



Charles D. Baker, Governor  
Karyn E. Polito, Lieutenant Governor  
Stephanie Pollack, MassDOT Secretary & CEO



## MINUTES

### **Meeting of the MassDOT Board of Directors and Joint Meeting of the MassDOT Board of Directors and the Fiscal and Management Control Board**

**May 20, 2019**

At the call of Chair Stephanie Pollack, a meeting of the MassDOT Board of Directors (Board) was called to order 12:12 p.m. at the State Transportation Building, Transportation Board Room, 10 Park Plaza, Boston, Massachusetts joining the Fiscal and Management Control Board meeting for Joint Board presentations.

Those present were Chair Stephanie Pollack, Directors Betsy Taylor Robert Moylan (departed at 3:06 p.m.), Tim King, Joseph Sullivan (departed at 3:00 p.m.), Kathleen Murtagh, Monica Tibbits-Nutt and Dean Mazzarella (arrived at 12:50) being a quorum of the Board of Directors of the Massachusetts Department of Transportation (Board).

Also present were Highway Administrator Jonathan Gulliver, Aeronautics Administrator Jeffrey DeCarlo, Rail and Transit Administrator Astrid Glynn, Registrar of Motor Vehicles Erin Deveney, FMCB Chair Joe Aiello (arrived at 2:04), FMCB Director Brian Lang (arrived at 2:04 p.m.), Jeff Gonneville, David Panagore, Dave Abdoo, Scott Hamwey, Wes Edwards, David Pottier, Michelle

Ho, Samantha Silverberg, Mike Muller, General Manager Steve Poftak, Owen Kane, Marie Breen, Jody Ray, Mike O'Dowd, and Nathan Peyton, .

The Chair opened up the public comment session.

The following individuals, Executive Director T4MA Chris Dempsey, Eric Bourassa from MAPC and Sarah Levy from Green Roots commented on the I-93 Southbound HOV lane.

Next, Wendy Landman Executive Director for Walk Boston commented on the Rutherford/Sullivan Square Bus Lane Project and the I-93 interchange.

Next, Charlestown residents Rob Pelychaty and Nathan Blanchett commented on the Rutherford Bus Lane and re-design process.

Next, Lynn Weissman and Karl Alexander from Friends of the Community Path commented on the Capital Investment Plan and the Green Line Extension (GLX).

Next, Mary Connaughton from the Pioneer Institute commented on the Allston Project mitigation plan.

Next, Jeff Bilezerian commented about a road closure in Sagamore.

Next, Staci Rubin from CLF commented on the I-93 Southbound HOV lane, the Allston Project and the Tobin Bridge project.

Next, Jarred Johnson from Transit Matters and Julia Wallerice from the Institute of Transportation Development and Policy commented on the I-93 southbound HOV lane and bus service on the Rutherford Avenue corridor.

Next, Marilyn McNabb commented on the South Boston Day Boulevard roadway project.

Next, Tom Ryan from A Better City commented on the MassDOT Capital Plan, Asset Management Plan and the MBTA operating budget.

Lastly, Elena Saporta from the Friends of Community Path commented on the GLX community path.

Chair Pollack closed the public comment session at 12:50 p.m.

Next was the approval of the April 22, 2019 minutes.

On motion duly made and seconded, it was:

**VOTED: to approve the minutes of April 22, 2019**

Chair Pollack provided her report updating the Board on recent activities of and topics of interest to MassDOT, specifically: Bay State Bike Week, the status of Chapter 90 for 2019; the Safe Routes to School Program; Re-Inventing Transportation Demand Management; and the MassDOT and MBTA Capital Investment Plan for FY 2020-2024, as set forth in the attached document labeled, "Secretary's Report, May 20, 2019."

Next, Chair Pollack called upon Jonathan Gulliver, Highway Administrator to present Agenda Item 3, the report of the Highway Administrator. Mr. Gulliver provided the Board with updates on the Tobin Bridge/Chelsea curves project, the Charles River Dam Road Safety Improvements and discussed snow and ice year-end numbers, as set forth in the attached document labeled, "Highway Administrator's Report, May 20, 2019." Discussion ensued.

Chair Pollack noted for the record that the reports from the Rail and Transit Administrator, Aeronautics Administrator and Registrar of Motor Vehicles were written submittals and included in their board materials.

