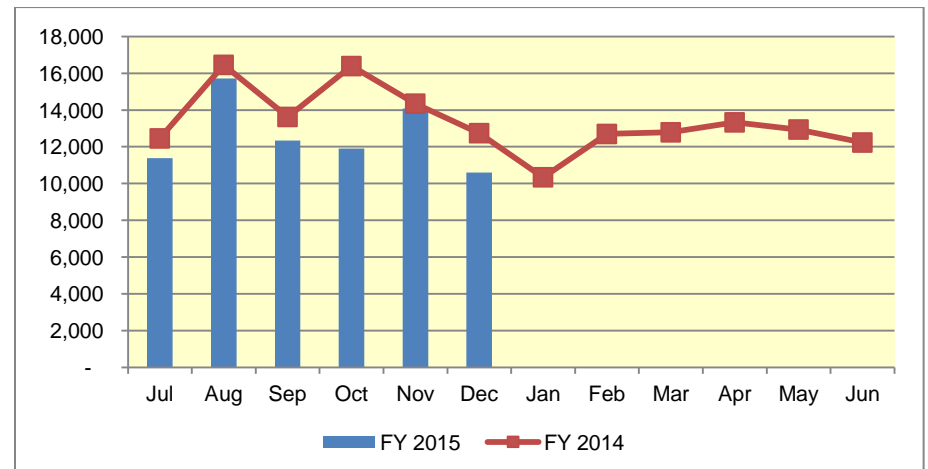
MDBF – Commuter Rail



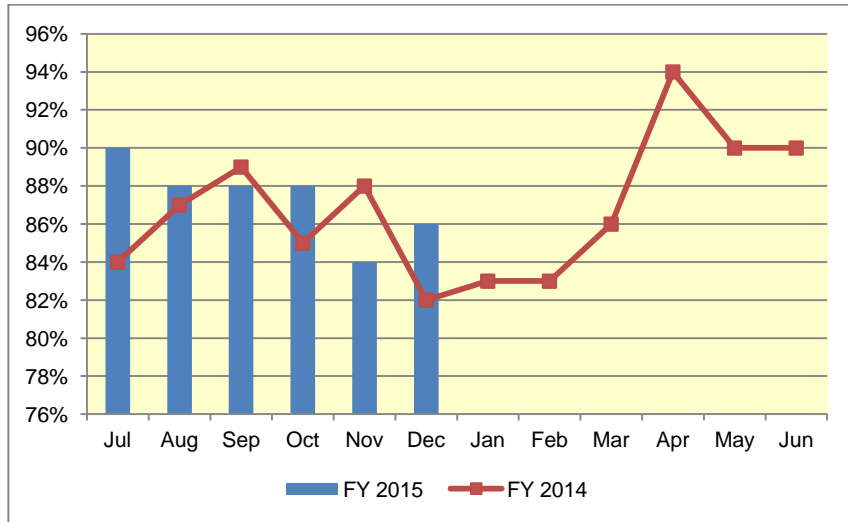
MDBF – Light Rail



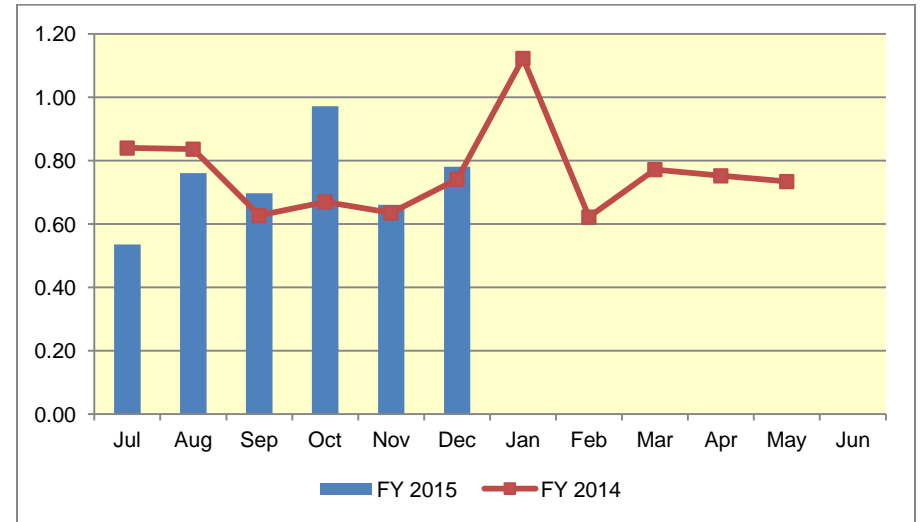
MDBF – Bus



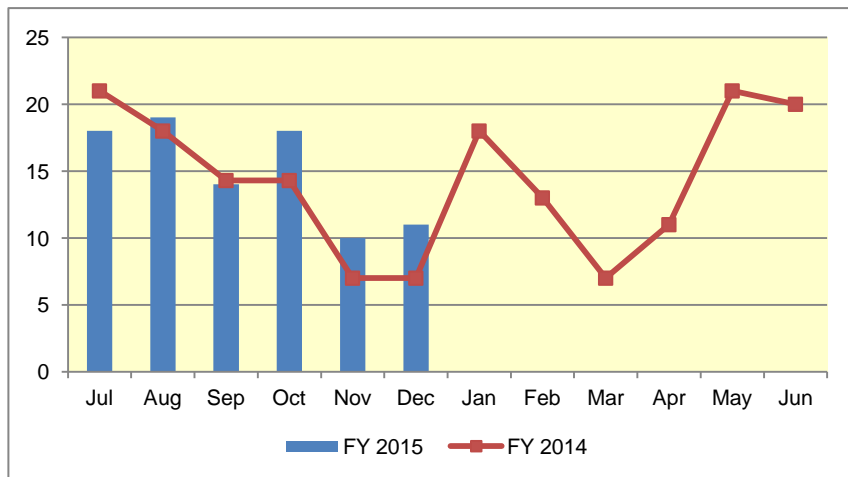
Customer Calls - % of Tickets Closed within 5 Days



Employee Injuries



Employee Assaults



Regional Transit Authorities

RTA	Dec 14 Boardings	Dec 13 Boardings	Variance	Dec 14FYTD Boardings	Dec 13 FYTD Boardings	Variance
BAT	264,708	225,538	17%	1,063,211	973,642	9%
BRTA	50,277	46,972	7%	200,553	196,017	2%
CATA	17,260	13,726	26%	65,287	64,412	1%
CCRTA	74,137	30,752	141%	209,345	162,423	29%
FRTA	14,863	10,253	45%	52,206	42,408	23%
GATRA	96,523	68,880	40%	326,283	298,552	9%
LRTA	143,624	119,893	20%	567,330	521,066	9%
MART	93,073	62,759	48%	307,867	289,175	6%
MVRTA	188,175	155,005	21%	768,634	681,938	13%
MWRTA	55,946	40,630	38%	161,782	176,681	-8%
NRTA	559	NA	NA	37,351	36,426	3%
PVTA	974,294	846,611	15%	4,676,874	4,280,103	9%
SRTA	230,603	188,809	22%	688,642	816,800	-16%
VTA	29,806	24,617	21%	279,211	255,997	9%
WRTA	335,863	292,960	15%	1,374,451	1,243,213	11%
Total	2,569,711	2,127,405	34%	10,779,027	10,038,853	7%

Section 2: Projects

Key Projects

Government Center Station

In March 2014, Government Center Station was closed for two years for a \$90 million project that will renovate and rebuild the station. This project will bring the station in compliance with the Americans with Disabilities Act and make numerous other improvements.

January 2015 Actions

- The contractor for the project began to install the glazing for the main head house in the City Hall Plaza. This is the most noticeable element of the new station.

Green Line Extension (GLX)

The MBTA is currently implementing the \$1.99 billion Green Line Extension that will extend the Green Line from its current terminus, Lechmere, in East Cambridge to Union Square in Somerville and College Street in Medford.

January 2015 Actions

- The GLX Team met with the Mayor of Somerville and department heads to discuss construction scheduling and the proposed closure of Washington Street in the summers of 2015 and 2016.
- Finalized amendment for the GLX Program Manager/Construction Manager (HDR/Gilbane), which has a cost that is estimated at \$100 million. Design and Construction is preparing to present an update to the MassDOT Board of Directors in the coming months.

MBTA Futures

Building on the Commonwealth's commitment to transportation reform, reinvestment, and transportation excellence, the MBTA is embarking on "MBTA Futures," an effort to bring consulting services to assist with developing a strategic and actionable work plan for the future of the Authority.

January 2015 Actions

- The team continued planning the implementation of the project and was reviewing bids from potential consulting groups.

Plan for Accessible Transit Infrastructure (PATI)

Through PATI, the MBTA will be surveying each subway and Commuter Rail station as well as every bus stop in order to document and catalogue each meaningful barrier to access. As this data is being collected, a working group comprised of T officials and disability stakeholders will develop a shared method for prioritizing the removal of the barriers in a manner that is both sustainable while having the largest positive impact on access possible.

January 2015 Actions

- The Request for Proposal (RFP) for the survey of Subway and Commuter Rail stations was finalized and will be advertised to potential bidders in February.

Hynes Convention Center (Parcel 13)

In September 2014, MassDOT and the MBTA released a Request for Proposal (RFP) seeking a development team to design and develop a 54,000 square foot lot that is comprised of both the Turnpike Air Rights Parcel 13 and the adjacent Hynes Convention Center Station. This project will help develop the current location while make myriad updates to Hynes Station that will bring it in compliance with the 1990 Americans with Disabilities Act and transform it into a state-of-the art station.

January 2015 Actions

- The Peebles Corporation was designated as the developer of Parcel 13. The project will include new residential, hotel, and commercial/retail uses. The long-term 99-year lease will also include the requirement to design and integrate an upgraded Hynes Station (entrances, accessibility, etc.). A total of \$26 million from the lease proceeds will be contributed to the station improvements.

Pilot Projects

Late Night Service

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. Since its 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.

January 2015 Actions

- The MBTA Task Force submitted a draft report to General Manager Scott and MassDOT Secretary Pollack, with the following (3) recommendations:
 1. Elimination of the pilot program
 2. Cost reductions to the late-night network through frequency changes, targeted schedule adjustments, and/or elimination or restructuring of lowest ridership routes.
 3. Fare changes: (1) Restructure fares to include a 2-4% price increase for LinkPass, and (2) Eliminate pass acceptance or institute a special late-night fare.

THE RIDE – Means Testing

The Means Testing 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. To conduct the means test, 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.

January 2015 Actions

- The Working Group developed an Implementation Plan for implementation of the program in July 2015.
- The initial application for potential participants was developed. This will not only begin the selection process for pilot program participants but will also provide the MBTA with additional data about its RIDE customers.

University Pass Program

The University Pass Program aims to run a pilot program in which local Universities will purchase passes from the MBTA for all of their full time students that are to be sold at a discount to the students. To implement the program, the MBTA has created an internal implementation group led by the Strategic Business Initiatives Department (SBII) and the Marketing Department.

January 2015 Actions

- Representatives from the MBTA met with officials from Tufts and Harvard to discuss the potential of the UPass program at those universities.
- Marketing Communications began planning an information session to discuss the benefits and details of the program with university representatives.

Youth Pass Program

In December 2015, the MassDOT Board of Directors directed the Youth Pass Working Group to proceed with developing an implementation plan. Since the Board meeting, the Working Group has prepared documents for implementation.

