



U.S. Department
of Transportation
**Federal Transit
Administration**

REGION I
Connecticut, Maine,
Massachusetts,
New Hampshire,
Rhode Island, Vermont

Volpe Center
55 Broadway, Suite 920
Cambridge, MA 02142-1093
617-494-2055
617-494-2865 (fax)

November 24, 2015

Frank DePaola
General Manager
Massachusetts Bay Transportation Authority
10 Park Plaza
Boston, MA 02116

Brian Shortsleeve
Chief Administrator
Massachusetts Bay Transportation Authority
10 Park Plaza
Boston, MA 02116

Re: Federal Transit Administration FY 2015 Triennial Review – Final Report

Dear Mr. DePaola and Mr. Shortsleeve:

The enclosed final report documents the Federal Transit Administration's (FTA) Triennial Review of the Massachusetts Bay Transportation Authority (MBTA) of Boston, Massachusetts. This review is required by Chapter 53 of Title 49, United States Code, Section 5307. Although not an audit, the Triennial Review is the FTA's assessment of MBTA's compliance with federal requirements, determined by examining a sample of grant management and program implementation practices. As such, the Triennial Review is not intended as, nor does it constitute, a comprehensive and final review of compliance with grant requirements.

The Triennial Review focused on MBTA's compliance in 17 areas. No deficiencies were found with the FTA requirements in 12 areas. Deficiencies were found in five areas: Maintenance, Americans with Disability Act (ADA), Procurement, Disadvantaged Business Enterprise (DBE), and Drug-Free Workplace and Drug and Alcohol Program.

Two of the DBE findings and one of the findings in the Drug-Free Workplace and Drug and Alcohol Program area are repeat deficiencies from the 2012 Triennial Review.

As part of this year's Triennial Review of MBTA, FTA incorporated Enhanced Review Modules (ERM) in the Maintenance, ADA, Procurement, and DBE areas. The purpose of an ERM is to conduct a more comprehensive review of underlying or contributing issues identified during the pre-assessment stage of the Triennial Review. Deficiencies resulting from the ERMs are presented in the appropriate sections of the report that follows.

Thank you for your cooperation and assistance during this Triennial Review. If you need any technical assistance or have any questions, please do not hesitate to contact Matthew Keamy at (617)494-3038 or by email at matthew.keamy@dot.gov.

Sincerely,

Mary Beth Mello
Regional Administrator

Enclosure

FINAL REPORT

FY 2015 TRIENNIAL REVIEW

of the

**Massachusetts Bay Transportation Authority
(MBTA)
Boston, Massachusetts
Recipient ID: 1369**

Performed for:

**U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL TRANSIT ADMINISTRATION
REGION I**

Prepared by:

CDI/DCI Joint Venture

**Scoping Meeting Date: January 28, 2015
Site Visit Dates: September 28 - October 1, 2015
Final Report Date: November 24, 2015**

Table of Contents

I. Executive Summary	1
II. Review Background and Process	3
1. Background	3
2. Process.....	3
3. Metrics.....	3
III. Grantee Description.....	5
IV. Results of the Review.....	12
1. Financial Management and Capacity	12
2. Technical Capacity	12
3. Maintenance	12
4. Americans with Disabilities Act.....	14
5. Title VI	15
6. Procurement.....	16
7. Disadvantaged Business Enterprise.....	16
8. Legal.....	18
9. Satisfactory Continuing Control.....	18
10. Planning/Program of Projects.....	18
11. Public Comment on Fare Increases and Major Service Reductions.....	19
12. Half Fare.....	19
13. Charter Bus.....	19
14. School Bus.....	19
15. Security.....	19
16. Drug Free Workplace and Drug and Alcohol Program	20
17. Equal Employment Opportunity.....	20
V. Summary of Findings	22
VI. Attendees	25
VII. Appendices	28

I. Executive Summary

This report documents the Federal Transit Administration's (FTA) Triennial Review of the Massachusetts Bay Transportation Authority (MBTA). CDI/DCI Joint Venture performed the review. During the site visit, administrative and statutory requirements were discussed and documents were reviewed. The MBTA's transit facilities were toured to provide an overview of activities related to FTA-funded projects.

The Triennial Review focused on MBTA's compliance in 17 areas. Deficiencies were found in the areas listed below.

Review Area	Deficiencies	
	Code	Description
Maintenance	D-48	Vehicle maintenance plan incomplete or out of date
	D-117	Facility/equipment maintenance program lacking or inadequate
	D-19	No vehicle maintenance plan
	D-191	Inadequate oversight of contracted maintenance activities
ADA	D-30	Facility accessibility standards deficiency
	D-109	Limits or capacity constraints on ADA complementary paratransit service
	D-121	Inadequate tracking of trip denials
Procurement	D-152	No written protest procedures
DBE	D-162*	Grantee does not monitor DBE Compliance
	D-176	Inadequate implementation of DBE contract compliance
	D-303 *	Inadequate staff to administer the DBE Program
	D-327	DBE Uniform Reports do not include required information
	D-548	DBE goal submission not complete
	D-562	Overconcentration analysis incomplete
	D-563	Shortfall analysis or corrective action steps inadequate
	D-365	Grantee does not implement its DBE Program Plan
Drug-Free Workplace/ Drug and Alcohol Program	D-157*	Drug and Alcohol contractors, subrecipients, and/or lessees not properly monitored for Drug & Alcohol program
	D-113	Random testing rate below required level

* Repeat finding

As part of this year's Triennial Review of MBTA, FTA incorporated Enhanced Review Modules (ERMs) in the Maintenance, Americans with Disabilities Act (ADA), Procurement, Disadvantaged Business Enterprise (DBE), and Procurement areas. The purpose of an ERM is to

conduct a more comprehensive review of underlying or contributing issues identified during the pre-assessment stage of the Triennial Review. Deficiencies resulting from the ERMs are presented in the the appropriate sections of the report that follows.

II. Review Background and Process

1. Background

The United States Code, Chapter 53 of Title 49, requires the FTA of the United States Department of Transportation (USDOT) to perform reviews and evaluations of Urbanized Area Formula Grant activities at least every three years. This requirement is contained in 49 U.S.C. 5307(f)(2). This review was performed in accordance with FTA procedures (published in FTA Order 9010.1B, April 5, 1993). At least once every three years, the Secretary shall review and evaluate completely the performance of a grantee in carrying out its program, specifically referring to compliance with statutory and administrative requirements.

The Triennial Review includes a review of the grantee's compliance in 17 areas. The basic requirements for each of these areas are summarized in Section IV.

This report presents the findings from the Triennial Review of MBTA. The review concentrated on procedures and practices employed during the past three years; however, coverage was extended to earlier periods as needed to assess the policies in place and the management of grants. The specific documents reviewed are referenced in this report and are available at FTA's regional office or at the MBTA's office.

