

2010

Fairmount Corridor TIGER II Planning Grant



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MBTA

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PROPOSED ACTIVITIES

Background:

The MBTA, over the past six years, has dedicated more than \$175 million in capital funding resources to upgrade the infrastructure on the Fairmount Line and enhance the access to rail transportation for residents of the urban and culturally diverse neighborhoods of Roxbury, Dorchester, Hyde Park and Mattapan. In 1978, when the Fairmount Line commuter operations were restored, the intention was to provide Readville to South Station service on a “temporary” basis during the Southwest Corridor Orange Line relocation construction of the late 1970’s to 1987. Most of the urban neighborhoods through which the Line runs by were bypassed without station stops, leaving area residents with limited service access.

Today, the Fairmount/Indigo Line is being transformed and the limited neighborhood access will soon be history. By 2012, the MBTA is committed to completing four new stations on the Fairmount Line within some of Boston’s most dense, transit-dependent neighborhoods. These four new stations, located at Newmarket, Four Corners/Geneva, Talbot Avenue and Mattapan (See Exhibit 1), will have completed a comprehensive program, which will provide the Fairmount Corridor with significant capital improvements that will include in addition to design and construction of the new stations, track replacement, reconstruction of seven structurally deficient bridges, installation of signal system upgrades, station refurbishments, provision of full accessibility at Morton St. and Uphams Corner stations and cosmetic improvements of bridges and stations along the line.

Scope of Project:

The purpose of this major capital investment program has been to provide improved service reliability and attract new riders. Now with the infrastructure elements soon to be fully in place, the MBTA and community partners look to maximize the return on that investment by planning and implementing service that is reliable and most responsive to Corridor resident needs. TIGER II Planning Grant funding is sought to support the following items:

- 1) Service planning integrating Fairmount service with bus and trolley transit modes in the Corridor;
- 2) Marketing and “re-branding” initiatives as part of ridership- building strategy development for Fairmount service;
- 3) Development/assessment of communication and service management technologies that can be used in more effective and efficient operation of Fairmount rail service and connecting transit; and
- 4) Feasibility analysis of alternative rail shuttle equipment and alternative energy vehicles that could be used more appropriately in long-term implementation of Fairmount Line operation.

This planning effort will complement the ongoing work by MBTA/MassDOT in fare policy review, long-range planning for South Station and commuter rail layover capacity. By focusing on the development of transit capacity and the provision of quality transit services, this Fairmount Line transit planning project can address critical land use and transit-oriented development initiatives within the corridor. This transportation-specific application is linked to and supports the smart growth land use agenda led by the City of Boston and the Fairmount Collaborative of community development organizations. Therefore, this project has been prepared in coordination with the Challenge Planning Grant application which is being prepared by the City of Boston, which is focused on the Station Area Planning and predevelopment assistance finance tools.