January 2015 Actions

- The Youth Pass Administration team began meeting regularly with AFC, the city of Boston, and the city of Chelsea. They also began to work with the MBTA Legal Department to create an MOU with the cities and resolve privacy policy issues.
- The design on the back of the Youth Pass cards was decided; it will resemble the Student Pass M5 and M7 cards, using a blue square that says YOUTH instead of the yellow M7 square.

Section 3: Departmental Reports

Chief Financial Officer

Accomplishments

- **FY 2016 – FY2020 Capital Investment Program** draft booklet was completed. Awaiting direction from MassDOT on when it will be made available to the public.
- **FY 2016 Budget Timeline.** Hosted an initial meeting with the MassDOT Finance and Audit Committee to discuss the MBTA FY 2016 budget timeline and major assumptions. Discussions will continue in anticipation of the presentation and approval of the FY 2016 Operating Budget to the MassDOT Board of Directors in March 2015.
- **Evaluation Committee** completed its review of bids for the Payment Card Processing Services contract, which is a joint procurement with the Commonwealth. The Finance and Audit Committee will be briefed on the contract at the February 5th meeting and it will be presented to the MassDOT Board of Directors for approval on February 11th. If approved, the Authority will save \$2.1 million and the State will save \$5.4 million over the course of seven years (5-year base contract with 2 one-year options).
- **Late Night Service Pilot Program.** A full analysis and report is in progress, with the intent to present to the MassDOT Board of Directors Finance and Audit Committee in February 2015. The CFO will present a recommendation for extending late night service.

Events

- NA

30-Day Outlook

MassDOT Board of Directors, Finance & Audit Committee February Meeting

- Briefing on the FY16 Preliminary Operating Budget
- Briefing on the Payment Card Processing Services Contract
- Briefing on the MBTA Authorization to Issue \$200 million in Revenue Bonds
- Briefing on the Late Night Service Pilot Program
- Briefing on the Approval of the Annual Assessment Amounts for Member Communities for Fiscal Year 2016
- Briefing on Approval of the Certification of the Member Communities Voting Strengths for the MBTA Advisory Board

MassDOT Board of Directors – February Meeting

- Approval of the Payment Card Processing Services Contract
- Approval of \$200 million Revenue Bond Issuance
- Report on the Late Night Service Pilot Program
- Approval of the Annual Assessment Amounts for Member Communities for Fiscal Year 2016
- Approval of the Certification of the Member Communities Voting Strengths for the MBTA Advisory Board

60-Day Outlook**MassDOT Board of Directors, Finance & Audit Committee March Meeting**

- Review of Proposed FY16 Preliminary Operating Budget

MassDOT Board of Directors – March Meeting

- Approval of the FY16 Preliminary Operating Budget

90-Day Outlook**MassDOT Board of Directors, Finance & Audit Committee April Meeting**

- Review of Proposed FY16 Final Operating Budget

MassDOT Board of Directors – April Meeting

- Final approval of the FY16 Operating Budget
- Board Approval of the Draft FY16-2020 CIP
- Approval of contract award for a top-to-bottom review of the MBTA cost structure and revenue opportunities (MBTA Futures)

Efficiencies & Cost Savings of Note

The Authority's spending year-to-date is generating savings in the following categories:

1. Materials, Supplies and Services - \$12.5 million
2. Local Service Expenses - \$5.9 million
3. Pensions - \$2.3 million
4. Wages - \$2.1 million
5. Injuries and Damages - \$1.7 million
6. Health and Welfare Fund - \$1.7 million

Design and Construction Department

Accomplishments

- **Boston Landing Station.** All of the design documents were submitted, and the New Balance team provided comments. The project is currently undergoing value engineering, and construction is scheduled to begin in March 2015.
- **Government Center Station Project.** The contractor for the Project has started to install the glazing for the main head house in the City Hall Plaza. This is the most noticeable element of the new station.
- **Green Line Extension (GLX).** The GLX Team met with the Mayor of Somerville and department heads to discuss construction scheduling, and the proposed closure of Washington Street in the summers of 2015 and 2016.
- **Green Line Extension (GLX).** Finalized amendment for the GLX Program Manager/Construction Manager (HDR/Gilbane), estimated at \$100 million. Preparing to present to the MassDOT Board of Directors in the coming months.
- **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.
- **Hynes Convention Center Station TOD and Accessibility Improvements.** Peebles Corporation was selected as developer for Turnpike Parcel 13/Hynes Station. A term sheet is scheduled to be finalized within three (3) weeks.
- **Red & Orange Line Improvement Program.** The procurement of the Project Management/Construction Management Professional Services has been finalized and resulted in the selection of Patrick Engineering and Hatch Mott JV. The estimated cost of the procurement is \$12 million, which the MBTA is currently negotiating the scope and fee.

Events

- NA

30/60/90-Day Outlook

- NA

Human Resources Department

Accomplishments

- Eight (8) classes were offered, in which 190 personnel attended.
 1. How can I help you today? – 13 personnel
 2. MBTA new hire orientation – 51 personnel
 3. Diversity for Managers – 15 personnel
 4. Diversity for Employees – 46 personnel
 5. ADHP for Managers – 22 personnel
 6. ADHP for Employees – 29 personnel
 7. Diversity Part II: Disability – 1
 8. CyberSense Computer Classes – 13

- **Policy Committee.** 50 areas out of 51 have returned signed Acknowledgment forms and one (1) area remains 123 Cabot Bus Garage.

- **Education & Development Unit/MassDOT University Monthly Highlight Report** (Workforce Development – Ladders of Opportunity” grant proposal submission)
 - Conducted a planning and overview meeting with our partners at Madison Park Technical Vocational High School for the Headmaster and his staff along with partners from Roxbury Community College and RoxMAPP.
 - Developed Dr. Scott’s vision for the grant submission into a three-pillar approach to developing youth (future workforce); adults (potential workforce); employees (current workforce).
 - Helped to get letters of support from the Mayor’s office by outlining the grant and focus and from Local 264 by writing bullets for their letters.
 - Attended multiple planning meetings as we developed the grant.
 - Wrote, reviewed and edited several versions of the proposal to assure that we were focused on meeting the key elements of the NOFA (Notice of Funding Award).
 - Worked with Cardozo STEM High School internal subject matter expert to outline needs of the grant and how they could assist us.
 - Grant submitted by the 12/23/14 deadline.
 - Currently developing the overall strategic and action plans for the implementation of the program that include scheduling meetings with partners, developing program materials, and meeting with subject matter experts.

Engineering & Technical Institute Toll Transition Initiative

Toll Transition Initiative:

- Hoisting Exams - Seventy-one (71) employees took the Hoisting License exam given by the Department of Public Safety resulting in a 96% success rate. Additional results will follow.
- Phase II: Toll Collectors & Couriers Transition Initiative - Planning has begun for Phase II which includes CDL Permit, CDL License, Hoisting License (2B, 4 E & G), and Hoisting Practical.
 - 104 employees expressed interest. Final list will be produced after January 26th.
 - 7 Permit classes are scheduled during February and March
 - License practical & hoisting classes will be held between April and June
- Highway Technical Training - January 27th - 30th, NHI "Underwater Inspection"

Leadership & Management Institute

- Outreach Team_- Continue to do "commercials" in all training programs to increase awareness of MDU learning opportunities.
- Lifting as We Climb - Held the first mentoring meeting for 2015 Division Project Leaders. Applications due 1/30; matching-2/2-2/20; kick-off orientation meetings 3/2-3/12.

Information Technology Department

Accomplishments

- **Commuter Rail Wi-Fi.** Installed radio equipment at two (2) of the five (5) selected locations along the Old Colony line route. The remaining sites are scheduled to be completed by February 6, 2015.
- **Nexus 7009 Migration (10 Park Plaza Data Center).** Successfully converted from the Cisco 6509 switch to the Nexus 7009 switch. Most complex conversion to date and represents a significant milestone in the project schedule. An added benefit of completing this migration is that we are no longer concerned about the risk of power-cycling the older Cisco switch for the upcoming UPS power shutdowns.
- **S&B Close-Out Project (Development Status).** As of 1/9/15 Package 2 deployment is 77% Deployment progress again compromised with required issue corrections by S&B. A tariff update (all devices) and application (for Farebox) will be required for redeployment to correct. Target deployment completion of Package 2 has moved to mid-February 2015.

As-of 2/4/15 Package 2 deployment is 88% complete. The final push to complete deployment of all in service devices is targeted for mid-February. Intelligent Slot Management (Pkg 2 function) is targeted to be turned on by 2/13/15.

- **S&B Close-Out Project (Closeout Package 3 API).** QA completed planning and strategy for Package 3 testing of CCS APIs. MBTA QA conducted test set-up and initiated execution in S&B Burlington test environment 12/14/14. Tests failed on 21 out of a 28 APIs. Issue with APIs requiring update to database. Sent to S&B Germany for review and remediation.
- Testing was halted upon the 12/14/14 results and S&B engaged to fix the non-functioning code. MBTA QA notified by S&B that Package 3 issues have been corrected and that testing can be rescheduled. MBTA QA will resume testing in Burlington on 2/5/15.

30-Day Outlook

- **Green Line Tracking Project.** In early February we are planning to run a pilot in cooperation with the City of Boston to evaluate unconditional priority for the Silver Line on Washington Street. We will modify the TransitMaster settings on the SL buses to always request priority, and Boston's Traffic Management Center (TMC) will change their settings to always grant priority. We will then evaluate the

improvement to service and the effect on cross traffic. Currently, the Silver Line only gets priority 25% of the time, so the impact on service is small. The objective here is to evaluate the maximum benefit that TSP could bring.

60-Day Outlook

- NA

90-Day Outlook

- NA

Efficiencies & Cost Savings

- Working with vendors to negotiate multiple year maintenance contracts in order to reduce costs. See attached chart showing savings based on in house repair of portable radio.

Marketing & Customer Communications Department

Accomplishments

- **Late Night Service Pilot Program.** Presented draft final report to GM Scott and Secretary Pollack. Created presentation that included overview of the late night service pilot including projected costs, projected revenues, and ridership trends. The presentation also outlines options and potential impacts for continuing late-night service.
- **Paratransit Taxi Subsidy Pilot Program.** Brochure and introduction guides were created. The brochure and guide instructs program participants on the scope of the program and provides important contact information.

Events

- **Winter Storm Juno.** Customer Communications experienced a “normal” January until the blizzard. Beginning January 26, the average call volume has almost doubled. Most common calls include service delay inquiries and the availability of MBTA service during/after the weather events.
- **CharlieCard Store.** The heating system and Stanley Doors malfunctioned at the CharlieCard Store, caused temporary closure of store.
Due to AFC being down, the CharlieCard Store was unable to produce reduced Fare CharlieCards, causing major delays for customers. AFC is working on cause and solutions.

30-Day Outlook

- Late Night Service Review report to be distributed at February Board meeting
- Working with architects for CharlieCard store expansion which will be completed summer 2016
- Kickoff of the Fairmount outreach contract
- Completion of the Late-Night public outreach process

60-Day Outlook

- Continued distribution of CharlieCard discount book Final decision on Late-Night Service will be presented to the Board on April 15th

90-Day Outlook

- Marketing will participate in the 2015 John Hancock Sports and Fitness Marathon Expo, assisting in CharlieCard sales travel information.

