



MBTA Strategic Plan Annual Update

Fiscal Year 2023 - 2024





Table of Contents

- Letter from the General Manager3
- Introduction to MBTA Strategic Goals.....4
- Safety.....6
- Modernization and State of Good Repair9
- Transparent Communication.....11
- Mode Shift.....13
- Service and Economic Vitality.....15
- Sustainability and Resilience20
- Workforce.....22
- Communicating Our Costs26
- Next Steps.....28

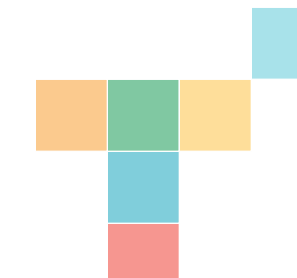
Letter from the General Manager

The MBTA continues to be in a time of significant transformation: we are recovering from pandemic ridership declines, resolving safety challenges and diligently responding to the Federal Transit Administration’s (FTA) Safety Management Inspection, overcoming staffing shortages and steadfastly addressing other issues.

Since joining in 2023, I have focused everyone on repairing the MBTA’s infrastructure and rebuilding our ridership to support and foster a thriving economic region and restoring your trust in us. This report highlights the progress the T has made in implementing the goals defined in our most recent strategic plan. It is a report on our accountability.

We have more work to do in the coming years to achieve the goals in our plan. To move that work forward we will explore the question, what does service mean? We will come back to you with our vision for better service at the MBTA as we continue to rebuild a safe, reliable and efficient public transit system.

Phil Eng
General Manager



Introduction to MBTA Strategic Goals

The MBTA's [Strategic Plan](#) and its mission, vision, goals and values of safety, service, sustainability, equity and culture is helping to shape the work and priorities of the MBTA. We are taking this opportunity to highlight our major accomplishments within each goal area for FY2024. Although not a comprehensive list, the initiatives and activities highlighted provide a flavor of the types of activities we engaged in FY2024 to

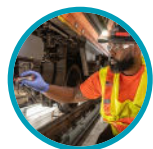
advance our mission
“We serve the public by providing safe, reliable, and accessible transportation.”
 and our vision
“We envision a thriving region enabled by best-in-class transit system.”

OUR GOALS INCLUDE:



Safety

Empower and support staff to develop a culture which prioritizes and promotes safety



Modernization and State of Good Repair

Efficiently modernize assets and improve connectivity, while ensuring MBTA property is maintained to a state of good repair



Transparent Communication

Ensure the experiences and perspectives of our staff and riders are accounted for through transparent decision making



Workforce

Retain, attract, and invest in a diverse and qualified workforce that represents our ridership



Service and Economic Vitality

Support the regional vitality by providing dependable, frequent, and accessible service that riders love



Sustainability and Resilience

Increase the environmental sustainability and resilience of our transit system



Mode Shift

Attract new riders, retain existing riders, and increase the percentage of transit-trips in the region



Communicating Our Costs

Communicate openly about our costs and the revenue needed to support our ongoing service and the growth of our system



Safety

GOAL: Empower and support staff to develop a culture which prioritizes and promotes safety

Every employee at the MBTA is an agent of safety, and the Safety department works collaboratively to identify and mitigate workplace hazards. Through adherence to the MBTA Safety Plan and a culture where employees are informed about safety in all aspects of their lives, we strive to keep our employees safe.

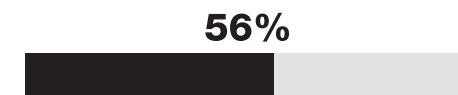
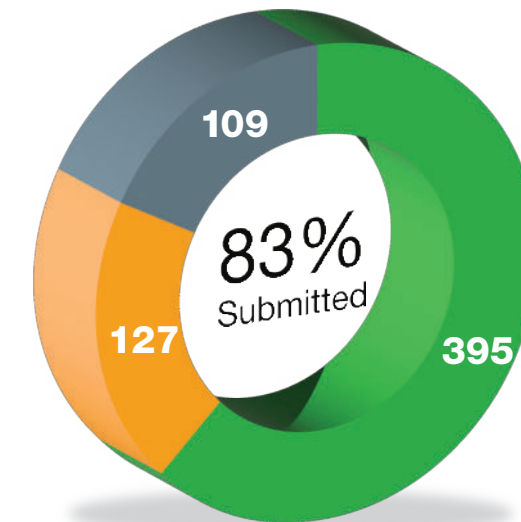
FTA Safety Inspection Response

In August 2022, FTA issued a [Safety Management Inspection report](#), highlighting several safety issues at the MBTA and the Department of Public Utilities (DPU) that needed to be addressed. These included 20 findings for the MBTA in four focus areas.

1. Managing the Impact of Operations, Maintenance and Capital Project Requirements on the Existing Workforce.
2. Prioritization of Safety Management Information.
3. Effectiveness of Safety Communication.
4. Operating Conditions and Policies Procedures and Training.

The MBTA responded by creating the Quality, Compliance and Oversight (QCO) department and has made significant progress on improving procedures, communications, hiring, etc. as well as on formal responses to the Special Directives issued by FTA.

Overall Corrective Action Plan Progress



Overall Findings	
Total	42
Closed	12
Ongoing	30



Safety Initiatives Underway

The Safety Management System (SMS) enables the MBTA to proactively manage and mitigate safety risks. It includes:

Safety Management Policy aligns organizations under an SMS to prioritize safety in management decision making.

Safety Risk Management (SRM) identifies, evaluates, resolves and tracks risk mitigations in a timely manner.

Safety Assurance (SA) collects, assesses and acts on data to meet safety objectives and effectively mitigate risk.

Safety Promotion supports workplace and public safety through engagement, communication of key safety information and personnel training.

Completed Commuter Rail Grade Crossings

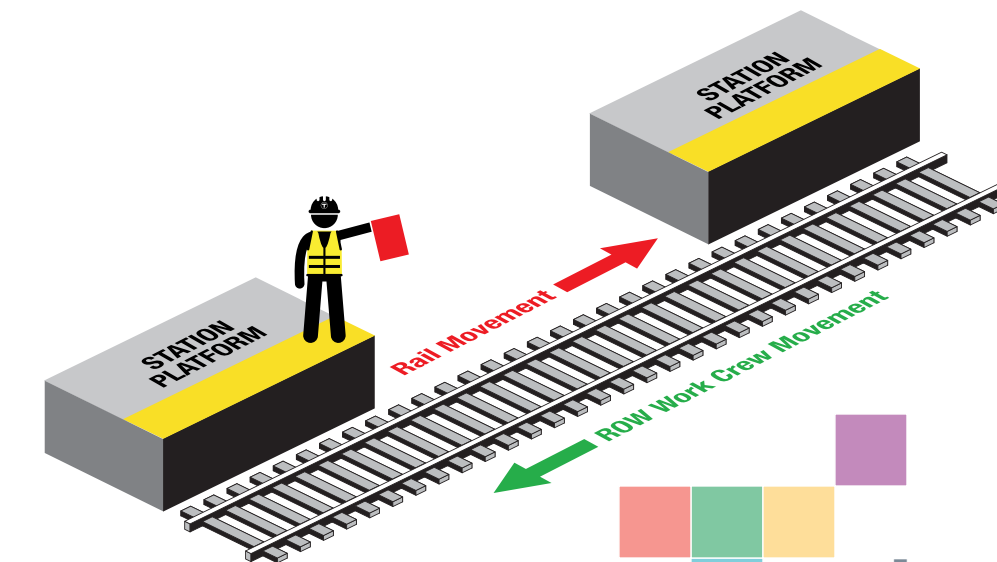
246 railroad grade crossings were completed: adding lane and fog lines and reflective bollards and markers in the road and new brighter light emitting diode (LED) lights at the crossing gates. We also developed technology partnerships with companies like Waze. These safety improvements have an added benefit of helping us deliver on operational efficiencies and improve reliability.