2. Process

The Triennial Review process includes a pre-review assessment, a review scoping meeting with the FTA regional office, and an on-site visit to the grantee's location. The review scoping meeting was conducted with the Region I Office on January 28, 2015. Necessary files retained by the regional office were sent to the reviewer electronically. A grantee information request and review package was sent to MBTA advising it of the site visit and indicating information that would be needed and issues that would be discussed. The site visit to MBTA occurred on September 28 to October 1, 2015.

The onsite portion of the review began with an entrance conference, at which the purpose of the Triennial Review and the review process were discussed. The remaining time was spent discussing administrative and statutory requirements and reviewing documents. A tour of MBTA's transit facilities was conducted to provide an overview of activities related to FTA-funded projects. Reviewers visited the MBTA's rail, bus, paratransit, and ferry facilities. A sample of maintenance records for FTA-funded vehicles and equipment was also examined during the site visit. Upon completion of the review, a summary of preliminary findings was provided to MBTA at an exit conference. The individuals participating in the review are listed in Section VI of this report.

3. Metrics

The metrics used to evaluate whether a grantee is meeting the requirements for each of the areas reviewed are:

- Not Deficient: An area is considered not deficient if, during the review, no findings were noted with the grantee's implementation of the requirements.
- Deficient: An area is considered deficient if any of the requirements within the area reviewed were not met.
- Not Applicable: An area can be deemed not applicable if, after an initial assessment, the grantee does not conduct activities for which the requirements of the respective area would be applicable.

III. Grantee Description

Organization

The MBTA and its predecessor agencies have provided public transportation in the greater Boston area since 1897. The MBTA provides service to 176 cities and towns in Eastern Massachusetts. The service area covers 3,249 square miles and includes a population of 4.8 million persons (2010 census). The agency is a political subdivision of the Commonwealth of Massachusetts. A seven-member Board of Directors appointed by the Governor oversees the Massachusetts Department of Transportation (MassDOT) and MBTA, which is part of MassDOT but retains a separate legal existence. The MassDOT Board appoints the MBTA General Manager. There is a new, statutorily created Fiscal and Management Control Board (FMCB) appointed by Governor Baker, who came into office in January 2015. The FMCB was established by the legislature in July 2015.

The Authority is managed by a General Manager (GM) who oversees departments that might be characterized as those that are responsible for the provision of service (Operations, Design and Construction, etc.). A Chief Administrator is responsible for the departments that might be characterized as those responsible for the business operations of the Authority (Budget, Procurement, etc.). The GM and Chief Administrator report to the Secretary of Transportation, who is appointed by the Governor. The Secretary is Stephanie Pollack, appointed January 2015, the General Manager is Frank DePaola, appointed February 2015; and the Chief Administrator is Brian Shortlsleeve, appointed July 2015

The Authority is managed by a General Manager (GM) who oversees departments that might be characterized as those that are responsible for the provision of service (Operations, Design and Construction, etc.). A Chief Administrator is responsible for the departments that might be characterized as those responsible for the business operations of the Authority (Budget, Procurement, etc.). The GM and Chief Administrator report to the Secretary of Transportation, who is appointed by the Governor. The Secretary is Stephanie Pollack, appointed January 2015, the General Manager is Frank DePaola, appointed February 2015; and the Chief Administrator is Brian Shortlsleeve, appointed July 2015

The MBTA operates a heavy and light rail rapid transit system, commuter rail, bus rapid transit (BRT), bus, complementary paratransit, and ferry services. The commuter rail, five fixed bus routes, THE RIDE paratransit, and ferry services are operated under contract, and five other bus routes are partially subsidized and operated under contract. All other services are directly operated by MBTA; its services are summarized as follows:

Rapid Transit System -- The MBTA operates four rapid transit lines (the Red, Green, Orange, and Blue Lines), over 38 route-miles of heavy rail routes with 50 stations, and 26 route-miles of light rail routes (the Green Line and the Mattapan Line) with 74 stations. The fleet consists of 432 heavy rail cars and 219 light rail cars, including 10 PCC cars for the Mattapan Line. All vehicles are FTA-funded.

Commuter Rail Service -- The MBTA operates 80 rail locomotives and 426 coaches on 14 commuter rail lines. This system provides service to more than 50 communities and 134 rail stations. The current operating contract with Keolis took effect July 1, 2014. The prior contract with the Massachusetts Bay Commuter Rail Company had been in place for the prior ten years. Nine lines originate at South Station and five originate at North Station. Newer fleets are FTA-funded, but there are older fleets that are bond funded or acquired via a lease.

Bus Rapid Transit -- The Silver Line is a BRT that serves Roxbury, downtown Boston, South Boston, and Logan Airport. Silver Line Washington Street has 14 stops and two variations, and operates in an exclusive bus-only lane of traffic on portions of Washington Street and Essex Street. Silver Line Waterfront connects South Station to the South Boston Seaport District and Logan Airport with three underground stations and different variations that serve Boston Marine Industrial Park and the airport terminals. Buses on two routes (SL1/SL2) are powered by dual systems, catenary (in the tunnel) and diesel engines (at street level). Buses on the other two routes (SL4/SL5) are powered by CNG or hybrid diesel engines. Most vehicles are FTA-funded (a few units are supported with funding from Massport).

Motorbus Service -- MBTA operates a fleet of more than 1,071 buses, including compressed natural gas (CNG) buses, diesel buses, and trackless trolleys on 178 routes that cover approximately 750 route-miles. All vehicles are FTA-funded. In addition to local services, the MBTA operates express buses to and from downtown Boston and surrounding communities. The MBTA also provides partial subsidies to five municipalities, or other entities that contract with service providers, to operate intra-community and feeder services.

THE RIDE Paratransit -- Three paratransit operations contractors, Greater Lynn Senior Services, Veteran's Taxi, and National Express, provide THE RIDE complementary paratransit service using 949 vehicles, of which 108 are FTA-funded vehicles.

Ferry Service -- The MBTA operates ferry service on three routes from Boston, to/from various points in the inner Boston Harbor, and three terminals on the South Shore. Two of the operating ferry boats are FTA-funded and nine are provided by outside service contractors. Ferry terminals are located at Pemberton Point in Hull, Hewitt's Cove in Hingham, Fore River Shipyard in Quincy, Logan Airport, Charlestown Navy Yard, and Rowes Wharf and Long Wharf in Boston.

MBTA provides services seven days a week, 365 days a year with hours varying by mode, but most bus and rail services operate from approximately 5:00 a.m. to 1:00 a.m. (2:00 a.m. on weekends). Ferries operate from 6:00 a.m. to approximately 9:00 p.m. on two routes and to 11:10 p.m. on the third, with weekday-only service on the Hingham-Boston line. ADA complementary paratransit service operates from approximately 5:00 a.m. to 1:00 a.m., with extended service along bus or rapid transit routes that offer extended hours.