Efficiencies & Cost Savings

- NA

Operations Department

Accomplishments

Light Rail Operations

- Light Rail operations assisted the GM at the “Car Free in the Back Bay “meeting held at the French cultural center.
- On the 15th, Light Rail Operations met with Bus Operations, Planning and Scheduling and the City of Boston to further discuss “Traffic Signal Priority”. All entities are excited about the prospect and would like to expand the concept to additional bus routes and the Green Line.
- Light Rail Operations continues to work with SWA to define specifications for customer assistance areas.

OCC & Training

- On January 1-5, 2015, the OCC and Training Department coordinated with Quincy Fire Department and provided 1st responder training in the Red Line’s Braintree Yard. Training consisted of MBTA equipment familiarization and power on/off procedures.
- January 19, 2015, OCC and Training Management created a Special Order outlining the procedures for utilizing the emergency platform egress at Oak Grove Station. The special order incorporates procedures for evacuating customers with disabilities which was reviewed by SWA.
- January 22, 2015, the OCC and Training Department provided a ROW roadshow for senior personnel and engineers in the JF White company. Due to the amount of construction work and MBTA projects, the Training School works closely on a yearly basis to ensure compliance for JF White’s employees.

Engineering & Maintenance – Cleaning

- Contractor personnel are in winter season mode fighting storms
- Contractor did an excellent job in fighting the Blizzard of 2015
- Contractor responding to bus stops on key routes
- Contractor continues to have excellent response and follow up procedures
- Contractors have cease power washing in stations due to temps
- Contractors continue to use power equipment to clean stations

- Terminal Exchange was awarded the contract to develop software for tracking station and facility performance

Engineering & Maintenance – Power

- GEC has been contracted for the Training Program. The first thirty training sessions have been identified and module development has started. We expect to start with the Lineman training first, probably by April or May. Definitive dates to come as we complete modules

Construction Logistics (Diversions)

- January 10 – 12, 2015: No weekend diversion
- January 17 – 19, 2015 (January 19 – holiday): No weekend diversion
- January 24 – 26, 2015: Red Line Floating Slab weekend. Diversion 1, limits Alewife-Harvard diversion cancelled due to weather
- January 31 – February 2, 2015: No weekend diversion

Events

- **Winter Storm Juno.** On January 27th and January 28th, all MBTA bus and rapid transit lines were afflicted by a winter storm. Operations personnel worked around-the-clock to keep the stations and maintenance facilities as clear and accessible as possible.

30-Day Outlook

Light Rail Operations

- Light Rail Operations continues to practice strategies to help service delivery during the winter months.

OCC & Training

- Light Rail Training School will release twenty-eight (28) new part time operators by February 28, 2015

Engineering and Maintenance (Signals & Maintenance of Way)

- Crews performing snow removal & sand box maintenance system wide.
- Order and take deliveries of road salt & sand for snow fighting.
- Support all MOW crews with winter supplies.

- Support red line slab rehabilitation project with materials.
- Take delivery on new 132# rails for inventory.
- Work with electricians on new LED lighting inside rail shop facility.
- Miscellaneous joint repair and hot top issues off of Blue Zone, also respond to daily call from OCC & MCC (Continuous)
- Drop off and install 19'-6" ft of rail at Lechmere yard Westbound platform
- Install frog and closure rail at sw. # C-1 west bound (Charles storage)
Done (Repaired frog at sw. # C-1)
- Inventory and fill all sand boxes and replace as needed -Continuous
- Inventory and fill all peladow boxes and replace as needed - Continuous
- Replace switch # 18 Reservoir yard (Done)
- Repair frost heaves on mainline and yards (weather permitting)
- Warren & Comm. Ave. crossdrive Full Depth Construction E & WB (Done)
- Change out frog (back of carhouse) Lake street yard
- Repair track issues (water heaves) Park street Eastbound platform (Done)
- Remove all material from ROW not being used in preparation for Winter season (Done)
- Install 115/132 rail on inner loop track Heath street & open up outer loop for trains (Done)
- Replace worn rail in curve Reservoir to Chestnut Hill WB approx. 12- 39 ft. # 115 rail
- Install Diamond X- over & rail at Govt. Ctr. Loop track
- Continue TT plate replacement on curve between Broadway & SS NB
- Installing hook bolt design to South station cover guard
- Plug defect between South sta & Broadway SB
- Trash removal, RR bolt repair, welding repairs, third rail insulator repairs, and any weather related issues

Engineering and Maintenance (Power)

- Wayside energy storage system installation continues into the first quarter of 2015
- Power Training program continues to be developed with the E&M Director of Training
- Power asset database population continues with PSE equipment input and T&D equipment started

Construction Logistics – Upcoming Diversions

- February 7 – 9, 2015: OPEN
- February 14 – 16, 2015: OPEN (HOLIDAY Washington Birthday Feb 16)
- February 21 – 23, 2015: Red Line Floating Slab Diversion: 1. Limits Alewife-Harvard
- February 28 – March 1, 2015: Orange Line, Casey Arborway/Forest Hills Diversion
1. Limits Forest Hills-Green Street (The Casey project is working on a plan for whether or not this diversion will move forward. The actual limits for this project have not yet been determined).

60-Day Outlook

Light Rail Operations

- The spring rating will again bring the challenge of events at Fenway Park. The SOP concerning Fenway games will be reviewed. Kenmore and Fenway station will be audited for any needed repairs.

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

Engineering and Maintenance (Signals & Maintenance of Way)

- Continue winter weather operations as weather dictates.
- Removal & disposal of old railroad ties from Charlestown Yard.
- Take deliveries of timber ties and track materials currently on order.
- Rail fabrication for Charles Storage project.
- Support Southwest Corridor project with track materials.
- Support all lines with materials for maintenance & repairs.
- Tamp all x-over on all branches of Green Line
- Deep groove maintenance program on all frog points in Tunnels and Surface areas
- Replace & repair any joints in tunnel area
- Weld and repair switches & casting in Boston college yard
- Install remainder of rail at Govt. Ctr. WB station
- Riverside yard Sw. # Y-11 repair or replace track to remove restriction in yard
- Continue TT plate replacement on curve between Broadway & SS NB

- Install plug rails where needed in tunnel
- Address geometry error areas in tunnel
- RR bolt repair, Welding repairs, Third rail insulator repair, Trash removal, and any weather related issues

Construction Logistics – Diversions

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

90-Day Look Ahead

Engineering and Maintenance (Signals and Maintenance of Way)

- Retrieve snow fighting equipment, repair as needed and place in storage.
- Salt & sand storage silos roof replacement.
- Resume Charlestown Yard track material reorganization.
- Crews to start property clean up & maintenance operations for spring.
- Rail fabrication for all lines upcoming projects.
- Take delivery & store all track related materials at Charlestown Yard.
- Approval of funds and contracts for concrete, mixed debris, and old cross drive rubber disposal.
- Working with Northern Tree on ROW tree trimming projects.
- Relocation of trash & scrap metal disposal areas in Charlestown Yard.
- Cooks Jct. (Eliot curve) replace outside rail with welded rail east and westbound tracks = 2000 feet per track
- Replace defective ties on Mattapan Line E/WB Milton to Cedar Grove station
- Surface, Tamp and Cross Level switches on Beacon, Comm. Ave & Huntington Ave
- Install new Timber Ties in Blandford Siding (weather permitting)
- Trash Cleanup: Comm. Ave, Beacon St and Tunnel Area
- Central station- Mattapan Line Inbound track replace rail and ties (wide gauge issue)
- Address geometry error areas in tunnel

- RR bolt repair, Welding repairs, Third rail insulator repair, and any weather related issues

Construction Logistics (Upcoming Diversions)

- Week 1: April 4-6: RED, Red Line Floating Slab Diversion 4. Limits Alewife-Harvard
- Week 2: April 11-13, 2015: Red Line Floating Slab Diversion 5. Limits Alewife-Harvard
- Week 3: April 18-20: NO DIVERSION Marathon Weekend, (HOLIDAY Patriots Day April 20)
- Week 4: April 25-27: Green, MoW State of Good Repair 2. Limits Reservoir-Riverside

Noteworthy Efficiencies and Cost Savings

Light Rail Operations

- Light Rail Operations has worked closely with the Human Resources department and the training school to enhance the Streetcar Motorperson ranks. In January, 27 new hires entered into revenue service, 28 new hires arrived at Riverside in January and have begun their training program.

Real Estate & Asset Development Department

Accomplishments

- **Automatic Teller Machine (ATM).** The MBTA and Citizens Bank executed a License Agreement to allow Citizens Bank to operate an ATM at the South Station Bus Terminal.
- **Back Bay Station Concourse.** A joint lease agreement between MassDOT, the MBTA, and Boston Properties (BP) was executed during January 2015. Effective April 1 2015, BP will assume operational control of the Back Bay Station concourse, managing the retail spaces, and resume responsibility for maintenance and operations of the public spaces on the concourse level (exclusive of those dedicated to MBTA operations). BP will have the right to further develop three sites (3), including the busway (on the Authority's property) and each end of the Hancock Garage (on MassDOT's Property).
- **Court House Station.** The Authority issued an Invitation to Bid, through MRG, for the sale of its development air rights at the Court House Station located on Parcel J in the Seaport. Bids were due on January 12, 2015, with three (3) bids being submitted. Wheelock Street Acquisitions, LLC was designated as the successful bidder. Wheelock is proposing a hotel (Yotel) on their adjacent parcel, and has proposed to extend over the station head house for 75 additional rooms.
- **Hynes Convention Center Station TOD.** The Peebles Corporation was designated as the developer of Parcel 13. Located at the corner of Massachusetts Avenue and Boylston Street (above the Mass Turnpike and Hynes Convention Center Station), the project will include new residential, hotel, and commercial/retail uses. The long-term 99-year lease will also include the requirement to design and integrate an upgraded Hynes Station (entrances, accessibility, etc.). A total of \$26 million from the lease proceeds will be contributed to the station improvements.

GreenLine Extension Project (GLX)

- Offer sent to acquire the property located at 642-646 Boston Ave, Somerville/Medford for \$1,670,000.00.
- Offer sent to acquire the property located at 662-664 Boston Ave, Somerville/Medford for \$735,000.00.
- Offer sent to acquire the property at 0 Boston Ave, Medford and Broadway, Somerville for \$85,000.00.

- Offer to acquire permanent easement rights sent to 199 Monsignor O'Brien Highway, Cambridge for \$1,500.00.
- Offer to acquire permanent and temporary easement rights sent to 225 Monsignor O'Brien Highway, Cambridge for \$141,000.00.
- Offer to acquire permanent and temporary easement rights sent to 209-211 Monsignor O'Brien Highway, Cambridge for \$103,700.00.
- Concurrence requested from FTA for fee, permanent and temporary easement rights of 200 Inner Belt, Somerville for the amount of \$1,880,000.00.
- Concurrence requested from FTA to acquire the property located at 35 Charlestown Street, Somerville for the amount of \$5,600,000.00.
- Notice of Intent to take sent to 61 Medford Street, Somerville for fee, permanent and temporary easement rights.
- Settled potential land damage lawsuit with 4 Joy Street, Somerville for \$27,250.00 for permanent and temporary easements rights.

South Coast Rail

- Offer sent to acquire the property located at 775 Davol Street, Fall River for \$320,000.00.