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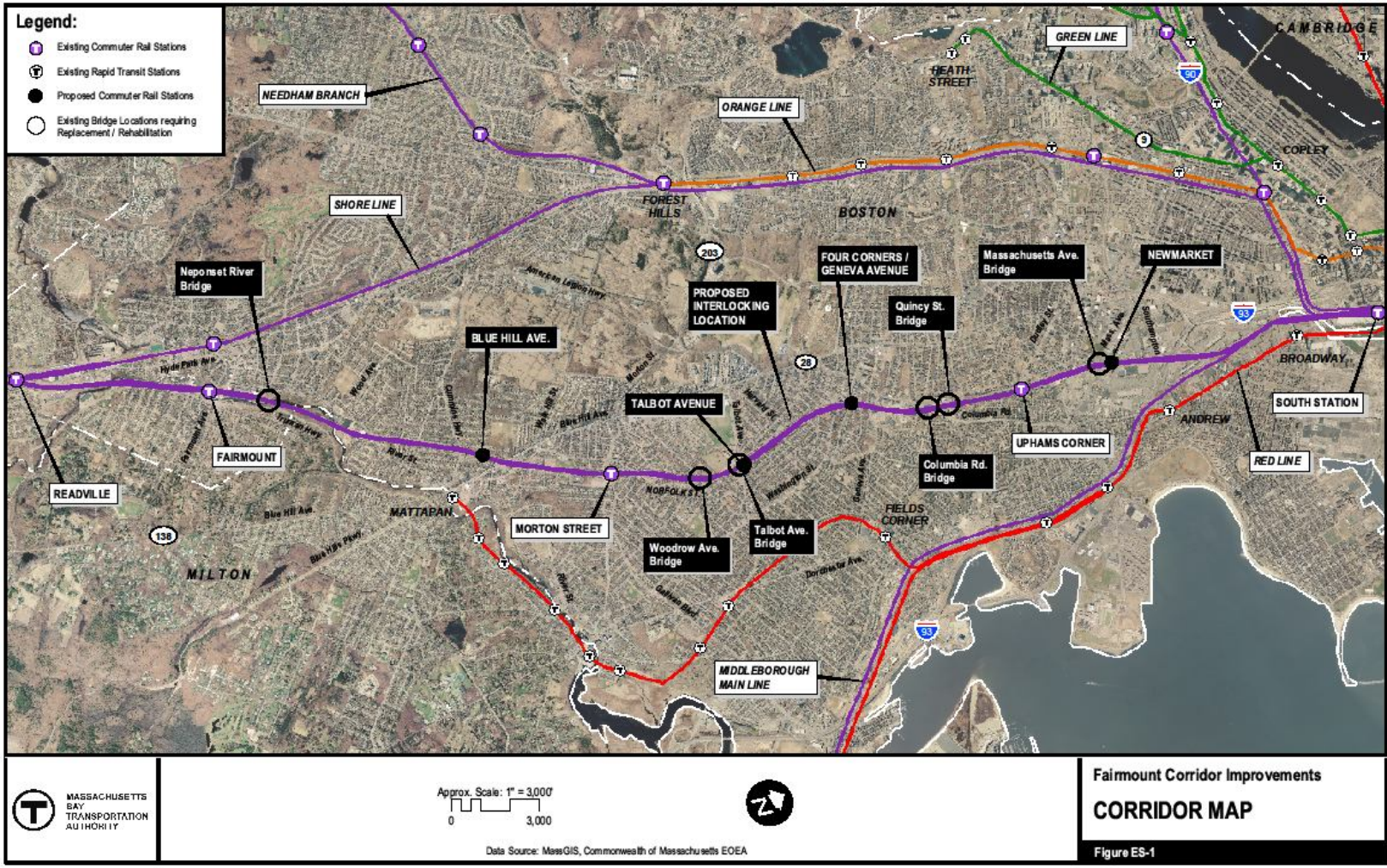


Exhibit 1.
Fairmount Stations

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Work Plan:

Project planning elements proposed center on the following tasks:

- Operations Service Planning: The MBTA with input from community organization partners and residents will coordinate Fairmount service schedule development with the 20 bus routes that operate in the Corridor, many of which are overcrowded and face challenges in maintaining scheduled frequency/run times given traffic congestion on area roadways. Most MBTA commuter rail routes serve suburban areas so a different type of service plan that is specifically tailored to the needs of a more densely populated, urban and transit dependant community is needed. Task will produce a Fairmount Line Ridership Growth Strategy aimed at developing a service & operations plan that maximizes, within MBTA operating budgetary constraints, the rail service's responsiveness to Corridor travel needs. Strategy development will include assessment of potential operations initiatives including shuttle service extension to Route 128 as well as planning for, weekend service operation, and expansion of weekday hours of service operation. Service planning will also evaluate corridor destinations, such as employment, shopping and education centers, and how new stations and expanded service can be utilized to increase the accessibility of these locations. Schedules, headways and fare will be key variables in ridership prediction models that will be developed.