MBTA offers several fare payment options that include cash, Charlie Ticket, CharlieCard (MBTA's electronic payment cards), ten-ride tickets, and daily, weekly and monthly passes. The following table presents the adult fares for cash, Charlie Tickets, and CharlieCards.

Mode	Cash/Charlie Ticket	CharlieCard
Bus and trolleybus:		
Local	\$2.10	\$1.60
Inner express	\$4.75	\$3.65
Outer express	\$6.80	\$5.25
Subway	\$2.65	\$2.10
Commuter rail	\$2.10-\$14.50	N/A
Ferry	\$3.25-\$17.00	N/A

In addition to adult fares, MBTA offers discounted fares to elderly persons, persons with disabilities, Medicare cardholders, and junior and high school students. Various pre-payment options are available for discounted fares. Children 11 years and under ride free with a fare-paying adult. The fare for paratransit service is \$3.00 within the ADA service area and \$5.00 for premium service beyond the ADA requirements.

MBTA's administrative offices are at 10 Park Plaza in downtown Boston. Bus facilities consist of nine garages and the Everett Central Major Repair Shop. There are eight rapid transit facilities: one each along the Red, Orange, and Blue Lines; four Green Line facilities. The main subway repair facility is in Everett. There are three commuter rail maintenance facilities: the Boston Engine Terminal in Somerville, the Southside Service and Inspection Facility in South Boston, and the Light Inspection facility in Readville. In addition, the MBTA has 17 miscellaneous operations and maintenance storehouses, plants, repair shops, and other facilities. The bus and rail facilities all have partial FTA interest. The miscellaneous facilities are locally funded.

Grant Activity

Below is a list of MBTA's open grants at the time of the review.

Grant Number	Grant Amount	Year Executed	Description
MA030227	\$118,870,054	1999	Blue Line Modernization
MA030254	\$2,306,902	2002	Salem Parking Improvements
MA030281	\$291,262	2005	Access Improvements
MA030292	\$73,032,000	2010	Construct Fitchburg Commuter Rail Improv.
MA040019	\$4,561,572	2007	Hingham Intermodal & Harbor Park
MA040025	\$9,168,154	2008	High Speed Catamaran
MA040026	\$3,372,000	2008	Ferry System Improvements
MA040036	\$1,603,000	2009	Ferry Parking Expansion
MA040048	\$5,261,024	2010	Hingham Marine Intermodal Center
MA040051	\$656,600	2010	Commonwealth Avenue Green Line Station
MA040052	\$2,800,000	2010	Hingham Commuter Ferry Doel
MA040053	\$392,000	2010	Auburndale (Newton) CR Accessibility
MA040054	\$1,218,470	2010	Rockport Commuter Rail Station Improv.
MA040064	\$1,380,000	2011	Auburndale Fiber Optic Cable

Grant Number	Grant Amount	Year Executed	Description
MA040067	\$1,543,315	2011	Salem Intermodal Station Track Upgrades
MA040068	\$926,696	2011	Ferry System Repairs and Upgrades
MA040077	\$15,000,000	2014	FY 14 MBTA Bus Procurement
MA050102	\$60,614,606	2006	Blue Line Modernization
MA050103	\$36,400,000	2007	Automated Fare Collection Phase II
MA050105	\$143,739,299	2007	74 Kawasaki Coach Overhaul
MA050106	\$40,680,000	2007	Coach Reliability & Safety Program
MA050109	\$78,775,821	2008	Green Line #7 Car Midlife Overhaul
MA050111	\$52,000,000	2008	Columbia Junction Interlocking and Signal
MA050115	\$30,867,080	2010	FY10 Red Line #2 Selective Overhaul
MA050119	\$41,295,500	2010	FY2010 Locomotive and Coach Procurement
MA050120	\$8,500,000	2010	Coach Reliability and Safety Project
MA050121	\$71,080,052	2011	MBTA Power Program
MA050124	\$125,000	2011	Mansfield Station Ramping
MA050128	\$28,995,690	2013	FY2013 Infr. Improvements
MA050129	\$2,560,000	2012	Positive Train Control
MA15X012	\$1,100,000	2014	Salem Intermodal Station
MA260063	\$352,500	2013	Fairmount/Indigo Line TSCP Program
MA540001	\$9,400,000	2013	FY13 Green Line #8 Enhancements
MA540002	\$48,000,000	2014	FY 14 Bridge Program – Gloucester
MA540003	\$4,080,000	2014	FY 2014 AFC ITD Upgrades
MA550003	\$8,011,800	2011	S. Weymouth CR Access Improvements
MA550004	\$5,007,375	2012	MBTA Assembly Square
MA550005	\$8,985,072	2012	Worcester-Boston Rail Corridor Improve.
MA66X013	\$10,000,000	2010	13 Key Bus Route Improvements
MA770002	\$2,500,000	2010	Renewable Wind Energy
MA780002	\$59,234,300	2010	TIGER-Fitchburg CR Ext. & Wachusett Station
MA790001	\$10,000,000	2013	TIGER III – Merrimack River Bridge
MA90X331	\$188,394,400	1999	FY05 40' CNG Bus Procure and Repair
MA90X513	\$99,599,264	2007	310 Bus Procurement
MA90X515	\$38,647,840	2007	FY07 Blue Line Cars
MA90X516	\$19,059,445	2007	Public Address/Electronic Sign
MA90X519	\$22,400,000	2007	Phase II Automated Fare Collection
MA90X552	\$1,600,000	2008	Orange Line Upgrades
MA90X576	\$3,600,000	2010	Orange Line Journal Bearing Replacement
MA90X577	\$17,901,755	2010	GANS- Fairmount 40' Bus Procurement
MA90X589	\$3,000,000	2010	Everett Repair Shops Equipment
MA90X590	\$13,076,702	2011	IT Systems Mod/NR Vehicles
MA90X591	\$166,525,176	2010	FY 2015 MBTA Coach and Locomotive
MA90X600	\$70,999,948	2011	MBTA Power Program -
MA90X609	\$65,000,000	2013	FY 2012 Bridge Program
MA90X617	\$17,600,000	2012	Science Park Station
MA90X618	\$5,887,507	2013	Haverhill Line Double Track

Grant Number	Grant Amount	Year Executed	Description
MA90X621	\$23,840,954	2012	Red & Orange Line Vehicle PM
MA90X622	\$14,053,461	2012	Orient Heights Station -- Pre SAFETEA-LU
MA90X631	\$26,310,502	2012	Orient Heights Station
MA90X641	\$32,399,404	2013	192 ECD Bus Midlife Overhaul
MA90X644	\$40,504,835	2013	FY2013 Infr. Improvements
MA90X649	\$53,492,698	2014	FY 2015 - Government Center
MA90X711	\$8,000,000	2014	Red Line Signal Upgrade
MA95X012	\$10,000,000	2012	MBTA Assembly Square
MA95X014	\$130,889,870	2012	Locomotive Procurement --CMAQ Flex
MA95X022	\$5,509,062	2012	Wachusett Extension Project
MA96X001	\$26,718,250	2009	RIDE Van Security Camera System