Parking

- The Parking Department collected \$180,906. in outstanding parking revenue this January.
- The Parking Department is testing pay by license plate and License Plate Recognition camera enforcement at QA and Braintree in January and February. To date it has been a successful test.
- The Parking Department has created a plan to reduce the use of honor boxes, eliminate space numbers and continue the transition to a cashless parking system.

Revenue and Utilization Report - December

- January revenue is not officially closed by the MBTA Budget Department. The R&U report is based on December 2014.
- The Parking Department received \$3,694,497 in gross revenue for December 2014. 29.6% was cash collections at honor box and attendant parking lots and garages, 7.2% was from electronic transfer (EZpass at Route128 garage, Woodland garage space lease and Mystic garage), 32.1% was credit card collections at MBTA

garages and Wellington surface parking lot, 20.4% was credit card received through pay by phone, 5.8% was revenue checks from space leases and Cities and Towns using our parking facilities and 4.9% is outstanding parking revenue. For a total of 29.6% cash, 7.2% electronic transfer, 52.5% credit card payments and 5.8% revenue checks and 4.9% in outstanding parking revenue.

- The Parking Department received \$179,174 in outstanding parking revenue in December 2014.

Parking Citation Activity – January

- The Parking Department issued 14,033 tickets in January.
- Of the 14,033, 4,913 tickets were paid grossing \$27,223.
- 8,537 remain open. 583 were dismissed for proof of payment or the customer friendly one time courtesy void. A large amount of dismissals is due to customers paying for the wrong space number using PayByPhone but could prove the MBTA received \$4, through the PayByPhone receipt, even though payment was made for the incorrect space number, in this scenario, the MBTA sides with the customer and dismisses the ticket.
- We received 1,104 appeals in January. Appeals are for multiple months, not just on tickets written in January. The appeals have increased slightly compared to the 982 appeals received in December.
- We collected \$180,906 in outstanding revenue in January.
- Overall there are 71,661 tickets outstanding with a value of \$1,962,554. An increase of 1,604 tickets and a decrease of \$17,885 compared to December.

30-Day Outlook

- 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-late January 2015.

60-Day Look Ahead

- The Authority has an executed Purchase and Sale agreement to sell 2.8 acres of land in the Forest Hills section of Boston for \$1,050,000. JP Parcel U, LLC is the buyer; the closing is scheduled for March 2015.
- The Authority has an executed Purchase and Sale agreement to sell a portion of its land located at East First Street, South Boston. The property will be used as part of

the Conley Dedicated Freight Corridor (DFC) project. The Authority anticipates closing in early March for total consideration of \$7,000,000

- Through MRG, the Authority will release an Invitation to Bid on the potential development of this property. Multiple meetings with the City of Quincy and local elected officials will occur prior to the release of the Invitation to Bid. MBTA departments have been canvassed, no objections have been raised. To the extent a 'conditional' approval has been granted by an MBTA department, those conditions will be required of any proposed development.
- Through MRG, the Authority will release an Invitation to Bid on the potential development the property located at the Hingham Shipyard. Multiple meetings with the Town of Hingham and local elected officials will occur prior to the release of the Invitation to Bid. The MBTA departments have been canvassed and no objections have been raised. To the extent, a 'conditional' approval has been granted by an MBTA department, those conditions will be required of any proposed development.
- The Somerville Power Sub-Station has been identified as surplus property. Through MRG, the Authority will release an Invitation to Bid on the sale of this property.
- MBTA departments have been canvassed, no objections have been raised. To the extent a 'conditional' approval has been granted by an MBTA department, those conditions will be required of any proposed development.
- Lynn Garage and Wellington Station will receive new parking revenue control equipment. E&M infrastructure work is being planned.
- 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.

90-Day Look Ahead

- Through MRG, the Authority will release an Invitation to Bid on the potential development of the property located at Mattapan Station. Multiple meetings with the BRA, local elected officials and the community will occur prior to the release of the Invitation to Bid.

Efficiencies & Cost Savings

- Reduced Police traffic details at Wonderland Garage by working with MassDOT to synchronize the traffic lights in the area to assist with traffic flow out of the garage saving the MBTA \$19,000 per month

Safety Department

Accomplishments

- **Transportation Safety Institute Training.** 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. During the week of January 26-30, MBTA hosted a weeklong Transit System Security course at the Transit Police Department Headquarters. 16 participants completed the training, including 12 MBTA Safety employees. Concepts taught in this intensive course included developing a System Security Program, conducting Safety and Security Certifications and Threat and Vulnerability Assessments, and ensuring compliance with federal and state requirements for transit security.
- **Annual Safety Data Presentation.** On January 30, 2015, the Chief Safety Officer (CSO) presented a compilation of FY14 safety data to the General Manager and MBTA Senior Management at the GM's Senior Staff Meeting. The presentation included data analysis and trending regarding fatalities, employee injuries, customer injuries, bus collisions, and rail accidents in FY14, along with recommendations for reducing accidents/injuries, improving data reporting processes, and strengthening safety culture.
- **MAP-21 Implementation/Compliance.** The MBTA Safety Plan (formerly known as the SSPP), has been updated for MAP-21 implementation and compliance. The document was approved by the SSRC and the General Manager, and was submitted to the DPU for review on October 3, 2014 in accordance with 220 CMR 151.03. The DPU provided formal acceptance of the 2014 MBTA Safety Plan on January 14, 2015. Additionally, DPU provided comments to be incorporated into future revisions of the MBTA Safety Plan. MBTA Safety is currently reviewing these comments and will continue to work collaboratively with DPU to improve our safety programs.
- **Closure of 2011 DPU Triennial Audit CAPs.** In December, 2014, MBTA Safety completed the development of three major system safety programs. The first was the System Modification Program, which is a program describing the process that the MBTA must follow when planning and implementing safety critical changes to

the system. Secondly, the Safety Certification Program, is the process utilized by the MBTA to ensure that hazards and threats are identified and mitigated during the design and construction/procurement of MBTA facilities and vehicles. Lastly, the Configuration Management and Control safety program was developed to govern all safety critical changes to the MBTA's system. This program includes documenting the system's present configuration and capturing changes, additions and upgrades made through the MBTA's System Modification and Safety Certification programs. During December 2014 and January 2015, all three programs underwent a comprehensive multi-departmental review and revision "page turning" exercise. The completed documents were then reviewed and accepted by the SSRC and General Manager, and subsequently submitted to the MA Department of Public Utilities.

Events

- NA

30-Day Outlook

- **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 & Security 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 has finalized the resulting Annual Safety Review Report, which has been distributed, reviewed, and approved by affected departments, the SSRC, and the General Manager. MBTA Safety collaborated with the Transit Police

Department (TPD) to assist with the completion of the Annual Security Review Report, which presents findings from TPD's internal audit of the System Security and Emergency Preparedness Plan (SSEPP). This document, along with the Chief Executive's Certification Letter, is currently under review by the SSRC, and will be submitted to the General Manager by February 6. The signed Certification Letter and both approved reports are due to the DPU by February 15.

- **NTD Safety & Security Reporting Chief Executive Officer Certification.** At the end of each calendar year, each transit agency is required to submit a Safety & Security Chief Executive Officer Certification form to the National Transit Database (NTD). This form, submitted electronically to NTD, automatically tallies the number of incidents, injuries, and fatalities that each agency submitted on its monthly NTD reports the prior calendar year. By submitting this form, the Chief Executive Officer is attesting that the agency's Safety & Security data has been accurately reported. MBTA Safety is reviewing the 2014 data to verify accuracy, and will assist the General Manager's office in completing this federal requirement prior to the deadline of February 28
- **NTD Safety & Security Reporting Requirement Changes.** The Federal Transit Administration (FTA) has revised thresholds for 2015 National Transit Database (NTD) Safety & Security data reporting to align NTD data with State Safety Oversight program data and support the requirements of MAP-21. Significant changes include new thresholds making certain types of events automatically reportable to NTD, where previously they had to result in a fatality, injury with transport, or damage over \$25,000 to be considered reportable. These changes are effective beginning with January 2015 Safety & Security data reporting (due at the end of February 2015). MBTA Safety's Data Team has attended National Transit Institute (NTI) webinars outlining the upcoming changes, and is currently reviewing the new requirements against current data collection and reporting practices.

60-Day Outlook

- **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 distribution, education, and training components is being reviewed by CSO and other SSRC members. Part of this distribution and

implementation strategy will include the issuance of an MBTA Safety Directive Advisory to all departments, notifying them of the new Accident Investigation Manual requirements. SSWGs have begun discussions on implementation for training employees that will be involved with new procedures. Full implementation is targeted for April 1, 2015.

90-Day Outlook

- **Green Line Collision Avoidance Projects.** On January 9, the Chief Safety Officer (CSO) gave a formal Green Line Collision Management System presentation to the Safety & Security Executive Review Committee (SSRC) and General Manager. The presentation provided background on the PTC alternatives project and an overview of the three technologies MBTA has tested: Communications Based Train Control, Inductive Trip Stops, and Radio Based Train Protection. The SSRC generally decided upon the need to conduct an independent assessment of the technologies, including a cost/time estimate and evaluation of service/construction activity impact. The General Manager has requested that the SSRC convene within Q1 of 2015 to decide upon a specific course of action and next steps.

Projects /Programs under Development

Simple monthly progress indicators for the major initiatives are noted below:

- Authority-wide Departmental Safety Training Matrix/Training Program Plan
- Configuration Management Program Oversight Plan
- Comprehensive OSHA Plan
- System-wide Accident/Incident Response
- Auditing Program/Internal Safety Review Process

Security & Emergency Management Department

Accomplishments

- Security Maintenance contract in place.
- 156 video requests were 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.
- 661 access requests responded to, including card updates, badges issued and access updates.
- Conducted After Action Conference for December's successful MBTA Chemical Weapons Attack Communications Workshop. Stakeholders affirmed lessons learned and SOPs are being revised accordingly. After Action Summary finalized and distributed.
- Conducted Initial Planning Conference for planned February MBTA Chemical Weapons Attack Response Workshop.
- Continued 8 hour Security Awareness & Emergency Preparedness Training for Frontline Employees at the MBTA Emergency Training Center. Approximately 2250 of 3400 employees trained.
- Continued 2 hour Security Awareness & Emergency Preparedness Training for Contract Cleaners. Approximately 346 of 500 employees trained.
- Staffed the Transportation ESF1 Desk at the MEMA State Emergency Operations Center to assist with coordination, situational awareness, and resource sharing relating to the following events:
 - January 3 Winter Storm
 - January 26-28 Blizzard
- Represented MBTA at statewide and local planning initiatives, including Metro Boston Homeland Security Region Evacuation Project, Boston Marathon planning, and Ethanol Rail Transportation Planning Initiative.
- Started Fire Evacuation Training initiative which will consist of development of distinct fire evacuation training films for customers, employees, and fire departments.

Events

- **Chemical Weapons Attack Communications Workshop.** Conducted *After Actions Conference* for December's Chemical Weapons Attack Communications Workshop. In the Workshop, stakeholders affirmed the lessons learned and the Standard Order Procedures (SOPs) are being updated accordingly.
- **Security Awareness & Emergency Preparedness Training.** Trained approximately 2250 in employees in the 8-hour Security Awareness & Emergency Preparedness Training for Frontline Employees. An additional 346 employees were trained in the 2-hour Security Awareness & Emergency Preparedness Training for Contract Cleaners.
- **Winter Storm Assistance.** The Security Department staffed the Transportation ESF 1 Desk at the MEMA State Emergency Operations Center to assist with coordination, situational awareness, and resource sharing related to the two major snow storms in January 2015.