Deliverables:

- *Fairmount Ridership Growth Strategy report specifying cost, ridership impact of service planning options;*
- *Civic engagement process in plan development including neighborhood meetings, organization outreach. - Estimated Cost--\$300,000*

- Marketing/Rebranding Initiative: Fairmount service is currently disconnected from the communities through which it operates. Although the 9.2 mile Fairmount Line from South Station to Readville is entirely within the City of Boston, the commuter rail service is perceived as a premium "suburban" service. Because of this perception along with the traditional limited access within the dense neighborhoods through which it operates, the Fairmount Line has been the most underutilized of the MBTA commuter rail lines operating at 25% of seating capacity. With addition of new stations, opportunity is presented to rebrand Fairmount service and better integrate it into the community as a "first choice" for transit to Downtown and inter-Corridor travel. Doing so requires an extensive education campaign within communities about Fairmount service and heightened visibility of stations and services through mechanisms including media, community postings, print material and events.

Deliverables:

- *Marketing plan and materials for promotion of Fairmount transit service targeted to Corridor communities. - Estimated Cost--\$200,600*

- Technologies Planning: Development of a technologies plan for more efficient operation and more effective communication with customers is proposed. Fairmount Line as the only commuter rail line entirely within the City of Boston and as such presents a prime opportunity as a pilot service for testing/assessment of communications and service management/coordination technologies. Additionally opportunities for *intelligent transit applications* to provide bus to train transfer and schedule information as well as next train/bus arrival information in real time will be studied as well.

Deliverables:

- *Pilot Fairmount Line technologies program for service coordination and customer communication - Estimated Cost--\$225,000*

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- Rolling Stock/Alternative Energy Feasibility Analysis: The Fairmount Line service is within the MBTA commuter rail network and uses the diesel locomotive push-pull engines and coaches' standard to that system. Train set consists of a diesel locomotive engine and 5 or more coaches are circulated among the seven South Shore Lines with no specific vehicles dedicated to the Fairmount Line or any commuter rail line. The existing vehicle fleet is constrained in providing quality service at dense station locations where frequent starts-stops impacts travel time and speed. Under this task, the MBTA will investigate longer - term vehicle and alternative energy technology options for providing more efficient and effective service on the Fairmount Line which by 2012 is set to have 9 stations on the 9.2-mile route between South Station and Readville. Options to be further investigated include potential usage of smaller vehicle shuttles compatible with heavy rail shared use corridor operation. Feasibility analysis will take into account factors of safety, energy efficiency, environmental impact, maintenance facility support needs & siting, operating & capital budget impacts, and capacity requirements.

Deliverables:

- *Feasibility Analysis Report of alternative vehicle technologies including alternative energy systems and maintenance support facilities applicable for long-term implementation on the Fairmount Line.*

Estimated Cost--\$260,000

TOTAL PLANNING PROJECT COST ESTIMATE: \$985,600

TIGER II PLANNING GRANT REQUEST: \$600,000

LOCAL MATCH TOTAL: \$385,600 (39%)

Applicability of Livability Principles:

The work plan proposed in this planning project directly advances the six "Livability Principles" outlined by HUD, EPA and DOT in the Partnership for Sustainable Communities.

1. **Provide More Transportation Choices:** This transit service planning and technology development project is prerequisite to making the Fairmount Line service a more convenient transit option to some of Boston's densest urban neighborhoods. In spite of the existing bus, trolley and rail service available in the Corridor, auto ownership in these neighborhoods of Mattapan, Dorchester and Roxbury exceeds the 62% household auto ownership rate city-wide, according to the Boston Transportation Dept. According to the 2000 U.S. Census, 64% of work commute trips originating within the Corridor are by auto and 33% by transit. Average commute travel time for Corridor residents is 38 minutes overall, 51 minutes for transit commuters. Aligning transit service with development policies is intended to translate into transformation of the Fairmount Line into a more convenient, responsive and reliable transit alternative to the car. The Fairmount Line with service frequency and travel time unburdened by street congestion has the potential to carry a much larger share of the Roxbury-Dorchester-Mattapan-Hyde Park travel market.
2. **Promote equitable, affordable housing:** Provision of quality transit service is critical to implementation of the transit-oriented development smart growth goals envisioned by the City and neighborhood development partners. The Corridor has been a showcase for affordable housing development initiatives undertaken by community development corporations who have been full partners in promoting Fairmount Line capital improvements and will continue to be engaged in the community outreach and plan development of this TIGER II Planning project. Planning as proposed in this application will improve the transit performance and service connections between Boston's environmental justice communities of