Completed Projects

- Hybrid 40' Bus Procurement (20)
- Hybrid Bus Procurement (25)
- Old Colony Tie Replacement (MBTA Funding sources)
- Arlington-Copley Stations
- Kenmore Station
- Science Park Station Accessibility Improvements
- Yawkey Station Construction (State Funding)
- Dudley Square Station Improvements
- Wonderland Station Parking Garage
- Revere Plaza (Transit Oriented Development-TOD)
- Kingston Wind Turbine Project
- Dean Road Bridge in Brookline (Green Line)
- New Bedford Bridges (State Funding)
- Neponset River Bridges (MBTA Funding)
- Shawsheen River Bridges

Projects Underway

- Green Line No. 7 Car Selective Systems Overhaul
- Green Line No. 8 Car Reliability Improvements Program
- Red and Orange Line Vehicle Procurement (State Funds)
- Red Line No. 2 Car Selective Systems Overhaul
- Coach Overhaul - Kawasaki (75 units)
- Coach Procurement - Hyundai Rotem (75 units)
- Locomotive Procurement (42 units)
- Overhaul of 192 ECD Buses (Outsourced-NeoPlan)
- Overhaul of 123 CNG Buses (Outsourced-Midwest)
- Overhaul of 32 Neoplan 60' DMA Buses

- Selective System Reliability Program 155 ECD Buses
- Hybrid 40' Bus Procurement (40)
- Red Line Floating Slab Work (Alewife to Harvard)
- Red Line Signal Cable Replacement
- Fitchburg Line Track/Signal and Station Improvements
- Worcester Line Track and Signal Improvements
- Columbia Junction Signal Improvements
- Green Line Real-Time Tracking System (State Funding)
- Power Program for Heavy Rail
- Trackless Trolley Overhead Replacement
- Automated Fare Collection Equipment Overhaul
- Assembly Square Station (New Construction)
- Orient Heights Maintenance Facility – Track Improvements
- Government Center Station
- Fairmount Line Improvements
- Mansfield Station
- Ruggles Station Upgrades
- Hingham Marine Intermodal Center
- Elevator & Escalator Program
- South Shore Parking Garages Rehab
- Beverly Parking Garage
- Salem Parking Garage
- Everett Maintenance Facility Upgrades
- Clayton Street Bridge
- Savin Hill Flyover
- Motherbrook Bridge Rehab
- Fitchburg Line Bridges
- Concord Main Street Bridge
- Saugus Draw Bridge (Design)
- Shoreline Bridge Rehab
- Green Line Extension
- Fitchburg Line Wachusett Extension
- Knowledge Corridor (State Funding)

- **Future Projects**

- Procurement of Two Catamarans for Ferry Service
- Green Line Central Tunnel 25-Cycle Signal System
- Red Line Signal Cable Replacement
- Charlestown Facility Seawall Rehab
- Underground and Aboveground Storage Tank Replacement
- Beverly Draw Bridge
- Gloucester Draw Bridge
- Guild Street Bridge

- LaGrange Street Bridge
- Systemwide Tunnel Lighting

IV. Results of the Review

1. Financial Management and Capacity

Basic Requirement: The grantee must demonstrate the ability to match and manage FTA grant funds, cover cost increases and operating deficits, cover maintenance and operational costs for FTA-funded facilities and equipment, and conduct and respond to applicable audits.

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Financial Management and Capacity.

2. Technical Capacity

Basic Requirement: The grantee must be able to implement FTA funded projects in accordance with the grant application, Master Agreement, and all applicable laws and regulations, using sound management practices.

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Technical Capacity.

3. Maintenance

Basic Requirement: Grantees and subrecipients must keep federally funded vehicles, equipment and facilities in good operating condition. Grantees and subrecipients must keep ADA accessibility features on all vehicles, equipment, and facilities in good operating order.

Finding: During this Triennial Review of MBTA, deficiencies were found with the FTA requirements for Maintenance.

FTA regulations require that every recipient of Section 5307 program funds must have in its files a maintenance plan. A review of MBTA's maintenance program found a lack of a comprehensive and overall maintenance plan for Heavy and Light Rail Transit. The Engineering & Maintenance (E&M) department organization is responsible for the maintenance of all fixed heavy and light rail fixed assets. There are a number of "divisions" or sub-departments within the E&M department. These appear to operate somewhat effectively, but also somewhat independently. These divisions are:

- Maintenance of Way (i.e., track and third rail)
- Signals
- Power (includes the tunnel ventilation)
- Facilities

There is a need for a Comprehensive Bus and Rail Fixed Assets Maintenance Plan which describes how these departments operate tactically (e.g. clarifies the division of work between

sub departments), and which also describes how planning, budgeting and control are affected. In addition, this plan should clarify the relationship to what is referred to as "Design and Construction", but does more in the way of providing analytical support to the E&M department. The use and means for obtaining professional engineering support should be clarified in the plan. The comprehensive plan should also address, at the senior management level, the relationship to the transit operating department in planning track usage, winter prep, and the management of speed restrictions or other operating impacts.

It should be noted that a number of maintenance documents were provided for review. However, although useful, such information would be subordinate to the procedures and plans in the overall comprehensive assets maintenance plan.

MBTA has a rail Facilities Maintenance Plan which covers stations, stops and bus garages. However, it was written more as a goals and objectives document than a maintenance plan. While a good start, it requires additional detail on how the different groups with "Facilities" operate and coordinate; information on the management and force account or contractor resources (e.g., in the testing and maintenance of Tunnel Ventilation). The Facilities plan should also indicate how sub-departments interface and include a management, organization chart, force account plan and assignment of contractor forces.

MBTA does not have a vehicle maintenance plan for its FTA-funded paratransit fleet. The vehicles are 2009 Ford medium duty body on chassis buses that are distributed among three paratransit service providers contracted to MBTA to provide ADA complementary paratransit service. It should be noted that a review of maintenance records of the contractor fleets showed the vehicles are being maintained by each of the contractors. All vehicles are past their useful lives.

MBTA has third-party contractors perform maintenance functions for its commuter rail, some bus, paratransit, and ferry operations. MBTA is responsible for having effective mechanisms to monitor its contractors' maintenance activities. It has such mechanisms in place for all of its contracted service, except for the ferry service operated by Boston Harbor Cruises. Monthly reports submitted by Boston Harbor Cruises do not describe the required maintenance activities on its vessels purchased and/or improved with FTA funds.