Hi-Rail Training Program

In response to increased derailment of Hi-Rail equipment, a type of dual-mode vehicle that can operate on both roads and railroad tracks, the Rail Training Schools, Construction Logistics and Maintenance of Way teams developed a Hi-Rail training program for construction contractors working on diversion projects. We now certify all contractors before they can use Hi-Rail equipment on the Right of Way (ROW).

Advance Mobile Flagger

Developed and delivered new training programs to support implementation of Advanced Mobile Flagger protection for workers on the ROW.





Safety

Division Re-organization and Hiring

We reorganized the MBTA Safety Division to align with MBTA Safety Priorities and SMS priorities and improve the effectiveness of safety oversight by filling key roles increasing safety staff from 46 to 78 by June 2024.

Safety Management System (SMS) Implementation Plan

Conducted a gap analysis to identify opportunities to progress on SMS Implementation and in June 2024 published the plan.

Construction Safety

Safety staff maintained 24/7 coverage on all Track Improvement Plan surges and increased safety oversight of contractors.

Safety Certification Program

Staff updated the Safety Certification Program which was accepted and approved by the FTA in March 2024. Conducted ~1500 sessions to train 98% of affected employees on the updated program. This program addresses 3 key areas:

1. System Safety and Security
2. Fire Life Safety
3. Occupational Safety

Risk Management

Closed out all overdue incident investigations and revamped the Safety Hotline with the addition of safetyhotline@mbta.com and the Safety Hotline Portal.

Modernization and State of Good Repair

GOAL: Efficiently modernize assets and improve connectivity, while ensuring MBTA property is maintained to a state of good repair


Bringing the MBTA system to a state of good repair has been a major focus of the last year. We implemented closures and diversions across the system and asked our customers for their patience as we mobilized to remove speed restrictions on our tracks. Through this work, we made significant progress.

Implementing the Track Improvement Plan: Removing Speed Restrictions

The Track Improvement Plan (TIP) is a major initiative to eliminate 191 speed restrictions and bring all heavy and light rail tracks into a five-year state of good repair by year-end 2024. Good repair means the infrastructure is structurally sound, functional and meets all applicable safety and performance standards. The program addresses infrastructure on the Red, Orange, Green and Blue lines. By accelerating infrastructure repairs in FY2024 the MBTA accomplished:




130
Speed Restrictions Eliminated


12,973
Ties Replaced


43
Minutes Returned to Riders


82,796
Feet of Rail Replaced

Modernization and State of Good Repair

Acquired New Orange and Red Line Vehicles

To realize on-time delivery improvements, the T renegotiated its contract for new heavy rail vehicles. Through the end of FY2024 we have received 124 of 152 Orange Line cars and 22 of 252 Red Line cars.

Designed New Green Line Type 10 Supercars

We awarded an \$811M contract for delivery of 100 light rail vehicles and engaged riders and incorporated their feedback on the exterior design. The new Green Line supercar will be 40 feet longer than the current Green Line vehicles and include state-of-the-art communication systems, accessibility improvements like wider doors and the latest generation of crash-safety technology which will create a safer environment for both operators and riders.



Acquired for Commuter Rail Operations

Widett Circle is a 24-acre site near South Station that the MBTA purchased to build a new commuter rail layover facility. When constructed, the much-needed layover will reduce deadhead miles by more than 50,000 per year and will reduce congestion on the Fairmount line, enabling more frequent service on that line and the Worcester Line.

Reopened Stations to Attract and Retain Riders

In fall 2022, we closed the **Lynn Commuter Rail Station** on the Newburyport/Rockport Line to address potential station deterioration issues. We began construction of the Lynn interim station in September 2023 and completed the work in December 2023 - restoring commuter rail service 9 months ahead of schedule.

Ashland Station was reopened on the Framingham/Worcester Commuter Rail line. While renovations were performed at Ashland Station, those who needed to get from Framingham Station to Ashland Station were moved via shuttle bus. Work included a complete restoration of the pedestrian overpass, platform resurfacing, as well as installation of digital signage.

South Attleboro Station, on the Providence/Stoughton line, reopened in May, increasing service to the community during morning and afternoon rush hours.

Transparent Communication

GOAL: Ensure the experiences and perspectives of our staff and riders are accounted for through transparent decision making.

Transparency with the public is key to the MBTA's success. This year we launched several communication initiatives to proactively communicate out the status of our work.



Spilling the T launched in October 2023. This monthly podcast takes the public behind-the-scenes at the T to hear directly from MBTA leaders, including the Secretary of Transportation and General Manager (GM), as well as prominent transportation advocates. Across 12 episodes, Spilling the T has netted tens of thousands of streams with honest dialogue.

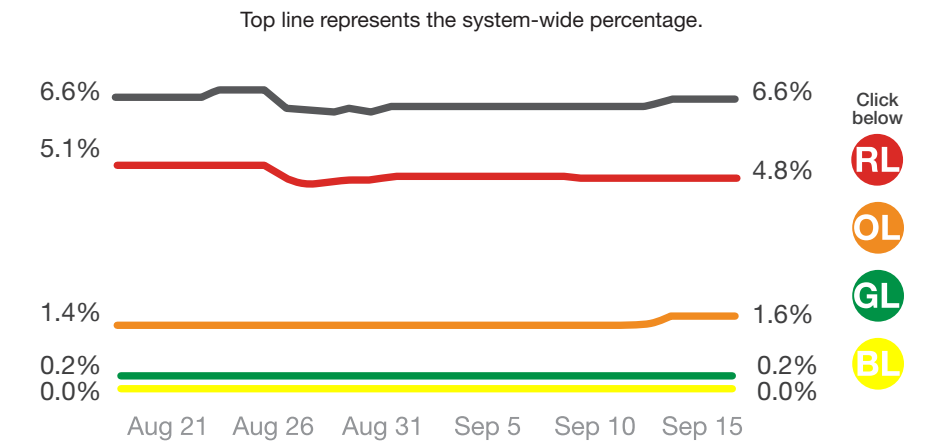
In April of 2023 we updated our [Public Engagement Plan](#), which guides our strategy for engaging with the public.