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Dorchester, Roxbury, Mattapan and Hyde Park with jobs, medical services and education institutions in the urban core and the Boston region. This transportation planning is part of a comprehensive Corridor-targeted approach to community development undertaken by City, State and neighborhood leaders involving policy actions and projects in housing, environment, economic development, public safety and social justice. Federal agency partners have supported this strategic community development program through funding of project initiatives and designation earlier this year by EPA of the Fairmount Line as one of the national Sustainable Communities Partnership Pilots.

- 3. Enhance Economic Competitiveness:** The recession has impacted the Fairmount Corridor communities, even more so than elsewhere in the City of Boston, with property foreclosures, high unemployment and business closings. According to data compiled by the Metropolitan Area Planning Council and the Boston Dept. of Neighborhood Development, 850 properties in 2008 were lost to foreclosure in Mattapan, Dorchester and Roxbury, 70% of property foreclosures taking place in the City. More than 60% of the residents within the Corridor are low/moderate income; according to the 2000 U.S. Census, 36.3% of Bostonians living in poverty are residents of Dorchester, Mattapan or Roxbury. Median household income within the corridor in 1999 was \$33,900. Enhancing access and providing affordable mobility options to connect residents of these neighborhoods to employment and education is central to regional competitiveness strategies. The institution of upgraded transit service, that fully serves several of the poorest neighborhoods in Boston, presents several opportunities for revitalization of neighborhood retail districts around new and existing stations. Specifically, the implementation of the Fairmount Corridor will greatly improved access to service/industrial/wholesale & retail in the Newmarket area of Roxbury and create more convenient connections to existing and planned job training and cultural facilities within the corridor.
- 4. Support Existing Communities:** Communities targeted in this planning project are established neighborhoods among the most densely developed in the City of Boston. According to the 2000 U.S. Census, the number of people living within the Fairmount Corridor is 104,676, representing 18% of the City's total population. Fairmount Corridor neighborhoods have overall density of 14,100 persons per square mile. Within Dorchester and Roxbury segments of the Corridor including Four Corners, Uphams Corner and Talbot Avenue, density levels range from 21,000 people/sq. mile to 23,000 people/sq. mile.
- 5. Coordinate Polices and Leverage Investment:** Fairmount planning is taking place within the context of a multi-agency collaboration involving City, state, regional planning and neighborhood organizations and supported by federal initiatives including the Sustainable Communities Partnership Pilot Program. As noted above, transportation is one component of a community development strategy being implemented that links mobility needs with revitalization programs in areas that include housing, environment, economic development, public safety and social justice.
- 6. Value Communities and Neighborhoods:** Planning for quality, affordable, responsive transit promotes healthy communities less reliant on automobiles, more conducive to walking, and more conveniently connected to jobs, education and regional services. The Fairmount Line is an existing service that with major investment taking place now is being opened up to neighborhoods. This is a unique opportunity for linking transportation policy with a larger community development agenda. The coordinated

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transportation plans and community involvement outlined in this TIGER II Planning proposal holds promise in making sustainable change for improved quality of life benefitting all Fairmount Corridor residents.

Coordination with the City of Boston

The City of Boston, which is submitting an application for the Community Challenge Grant funding program, seeks funding for land use, public infrastructure and economic development planning and for affordable housing, mixed use and commercial development projects along Fairmount corridor. We believe that the transportation planning work that the MBTA will do with the funding from the TIGER-II Planning grant has an excellent synergy with the work that the City of Boston is proposing. By looking at not only the transportation issues but at the land use and development issues together, we believe that there will be opportunities to develop strong plans for livable communities and sustainable neighborhoods along the corridor that could be a model nationally.