Corrective Actions and Schedule: By March 8, 2016, submit to the FTA Region I Office:

- Comprehensive Bus and Rail Fixed Assets Maintenance Program/Plan that addresses roles and responsibilities, and evidence that it has been implemented.
- Revised Rail Facility Maintenance Plan that addresses roles and responsibilities, and a detailed description of integration with other departments responsible for maintenance.
- Maintenance plan, with replacement and disposition schedules, for all FTA-funded paratransit vehicles and evidence that it has been implemented.
- Maintenance oversight program for its ferry service and evidence that it has been implemented.

4. Americans with Disabilities Act

Basic Requirement: Titles II and III of the Americans with Disabilities Act of 1990 (ADA) provide that no entity shall discriminate against an individual with a disability in connection with the provision of transportation service. The law sets forth specific requirements for vehicle and facility accessibility and the provision of service, including complementary paratransit service.

Finding: During this Triennial Review of MBTA, deficiencies were found with the USDOT requirements for ADA.

When MBTA is undertaking an alteration to a station, the project, to the maximum extent feasible, should be made accessible (49 CFR 37.43). MBTA is undertaking alteration of the Oak Grove Station. The on-going construction project triggers ADA requirements. However, no such ADA improvements or plan have been completed. If MBTA believes that it is not feasible to meet specific ADA requirements as contemplated under 49 CFR 37.43(a)(1), or that the disproportionality provisions under 49 CFR 37.43(a)(2) apply to these alterations, then an appropriate analysis and documentation needs to be submitted to FTA.

MBTA has capacity constraints during peak hours due to operational patterns or practices, resulting in excessively long trip lengths. A sample of one contracted provider's trips showed the following trips exceeded MBTA's standard for length of paratransit trips:

Excessively Long Trips by Category		
By	Time of Day	By Length of Trip
15%	10 trips total over MBTA standard out of 65 completed trips	22 FR trips under 30 min; 2 over MBTA standard – 9%
40%	Percent AM Peak over MBTA standard (4 out of 10 trips in sample)	26 FR travel times 31-60 minutes; 6 over standard, or 23%
19%	Percent PM Peak over MBTA standard (5 out of 26 trips in sample)	17 FR trips over 60 minutes; 2 over MBTA standard, or 12%.

There is regular monitoring in place and it provides important management information; it is based on the liquidated damages included in the vendor contracts. However, it is also missing key points, such as the above information on percent of trips not meeting the MBTA standard for excessive trips. It is due for an update to capture information on current issues so it is a more effective management tool.

A finding of inadequate tracking of trip denials was made as MBTA does not have effective processes in place to document that trips are negotiated with one-hour allowed on either side of desired trip time, in compliance with the response time requirement under Section 37.131 (b)(2). For the contractor who was audited, the documentation did not clearly show that, in fact, the ADA law is followed. The review of the process showed that trips are batched after 5:30 PM and automated calls are placed to riders after 7:00 PM. The riders need to call the office if the time does not work for them and try to negotiate something else. Unfortunately, at National Express the schedulers leave for the day at 7:30 PM so only a night dispatcher is available. There was no notation in the system that indicated if the passenger had been called, and if so, if

the staff person talked with the rider or if a message was left. The hard copies of the negotiation requests also were unclear as to the contact that was made and negotiation that occurred. If there is no effective communication and negotiation, trips not scheduled at the requested time should be noted as denials.

MBTA does not separately monitor ADA required, and “above and beyond” trips. These trips appeared to be a minimum of 18% of the sampled trips. Since there are capacity constraints as noted above, it is important to refine recordkeeping and monitoring so that these “above and beyond” trips are monitored separately and do not cause capacity constraints for ADA required trips.

MBTA has capacity constraints due to patterns or practices resulting in passengers not being allowed to schedule a return trip within two to three hours of their arrival at a destination even if they need less than an hour to conduct their business. The 2 - 3 hour estimate is based on how the policy to require at least one hour before a return trip can be scheduled is put into practice and if passenger requests trips scheduled based on a specific combination of departure times and arrival times. This is not equivalent to the fixed route system where a passenger can take the next bus (often within 15 minutes) after finishing their business.

Corrective Actions and Schedule: By March 8, 2016, submit to the FTA Region I Civil Rights Officer the following:

- Plan and schedule for making the necessary modifications to bring the Oak Grove Station into full ADA compliance. If MBTA believes that it is not feasible to meet specific ADA requirements as contemplated under 49 CFR 37.43(a)(1), or that the disproportionality provisions under 49 CFR 37.43(a)(2) apply to these alterations, then an appropriate analysis and documentation need to be submitted.
- Plan for addressing capacity issues including excessively long trips.
- Documentation of elimination of any scheduling policies and practices that result in not providing equivalent service to fixed route transit.
- Procedures to monitor ADA and non-ADA paratransit service separately for patterns or practices of capacity constraints.
- Procedures for tracking contractors’ trip denials correctly.

5. Title VI

Basic Requirement: The grantee must ensure that no person shall, on the grounds of race, color, or national origin, be excluded from participating in, or be denied the benefits of, or be subject to discrimination under any program or activity receiving federal financial assistance without regard to whether specific projects or services are federally funded. The grantee must ensure that federally supported transit services and related benefits are distributed in an equitable manner.

Note: The 2015 Triennial Review covers a three-year period in which the FTA issued a revised circular for Title VI, which provided more information on how to comply and changed requirements for some grantees with populations over 200,000. FTA Circular 4702.1B became effective October 1, 2012. Title VI programs submitted to FTA after this date must comply with the requirements of this circular. The Triennial Review will look at compliance with the

requirement of FTA Circular 4702.1A for the period prior to October 1, 2012, and compliance with the revised circular for activities after this date.

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Title VI.

6. Procurement

Basic Requirement: Grantees use their own procurement procedures that reflect applicable state and local laws and regulations, provided that the process ensures competitive procurement and the procedures conform to applicable federal law, including 49 CFR Part 18 (specifically Section 18.36) and FTA Circular 4220.1F, "Third Party Contracting Guidance."

Finding: During this Triennial Review of MBTA, deficiencies were found with the FTA requirements for Procurement.

FTA regulations require grantees to notify FTA when it receives a third party contract protest and to keep FTA informed about the status of the protest. On September 18, 2014, MBTA issued a FTA-funded contract for \$220,555 to purchase a set of eight 15-ton portable electric jacks. The selected bidder was awarded the contract because they were the only bidder who certified compliance with Buy America; 49 U.S.C 5323 (j) (1) and 49 C.F.R. Part 661.5. This certification made them the only fully responsive bidder.

On December 18, 2014, the MBTA Legal Department received a protest letter from another vendor who submitted a lower price for the jacks but could not comply with the Buy America requirements. This protest claimed that the winning bidder's products are manufactured in Germany and that they do not have any manufacturing facilities in the United States. This protest letter was received outside the prescribed protest time period.