Our On-line Safety Dashboard allows the public to see the status of the T's progress in responding to FTA Safety Management Inspection Special Directives.

[The Speed Restrictions Dashboard](#) provides riders with up-to-date information on speed restrictions across the MBTA system.

The MBTA has a **Digital Strategy** that has produced engaging informative video content for our riders and employees dating back to the Building a Better T customer awareness campaign in 2019. This year, the we provided an informative, all-access look at the successful Track

Daily speed restrictions over last 30 days as a percentage of the entire subway system.



Improvement Plan. Following every diversion, in-depth recap videos featuring the MBTA workforce not only highlights the work accomplished, but also explains the service benefit it provides for our riders. Each week, dozens of posts across multiple platforms are shared with the T's nearly half a million followers to inform stakeholders of long and short-term plans, celebrate recent accomplishments and earn confidence in the path forward – in total garnering more than 1 billion impressions each year.

Transparent Communications

Staff Communications

In addition to increased transparency with the public, improved communication with staff was a focus of our work this past year. Given the size of the MBTA, our 65+ work sites and round-the-clock operations, ensuring that all staff have the same access to information has been a core challenge that our leadership has worked to resolve.

The MBTA General Manager and members of the leadership team hosted Employee Town Halls and Roundtables. These sessions are intended for senior leadership and employees to listen, address issues and share concerns with the goal of bridging the communication gap between leadership and the workforce.

GM Updates and other leadership communications are intended to provide news and information to the workforce before hearing of events

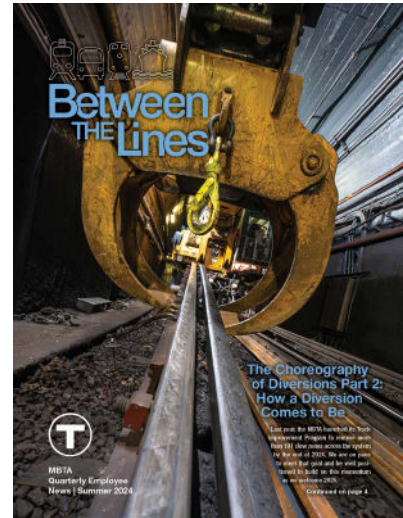


in the media. GM Updates are emailed to all employees and provided to employees without email access through other internal communication methods.



T Insights is a new internal initiative to promote employee engagement across the Authority and to share information on MBTA projects, initiatives and successes. Guests are interviewed and engage with questions asked by employees. Recent topics have included Employee Resources, Workplace Development and Strategic Planning.

Between the Lines is the MBTA's quarterly employee magazine that profiles employees and departments, and informs the workforce of events, projects and initiatives important to our ability to deliver safe and reliable service. Copies are mailed to every MBTA employee to help us share our successes.

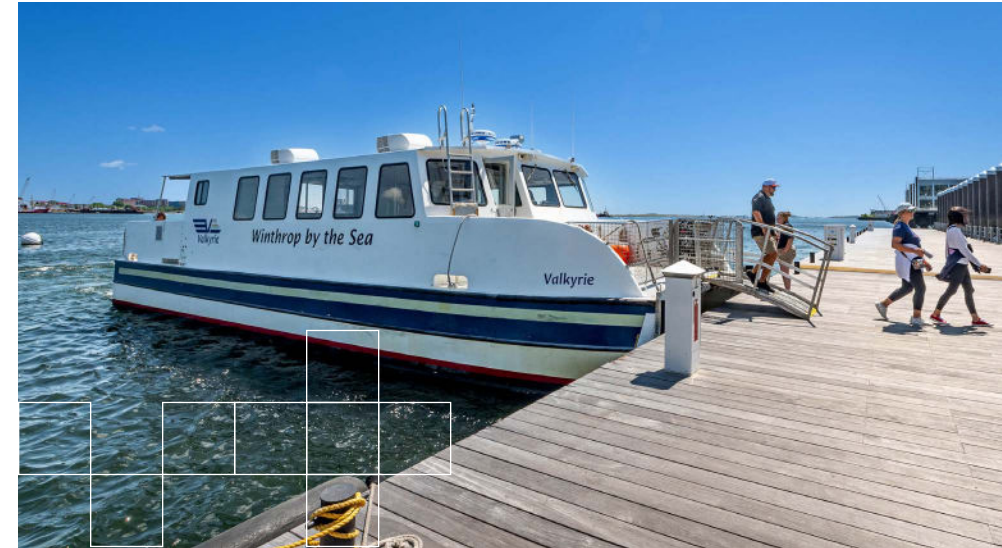


E-mail for All Employees

At the start of the fiscal year, our 4,000 frontline employees did not have MBTA email accounts. This added complexity to all-staff communications. Improving email access was identified as a priority in town halls and round tables and through our annual employee survey. Email access for frontline staff began to roll out this year.

Mode Shift

GOAL: Attract new riders, retain existing riders and increase the percentage of transit trips in the region



Water Transportation Expansion

The MBTA made significant investments to support water transportation in the Commonwealth. Under General Manager Eng, a new position was created. The Director of Commuter Ferry will serve as the point of contact for all the MBTA's ferry operations. In the spring/summer of 2023 the MBTA added 3 new ferry routes serving East Boston, Winthrop/Quincy and Lynn. With MassDOT's summer closures of the Sumner Tunnel for reconstruction, the new ferry service provided a critical connection for the East Boston community. The T also purchased a new ferry to serve the Lynn route in 2024.

Foxboro Service

On October 2, 2023, the MBTA's 2022 Commuter Rail service pilot to Foxboro became permanent. The new Foxboro service includes ten weekday round trips between Foxboro and Boston and parking at Foxboro Station.

Transit Priority Projects

Massachusetts Avenue, Arlington

This collaborative effort aims to improve transit for nearly 5,000 daily bus riders on Route 77 and enhance pedestrian safety. The project includes the addition of an outbound lane from Alewife Brook Parkway to the opposite side of Lafayette Street.

Gateway East, Brookline

This year-long pilot, funded by a MassDOT Shared Streets and Spaces grant, introduced bus-only lanes and transit signal priority on Washington Street, benefiting 15,000 daily riders on Routes 60, 65 and 66.

Broadway under Revere Beach Parkway, Revere

The project extends the southbound morning peak-only bus lane, which serves more than 11,600 daily riders on Routes 116 and 117.