Next, Chair Pollack called upon Boris Lazic, MassDOT Senior Director of Human Resources to present Agenda Item 7, an update on Workforce Planning. Mr. Lazic provided a general review of workforce planning at MassDOT and continued to discuss current initiatives and current and future challenges and opportunities. Mr. Lazic recommended the formation of a permanent workforce

planning taskforce that would establish a decision-making committee that would hold the agency accountable for implementation of the plan and its strategies. Mr. Lazic concluded by reviewing the current workforce planning process and its five phases, as set forth in the attached document labeled, "Human Resources, Workforce Planning, May 20, 2019." Discussion ensued.

Next, Chair Pollack called upon MassDOT Chief Financial Officer David Pottier to present Agenda Item 8, an update on the FY20 Operating Budget. Mr. Pottier provided projections and key assumptions for the FY20 MassDOT Operating Budget and discussed the budget highlights, noting that MassDOT's budget was divided into toll and non-toll components. He said key funding sources included legislatively-approved transfers from the Commonwealth Transportation Fund for operations, RTA's and the Merit Rating Board, tolls, the Motor Vehicle Inspection Trust, federal grants and own source revenues.

Mr. Pottier continued reviewing the toll and non-toll budgets in detail and said he expected to have a final budget in June or July for Board approval, as set forth in the attached document labeled, "MassDOT FY20 Operating Budget, May 20, 2019." Secretary Pollack contributed to the dialogue and discussion ensued.

Next, Chair Pollack introduced Agenda Item 9, an increase in the Administrators' Salaries. Chair Pollack noted that Section 29(C) of the MassDOT enabling statute 6C requires Board approval of the four administrators' salaries.

This year the Baker-Polito administration had approved a 2% raise for managers, and with approval from the Board, Chair Pollack would like to give the Administrators' the same increase, as set forth in the document labeled "MassDOT Administrators' Salaries, May 20, 2019." Discussion ensued.

On motion duly made and seconded, it was:

**VOTED:**

**That the Board of Directors hereby approves the salaries of the Division Administrators for Highway, Registry, Aeronautics and Rail & Transit as presented during the May 20, 2019 Board Meeting.**

Chair Pollack announced that Agenda Item 10, the MassDOT Q3 Capital Program Update was a written submittal and included in their Board materials.

At the call of Chairman Joseph Aiello, a meeting of the Fiscal and Management Control Board (FMCB) was called to order at 2:03 p.m. at the State Transportation Building, Transportation Board Room, 10 Park Plaza, Boston, Massachusetts joining the MassDOT Board of Directors (Board) Meeting for Joint Board presentations. .

Secretary Pollack called upon Chair Aiello to present Agenda Item 11, the Report from the Fiscal and Management Control Board. Chair Aiello provided highlights of recent meetings including updates on the efforts of the commuter rail AFC integration, safety, Red/Orange Line Programs, Positive Train Control, Q3 Budget Operating Performance, Q3 Capital Programs, external pilot policy program, Rail Vision Program,

The RIDE transformation initiatives and service updates, and the Green Line Transformation Project.

The FMCB also heard updates from staff on the MBTA's long-term capital plan, strategic plan, the LEAN Program, AFC 2.0 and late-night bus pilot. The FMCB also was provided a presentations of the draft 2020-2024 CIP, and voted to approve a PM/CM contract amendment for the Red/Orange Line Program, a South Coast Rail PM/CM contract, a contract for the Chelsea Commuter Rail station construction, a contract for the Longfellow approach project and a contract for the overhaul of the

Next, Chair Pollack called upon Deputy Chief Financial Officer Michelle Ho to present Agenda Item 12, the Draft Capital Investment Plan (CIP). Ms. Ho's presentation included CIP updates on the process, investment overview, status, sources and uses, draft spending by source, updated program changes, project selection, and a new CIP on-line format. Ms. Ho requested the MassDOT Board and the FMCB to formally vote to release the Draft CIP for public comment and review, as set forth in the attached document labeled, "Draft CIP Update SFY 2020-2024, May 20, 2019." Director Robert Moylan congratulated Ms. Ho on her work and noted she had presented the Draft CIP to the Capital Programs Committee on May 15 at which time it was recommended to go before both Boards for approval to release to the public. Discussion ensued.

On motion duly made seconded, it was:

**VOTED:**

**That the Secretary/CEO is hereby authorized and directed to take any steps deemed necessary and appropriate, to request public comment for the Department's Draft FY20-24 Capital Investment Program.**

Chair Pollack noted for the record that the Monthly Commuter Rail Performance Update, Agenda Item 13 was a written submittal and included in their Board materials, as set forth in the attached document labeled, "FMCB Commuter Rail Update, May 20, 2019."