MBTA's 2013 Procurement Policies and Procedures Manual address protest procedures. However, soon after the letter was received, there were personnel changes in the Legal Department and the letter was never sent to the proper individuals who were responsible for notifying the FTA. As of this date, MBTA has not responded to the protest letter, nor did they notify FTA of the filed protest.

Corrective Action and Schedule: By March 8, 2016, submit to the FTA Region I Office notification of the protest submitted concerning the 2014 purchase of a set of eight 15-ton portable electric jacks.

7. Disadvantaged Business Enterprise

Basic Requirement: The grantee must comply with 49 CFR Part 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts. Grantees also must create a level playing field on which DBEs can compete fairly for DOT-assisted contracts.

Finding: During this Triennial Review of MBTA, deficiencies were found with the USDOT requirements for DBE.

The MBTA has not been able sustain a full complement of staff to administer, monitor and assure compliance of the DBE Program requirements on FTA-funded contracts since FY 2009. MBTA's DBE Program staffing plan of six full time positions includes one manager, and five Government Program Compliance Officers. Four of the five Compliance Officer positions are vacant. This has resulted in a lack of adequate administration and oversight of the MBTA pre-award and post-award DBE Program compliance and contract administration.

Other problems noted include the inadequate preparation and submission of Uniform DBE Reports, DBE Triennial Goals, overconcentration analysis and shortfall analysis. Further, the inadequate staffing hampers the full level of effort to ensure DBE contract compliance, monitoring for commercially useful function, data gathering, report preparation and performance measuring. Finally, MBTA does not implement its DBE Program Plan.

There are no written procedures in place to ensure the MBTA Office of Diversity and Civil Rights, and MBTA Divisions at all levels, understand and administer the DBE Program requirements collectively and uniformly and thus collaborate on the administration of the DBE Program requirements on FTA-funded contracts.

MBTA's DBE Program plan is not in compliance with 49 CFR Part 26. The DBE Program plan needs to address and include complete application of:

- 49 CFR Part 26.5 What do the terms used in this part mean
 - Definition of all eligible small business concerns and socially and economically disadvantaged individuals
- 49 CFR Part 26.33 What steps must a recipient take to address overconcentration of DBEs in certain types of work
- 49 CFR Part 26.39 Fostering Small Business Participation
- 49 CFR Part 26.45 How do recipients set overall goals
 - Methodology to establish the Triennial goals
- 49 CFR Part 26.51 What means do recipients use to meet overall goals
- 49 CFR Part 26.53 What are good faith effort procedures recipients follow in situations where there are contract goals
- 49 CFR Part 26.55 How is DBE participation counted towards goals
 - Process for substitution and or termination of a DBE on a contract
 - Counting suppliers and regular dealers
 - Counting trucking services and truck operators

It should be noted that the 2009 and 2012 Triennial Reviews made findings in the DBE area, including not having sufficient resources to adequately administer MBTA's DBE Program, and inadequate oversight of the MBTA contractor's post award compliance with DBE requirements.

Corrective Actions and Schedule: By March 8, 2016, submit to the FTA Region I Civil Rights Officer:

- Report on activities conducted to ensure DBE Program monitoring and compliance. Report quarterly until full compliance is achieved.
- Report on activities conducted to ensure DBE contract compliance. Report quarterly until full compliance is achieved.
- Organizational chart showing DBE Program vacant positions are filled and a plan on how the new staff will be trained on all components of the DBE Program. Report quarterly until full compliance is achieved.
- Report on progress being made to comply with the preparation and timely submission of the required DBE reports, including Uniform DBE Reports, overconcentration reports, shortfall analysis, and DBE Goal and Methodology.
- Compliant DBE Program plan with written procedures and acceptance from MBTA division to administer the DBE Program in collaboration with the Office of Diversity and Civil Rights. Report quarterly until full compliance is achieved.

The lack of DBE monitoring for compliance and inadequate staff to administer the DBE program are repeat findings from the last review.

8. Legal

Basic Requirement: The grantee must be eligible and authorized under state and local law to request, receive, and dispense FTA funds and to execute and administer FTA-funded projects. The authority to take actions and responsibility on behalf of the grantee must be properly delegated and executed. Grantees must comply with Restrictions on Lobbying requirements.

Finding: During this Triennial Review of MBTA, no deficiencies/deficiencies were found with the FTA requirements for Legal.

9. Satisfactory Continuing Control

Basic Requirement: The grantee must ensure that FTA-funded property will remain available to be used for its originally authorized purpose throughout its useful life until disposition.

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Satisfactory Continuing Control.

10. Planning/Program of Projects

Basic Requirement: The grantee must participate in the transportation planning process in accordance with FTA requirements, MAP-21, and the metropolitan and statewide planning regulations. Each recipient of a Section 5307 grant shall develop, publish, afford an opportunity for a public hearing on, and submit for approval, a program of projects (POP).

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Planning/POP.

11. Public Comment on Fare Increases and Major Service Reductions

Basic Requirement: Section 5307 grantees are expected to have a written, locally developed process for soliciting and considering public comment before raising a fare or carrying out a major transportation service reduction.

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Public Comment on Fare Increases and Major Service Reductions.

12. Half Fare

Basic Requirement: For fixed route service supported with Section 5307 assistance, fares charged elderly persons, persons with disabilities or an individual presenting a Medicare card during off peak hours will not be more than one half the peak hour fares.

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Half Fare.

13. Charter Bus

Basic Requirement: Grantees are prohibited from using federally funded equipment and facilities to provide charter service if a registered private charter operator expresses interest in providing the service. Grantees are allowed to operate community based charter services excepted under the regulations.

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Charter Bus.

14. School Bus

Basic Requirement: Grantees are prohibited from providing exclusive school bus service unless the service qualifies and is approved by the FTA Administrator under an allowable exemption. Federally funded equipment or facilities cannot be used to provide exclusive school bus service. School tripper service that operates and looks like all other regular service is allowed.

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for School Bus.

15. Security

Basic Requirement: As recipients of Section 5307 funds, grantees must annually certify that they are spending at least one percent of such funds for transit security projects or that such expenditures for security systems are not necessary.

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Security.

16. Drug Free Workplace and Drug and Alcohol Program

Basic Requirement: All grantees are required to maintain a drug-free workplace for all transit-related employees and to have an ongoing drug-free awareness program. Grantees receiving Section 5307, 5309 or 5311 funds that have safety-sensitive employees must have a drug and alcohol testing program in place for such employees.

Finding: During this Triennial Review of MBTA, deficiencies were found with the FTA requirements for Drug-Free Workplace and Drug and Alcohol Program.

MBTA has six contractors with safety sensitive employees. MBTA must ensure compliant drug and alcohol programs by these contractors. A review of the drug and alcohol programs found that the drug and alcohol program of National Express Transit, a subcontractor for The Ride ADA complementary paratransit service, is not in compliance. This drug and alcohol program was last updated in 2005 and is out-of-date. This is a repeat finding from the last review.