Mode Shift

Advancing Bus Network Redesign (BNR) Implementation

The first BNR service changes will launch as Phase 1 in December 2024, increasing total estimated service hours across the sum of Routes 86, 104*, 109*, 110*, 116*, and 117 by 60% (over Winter 2023 service levels). The service changes also include new connections from Malden and Everett to Airport and Harvard Stations, 6 new bus stop pairs and 4 new Frequent Routes*.

Surveying bus stops

We are developing an inventory of stop conditions and quality to have accurate information about the state of good repair of all bus stops. This inventory allows us to centrally initiate tickets to fix issues. The MBTA has audited over 3,100 (45% of all stops) and replaced or fixed over 500 signs.

Improved bus stop signs

We are making the bus system more legible by adding new bus stop signage. The new signs are larger and easier to read and designate frequent routes that come at least every 15 minutes. We are also making new signs double-sided, allowing approaching riders to see signs from both directions. The larger text is now ADA-compliant and we added a legend to explain new icons in response to rider feedback.



Updated system maps

As part of Bus Network Redesign implementation, we are updating and replacing our maps - including the Rapid Transit Line (aka "spider map"), Bus Connections and "You Are Here" maps. The new maps - which will be installed at stations, in railcars and in shelters show new connections in the Frequent Bus Route network, improve brand consistency and improve legibility including increased contrast for colorblind users.

Service and Economic Vitality

GOAL: Support the regional vitality by providing dependable, frequent, and accessible service that riders love

Worcester Union Station Platform Opened

The new, high-level, center-running platform at Worcester Union station opened to passengers on Monday, July 1, 2024, and improves Union station's functionality, ridership capacity, safety and is fully accessible.



Contactless Payments (AFC 2.0) Implemented

MBTA is transitioning to a new fare system to make it easier for riders. The new system replaces current technology with new ways to pay - including, contactless credit/debit card, phone or smart watch. Available on demand payment is designed to be used on buses (including the Silver Line), heavy rail, light rail and the Mattapan Line.



Opened New Charlie Service Center

To mitigate recurring maintenance concerns and to provide a better experience for riders and employees, the MBTA relocated its Charlie Service Center to 296 Washington Street. The new facility is fully accessible and centrally located at the street level in downtown Boston.



The Charlie Service Center provides services to:

- Buy passes for any mode.
- Replace a damaged or expired CharlieCard.
- Request a Senior CharlieCard, Transportation Access Pass (TAP) or Blind Access Pass.
- Process a name change on a Senior CharlieCard, Transportation Access Pass (TAP) or Blind Access Pass with a valid ID.
- Add credit to a RIDE account.
- Connect reduced fare benefits to a contactless payment method.

Accessibility Improvements

Designs have advanced for major accessibility upgrades at 29 currently inaccessible Green Line stops. Additionally, the MBTA received a \$67 million grant from the FTA to support this work specifically on the B and C branches.

Free Standing Mini High Platforms

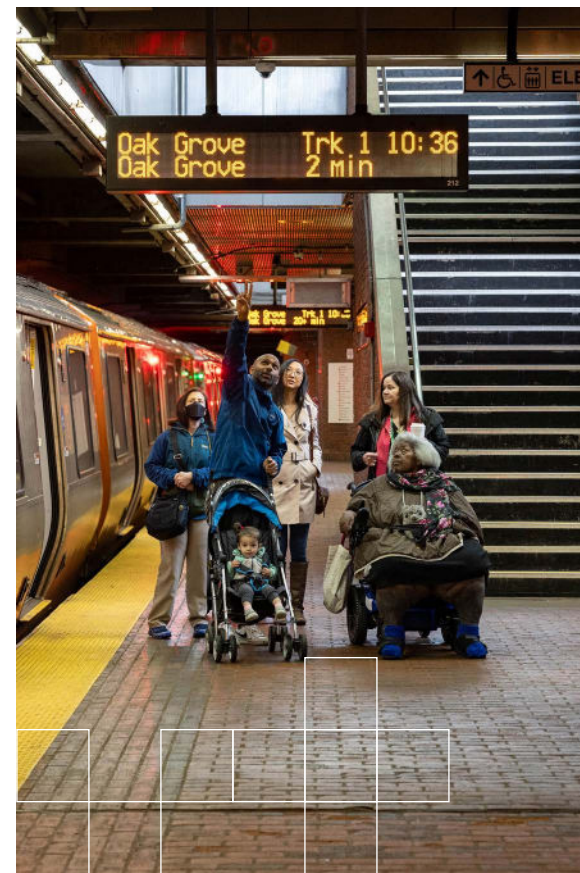
Formalized innovative solution and advanced designs for freestanding mini high platforms at select Commuter Rail stations enabling us to provide accessibility at roughly 10 inaccessible stations over the next year.

Launch of “Access in Motion” campaign

Raising awareness regarding the importance and benefits of accessibility.

Staffing and Training

- Increased staffing levels of Transit Ambassadors at subway stations across the system.
- Developed first ever full day training for accessibility policies and procedures for Transit Ambassadors.



Transit-Oriented Development & Innovative Delivery (TOD/ID)

Development projects and partnerships across the service area improve MBTA infrastructure, address housing needs and build regional economic growth. In FY24 we:

- Developed a new Kendall/MIT Inbound headhouse - a \$30+ million private investment by MIT, open to the public.
- Supported another \$350+ million in improvements to MBTA facilities and infrastructure as part of private development projects.
- Established collaborative real estate agreements to support TOD projects in Attleboro, Boston, Salem, Swampscott and Winchester.



TOD housing units in progress

4,004+ additional housing units in supported projects adjacent to MBTA infrastructure