30-Day Outlook

- Security upgrades at Forest Hills, Stony Brook , Green Street and Salem parking garage to be finalized.
- Security upgrades project at Savin Hill to continue.
- Sullivan Square, Malden Center, Oak Grove, Shawmut and Fields Corner Security projects to be advertised.
- Security upgrades at Uphams Corner project to be awarded.
- Conduct Final Planning Conference for Chemical Weapons Attack Response Workshop and conduct Workshop in late February.
- 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 Outlook

- Conduct After Action Conference for Chemical Weapons Attack Response Workshop.
- Conduct Initial Planning Conference for Chemical Weapons Attack Evacuation Drill.
- Complete 8-hour Security Awareness & Emergency Preparedness Training for Frontline Employees.

- Fire Evacuation videos for Customers and Employees completed.

90-Day Outlook

- Security upgrades at North Station and Haymarket to continue. Completion scheduled for July.
- Continue planning Chemical Weapons Attack Evacuation Drill.
- Continue supporting Marathon planning.
- Conduct Concepts & Objectives Meeting for Southside Commuter Rail Drill.

Efficiencies & Cost Savings

- No change orders on projects.

Strategic Business Initiatives & Innovations

Accomplishments

- **Fare Policy Committee.** Met 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.
- **MBTA Futures.** The team continued planning the implementation of the project and was reviewing bids from potential consulting groups.
- **University Pass Pilot Program.** In collaboration with MassDOT Office of Transportation Planning, hosted meetings with Tufts University and Harvard University to discuss the potential of the UPass program at those universities.
- **Youth Pass Pilot Program.** Led the process in meeting regularly with AFC, the city of Boston, and the city of Chelsea. They also began to work with the MBTA Legal Department to create an MOU with the cities and resolve privacy policy issues.

30-Day Outlook

- **Fare Policy Committee.** Continue to meet to prepare MBTA's FY17 fare increase.
- **MBTA Futures.** An update to the Finance Committee is expected at its March meeting.
- **University Pass Pilot Program.** Continue meetings with interested universities to secure program participants.
- **Youth Pass Pilot Program.** Continue to work with AFC, Youth transit advocacy groups, and cities to develop implementation plan.

60-Day Outlook

- **MBTA Futures.** NTP expected by the end of April, with consultant efforts and tasks such as the Rapid Diagnostic commencing immediately.
- **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.

Supplier Diversity & Development Office

Accomplishments

- Sent 2,500 emails to vendors to participate in outreach

Outreach - Targeted

- **Next Street Class.** Exclusive Opportunity for M/W/DBEs on Think you have what it takes to do business with MassDOT? Three-day workshop series for small and mid-sized DBE companies (2 e-blasts - 81 vendors/ea)
- **Solicitation for General Engineering Consulting (GEC).** Services for Security and Emergency Management Department & Services for Railroad Operations (2 e-blasts - 78 vendors/ea)
- Upcoming Potential Opportunities (sent monthly) and Boston Flyer for OSD. (2 e-blasts - 947 vendors/ea)
- **Cloud RFP.** You're Invited Cloud Computing Services - Informational Session (2 e-blasts – 144/ea)

Outreach - Meetings

- First State Manufacturing
- Contemporaries

Innovation - Localization/WIN

- **MassWIN GLX Monthly Partners Meeting.** The MassWIN Partners Monthly meeting was held on January 16, 2015. A summary review of on-site visits to Partners' facilities was given by Triunity Engineering & Management. The partners will be naming Chairpersons for the two Working Committees: Training and Recruitment. A third committee – Resource Committee was formed to explore future funding opportunities. A GLX Project update was presented on DBE and MBE/WBE Workforce goals. Potential Participation with the MassDOT Pre-Apprentice Program and MassWIN GLX was discussed.
- **MassWIN GLX Access & Opportunity Committee.** The Access & Opportunity Committee discussed future contracts and MassDOT Pre-Apprentice Program collaboration. New projects/contracts for MassWIN Program were reviewed. The group talked at length about pre-apprentice and apprentice opportunities for MassWIN GLX participants.

- **MassWIN GLX Internal Team Meetings.** Several meeting were held in January with Triunity Engineering & Management consulting firm and MassDOT Pre-Apprentice Program. The meetings with Triunity focused on
 - Strategy on next steps for program development, in part as a result of comments provided at on-Site Visits at Partners facilities
 - Developed work plan
 - Assigned action items, i.e., preparation of meeting minutes for MassWI N GLX meetings

The meetings with MassDOT Pre-Apprentice Program staff centered on the following:

- Discussion of strategy for collaboration with MassWIN GLX and the Pre-Apprentice Program for the 300 pre-apprentice slots noted in the Mass. Bond Bill
- Expanding the pre-apprentice program to vocational schools in the MassWIN GLX communities

30-Day Outlook

Outreach/Communications

- **February 10th.** MassWIN GLX Partner Monthly Meeting
- **February 17th.** Access & Opportunity Committee Meeting

Outreach – targeted:

- **February 19th.** NextStreet Workshop: Think you have what it takes to do business with MassDOT? Three-day workshop series for small and mid-sized DBE companies

Outreach events to attend/participate

- **February 24th.** Diversity & Inclusion Strategic Alignment Webinar sponsored by the National Diversity Council.

Outreach: 1:1meetings

- The Aulson Company

60-Day Outlook

- **March 5th, 19th.** NextStreet Workshop: Think you have what it takes to do business with MassDOT? Three-day workshop series for small and mid-sized DBE companies

Transit Police Department

Accomplishments

Community Meetings

- **BPD E-13 Police-Community Relations Meeting.** Discussed December crime trends, recent camera installations at Green and Stony Brook stations, and use of social media to contact transit police.
- **High users of Emergency Services (HUES) Meeting (occurred twice).** Discussed programs available for homeless in the City of Boston, new protocol for drop off at Long Island Shelter, and change of Woods Mullen Shelter to all female; as well the case management of one particular individual.
- **Academy/Bromley-Heath/Eggleston area meeting.** Discussed annual crime report for 2014 showing decrease on MBTA related crimes.
- **Parkland Management Advisory Committee (PMAC).** Issues related to the Southwest Corridor and surrounding areas discussed. Nothing MBTA specific.
- **Kendall Square Security Network.** Overview of transit related crime provided to the group as well as bicycle theft prevention tips.
- **South Station Stakeholders.** Discussed EMS responses to South Station in December 2014 and related issues. Also addressed parking issues along Track 13.
- **Ashmont Adams area meeting.** Discussed school break issues at Shamut Station and TPD advised of extra patrols and Stop Watch to be employed.
- **Midtown Resident Meeting.** Discussed drug use in the vicinity of Chinatown Station and the coordination of efforts between BPD and TPD.
- **A-1 Advisory Meeting (occurred twice).** Crime reports and statistics for the downtown Boston area were discussed among the attendees as well as TPD responses to homeless on the system.
- **Washington Street Business Group.** This is a new group among businesses along Washington Street in Jamica Plain. The TPD's role, responsibilities, and jurisdiction were presented.
- **Harborpoint Safety Task Force.** Discussed school break issues at JFK station and the possible increased involvement of Stop Watch.
- **Newmarket Safety Task Force.** Discussed ribbon cutting ceremony for the new Long Island Shelter.

- **Law Enforcement Coalition Meeting to address Homelessness.** Discussed new drop-off procedures for the new Long Island Shelter as well as the re-opening of the Night Center.

Community Outreach

- **Report Card Conference (occurred twice).** Officers sat with individual students to discuss their reports cards and offer insight, constructive criticism, and praise while discussing plans for success at Jeremiah Burke High School. Part of a Boston city-wide program.
- **Police Explorers Post 23 meeting (occurred twice).** TPD officers assisted with BPD in conducting the meeting for youths 14-20 who have an interest in law Enforcement.
- **Operation Lifesaver (occurred twice).** Officers along with the MBTA Safety Department present the rail safety class to a Cub Scout pack in Whitman, and the Reading High School drivers education class.
- **City Heroes Kickoff Meeting.** Officers attended the first meeting of the year for the well known job awareness program for youth interested in police and emergency medical services careers.
- **Dorchester House Community Center Basketball Game.** Several officers, led by Chief Green, accepted the challenger to play the local youth in a basketball game.
- **City Heroes Planning Meeting.** Discussed curriculum for the upcoming March meeting.
- **Youth and Police Partnership Program.** Officers participated in a roundtable discussion on the affect of social media on relationships.
- **Sportsmen's Tennis Association Annual Ball.** BPD and TPD officers were honored for the involvement as program volunteers.

Patrol Operations

- **Mobile Operations Unit (MOP).** The MOP Unit issued 154 parking violations of which 60 were for bus stops. The unit issued 47 moving violations of which 33 were for excluded way violations. MOP officers made 7 arrest and summonsed 3 additional individuals to court. The unit conducted 850 bus checks. Additionally, the MOP Unit participated in the following special events/emergency situations.
 - **January 4th.** Sgt. Flanagan, PTL Ramos & PTL Clark to NYC for Officer Liu funeral service

- **January 15th.** MOP Unit Training day & Award Ceremony.
- **January 19th.** Dr. Martin Luther King Day protest march in Boston
- **January 19th.** Wake for mother of Officer Finnerty
- **January 20th.** Funeral for mother of Officer Finnerty
- **January 21st.** Wake for father-in-law of Sgt. M. Morris (Retired Chief of Nahant Police Department)
- **January 22nd.** Funeral for father-in-law of Sgt. M. Morris (Retired Chief of Nahant Police Department)
- **January 26th.** MOP Activation for Patriots sendoff

30-Day Outlook

- Sixteen officers will graduate from the Police Academy and one officer will be hired as a lateral transfer. Sixteen recruits will enter the police academy.

60-Day Look Ahead

- Five Patrol Officers will be promoted to Sergeant.

90-Day Look Ahead

- Ten new police cruisers are expected to be delivered.