Next, Chair Pollack called on Assistant General Manager for Strategic Initiatives Mike Muller to present Agenda Item 14, the South Coast Rail update. Mr. Muller provided the Boards with a background of the project and a review of the proposed new service. Mr. Muller continued with an overview of the operating and maintenance cost methodology and estimated net cost and concluded with a timeline of next steps, as set forth in the attached document labeled, "South Coast Rail: Operating & Maintenance Costs, May 20, 2019." Discussion ensued.

Chair Aiello asked that Mr. Muller return to the FMCB in three weeks to provide additional budget information for the maintenance of equipment and investment costs to be included in the five-year proforma.

Director Sullivan requested more information on return on investment and suggested further discussion on an economic model.

Next Chair Pollack called on Mike O'Dowd, MassDOT's Project Manager to present Agenda Item 15, an update on the Allston Multi-Modal Project. Mr. O'Dowd reviewed the project schedule and continued with progress made since his last update to the Boards in February. Mr. O'Dowd updated the Boards on CTPS modeling, the West Station Flip Analysis comparisons, the throat area construction staging considerations



and the single track-staging concept, as set forth in the attached document labeled, “I-90 Allston Interchange – A Multi-Modal Transportation Project, May 20, 2019.” Discussion ensued.

Chair Pollack next called upon Manager of Long-Range Planning Scott Hamwey and Wes Edwards, Assistant General Manager of Service Development to present Agenda Item 16, an update on MassDOT and MBTA municipal transit coordination, including a discussion on Rutherford Avenue. Mr. Hamwey reviewed the history of bus lanes and noted the MBTA currently did not operate any revenue bus service on Rutherford Avenue. He confirmed Rutherford Avenue had been identified through planning efforts as a potential for re-routed bus service. Mr. Hamwey said this presentation would describe how intra-party coordination currently happened and reviewed coordination efforts with the MBTA, Highway, Planning and municipalities.

Mr. Edwards identified 14 miles of high priority corridors where investment in bus priority infrastructure would have the highest returns, ensuring the highest ridership buses could move quickly and reliably through congested areas. Mr. Edward continued with a discussion of MBTA coordination with municipalities.

Mr. Hamwey returned and discussed MassDOT’s planning efforts and coordination among the MBTA, the RTAs, MassDOT and municipalities to ensure that all relevant capital projects considered transit accommodations, as set forth in the attached document labeled, “MassDOT and MBTA Bus Infrastructure Coordination, May 20, 2019.” Discussion ensued.

Next, Chair Pollack called on Jonathan Gulliver, Highway Administrator and Deputy General Manager Jeff Gonneville to present Agenda Item 17, the Emergency Access Ramp in South Boston. Mr. Gulliver prefaced the presentation with an overview of the emergency access ramp. Mr. Gonneville discussed current use by the Massachusetts State Police and emergency vehicles and noted the MBTA and MassDOT Highway Division were working together to develop and deliver a solution for Silver Line buses to safely use the ramp in order to provide customers with improved service, shorter run times.

Mr. Gulliver and Mr. Gonneville proposed a pilot beginning in late summer on weekday afternoons during peak congestion periods when traffic was moving less than 30 mph to allow for a safe merge, as set forth in the attached document labeled, "South Boston Waterfront – Emergency Access Ramp Silver Line, May 20, 2019." Discussion ensued.

On motion duly made and seconded, it was:

**VOTED: to adjourn the MassDOT Board of Directors at 3:56: p.m.**

**Documents relied upon for this meeting:**

Minutes of April 22, 2019 meeting  
Secretary's Report, May 2019  
Highway Administrator's Report, May 2019  
RMV Update, May 2019  
Rail and Transit Administrator's Report, May 2019  
Capital  
Funding for Airport Improvements & Pavement Maintenance Update, May 2019  
Human Resources Workforce Planning, May 2019  
MassDOT FY20 Operating Budget, May 20, 2019  
MassDOT Administrators' Salaries, May 20, 2019  
MassDOT Q3 Capital Program Update  
Draft CIP Update SFY 2020-2024, May 20, 2019  
FMCB Commuter Rail Update, May 20, 2019  
South Coast Rail: Operating & Maintenance Costs, May 20, 2019  
I-90 Allston Interchange – A Multi-Modal Transportation Project, May 20, 2019  
MassDOT and MBTA Bus Infrastructure Coordination, May 20, 2019  
South Boston Waterfront – Emergency Access Ramp Silver Line, May 20, 2019