13.1 Million

SF commercial space in planning or construction



Weekday Ridership Continues to Grow

MBTA Average Weekday Ridership

751,579

for June 2023

Ridership by mode



49%

Subway | 368,458



37%

Bus | 281,611



12%

Commuter Rail | 92,935



0.5%

The RIDE | 3,550



0.7%

Ferry | 5,025

MBTA Average Weekday Ridership

793,621

For June 2024

Ridership by mode



45%

Subway | 359,402



39%

Bus | 305,604



15%

Commuter Rail | 118,107



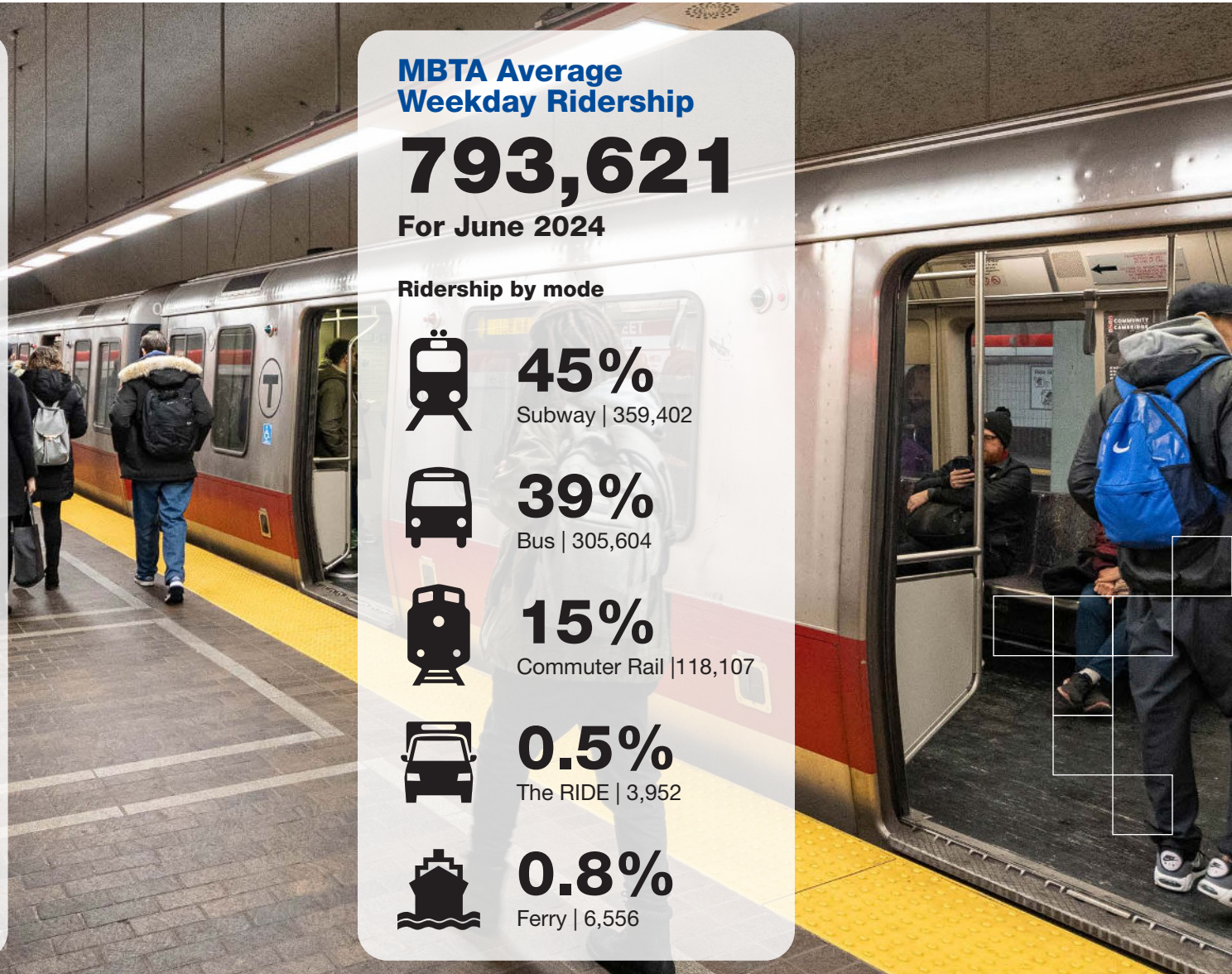
0.5%

The RIDE | 3,952



0.8%

Ferry | 6,556



Service Enhancements by Mode



Commuter Rail

- Increased Fairmount frequency to 30 minutes, 7 days a week.
- Reintroduced a Worcester Express Train.
- Resumed service at South Attleboro.
- Return of Commuter Rail to Lynn.
- Increased weekend frequency and added late night service on all lines.
- Ridership Recovery of 85-90%.



Bus

- Reduced the number of “dropped” trips from more than 8.3% in June 2023 to about 1.7% in June 2024.
- Introduced peak period frequency improvements.
- Made schedule adjustments to improve reliability and more accurately reflect service operations.
- Instituted routing changes.
- Incorporated bus lane improvements.



Paratransit

- In June 2024, the RIDE’s on-time performance reached a record high of 94%, exceeding the MBTA’s overall goal of 90% on-time performance and above its lowest average over the past 12 months of 85%.
- The RIDE Access Center, (its dispatching and scheduling center) substantially reduced average call wait times from 13 minutes 22 seconds in April 2023 to 19 seconds in June 2024, beating its goal of a two-minute wait time.



Ferry

- Added weekend service on the Lynn ferry route in the spring of 2024.
- Initiated purchase of 2 new ferry vessels to serve the Winthrop and Quincy routes.



Heavy and Light Rail

- The **Red Line** operated about 300 trips per weekday (versus 249 in June 2023). The time between trains improved on the Ashmont and Braintree branches to about 14.5 minutes (versus 18.5 minutes in June 2023) and to about seven minutes on the Red Line “trunk” between Alewife and JFK/UMass (versus about nine minutes in June 2023).
- The **Orange Line** operated 284 trips per weekday (versus 200 in June 2023). The time between trains improved to about eight minutes (versus 11.6 minutes in June 2023).
- The **Blue Line** operated 357 trips per weekday (versus 295 in June 2023). The time between trains improved by over half a minute to about five minutes (versus nearly six minutes in June 2023).
- The **Green Line** median weekday peak headways are down to 2-3 minutes and averaging 80 more daily trips since June 2023.
- Mattapan is averaging 80 more daily trips since June 2023.

All

- Extended service and other enhancements for special events such as the Boston Marathon, Celtics Parade, July 4, St. Patrick’s Day, New Year’s Eve.

Note: The figures listed above reflect weekdays without service suspensions.

Sustainability and Resilience

GOAL: Increase the environmental sustainability and resilience of our transit system

Advanced Fleet Electrification

This year, we made progress in our work to electrify our fleets and facilities. We awarded our first ever contract to pilot battery-electric Commuter Rail service, focusing on the Fairmount Line, where we are planning for trains every 20 minutes by 2028. We furthered the [Bus Electrification Plan](#), approving a new contract for the Quincy bus maintenance facility in October 2023 and breaking ground on the North Cambridge retrofit in Spring 2024, as well as adding charging capacity at Cabot and Charlestown bus yards.

We are also launching an electrification study for The RIDE and purchased 16 battery-electric non-revenue vehicles.

Decommissioned 120 Orange Line Train Cars

As we brought new Orange Line cars into service, we focused on decommissioning and recycling the vehicles taken out of service. We salvaged material for memorabilia and recycling (including non ferrous metal, aluminum, light iron and heavy steel) and oversaw the disposal of the remaining non-recyclable components. The lessons we learned from this effort will be applied to the upcoming decommissioning of the Red Line fleet.