Efficiencies & Cost Savings

- NA

Section 4: Appendices

Appendix A: Performance Management Sheet

DECEMBER 2014		Report Mo.	Target	Delta from Target	FY 14 Average	Delta from FY14 Average %	Same Mo. LY December 2013	Delta from Dec. 13 %	FYTD December FY15	FYTD December FY14	FYTD Delta %
Performance Metrics		December 2014									
RIDERSHIP											
Ridership (in thousands)	Bus/TT/BRT	9,179.9	9,660.0	➔ -5.0%	9,638.3	➔ -4.8%	8,821.1	⬆️ +4.1%	57,002.8	56,664.9	⬆️ +0.6%
	Heavy Rail	13,869.0	13,378.3	⬆️ +3.7%	14,196.5	➔ -2.3%	12,767.0	⬆️ +8.6%	84,476.2	88,938.1	⬆️ -5.0%
	Light Rail	5,322.9	6,475.2	⬆️ -17.8%	5,846.9	⬆️ -9.0%	4,983.4	⬆️ +6.8%	35,667.8	34,883.9	⬆️ +2.2%
	Commuter Rail	3,010.1	2,923.0	⬆️ +3.0%	2,981.3	⬆️ +1.0%	2,867.1	⬆️ +5.0%	17,603.7	17,612.9	➔ -0.1%
	Boat	85.7	103.1	⬆️ -16.8%	109.8	⬆️ -21.9%	74.2	⬆️ +15.5%	710.9	781.8	⬆️ -9.1%
	The Ride	179.9	171.3	⬆️ +5.0%	177.0	⬆️ +1.6%	168.5	⬆️ +6.8%	1,050.5	1,058.1	➔ -0.7%
	Private Bus	76.3	74.2	⬆️ +2.9%	74.2	⬆️ +2.9%	69.9	⬆️ +9.2%	441.6	471.3	⬆️ -6.3%
	Total	31,723.8	33,305.0	➔ -4.7%	33,043.2	➔ -4.0%	29,982.0	⬆️ +5.8%	197,184.3	200,411.1	➔ -1.6%
	Average Weekday total	1,219.0	1,280.9	➔ -4.8%	1,304.4	⬆️ -6.5%	1,184.1	⬆️ +3.0%	7,753.3	7,845.0	➔ -1.2%
	Average Saturday total	646.1	640.4	⬆️ +0.9%	713.5	⬆️ -9.4%	635.2	⬆️ +1.7%	4,293.7	4,277.6	⬆️ +0.4%
Average Sunday Total	468.8	640.4	⬆️ -26.8%	486.4	➔ -3.6%	409.0	⬆️ +14.6%	2,878.9	3,058.7	⬆️ -5.9%	
FINANCIAL											
Revenue	Fare Revenue	\$48,347,704	\$47,139,347	⬆️ +2.6%	\$47,432,361	⬆️ +1.9%	\$47,290,495	⬆️ +2.2%	\$312,194,694	\$240,834,609	⬆️ +29.6%
	Other Operating Revenue	\$3,863,072	\$4,309,605	⬆️ -10.4%	\$3,780,862	⬆️ +2.2%	\$4,624,029	⬆️ -16.5%	\$23,889,239	\$20,924,644	⬆️ +14.2%
	Total Operating Revenue	\$52,210,776	\$54,079,167	➔ -3.5%	\$51,213,224	⬆️ +1.9%	\$52,758,800	➔ -1.0%	\$336,083,933	\$268,610,617	⬆️ +25.1%
Expense	Operating Expenses	\$120,841,209	\$123,559,729	⬆️ -2.2%	\$118,560,685	➔ +1.9%	\$121,565,400	⬆️ -0.6%	\$470,438,940	\$466,002,924	➔ +1.0%
Overtime	Total OT Hours	71,639			68,239	➔ +5.0%	62,914	⬆️ +13.9%	326,283	324,320	➔ +0.6%
	Total OT Dollars	\$3,608,856	\$2,419,431	⬆️ 49.2%	\$3,531,164	➔ +2.2%	\$3,206,904	⬆️ +12.5%	\$17,430,098	\$16,500,918	⬆️ +5.6%
	OT Dollars budgeted	\$2,490,485	\$2,490,485		\$2,206,892	⬆️ +12.9%	\$2,735,123	⬆️ -8.9%	\$13,558,015	\$13,972,195	⬆️ -3.0%
	Actual versus budget \$	\$1,118,371			\$920,859	⬆️ +21.4%	\$471,780	⬆️ +137.1%	\$3,872,082	\$2,528,723	⬆️ +53.1%
	Actual versus budget %	44.91%			34%	⬆️ +31.8%	17.25%	⬆️ +160.3%	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	\$80,648	⬆️ 48.8%	\$116,154	➔ +3.3%	\$ 106,896.79	⬆️ +12.2%	\$570,347	\$538,495	⬆️ +5.9%	
Recovery Ratios	Operating Cost per Passenger	\$3.81	\$3.78	➔ +0.8%	\$3.62	⬆️ +5.3%	\$3.63	⬆️ +5.0%	\$3.50	\$3.49	➔ +0.3%
	Fare Recovery Ratio	40.0%	40.3%	➔ -0.7%	39.5%	⬆️ +1.2%	40.21%	➔ -0.5%	44.7%	+41.3%	⬆️ +8.2%
	Revenue Recovery ratio	43.2%	45.1%	➔ -4.2%	43.7%	➔ -1.2%	44.86%	➔ -3.7%	48.1%	+46.0%	⬆️ +4.4%
Average Fares	Systemwide	\$1.52	\$1.44	⬆️ +5.8%	\$1.43	⬆️ +6.9%	\$1.46	⬆️ +4.5%	\$7.84	\$7.21	⬆️ +8.6%
	Bus/TT	\$0.89	\$0.85	⬆️ +4.8%	\$0.87	⬆️ +2.6%	\$0.88	⬆️ +0.4%	\$4.66	\$4.41	⬆️ +5.6%
	Heavy Rail	\$1.17	\$1.17	➔ -0.7%	\$1.13	⬆️ +3.5%	\$1.14	⬆️ +2.0%	\$5.99	\$5.73	⬆️ +4.5%
	Light Rail	\$1.41	\$1.13	⬆️ +24.7%	\$1.29	⬆️ +9.5%	\$1.24	⬆️ +13.8%	\$7.13	\$6.32	⬆️ +12.8%
	Commuter Rail	\$5.11	\$5.06	⬆️ +1.1%	\$4.73	⬆️ +8.0%	\$5.14	➔ -0.5%	\$27.96	\$24.29	⬆️ +15.1%
	Boat	\$7.57	\$5.70	⬆️ +32.8%	\$5.11	⬆️ +48.1%	\$8.64	⬆️ -12.4%	\$32.00	\$25.55	⬆️ +25.3%
	The Ride	\$2.65	\$3.26	⬆️ -18.5%	\$3.45	⬆️ -23.1%	\$3.80	⬆️ -30.2%	\$14.44	\$17.78	⬆️ -18.8%

DECEMBER 2014		Report Mo.	Target	Delta from	FY 14	Delta from	Same Mo. LY	Delta from	FYTD	FYTD	FYTD
Performance Metrics		December		Target	Average	FY14	December	Dec. 13	December	December	Delta
		2014				Average %	2013	%	FY15	FY14	%
SAFETY & SECURITY											
Customer Injuries (Reportable)	Bus	30	21.75	↓ +37.9%	24.2	↓ +24.1%	23	↓ +30.4%	158	140	↓ +12.9%
	Rail (Heavy/Light)	30	24.38	↓ +23.1%	27.1	↓ +10.8%	24	↓ +25.0%	143	133	↓ +7.5%
	Total Directly Operated (DO)	60	46.13	↓ +30.1%	51.3	↓ +17.1%	47	↓ +27.7%	301	273	↓ +10.3%
	Total DO injuries/1 mill. DO trips	2	1.56	↓ +35.8%	1.7	↓ +22.3%	2	↓ +19.6%	2	2	↓ +12.3%
	Commuter Rail	4	4.28	↑ -6.4%	4.8	↑ -15.8%	7	↑ -42.9%	13	33	↑ -60.6%
	Total Injuries	64	50.40	↓ +27.0%	56.0	↓ +14.3%	54	↓ +18.5%	314	306	↓ +2.6%
	Total/1 mil. trips	2	1.53	↓ +32.1%	1.7	↓ +18.9%	1.8	↓ +12.0%	1.6	1.55	↓ +1.0%
	Fatalities	1	0.53	↓ +90.5%	0.6	↓ +71.4%	2.0	n/a	2	6	↑ -66.7%
Crime	Criminal Homicide	-	0.00	→ +0.0%	0.00	→ +0.0%	0.00	→ +0.0%	0.00	0.00	→ +0.0%
	Forcible Rape & Attempted	-	0.00	n/a	0.3	↑ -100.0%	0.00	n/a	5.0	1.0	↓ +400.0%
	Robbery & Attempted	12	12.75	↑ -5.9%	13.8	↑ -12.7%	10.0	↓ +20.0%	72.0	68.0	↓ +5.9%
	Aggravated Assault	10	12.17	↑ -17.8%	13.2	↑ -24.1%	12.0	↑ -16.7%	52.0	77.0	↑ -32.5%
	Burglary & Attempted	1	0.00	n/a	0.8	↓ +20.0%	-	n/a	5.0	7.0	↑ -28.6%
	Larceny & Attempted	40	41.50	↑ -3.6%	42.5	↑ -5.9%	34.0	↓ +17.6%	304.0	257.0	↓ +18.3%
	Vehicle Theft & Attempted	1	0.25	↓ +300.0%	1.3	↑ -20.0%	5.0	↑ -80.0%	8.0	9.0	↑ -11.1%
	Arson	-	0.00	n/a	0.2	↑ -100.0%	-	n/a	3.0	-	n/a
	Part 1 crimes #	64	70.00	↑ -8.6%	71.00	↑ -9.9%	52.0	↓ +23.1%	569.0	458.0	↓ +24.2%
	Part 1 crimes per 1 million trips	2	1.15	↓ +75.6%	2.15	↑ -6.1%	1.7	↓ +16.3%	17.0	13.8	↓ +22.8%
	Part 2 crimes #	238	498.42	↑ -52.2%	499.42	↑ -52.3%	160.0	↓ +48.8%	2,445.0	2,193.0	↓ +11.5%
	Part 2 crimes per 1 million trips	8	14.13	↑ -46.9%	15.13	↑ -50.4%	5.3	↓ +40.6%	73.0	66.4	↓ +9.9%
	Sum of Part 1 and Part 2 crimes	302	569.42	↑ -47.0%	570.42	↑ -47.1%	212.0	↓ +42.5%	3,014.0	2,651.0	↓ +13.7%
	Total Crimes per 1 million trips	10	16.27	↑ -41.5%	17.27	↑ -44.9%	7.1	↓ +34.6%	15.3	13.2	↓ +15.6%
Bus Collisions	# reportable collisions	9	6.25	↓ +44.0%	7.25	↓ +24.1%	9	→ +0.0%	58.0	41.0	↓ +41.5%
	# recordable collisions	154	151.50	→ +1.7%	152.50	→ +1.0%	160	↑ -3.8%	851.0	896.0	↑ -5.0%
	total collisions	163	158.75	→ +2.7%	159.75	→ +2.0%	162	→ +0.6%	909.0	937.0	↑ -3.0%
	Total per 10,000 Miles Driven	1	0.00	n/a	0.71	↓ +8.0%	1	→ +2.9%	0.8	0.8	↑ -2.6%
	Total Reportable/ per 10K Miles Driven	0	0.00	n/a	0.03	↓ +30.9%	0.04	↓ +6.7%	0.1	0.0	↓ +42.0%