Throughout the grant period, the MBTA and the City of Boston will confer frequently about progress, results and outcomes of their respective planning and implementation activities and will coordinate wherever appropriate the implementation of activities under the Tiger-II Planning and Community Challenge programs. The community partners and stakeholders associated with each of these funding requests – the Fairmount Coalition and the Fairmount CDC Collaborative – will play an important role in the coordination of the planning and implementation activities and will help to deliver the maximum leverage and synergy across the two funded projects.

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LETTER OF COMMITMENT

THE FAIRMOUNT/INDIGO LINE COALITION

A Collaborative Effort of:

**Codman Square NDC, Conservation Law Foundation, Dorchester Bay EDC, Dudley Street
Neighborhood Initiative, Greater Four Corners Action Coalition, Mattapan CDC, Project RIGIT,
Quincy Geneva Housing Corporation, Southwest Boston CDC**

August 18, 2010



Mr. Richard A. Davey
General Manager and Rail & Transit Administrator
Massachusetts Bay Transportation Authority
10 Park Plaza
Boston, MA 02116

Dear Mr. Davey:

The Fairmount/Indigo Line Coalition represents housing, equity, environmental and neighborhood organizations in Dorchester, Roxbury, Mattapan and Hyde Park working together to improve quality of life, health, the environment and economic opportunity in our neighborhoods through advocacy to upgrade the Fairmount Commuter Rail Line.

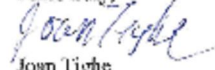
The Fairmount Coalition congratulates the MBTA for seeking a federal TIGER II Planning Grant to expand and complete its research and development on service levels, rolling stock, policies, technology and branding and marketing for the revitalized Fairmount rail line. This work is critical to achieving transit equity for residents, workers and businesses from the area we serve.

Coalition members are committed to providing in-kind match to the TIGER II Planning grant totaling an estimated \$385,000. These are costs that that Coalition member organizations will directly incur to organize and publicize community meetings, conduct research, review and comment on technical, financial and other studies and proposed policies, to educate citizens about the fiscal, economic and environmental implications of levels of transit service, all in connection with the proposed TIGER II activities for the Fairmount Line. The breakdown of this commitment is as follows:

Organization	THREE-YEAR TOTALS			TOTAL
	Staff	Consultants	Other	
Fairmount Collaborative	\$ -	\$ 48,600	\$ -	\$ 48,600
Dorchester Bay EDC	\$ 35,758	\$ -	\$ -	\$ 35,758
SW Boston CDC	\$ 30,013	\$ -	\$ -	\$ 30,013
Project RIGIT	\$ 34,155	\$ -	\$ -	\$ 34,155
Greater Four Corners Action Coalition	\$ 87,872	\$ -	\$ 1,100	\$ 88,972
Conservation Law Foundation	\$ 51,000	\$ -	\$ -	\$ 51,000
Codman Square NDC	\$ 71,625	\$ -	\$ -	\$ 71,625
Mattapan CDC	\$ 25,500	\$ -	\$ -	\$ 25,500
TOTAL	\$335,923	\$ 48,600	\$ 1,100	\$ 385,623

We look forward to continuing and expanding our partnership with the MBTA.

Yours truly,


Joan Tighe
Coordinator

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BUDGET

TASK	TIGER II Planning	Local Match	TOTAL
Operations Service Planning	\$200,000	\$ 100,000	\$300,000
Marketing/Rebranding	\$100,000	\$ 100,600	\$200,600
Technology Pilot	\$150,000	\$ 75,000	\$225,000
Rolling Stock Feasibility	\$150,000	\$ 110,000	\$260,000
Total	\$600,000	\$385,600 (39%)	\$985,600

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PROJECT MILESTONES¹

Milestone Item	Milestone Description	Start Date	End Date
Operations Service Planning	Develop a Strategy report identifying cost, ridership impact of service planning options.	12/1/2010	1/30/2012
Marketing/Rebranding Initiative	Develop a marketing plan and materials for promotion of Fairmount transit service targeted to Corridor communities.	1/1/2011	3/15/2012
Technologies Planning	Develop and execute a pilot technologies program for service coordination and customer communication	6/30/2011	6/30/2012
Rolling Stock/Alternative Energy Feasibility Analysis	Develop feasibility analysis report of alternative vehicle technologies, including alternative energy systems and maintenance support facilities, applicable for long-term implementation on the Fairmount Line.	3/1/2011	9/1/2013

¹ Please note that these milestones are based on an grant approval date of November 2010 and is subject to change.