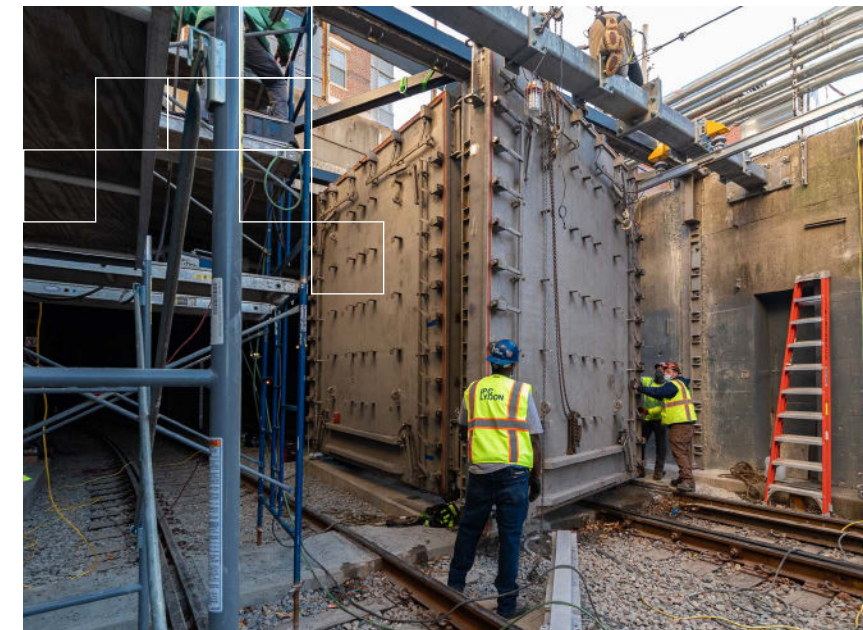


Staffed to Advance Climate Policy and Planning

A new team was announced in September 2023 and fully staffed as of August 2024 to center climate policy and planning in the T's work. The group's [Climate Assessment](#), which provides a roadmap for their work, was presented to the Board in April 2024 and will be released this fall. They have been coordinating with MassDOT, the Executive Office of Energy and Environmental Affairs and other stakeholders to advance the State's response to climate change. The new group works in partnership with the Environmental Department, which has also added new resilience and energy program staff.

Advanced Flood Protection Measures

The Blue Line Airport Tunnel Portal is a highly vulnerable part of our system that the T is working to protect through our system-wide tunnel flood protection program. A \$10 million Building Resilient Infrastructure



and Communities (BRIC) grant from FEMA provides half of the funding to deploy hinged flood doors, upgrade 2 pump rooms and convert the overhead contact system to third rail.



Secured Grants and Completed Studies

Bus electrification advanced with new federal funding including \$40 million awarded in July 2024 through the Low or No Emission Grant Program, in addition to \$116 million awarded in FY22.

Received a \$35 million allocation toward battery-electric bus facilities over the FY25-29 period through the U.S. DOT Carbon Reduction Program administered by MassDOT.

A Tufts study on the impact of heat on employees and facilities was completed: *Beating the Heat: Documenting and Enhancing the MBTA's Responses to Extreme Heat Events*.

Workforce

GOAL: Retain, attract, and invest in a diverse and qualified workforce that represents our ridership

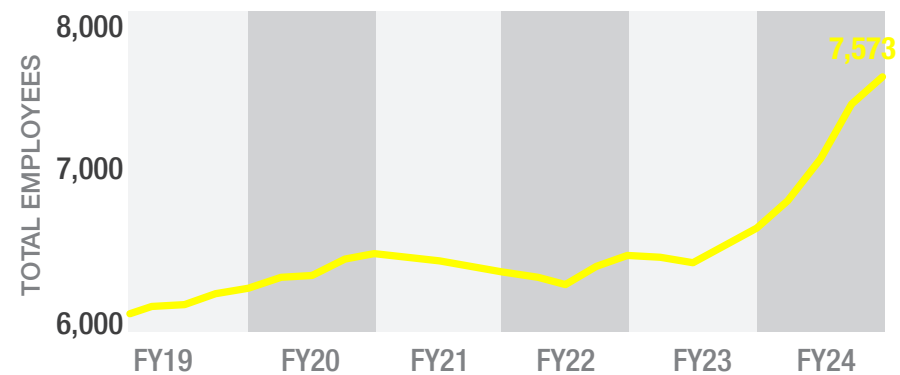


This year, we focused on the people who make the MBTA run. Investments in our workforce will enable us to provide the level of service our riders expect while enabling safe operations that protect our workforce and riders.

- Improved holiday pay for employees working on Thanksgiving and Christmas.
- Clarification of compensatory time for salaried employees.
- Expansion of bereavement leave to include domestic partners.

Rebuilding Our Workforce

We exceeded by 125 our FY24 hiring goal of 2,020 vacancies filled. We are also making great strides to rebuild our workforce to meet safety and service goals.



Hiring and Supporting Our Workforce

We undertook new approaches to identify, attract and support our diverse workforce by:

- Hiring over 100 Track Laborers through an innovative Hiring-On-The-Spot event.
- Offering better transparency and service through the new workforce management portal for employees.
- Starting bus operator new hires as full-time employees, helping to support a wider pool of candidates interested in investing in a career at the MBTA.
- Launching in-person new hire orientation.
- Revamping the instructional design process and completing 23 large scale projects.
- Designing an optional skills training for employees seeking advancement.
- Providing Leadership Development training 300+ managers.
- Continuing to support and elevate diverse voices at the MBTA through our Multicultural, Veteran's, Pride, Women's and Accessibility and Inclusion Employee Resource Groups (ERGs) as well as through the MBTA Diversity, Equity and Inclusion Employee Advisory Group.



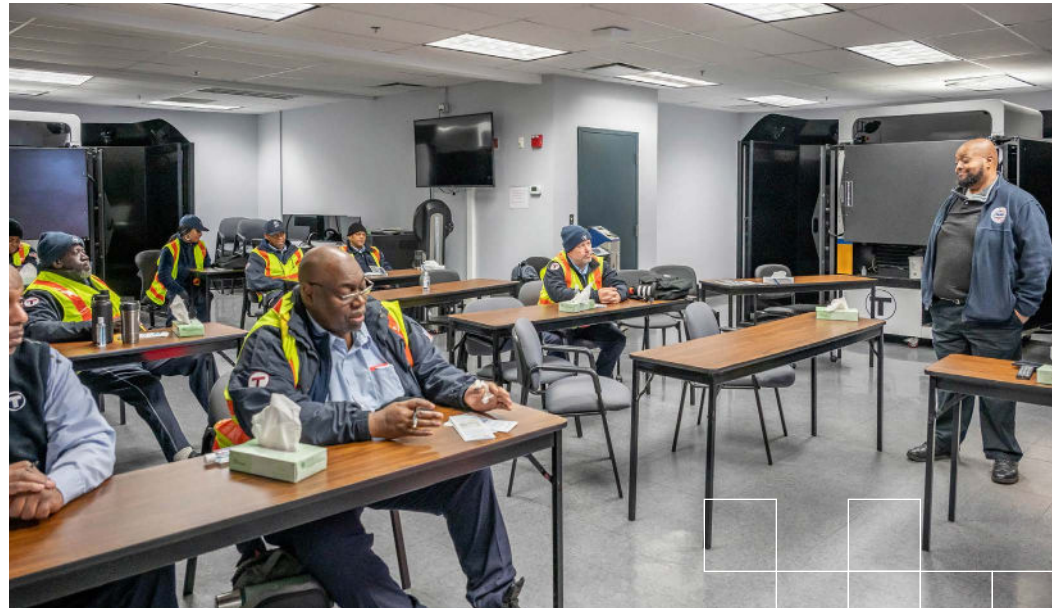
Workforce

Changes to the Training School to Meet 2024 Hiring Goals

To support Bus and Heavy Rail, hiring targets, the T made changes to its training school including: increasing training staff, launching a new training center in South Station and refining our training curriculum with the introduction of a new internal certification program and new training content across all schools.