DECEMBER 2014		Report Mo.	Target	Delta from Target	FY 14 Average	Delta from FY14 Average %	Same Mo. LY December 2013	Delta from Dec. 13 %	FYTD December FY15	FYTD December FY14	FYTD Delta %
Performance Metrics		December 2014									
SAFETY & SECURITY (Continued)											
Rail Accidents* (Heavy & Light)	Deraillments	4	0.00	n/a	1.0	↓ +300.0%	1	↓ +300.0%	9.0	8.0	↓ +12.5%
	Train on Train	-	0.00	n/a	0.3	↑ -100.0%	1	↑ -100.0%	2.0	3.0	↑ -33.3%
	Total Rail Accidents	4	0.30	↓#####	1.3	↓ +200.0%	2	↓ +100.0%	11.0	11.0	→ +0.0%
	Total/100K Miles operated	0	0.00	n/a	0.054	↓ +201.9%	0	↓ +100.4%	0.1	0.4	↑ -79.9%
Service Delivery											
Heavy Rail Passenger Wait Times (OTP)	Red Line Passenger Wait Time	85.3%	87.81%	→ -2.9%	86.1%	→ -0.9%	85.00%	↑ +0.4%	85.7%	86.3%	→ -0.7%
	Red Peak Passenger Waits	84.7%	87.64%	→ -3.4%	85.9%	→ -1.4%	85.26%	→ -0.7%	84.1%	87.0%	→ -3.3%
	Red Off Peak Passenger Waits	85.7%	83.98%	↑ +2.0%	82.3%	↑ +4.1%	81.53%	↑ +5.1%	86.0%	82.3%	↑ +4.4%
	Orange Line Passenger Wait Time	81.0%	83.29%	→ -2.7%	81.7%	→ -0.8%	82.00%	→ -1.2%	79.8%	82.0%	→ -2.6%
	Orange Peak Passenger Waits	74.6%	79.11%	↓ -5.7%	77.6%	→ -3.8%	77.40%	→ -3.6%	73.1%	77.1%	↓ -5.2%
	Orange Off-Peak Passenger Waits	86.5%	74.79%	↑ +15.7%	73.3%	↑ +18.0%	74.64%	↑ +15.9%	85.3%	74.0%	↑ +15.3%
	Blue Line Passenger Wait Time	90.9%	95.36%	→ -4.7%	93.5%	→ -2.8%	94.00%	→ -3.3%	92.3%	92.7%	→ -0.4%
	Blue Peak Passenger Waits	89.6%	94.51%	↓ -5.2%	92.7%	→ -3.3%	92.98%	→ -3.6%	90.4%	92.1%	→ -1.9%
	Blue Off-Peak Passenger Waits	91.7%	92.65%	→ -1.0%	90.8%	↑ +1.0%	92.02%	→ -0.4%	93.7%	90.3%	↑ +3.7%
Heavy Rail Travel Time	Red Line Passenger Travel Time	92.0%	94.78%	→ -2.9%	92.9%	→ -1.0%	94.00%	→ -2.1%	91.7%	94.2%	→ -2.7%
	Orange Line Passenger Travel Time	89.0%	90.95%	→ -2.1%	89.2%	→ -0.2%	90.00%	→ -1.1%	87.5%	89.8%	→ -2.6%
	Blue Line Passenger Travel Time	97.0%	98.00%	→ -1.0%	98.3%	→ -1.3%	99.00%	→ -2.0%	97.7%	98.0%	→ -0.3%
Commuter Rail OTP	CR Northside OTP	85.6%	87.76%	→ -2.4%	86.0%	→ -0.5%	84.25%	↑ +1.6%	82.9%	86.6%	→ -4.3%
	CR Southside OTP	92.5%	94.04%	→ -1.6%	92.2%	↑ +0.4%	92.05%	↑ +0.5%	91.2%	93.1%	→ -2.0%
	Total CR OTP	89.8%	91.46%	→ -1.8%	89.7%	↑ +0.2%	88.84%	↑ +1.1%	87.9%	90.4%	→ -2.8%
Bus OTP	Key Bus and SL OTP	73.0%	74.21%	→ -1.6%	72.8%	↑ +0.3%	72.57%	↑ +0.6%	71.5%	72.5%	→ -1.4%
	Key Bus Routes only OTP	72.0%	71.83%	↑ +0.2%	70.4%	↑ +2.2%	71.00%	↑ +1.4%	71.2%	69.8%	↑ +1.9%
	Silver Line OTP	79.0%	82.43%	→ -4.2%	80.8%	→ -2.2%	81.00%	→ -2.5%	77.2%	80.8%	→ -4.5%
	All bus OTP	67.0%	70.13%	→ -4.5%	68.8%	→ -2.5%	68.00%	→ -1.5%	66.2%	68.7%	→ -3.6%
RIDE OTP	GLSS	91.5%	94.57%	→ -3.2%	92.7%	→ -1.3%	89.73%	↑ +2.0%	93.2%	93.3%	→ -0.2%
	VTS	89.1%	92.48%	→ -3.7%	90.7%	→ -1.7%	88.58%	↑ +0.6%	91.5%	91.0%	↑ +0.6%
	NEXT	88.5%	94.45%	↓ -6.3%	92.6%	→ -4.5%	91.20%	→ -3.0%	90.9%	92.8%	→ -2.1%
	Total	89.7%	94.35%	→ -4.9%	92.5%	→ -3.0%	92.26%	→ -2.8%	91.8%	92.9%	→ -1.1%

DECEMBER 2014		Report Mo.	Target	Delta from	FY 14	Delta from	Same Mo. LY	Delta from	FYTD	FYTD	FYTD
Performance Metrics		December 2014		Target	Average	FY14 Average %	December 2013	Dec. 13 %	December FY15	December FY14	Delta %
Service Delivery continued											
Dropped Trips (bus & heavy/light rail) [weekdays only]	Trips dropped	4,382.0	4,700	↑ -6.8%	2,628	↓ +66.8%	3,021	↓ +45.1%	20,057.5	14,275.0	↓ +40.5%
	Trips Scheduled	234,976.5			173,006		168,667		1,135,294.3	1,076,419.6	
	% of scheduled operated	98%	98%	→ +0.1%	98.5%	↑ -0.3%	98.2%	↑ -0.1%	98.2%	98.7%	↑ -0.4%
	# dropped due to no operator	3,369.0	2,349.8	↓ +43.4%	1,486	↓ +126.8%	2199.5	↓ +53.2%	13,768.5	8,973.5	↓ +53.4%
	% of dropped due to no operator	76.9%	50%	↓ +53.8%	56.9%	↓ +35.2%	72.8%	↓ +5.6%	67.9%	61.9%	↓ +9.8%
	# dropped due to no equipment	516.0	2,349.8	↑ -78.0%	621	↑ -16.9%	445.5	↓ +15.8%	3,475.0	3,726.0	↑ -6.7%
	% dropped due to no equipment	11.8%	50%	↑ -76.4%	24.8%	↑ -52.5%	14.7%	↑ -20.2%	17.9%	27.0%	↑ -33.8%
# added trips	369.0	3,222	↑ -88.5%	174	↓ +111.9%	181	↓ +103.9%	2,073.5	1,404.5	↓ +47.6%	
Dropped Rail Trips (heavy/light) [weekday only]	# dropped peak rail trips	146.5			193	↑ -24.2%	113.5	↓ +29.1%	818.0	781.0	→ +4.7%
	# dropped off-peak rail trips	112.5			132	↑ -14.9%	51	↓ +120.6%	595.5	410.0	↓ +45.2%
	Total rail dropped trips	259.0			325	↑ -20.4%	164.5	↓ +57.4%	1,413.5	1,191.0	↓ +18.7%
	# Added rail trips	45.0			Tracking began in FY15				713.0	Tracking began in FY15	
Dropped Bus Trips (directly operated) [weekday only]	# dropped peak bus trips	2,083.0			1,304	↓ +59.7%	1611.5	↓ +29.3%	9,745.5	7,796.0	↓ +25.0%
	# dropped off-peak bus trips	2,040.0			998	↓ +104.3%	1244.5	↓ +63.9%	8,898.5	5,288.0	↓ +68.3%
	Total bus trips dropped	4,123.0			2,303	↓ +79.1%	2856	↓ +44.4%	18,644.0	13,084.0	↓ +42.5%
	# added bus trips	324.5			91	↓ +258.2%	98	↓ +231.1%	1,361.0	714.5	↓ +90.5%
Cancelled Commuter Rail Trains	# trips cancelled	45.0			44.33	→ +1.5%	66	↑ -31.8%	330.0	278.0	↓ +18.7%
	# trips scheduled	12,558.0			11,736.92	↓ +7.0%	11,690	↓ +7.4%	71,119.0	70,783.0	→ +0.5%
	# trips delayed	1,252.0			1,162	↓ +7.8%	1,239	→ +1.0%	8,303.0	6,499.0	↓ +27.8%
Customer Service											
Vertical Lift	MBTA escalator availability	99.15%	99.0%	↑ +0.2%	98.5%	↑ +0.7%	98.9%	↑ +0.3%	98.7%	98.2%	↑ +0.5%
	MBTA elevator availability	99.48%	99.0%	↑ +0.5%	99.4%	↑ +0.1%	99.1%	↑ +0.4%	99.4%	99.2%	↑ +0.2%
Mean Distance Between Failures	Red Line MDBF	54,389	47,000	↑ +15.7%	54,893	→ -0.9%	35,793	↑ +52.0%	49,689	56,100	↓ -11.4%
	Orange Line MDBF	47,171	37,000	↑ +27.5%	43,593	↑ +8.2%	39,207	↑ +20.3%	49,301	41,692	↑ +18.3%
	Blue Line MDBF	33,613	35,000	→ -4.0%	56,986	↓ -41.0%	60,188	↓ -44.2%	56,628	63,064	↓ -10.2%
	Green Line MDBF	5,214	5,500	↓ -5.2%	5,491	↓ -5.0%	6,075	↓ -14.2%	5,258	5,487	→ -4.2%
	Commuter Rail MDBF	4,421	12,000	↓ -63.2%	6,030	↓ -26.7%	5,809	↓ -23.9%	5,214	6,473	↓ -19.4%
	Bus MDBF	10,596	10,200	↑ +3.9%	13,359	↓ -20.7%	14,343	↓ -26.1%	13,084	14,651	↓ -10.7%
Bus Mileage	Scheduled Mileage	2,198,366			2,223,655	→ -1.1%	2,194,010	↑ +0.2%	11,086,891	11,066,290	↑ +0.2%
	Actual Miles Driven	2,123,134	2,198,366	→ -3.4%	2,246,859	↓ -5.5%	2,185,604	→ -2.9%	11,113,346	11,159,397	→ -0.4%
	% of Scheduled Miles driven	96.58%	100.00%	→ -3.4%	101.0%	→ -4.4%	99.6%	→ -3.1%	100.2%	100.8%	→ -0.6%