PERFORMANCE MEASURES AND OUTCOMES

This project will have detailed outcomes on which the MBTA will report. Specifically, this program will report on travel change improvements in Fairmount Line operation; and the establishment of meaningful processes for transit planning and policy-making based on an MBTA-community partnership of frequent dialogue, collaborative deliberation, information sharing and continuous outreach & engagement.

In reporting on project outcomes, the MBTA will use performance measures to document how well the planning activity implementation proposals enhance Fairmount rail service; and the economic feasibility of collateral transit-oriented-development near the stations.

Performance Measures:

- 1) Operations Service Planning: Service planning to define optimal service scenarios and integrate Fairmount service with transportation modes, especially existing bus routes in the Corridor;
- 2) Marketing/Rebranding Initiative: Marketing and “re-branding” initiatives as part of ridership- building strategy development for Fairmount service to promote economic competitiveness and sustainability ;
- 3) Technologies Planning: Development/assessment of communication and service management technologies for both operations and customer interface that can be used in more effective and efficient operation of Fairmount rail service; and
- 4) Rolling Stock Assessment: Comprehensive feasibility analysis of alternative vehicle use on the line, including energy technology options.

Specific performance metrics and targets have been established to measure the success of the Fairmount Line TIGER II Planning effort. The NOFA allows proposers to select target outcomes from a range of options presented in the NOFA. The MBTA selected four – Travel Changes; Impact on Accessibility; Improvement to the State of the Infrastructure; and Increased Participation by Populations Traditionally Marginalized. The attached matrix profiles the MBTA’s deliverables and goals against these four planning components to identify the performance measures The MBTA intends to use. The Long term outcomes are summarized below.

Long-Term Outcomes:

- *Travel Changes:* Create a strategy for service, infrastructure that connects different services, “branding” and rolling stock which results in overall changes in the way that riders and business interests use the service and invest in and around stations.
- *Impact on accessibility:* Implement changes which make the Fairmount Line service accessible to a wider range of income groups (based on price and knowledge of the service); as well as physically through infrastructure and vehicle use on the line.
- *Improvement to the state of repair of the infrastructure:* Select and invest in improvements which allow improve the physical system and rolling stock, while better connecting the Fairmount line to riders and other transit service physically and through technology. These improvements should also create an enhanced image and broader knowledge of the service.

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- *Increased Participation by Populations traditionally marginalized:* identify a model through which the Authority will involve the station area communities in decision making in these plans, specifically for measures to improve the line through enhanced service, physical changes and re-branding of the service.