Bus Operations Training Relief Program

In late 2023 Bus Operations introduced the Training Relief program to schedule training and professional development for bus operators. The Bus Training School now facilitates and delivers 5 days of training for every bus operator every 2 years. The program is expected to expand to Heavy and Light Rail employees in early 2025.

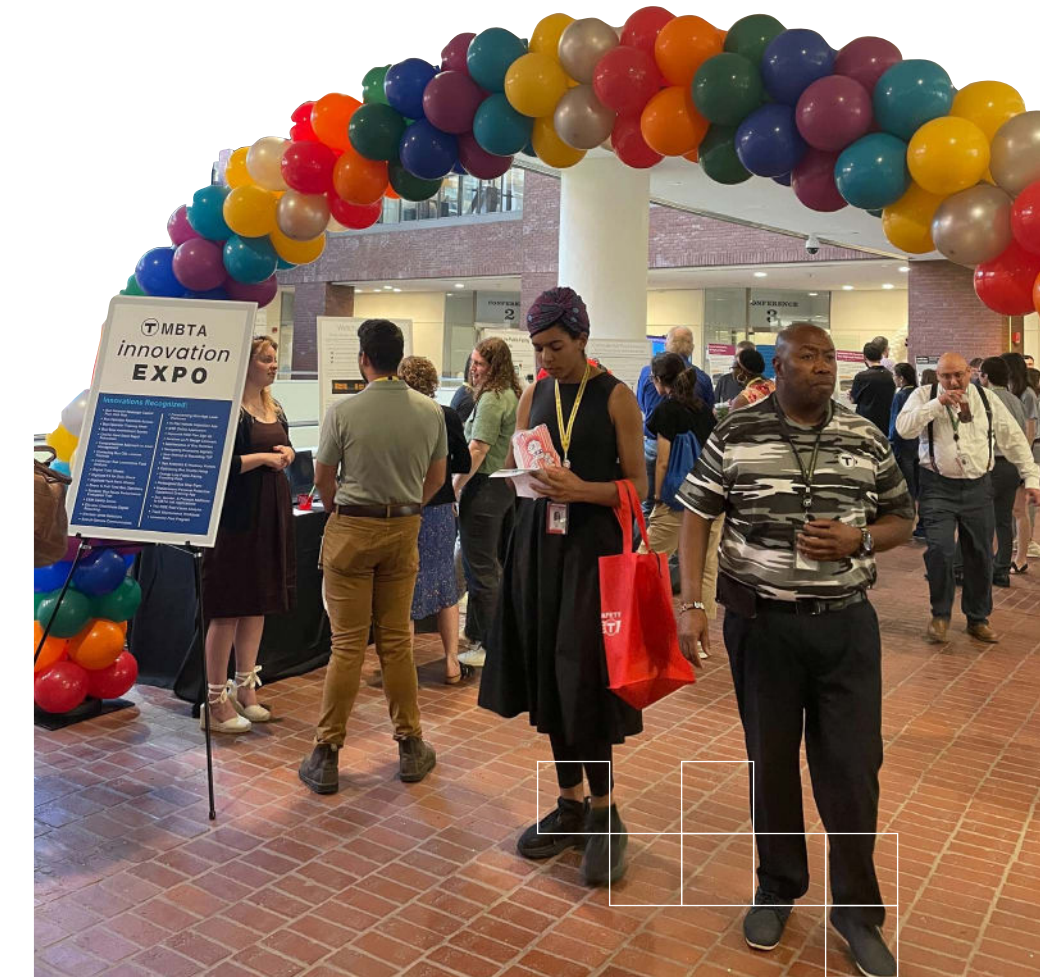
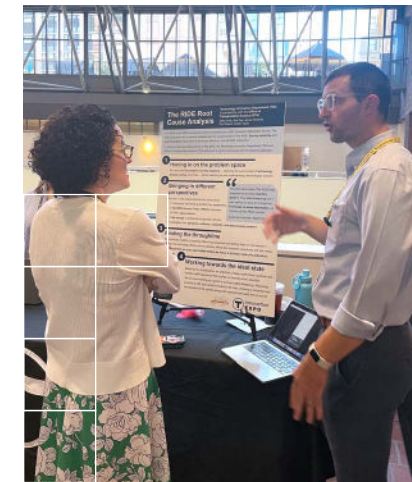


Workforce

An Innovation Expo Highlighted the Ingenuity of Our Staff

The MBTA hosted its first Innovation Expo in June of 2024. This forum showcased the work of 34 home grown innovations from the across the T and celebrated our employees' achievements. The T defines innovations as the implementation of new ideas, processes, or ways of working that have a positive impact and value to the MBTA. Over 200 people attended the Expo. Innovations exhibited included:

- Data and Digital Tools to Enhance Strategic Decision-making.
- Efficiency Improvements.
- Customer Experience Improvements.
- Safety, Quality, and Employee Experience Improvements.



Communicating Our Costs

GOAL Communicate openly about our costs and the revenue needed to support our ongoing service and the growth of our system

This year, the MBTA strived to increase transparency and communication about our costs and the needed revenue to support our existing and future operations. The MBTA has significant infrastructure needs and staffing shortfalls to fill, and yet we are facing a serious operating budget shortfall in Fiscal Year 2026, which will need to be addressed.

Identifying the Cost of State of Good Repair

To continue transparent communication about the MBTA's costs and revenue needs, the [Capital Needs Assessment](#) was presented to the Board of Directors in November 2023. This latest assessment was built based on extensive analysis of asset condition data and highlighted a \$24.5 billion replacement cost to bring the MBTA to a State of Good Repair.



Explaining the History of MBTA Funding

The MBTA is facing a fiscal cliff in FY25, with a \$255.7 million budget shortfall projected. How did we get here? Through participation in the State's Transportation Funding Task Force, presentations to the MBTA Board and transparent communication through the Spilling the T podcast, we have told the story of our funding challenges. In January 2024, we highlighted the history of MBTA funding and financing the future in an episode entitled "Financing the Future."