DECEMBER 2014		Report Mo.	Target	Delta from	FY 14	Delta from	Same Mo. LY	Delta from	FYTD	FYTD	FYTD
Performance Metrics		December		Target	Average	FY14	December	Dec. 13	December	December	Delta
		2014				Average %	2013	%	FY15	FY14	%
Customer Service continued											
Rail Mileage (heavy/light)	Scheduled Mileage	2,338,020			2,486,601	↓ -6.0%			12,698,323		
	Actual Miles Driven	2,444,802	2,338,020	↑ +4.6%	2,449,441	→ -0.2%	Tracking Began in December 2013		12,214,888	Tracking Began in December 2013	
	% of Scheduled Miles driven	104.57%	100.00%	↑ +4.6%	98.51%	↑ +6.2%			96.19%		
AFC Equipment	Farebox uptime	94.6%	99.0%	→ -4.4%	94.5%	↑ +0.1%	94.2%	↑ +0.4%	94.4%	94.5%	→ -0.1%
	Faregate up-time	85.9%	99.0%	↓ -13.2%	92.7%	↓ -7.3%	95.7%	↓ -10.2%	90.3%	94.2%	→ -4.1%
Customer Call Center	% tickets closed w/in 5 days	86.0%	95.0%	↓ -9.5%	86.75%	→ -0.9%	88.0%	→ -2.3%	87.6%	86.6%	↑ +1.2%
	Call Center wait time (mins)	0:28	1:20	↑ -65.0%	1:31	-69.3%	1:18	↑ -64.1%	1:07	1:35	↑ -29.9%
	Call Center wait time (seconds)	28.00	90.00	↑ -68.9%	91.3	-69.3%	78.00	↑ -64.1%	67.0	95.6	↑ -29.9%
	Call center abandonment rate	6.0%	5.0%	↓ +20.0%	16.83%	-64.4%	14.0%	↑ -57.1%	10.4%	17.6%	↑ -40.7%
	Calls Received	33,569			45,326	-25.9%	43,429	↑ -22.7%	257,815	246,270.00	→ +4.7%
	Spanish Calls	743			864	-14.0%	822	↑ -9.6%	3,951	4,451.00	↑ -11.2%
	Emails Received	1,776			2,114	-16.0%	1,897	↑ -6.4%	11,664	10,538.00	↓ +10.7%
L1 "Pages" by type (All delays and exceptional events reported by the OCC)	Circumstantial (External)	32	25.6	↓ +25.2%	28.4	↓ +12.7%	32.0	→ +0.0%	162.0		
	Collision	23	17.0	↓ +35.2%	18.9	↓ +21.7%	15.0	↓ +53.3%	111.0		
	Customer Injury	21	29.8	↑ -29.5%	33.1	↑ -36.6%	28.0	↑ -25.0%	131.0		
	Fire	20	15.0	↓ +33.1%	16.7	↓ +19.8%	9.0	↓ +122.2%	92.0		
	Human Error	-	1.4	↑ -100.0%	1.6	↑ -100.0%	1.0	↑ -100.0%	5.0		
	Mech. Failure	201	165.6	↓ +21.4%	184.0	↓ +9.2%	163.0	↓ +23.3%	902.0		
	Medical Emergency	20	19.4	→ +2.9%	21.6	↑ -7.4%	19.0	↓ +5.3%	124.0	Tracking began September 2013	
	Missing Work	10	12.9	↑ -22.3%	14.3	↑ -30.1%	10.0	→ +0.0%	59.0		
	Other	-	-	#DIV/0!	0.0	#DIV/0!	-	#DIV/0!	-		
	Police Activity	38	23.9	↓ +59.3%	26.5	↓ +43.4%	22.0	↓ +72.7%	188.0		
	Total	365	310.1	↓ +17.7%	344.5	↓ +6.0%	299.0	↓ +22.1%	1,774.0		
	Total Internal	234	196.2	↓ +19.3%	218.0	↓ +7.3%	189.0	↓ +23.8%	1,077.0		
	Total External	131	113.7	↓ +15.2%	126.3	→ +3.7%	110.0	↓ +19.1%	697.0		
L1 "Pages" by Mode/Line	Blue	40	24.9	↓ +60.4%	27.7	↓ +44.4%	24.0	↓ +66.7%	142.0		
	Bus	78	64.6	↓ +20.7%	71.8	↓ +8.6%	65.0	↓ +20.0%	426.0		
	Com. Rail	20	17.5	↓ +14.5%	19.4	→ +3.1%	17.0	↓ +17.6%	62.0		
	Facilities	4	11.3	↑ -64.7%	12.6	↑ -68.3%	12.0	↑ -66.7%	47.0		
	Ferries	-	-	#DIV/0!	0	#DIV/0!	-	#DIV/0!	-		
	Light Rail	104	77.0	↓ +35.0%	85.6	↓ +21.5%	57.0	↓ +82.5%	500.0	Tracking began September 2013	
	Orange	53	37.8	↓ +40.2%	42.0	↓ +26.2%	35.0	↓ +51.4%	257.0		
	Red	66	67.9	↑ -2.7%	75.4	↑ -12.5%	69.0	↑ -4.3%	332.0		
	RIDE	-	1.4	↑ -100.0%	1.6	↑ -100.0%	-	#DIV/0!	5.0		
	Station	-	11.2	↑ -100.0%	12.4	↑ -100.0%	20.0	↑ -100.0%	3.0		

DECEMBER 2014		Report Mo.	Target	Delta from	FY 14	Delta from	Same Mo. LY	Delta from	FYTD	FYTD	FYTD
Performance Metrics		December		Target	Average	FY14	December	Dec. 13	December	December	Delta
		2014				Average %	2013	%	FY15	FY14	%
EMPLOYEES											
Employee Assaults	Rail Employee Assaults	0	6.2	↑ -100.0%	6.90	↑ -100.0%	5	↑ -100.0%	24	32	↑ -24.5%
	Bus Employee Assaults	11	6.7	↓ +65.2%	7.40	↓ +48.6%	2	↓ +450.0%	45	36	↓ +25.7%
	Total Employee Assaults	11	12.9	↑ -14.5%	14.30	↑ -23.1%	7	↓ +57.1%	69	68	↓ +2.1%
	Assults With Time Lost	2.00	1.9	↓ +6.7%	2.08	↑ -4.0%	0	↓ +0.0%	4	11	↑ -63.6%
	Assaults/100 employees	0.21	1.0	↑ -78.5%	#DIV/0!	#DIV/0!	0.14	↓ +54.5%	1.35	1.32	↓ +1.9%
	Asit. w/ lost time/100 empls.	0.04	1.0	↑ -96.1%	0.04	-13.1%	0.00	↓ +0.0%	0.08	0.22	↑ -63.3%
Employee Injuries	Recordable Injury	62	56.3	↓ +10.1%	62.58	↑ -0.9%	52	↓ +19.2%	314	266	↓ +18.0%
	Reportable Injury	40.0	33.6	↓ +19.0%	37.33	↓ +7.1%	32	↓ +25.0%	186	152	↓ +22.4%
	Total Injuries	97.0	89.9	↓ +7.9%	99.92	↑ -2.9%	84	↓ +15.5%	500	418	↓ +19.6%
	Recordable per 100 employees	1.2	1.0	↓ +21.0%	#DIV/0!	#DIV/0!	1.03	↓ +17.3%	6.12	5.22	↓ +17.3%
	Reportable per 100 employees	0.8	1.0	↑ -21.9%	#DIV/0!	#DIV/0!	0.64	↓ +22.9%	3.63	2.98	↓ +21.6%
	Total/100 Employees	1.89	1.0	↓ +89.4%	#DIV/0!	#DIV/0!	1.67	↓ +13.6%	9.75	8.20	↓ +18.9%
	CR Employee Injuries	3	3.2	↑ -7.0%	3.58	↑ -16.3%	1.00	↓ +200.0%	23	11.0	↓ +109.1%
Employee Availability (Average Days Absent/ Employee)	Motorpersons	4.64	2.49	↓ +86.2%	3.49	↓ +32.9%	3.25	↓ +42.8%	21.97	18.56	↓ +18.4%
	Surface Operators	5.06	2.77	↓ +82.7%	3.77	↓ +34.2%	3.24	↓ +56.2%	23.67	18.44	↓ +28.4%
	Mechanics	5.06	1.73	↓ +191.8%	2.73	↓ +85.1%	2.63	↓ +92.4%	20.51	15.97	↓ +28.4%
	Trans. Supervisors	5.74	2.08	↓ +176.1%	3.08	↓ +86.4%	3.05	↓ +88.2%	24.14	17.52	↓ +37.8%
MBTA Headcount	FT Operating Budget	5,122	5,549	↓ -7.7%	5,053	↑ +1.4%	5,037	↑ +1.7%	5,127	5,095	↑ +0.6%
	PT Operating Budget	576	497	↑ +15.9%	517	↑ +11.4%	514	↑ +12.1%	554	485	↑ +14.2%
	Capital Budget	439	532	↓ -17.5%	421	↑ +4.4%	444	↓ -1.1%	450	406	↑ +10.7%
	Total Headcount	6,137	6,578	↓ -6.7%	5,991	↑ +2.4%	5,995	↑ +2.4%	6,131	5,987	↑ +2.4%

DECEMBER 2014		Report Mo.	Target	Delta from Target	FY 14 Average	Delta from FY14 Average %	Same Mo. LY December 2013	Delta from Dec. 13 %	FYTD December FY15	FYTD December FY14	FYTD Delta %
Performance Metrics		December 2014									
REGIONAL TRANSIT AUTHORITIES											
RTA Oversight	# RTA Site Visits	0			1.25	↓ -100.0%	2	↓ -100.0%	6	4	↑ +50.0%
	# RTA's reporting monthly	15			15	↑ +0.0%	15	↑ +0.0%	72	45	↑ +60.0%
RTA Ridership (Fixed Route Unlinked Passenger Trips)	BAT	264,708			239,359	↑ +10.6%	235,374	↑ +12.5%	1,260,663	748,104	↑ +68.5%
	BRTA	50,277			48,234	↑ +4.2%	47,128	↑ +6.7%	245,667	149,045	↑ +64.8%
	CATA	17,260			15,335	↑ +12.6%	14,348	↑ +20.3%	87,041	50,686	↑ +71.7%
	CCRTA	74,137			39,038	↑ +89.9%	33,752	↑ +119.7%	315,279	131,671	↑ +139.4%
	FRTA	14,863			10,481	↑ +41.8%	10,045	↑ +48.0%	59,128	32,155	↑ +83.9%
	GATRA	96,523			71,382	↑ +35.2%	74,200	↑ +30.1%	373,495	229,672	↑ +62.6%
	LRTA	143,624			127,814	↑ +12.4%	123,437	↑ +16.4%	668,049	401,173	↑ +66.5%
	MART	93,073			66,656	↑ +39.6%	68,804	↑ +35.3%	301,175	226,416	↑ +33.0%
	MVRTA	188,175			166,434	↑ +13.1%	164,185	↑ +14.6%	943,374	526,933	↑ +79.0%
	MVRTA	55,946			41,910	↑ +33.5%	45,973	↑ +21.7%	174,209	136,051	↑ +28.0%
	NRTA	559			9,787	↓ -94.3%	-	#DIV/0!	227,574	36,426	↑ +524.8%
	PVTA	974,294			992,127	→ -1.8%	1,059,532	↓ -8.0%	5,209,959	3,433,492	↑ +51.7%
	SRTA	230,603			200,340	↑ +15.1%	196,621	↑ +17.3%	838,461	627,991	↑ +33.5%
	VTA	29,806			63,881	↓ -53.3%	30,053	→ -0.8%	867,062	231,380	↑ +274.7%
	WRTA	335,863			302,408	↑ +11.1%	296,887	↑ +13.1%	1,677,328	950,253	↑ +76.5%
	Total	2,569,711			1,995,986	↑ +28.7%	2,400,339	↑ +7.1%	13,248,464	7,911,448	↑ +67.5%
INNOVATION											
Energy Efficiency Program	Kilowatts Saved #	1,837,669			Began tracking in FY15						
	Kilowatts Saved \$	192,955									
	Kilowatts Saved \$	287,882									
Inventory levels	Total Valuation	\$56,400,682			\$57,056,062	↑ -1.1%	\$56,872,104	↑ -0.8%	\$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 \$	\$2,810,708			\$3,372,258	↑ -16.7%	\$3,188,302	↑ -11.8%	\$10,198,508	\$18,400,931	↑ -44.6%
	Delta From Goal%	5.24%			6.28%	↑ -16.5%	\$0	↑ -11.7%	3.81%	8.57%	↑ -55.6%
	Reduction from Same Mo. Last year	-\$652,783			Began Tracking in FY 2013						