Four Outcomes Matrix

DELIVERABLE	GOALS	MEASURES			
		Travel Changes	Impact on accessibility	Improvement to the state of repair of the infrastructure	Increased Participation by Populations traditionally marginalized
1) Operations Service Planning - Fairmount Ridership Growth Strategy	<ul style="list-style-type: none"> • Develop a service and operations plan that maximizes the rail service's responsiveness to Corridor travel needs • Identify how best to integrate connections to the 20 bus lines and other transportation modes at station locations • Increase accessibility to corridor destinations (employment, shopping and education centers) • Identify ways to increase ridership on the Line and decide if, and how, to increase frequency of the service • Coordinate with City of Boston's HUD Challenge Grant Application for infrastructure improvements 	<ul style="list-style-type: none"> * Fewer auto vehicle miles by neighborhood users, measured by survey / mode share analysis * Use pattern changes as shown by transfer system and use data 	<ul style="list-style-type: none"> * Development of affordable housing as measured in units permitted and constructed * Commute time for low income households to major employment centers (Longwood, Newmarket, Downtown) * Evaluation and norming of price of travel when compared with comparable service 	<ul style="list-style-type: none"> * Coordination with the City / BRA on infrastructure connecting Fairmount to other Authority service * Scheduled implementation of a physical transfer system * Identifying locations where new development can contribute to physical station infrastructure. 	<ul style="list-style-type: none"> * Broad distribution of the Strategy at beginning, middle and end of strategic process * Formation of an advisory committee including Fairmount Collaborative members * Community meetings to review Growth Strategy with affected communities * Formation of stakeholder focus groups for residents and business interests
2) Marketing/Rebranding Initiative - Marketing Strategy for Fairmount Line	<ul style="list-style-type: none"> • Rebrand Fairmount Service and integrate as a community "first choice" for transit to Downtown and inter-corridor travel • Promote line for increased market penetration for riders • Increase awareness of line by other stakeholders, such as local businesses and development interests 	<ul style="list-style-type: none"> * Measurement of changes in mass transit and auto use based on additional visibility as measured in surveys 	<ul style="list-style-type: none"> * Knowledge of Fairmount service in the community as measured through surveys: local business and development interests * Ridership level increases 	<ul style="list-style-type: none"> * Marketing and rebranding that can improve knowledge of service and station appearance (signage plans) * Evaluating appropriate advertising opportunities (for the Authority and private advertising) to increase knowledge of service and new revenue streams for the stations improvements 	<ul style="list-style-type: none"> * Direct outreach to neighborhood through focus groups and community meetings about strategy * Surveying of station neighborhoods and service users for opinions at outset middle and end of rebranding process
3) Technologies Planning - Technologies Planning Study	<ul style="list-style-type: none"> • Maximize use of intelligent transit applications to provide bus to train transfer and schedule information, and next bus/train arrival information • Pilot new systems for communication and service management/coordination technologies 	<ul style="list-style-type: none"> Implementation of technologies which encourage mode shifts / transfer (ex. handheld arrival/ departure information, etc.) 	<ul style="list-style-type: none"> * Identified measures to increase connection ex. improved transfers * Increased ridership 	<ul style="list-style-type: none"> * Selected and priced pilot technology systems * budgeted implementation of selected systems 	<ul style="list-style-type: none"> * Focus groups with neighborhood users * Focus of recommendations on technologies with low barriers to entry (cellphones vs. handhelds)
4) Rolling Stock Assessment - Recommendation of Rolling Stock for the Fairmount Line	<ul style="list-style-type: none"> • Identify options for safety, energy efficiency, reduced environmental impacts, reduced maintenance facility support needs 	<ul style="list-style-type: none"> Changes in mode share resulting from alternate rolling stock usage pledged by major employers / user groups 	<ul style="list-style-type: none"> * Recommendation of best vehicle "fit" for existing or retrofitted vehicles * Deployment of alternate or transition vehicles 	<ul style="list-style-type: none"> * Identified sources of funding (Authority budget, grant sources) to support rolling stock re-assignment / retrofitting 	<ul style="list-style-type: none"> Community meetings discussing vehicle alternatives for the service held at or near station locations.

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In addition to these outcomes, there are three other important goals which this proposal plans to address:

1. Capacity Building and Knowledge Sharing to increase the skills and technical expertise of partner organizations to manage Federal awards, provide solid financial management, and perform program performance assessment and evaluation. The applicant must describe the methods that will be used to achieve this outcome.

The Partner organizations in this proposal – community –based non-profits operating within the Fairmount Line service area, will be actively involved in the planning, implementation and assessment of most of the activities that will be funded. As providers of kin-kind match funds, largely in the form of personnel costs they will need to document their participation in the project and the associated costs. The MBTA along with the partner organizations that have substantial experience in managing public grants will work with all contributing partners to develop cost documenting and reporting systems to satisfactorily fulfill responsibilities of contributing organizations.

2. Share knowledge among partners to fully engage the development of Ridership growth strategies, marketing plans and technology and capital recommendations, our Fairmount Coalition partners will require an appropriate amount of training and orientation around somewhat technical transportation and program planning issues.