Random testing rates of safety sensitive employees for drugs and alcohol must be conducted at levels specified by FTA. The current minimum annual random testing rate for drugs is 25 percent of the number of safety sensitive employees. The minimum annual random testing rate for alcohol is 10 percent.

A review of the 2014 MIS reports for National Express Transit and Veteran's Transportation, LLC, two contractors for The Ride service, found that the minimum random testing rates for the past year were not met.

Corrective Actions and Schedule: By March 8, 2016, submit to the FTA Region I Office an amended drug and alcohol testing policies for National Express Transit and procedures to ensure oversight of its contractors with safety-sensitive employees along with evidence of its implementation.

Immediately, submit to the FTA Region I Office a plan to monitor the testing program of its contractors to ensure that the random testing rates will comply to the required levels along with evidence of its implementation.

17. Equal Employment Opportunity

Basic Requirement: The grantee must ensure that no person in the United States shall on the grounds of race, color, religion, national origin, sex, age, or disability be excluded from

participating in, or denied the benefits of, or be subject to discrimination in employment under any project, program, or activity receiving federal financial assistance under the federal transit laws. (Note: EEOC's regulation only identifies/recognizes religion and not creed as one of the protected groups.)

Finding: During this Triennial Review of MBTA, no deficiencies were found with the FTA requirements for Equal Employment Opportunity (EEO).

V. Summary of Findings

Review Area	Finding	Deficiency	Corrective Action	Response Date	Date Closed
1. Financial Management and Capacity	ND				
2. Technical Capacity	ND				
3. Maintenance	D-48	Vehicle maintenance plan incomplete or out of date	Submit to the FTA Region I Office a Comprehensive Bus and Rail Fixed Assets Maintenance Program/Plan that addresses roles and responsibilities and evidence that it has been implemented..	March 8, 2016	
	D-117	Facility/equipment maintenance program lacking or inadequate	Submit to the FTA Region I Office a Rail Facility Maintenance Plan that addresses roles and responsibilities and a detailed description of integration with other departments responsible for maintenance.	March 8, 2016	
	D-19	No vehicle maintenance plan	Submit to the FTA Region I Office a maintenance plan,, with replacement and disposition schedules, for all FTA-funded paratransit vehicles and evidence that it has been implemented.	March 8, 2016	
	D-191	Inadequate oversight of contracted maintenance activities	Submit to the FTA Region I Office a maintenance oversight program for its ferry service and evidence that it has been implemented.	March 8, 2016	
4. ADA	D-30	Facility accessibility standards deficiency	Submit to the FTA Region I Civil Rights Officer, a plan and schedule for making the necessary modifications to bring the Oak Grove Station into full ADA compliance. If MBTA believes that it is not feasible to meet specific ADA requirements as contemplated under 49 CFR 37.43(a)(1), or that the disproportionality provisions under 49 CFR 37.43(a)(2) apply to these alterations, then an appropriate analysis and documentation need to be submitted.	March 8, 2016	
	D-109	Limits or capacity constraints on ADA complementary paratransit service	Submit to the FTA Region I Civil Rights Officer a plan for increasing capacity or taking other measures to reduce demand.	March 8, 2016	
			Submit to the FTA Region I Civil Rights Officer documentation of elimination of any scheduling policies and practices that result in not providing equivalent service to fixed route transit.	March 8, 2016	
			Submit to the FTA Region I Civil Rights Officer procedures to monitor ADA and non-ADA paratransit service separately for patterns or practices of capacity constraints.	March 8, 2016	

Review Area	Finding	Deficiency	Corrective Action	Response Date	Date Closed
	D-121	Inadequate tracking of trip denials	Submit to the FTA Region I Civil Rights Officer procedures for contractors' tracking trip denials correctly.	March 8, 2016	
5. Title VI	ND				
6. Procurement	D-152	No written protest procedures	Submit to the FTA Region I Office, notification of the protest submitted concerning the 2014 purchase of a set of eight 15-ton portable electric jacks.	March 8, 2016	
7. DBE	D-162 *	Grantee does not monitor DBE Compliance	Submit to the FTA Region I Civil Rights Officer a report on activities conducted to ensure DBE Program monitoring and compliance. Report quarterly until full compliance is achieved.	March 8, 2016	
	D-176	Inadequate implementation of DBE contract compliance	Submit to the FTA Region I Civil Rights Officer a report on activities conducted to ensure DBE contract compliance. Report quarterly until full implementation is achieved.	March 8, 2016	
	D-303 *	Inadequate staff to administer the DBE Program	Submit to the FTA Region I Civil Rights Officer an organizational chart showing DBE Program vacant positions are filled and a plan on how the new staff will be trained on all components of the DBE Program. Report quarterly until full compliance is achieved.	March 8, 2016	
	D-327	DBE Uniform Reports do not include required information	Submit to the FTA Region I Civil Rights Officer a report on progress being made to comply with the preparation and timely submission of the required DBE reports including Uniform DBE Reports, overconcentration reports, shortfall analysis, and DBE Goal and Methodology.	March 8, 2016	
	D-548	DBE goal submission not complete			
	D-562	Overconcentration analysis incomplete			
	D-563	Shortfall analysis or corrective action steps inadequate			
D-365	Grantee does not implement its DBE Program Plan	Submit to the FTA Region I Civil Rights Officer a compliant DBE Program plan, with written procedures and acceptance from MBTA to administer the DBE Program in collaboration with its Office of Diversity and Civil Rights. Report quarterly until full implementation is achieved.	March 8, 2016		
8. Legal	ND				
9. Satisfactory Continuing Control	ND				
10. Planning/ POP	ND				

Review Area	Finding	Deficiency	Corrective Action	Response Date	Date Closed
11. Public Comment on Fare Increase and Major Service Reductions	ND				
12. Half Fare	ND				
13. Charter Bus	ND				
14. School Bus	ND				
15. Security	ND				
16. Drug-Free Workplace/ Drug and Alcohol Program	D-157*	Drug and Alcohol contractors, subrecipients, and/or lessees not properly monitored for Drug & Alcohol program	Submit to the FTA Region I Office amended drug and alcohol testing policies for National Express Transit and Boston Harbor Cruises and procedures to ensure oversight of its contractors with safety-sensitive employees along with evidence of its implementation.	March 8, 2016	
	D-113	Random testing rate below required level	Submit to the FTA Region I Office a plan to monitor the testing program of its contractors to ensure that the random testing rates will comply to the required levels along with evidence of its implementation.	Immediately	
17. EEO	ND				