Funding Equitable Access to Transit

The MBTA board approved and staff implemented a new Income-eligible Reduced Fare Program. This program, designed to provide half-priced fares to riders under 200% of the Federal Poverty Level, is expected to serve 60,000 riders and increase trip-making for these riders by 25-30%.



Pursuing Grants to Bridge Funding Gaps

To leverage the MBTA's own capital investments and address funding shortfalls, the T aggressively pursues eligible discretionary funding opportunities to help the Authority achieve its strategic priorities. This past year, we submitted 13 applications and secured more than \$130M in Federal discretionary funding, including:



\$22.4 Million

from Rebuilding American Infrastructure with Sustainability and Equity (RAISE) for Lower Broadway Transit Priority Corridor.



\$40 Million

from Low or No Emission Grant Program for Battery-Electric Bus Procurement.



\$67.6 Million

from All Stations Accessibility Program (ASAP) for Green Line Accessibility Improvements.

Next Steps



Transit Vision

As we bring our system to a state of good repair, we are also thinking ahead about our vision for the service we want to provide to our riders. This fall, we are developing a vision for service across all MBTA modes.



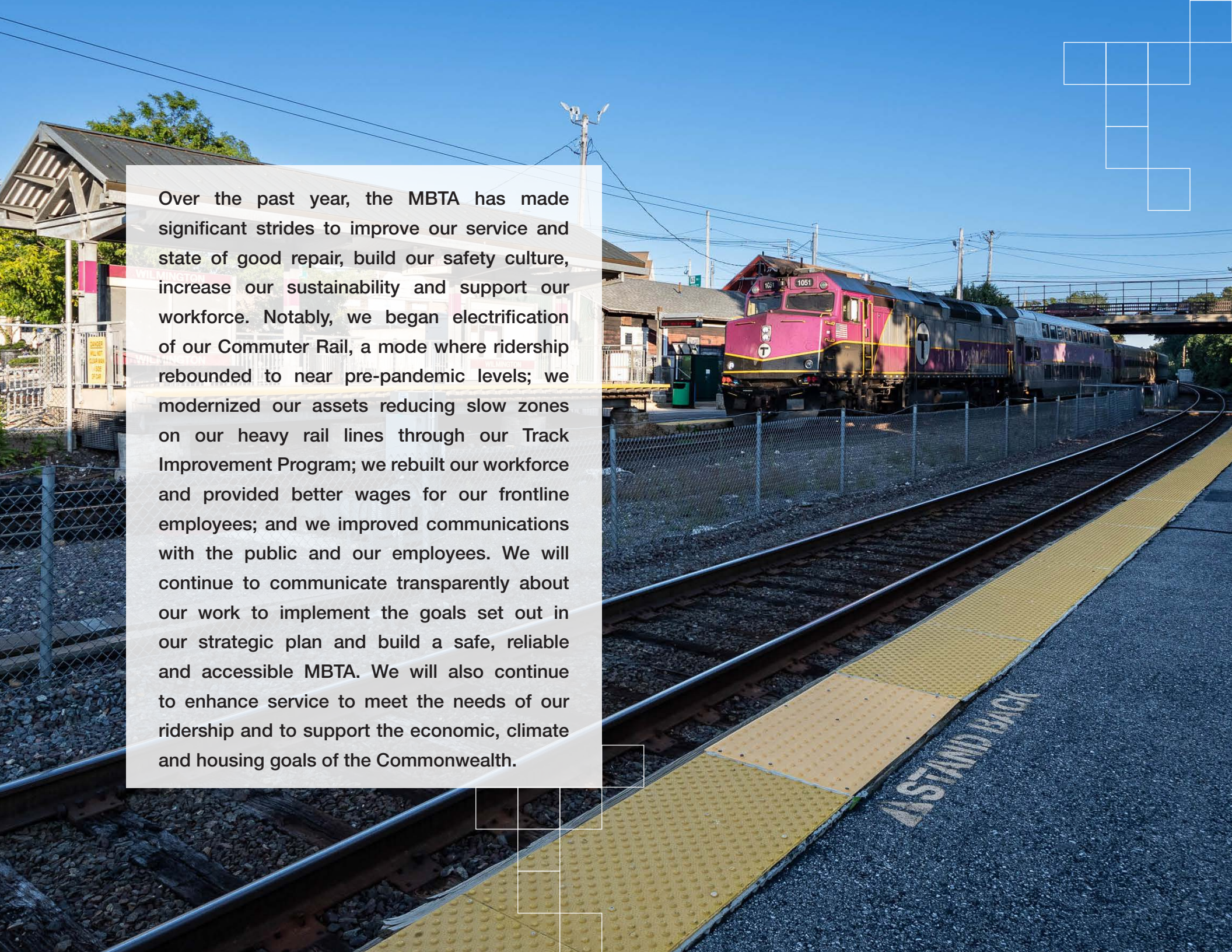
Long-Range Capital Plan (Program for Mass Transportation)

Work on the T's Long-Range Capital Plan, the Program for Mass Transportation, is beginning this fall. This plan will provide an opportunity to gather public feedback and evaluate how different projects can help achieve the T's goals.

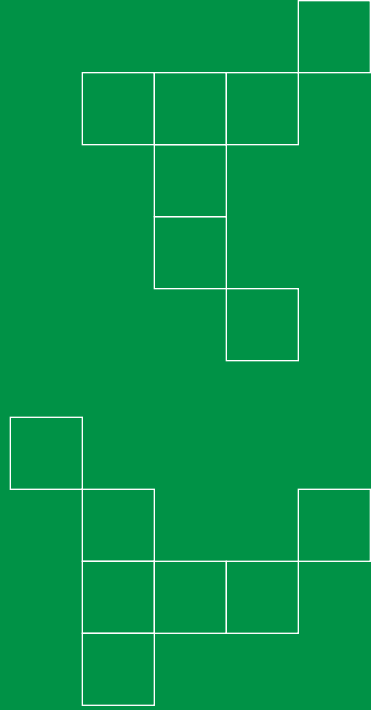


Outcomes and Metrics

Our Transit Vision will also inform the development of outcomes to guide the implementation of our strategic plan. We will be finalizing metrics to track our progress.



Over the past year, the MBTA has made significant strides to improve our service and state of good repair, build our safety culture, increase our sustainability and support our workforce. Notably, we began electrification of our Commuter Rail, a mode where ridership rebounded to near pre-pandemic levels; we modernized our assets reducing slow zones on our heavy rail lines through our Track Improvement Program; we rebuilt our workforce and provided better wages for our frontline employees; and we improved communications with the public and our employees. We will continue to communicate transparently about our work to implement the goals set out in our strategic plan and build a safe, reliable and accessible MBTA. We will also continue to enhance service to meet the needs of our ridership and to support the economic, climate and housing goals of the Commonwealth.



Massachusetts Bay Transportation Authority | 10 Park Plaza, Boston, MA