The MBTA is committed to working with the coalition to identify the knowledge gaps of its members and identifying key knowledge building areas the general public and engaging suitable training consultants in the early stages of the grant period.

3. Expand Cross-Cutting Policy Knowledge. There are several new and expanding smart growth urban transit lines in the Boston Metro region as well as in other parts of Massachusetts. The methodology for studying and the research conclusions and policy recommendations that come out of our work on the Fairmount Line will be of tremendous value to other parts of the MBTA organization, to the Mass. Dept. of Transportation and to other state and local transit and planning agencies.

Most of our community partners in this effort have also signed on with the Metropolitan Area Planning Council's Metro Boston Consortium for Sustainable Communities. This body will be the principal advisor and governing structure for activities under MAPC's Sustainable Community application to HUD. Through our community partners the MBTA will seek to connect to MAPC's planned ongoing work in disseminating state and regional policy changes and investigating funding for alternative mode transportation investments

STATEMENT OF LEADERSHIP

As the transit provider for Eastern Massachusetts, the MBTA is continuously developing ways to prepare service plans that best meet the needs of our customers while at the same time addressing the need for equity across communities as well as taking into consideration the MBTA's financial constraints. To support these objectives, the MBTA has developed an internal capacity for implementing transit planning, service delivery, marketing and communications strategies as well as the other components of the scope of work developed for this grant application. As such, the MBTA is experienced in carrying out the type work contemplated under this proposal.

The MBTA, as an agency, has a network of qualified personnel that will be available to plan and implement this project from the early stages through its development. Several MBTA departments will be involved throughout the project including: the office of the General Manager, Planning and Development, Environmental Service Planning, Marketing and Communications, Information Technology, Commuter Rail Operations and others departments. Each of these departments has worked together on many issues similar the work envisioned in the grant application. These departments have worked on developing various strategies and programs designed to enhance service delivery to high density, urban and transit dependent communities. Projects undertaken by the MBTA have frequently required the use of presentation and informational material in multiple languages to support the needs of non-English speaking communities as well as information in alternative formats to support the needs to people with disabilities.

In addition, the MBTA has joined forces with a series of community based and non-governmental organizations that are based around the specific neighborhoods that the Fairmount corridor passes through and work daily on issues of community outreach, environmental justice, community planning, as well as other social and economic issues specific to this corridor. For this planning effort, the MBTA has a strong community partner in the Indigo Line/Fairmount Corridor Community Development Corporation (CDC) Collaborative. The CDC Collaborative is an umbrella group of community organizations and not-for-profits corporations along the corridor who are working together on three major goals:

1. To bring transit equity to the residents in the distressed neighborhoods along the nine-mile Fairmount line,
2. To spearhead smart growth, economic development, and transit-oriented development that benefit the residents and the communities in the corridor, and
3. To connect all the neighborhoods on the corridor with a bike path, routes to existing parks and green spaces, and "green loops," which will include gardens, more green spaces, and exercise venues?

The MBTA intends to supplement its work on this project with the assistance of a consulting team that has an expertise in community based planning, transportation and economic development issues.

The combined experiences and talents of the MBTA staff, its community partners as well the consulting team have the background and experience to successfully fulfill the requirements of the grant and more importantly, to

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deliver a program to the community that meets its needs, responds to its concerns and involves many entities and stakeholders along the corridor.

The MBTA's annual operating budget for Fiscal Year 2010 is \$1,627,000,000. MBTA's financial management is overseen by the Chief Financial Officer, with support of the Information Technology Department and the Treasure/Controller. As the recent recipient of \$1.7 billion dollars in federal grant money for infrastructure and transit improvement projects, the MBTA has in place and is enhancing the internal controls to track and report on the progress and results of the federally-funded projects. In addition, the MBTA has established contract mechanisms with diverse design and construction firms that were procured under federal requirements. These resources will assist the MBTA in managing the funding provided under this grant, including everything from budgeting, procuring, spending, tracking, and reporting.