* Repeat Finding

VI. Attendees

Name	Title	Phone Number	E-mail Address
<i>MBTA</i>			
Frank DePaola	General Manager	617-222-3106	fdpaola@mbta.com
Brian Shortsleeve	Chief Administrator	617-222-3106	bshortsleeve@mbta.com
Benjamin Bloomenthal	Manager of Federal Programs Budget Department	617-222-3293	bbloomenthal@mbta.com
Victor Rivas	Deputy Director of Capital Budget	617-222-1622	vrivas@mbta.com
Melissa Dullea	Director of Planning & Schedules	617-222-1625	mdullea@mbta.com
Mary E. Runkel	Director of Budget	617-222-3285	mrunkel@mbta.com
Carla Howze	Director of Customer Support	617-222-3883	chowze@mbta.com
<i>MassDOT</i>			
Michael J. Lambert	Office of the General Manager/Administrator	617-254-1997	mlambert@mbta.com
Thomas Dugan	Senior Director of Capital Budget	617-222-3799	tdugan@mbta.com
Edward M. Murray	Director of Capital Accounting	617-222-5952	emurray@mbta.com
Gerald J. Polcari	Chief Procurement Officer	617-222-6949	gpolcan@mbta.com
Traci T. Bateman	Manager of Capital Accounting	617-222-5895	tbateman@mbta.com
Daniel E. Smith	Deputy Director of Materials Management	617-222-3348	dsmith@mbta.com
Charles Planck	Assistant General Manager Operations Strategy & Support	617-222-3127	cplanck@mbta.com
Stephen C. Hicks	Director, Heavy Rail Maintenance	617-222-3904	shicks@mbta.com
Wanda H. Hubbard, J.D.	Assistance Director of Government Compliance	617-895-9581	whubbard@mbta.com
Charles R. Menard, Jr.	Manager of Purchasing, Materials Management	617-222-5904	cmenard@mbta.com
Lurleen Gannon	Deputy General Counsel	617-222-3178	lgannon@mbta.com
Ronald W. Nickle	Chief Safety Officer	617-222-6547	rnickle@mbta.com
Jonathan R. Davis	Deputy General Manager and Chief Financial Officer	617-222-4246	jdavis@mbta.com
Janice E. Ramsay	Chief of Staff, Finance and Administration	617-222-5179	jramsay@mbta.com
Robert Creedon	Deputy Director of Security and Emergency Management	617-222-3254	rcreedon@mbta.com

Edward M. Murray	Director of Capital Accounting	617-222-5952	emurray@mbta.com
Kevin Arouca	Bus Maintenance & Engineering	617-222-5440	karouca@mbta.com
Steven Baker	Bus Maintenance & Engineering	617-222-5440	sbaker@mbta.com
Troy Ellerbee	Director of Bus Maintenance	857-488-8757	tellerbee@mbta.com
Chris Chaney	Bus Maintenance & Engineering	617-692-0468	cchaney@mbta.com
Mark E. Boyle	Assistant General Manager Real Estate and Asset Development	617-222-3255	mboybe@mbta.com
Kelli Ahola	Paratransit Contract Administrator	617-222-2405	kahola@mbta.com
Gregory Sobczynski	Title VI Specialist	857-368-8750	gregory.sobczynski@state.ma.us
Kate Legrow	Director of Occupational Health	617-222-5858	klegrow@mbta.com
Laura Breisford	Assistant General Manager Dept. of Systemwide Accessibility	617-222-1688	lbreisford@mbta.com
Mimi Lannin	Deputy Director of Finance, Railroad Operations	617-222-6695	mlannin@mbta.com
Richard Dooley	Deputy Director of Bus Maintenance & Engineering	617-222-1427	rdooley@mbta.com
Linda A. Lally	Senior Transportation Planner	617-222-6219	llally@mbta.com
Sean K. McDonnell	Manager of Construction Procurement	617-222-3133	smcdonnell@mbta.com
Margaret H. Hinkle	Director of Contract Administration	617-222-3135	mhinkle@mbta.com
Michael Le	Bus Maintenance and Engineering	617-293-2150	mlee@mbta.com
Jamey Tesler	Assistant Secretary for Procurement and Contract Management	857-38-9710	jamey.tesler@dot.state.ma.us
Greater Lynn Senior Services Inc.			
Raymond Croteau	Fleet Manager	781-715-2906	rcroteau@glss.net
Danny Heenan	Parts Coordinator	781-789-4295	dheenan@glss.net
Boston Harbor Cruises			
Alison Nolan	Principal and General Manager	617-720-9222	anolan@bostonharborcruises.com
Stephen Jones	Managing Director, Operations	617-720-9207	sxjones@bostonharborcruises.com
Jon-Paul Veiga	Director of Operations	617-720-9257	jpveiga@bostonharborcruises.com
Robert Tarrant	Director of Engineering	617-720-9212	btarrant@bostonharborcruises.com
Jerry Dady	Port Engineer	617-720-69999	jdady@bostonharborcruises.com
Charles River Automotive			
Mark Gentile	General Manager	718-577-6422	mgentile@charlesriverauto.com
Greystone Management Solutions			
Thomas Cox	Account Executive	617-316-1670	tocx@greyco.com

FTA			
John A. Bodnar, CTL	Division Chief – Performance and Quality Assurance	202-366-9091	john.bodnar@dot.gov
Laurea Tuzikow	Program Analyst	202-366-2059	laurea.tuzikow@dot.gov
Dharm Guruswamy	Transportation Program Specialist	202-366-2528	dharm.guruswamy@dot.gov
Peter S. Butler	Deputy Regional Administrator	617-494-2729	peter.butler@dot.gov
Margaret Griffin	Regional Civil Rights Officer	617-494-2397	margaret.griffin@dot.gov
Matthew P. Keamy, P.E.	Director, Office of Program Management & Oversight	617-494-3038	matthew.keamy@dot.gov
Christopher LaMacchia	General Engineer	617-494-3514	c.lamacchia@dot.gov
Joanne Telegen Weinstock	Transportation Program Specialist	617-494-3138	joanne.weinstock@dot.gov
Patrick Buddenbrock	General Engineer	617-494-2879	patrick.buddenbrock@dot.gov
Ronald Radlo	Contract Specialist	617-494-3518	ronald.radlo@dot.gov
CDI/DCI Joint Venture			
John Caruolo	Lead Reviewer	610-983-3694	JCaruolo@aol.com
Sherre Ritenour	Reviewer	719-577-4253	sdritenour@comcast.net
Suzanne O’Neill	SME – ADA	303-646-4319	Suzanne.oneill@transitplus.com
Phil Hanley	SME – Procurement	804-265-2750	hanleybp@aol.com
Al Fazio	SME - Maintenance	610-331-0233	aefazio@comcast.net
Olivia Fonseca	SME -DBE	916-261-2246	ofonseca@padillainc.com
John Mecca	Transit Specialist	716-831-9283	mecca@reidconsult.com

VII. Appendices

No appendices included in this report.