Report from the General Manager

Fiscal and Management Control Board
March 29, 2021
Bringing Back Service As Fast As Possible On Bus and Subway

• Getting Back to 100% of pre-COVID service levels on bus and subway
  • Funding is not a constraint – FY22 includes full funding for pre-pandemic service levels on bus and subway. Funding is available for any FY21 needs as well.
  • Ongoing review of suspended bus lines to plan for resumptions with new schedule.
  • Use of overtime and ‘run-as-directed’ where available to add capacity.
  • Aiming to create a better system than we had before the pandemic.
  • Accelerating recruitment, hiring, training, and scheduling processes.

• We will increase service levels as quickly as possible on the bus and subway while running the Spring schedule and accelerating hiring and training
Bringing Back Service – Commuter Rail and Ferry

• Increasing service **starting April 5th** with our new **Regional Rail schedule**
  • Provides a substantial increase (~88%) over current service levels.

• Proposal: Resume weekend service on suspended commuter rail lines as soon as possible (likely mid-May); will require a board vote.

• On ferry, currently maintaining service levels instituted in January.
• Proposal: Provide MBTA discretion to add back Charlestown service and increase frequency on Hingham/Hull service as needed.

• Options for Regional Rail and ferry will be highlighted in the budget preview.
Building Toward a Better System

• Our plan is to build back to **pre-pandemic service levels first**, then to go further and **create a better system** than we had before the pandemic.
  • More reliable, i.e., fewer dropped trips
  • Continuing **aggressive capital investment** plan to **modernize** the system and address critical **infrastructure needs**
  • Create a **more equitable** transit system than we had pre-pandemic
  • Continue **Regional Rail** service model, providing more **consistent, clockface service all day**, serving travel needs outside the AM and PM rush hours
• As we build back, we aim to create a system that reflects changing travel behaviors and ridership needs—building back to reflect changing ridership patterns.
Building Back Service As Quickly As Possible

- **COVID-related constraints** as well as **staffing and internal processes** like recruitment, hiring, training, and scheduling impacts the timeline to build back service.
  - **Absenteeism remains higher** due to the ongoing effects of the pandemic
  - **Social distancing** protocols limit our **vehicle capacity**
  - **HR recruitment** has been impacted by **COVID constraints**, both in the **hiring process**, and the ongoing need to **manage leave** and **contact tracing**
  - **Recruitment and hiring** of operational staff is **underway** and must be accelerated to **outpace regular attrition**.
  - **Training** also affected by **social distancing** protocols which limit the number of new operators in the **classroom and field training**.
Building Back Service: Actions Taken to Accelerate

**Hiring** – We have begun the process of hiring bus operators, heavy rail motorpersons, and light rail operators, with the first class starting in less than 30 days.

**Recruitment** – Human Resources is shifting staff from some COVID activities and bringing additional recruiters to support our hiring across Bus, Light Rail and Heavy Rail.

**Training** – Operations is adding six more instructors to train new staff to safely run the system.

**Scheduling** – We are reviewing bus routes to bring back in the next schedule change.
MBTA Active COVID-19 Cases

Source: MBTA HR Business Operations Report, Keolis Daily Dashboard

- MBTA COVID-19 Active Cases
- Keolis COVID-19 Active Cases
- # Third Party (Contractor) Cases
- RIDE COVID-19 Cases
Weekday Ridership by Line and Mode - Indexed to Week of 2/24

- Baseline: Average weekday from 2/24-2/28
- Ferry baseline: Average weekday from the same month in 2019
- Sources: Faregate counts for subway lines, APC for buses, manual counts for Commuter Rail, RIDE/Ferry vendor reports

3/10: State of Emergency declared
3/17: Restaurants and bars closed, gatherings limited to 25 people
MBTA service reduced
3/24: Non-essential businesses closed

5/18-6/1: Blue Line closed for accelerated construction

6/8: Phase 2.1

6/22: Phase 2.2 – MBTA increases service

6/22: Phase 2.2 – MBTA increases service

Weather events

- Bus
- Green Line
- Blue Line
- Orange Line
- Red Line
- CR All Day Estimate
- the RIDE trips
- Ferry (seasonally adjusted)
### Gated Rapid Transit Stations

<table>
<thead>
<tr>
<th>Line</th>
<th>Change in validations: March 2019 weekday average vs. weekday average for Mar 15 – Mar 19, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Line</td>
<td>-60%</td>
</tr>
<tr>
<td>Green Line</td>
<td>-78%</td>
</tr>
<tr>
<td>Orange Line</td>
<td>-77%</td>
</tr>
<tr>
<td>Red Line</td>
<td>-78%</td>
</tr>
<tr>
<td>Silver Line</td>
<td>-85%</td>
</tr>
<tr>
<td>Total Gated Stations</td>
<td>-76%</td>
</tr>
</tbody>
</table>

Gated validations data by line and station are available in this [public folder](#) and continue to be updated on the [Data Blog](#). The data is also continuously updated and visualized on the [MassDOT Mobility Dashboard](#).
Bus Ridership Trends

- Ridership estimated from Automated Passenger Counters.
- Ridership for the most recent days is continuously revised as information on dropped trips is received.
- Route-level ridership has a higher level of uncertainty due to run-as-directed trips that are not in the schedule.
*This chart displays average daily ridership by week, representing the most recent week available. The included routes represent the current top 20 as well as the top 20 routes pre-COVID.*
Commuter Rail Ridership

- Chart to the right shows total estimated trips for each weekday since September 2020.
- Chart below shows a snapshot of estimated all-day ridership by line, compared with 2018 CTPS counts. The time period is the last 5 non-holiday weekdays (3/15 - 3/19)
- The current baseline comparison is approx. 118,300 trips, putting the period of 3/15 - 3/19 at 11.6% of pre-pandemic normal.

<table>
<thead>
<tr>
<th>Line</th>
<th>Estimated Daily Ridership, Weekdays (3/8-3/12/20)</th>
<th>Estimated % of 2018 Weekday CTPS Counts (all day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairmount Line</td>
<td>578</td>
<td>22%</td>
</tr>
<tr>
<td>Fitchburg Line</td>
<td>384</td>
<td>4%</td>
</tr>
<tr>
<td>Framingham/Worcester Line</td>
<td>1665</td>
<td>9%</td>
</tr>
<tr>
<td>Franklin Line</td>
<td>1267</td>
<td>11%</td>
</tr>
<tr>
<td>Greenbush Line</td>
<td>385</td>
<td>6%</td>
</tr>
<tr>
<td>Haverhill Line</td>
<td>722</td>
<td>10%</td>
</tr>
<tr>
<td>Kingston/Plymouth Line</td>
<td>582</td>
<td>10%</td>
</tr>
<tr>
<td>Lowell Line</td>
<td>941</td>
<td>9%</td>
</tr>
<tr>
<td>Middleborough/Lakeville Line</td>
<td>1244</td>
<td>18%</td>
</tr>
<tr>
<td>Needham Line</td>
<td>559</td>
<td>8%</td>
</tr>
<tr>
<td>Newburyport/Rockport Line</td>
<td>1989</td>
<td>13%</td>
</tr>
<tr>
<td>Providence/Stoughton Line</td>
<td>3460</td>
<td>13%</td>
</tr>
</tbody>
</table>

Ridership totals are aggregated from a combination of on-board conductor counts, counts of trains arriving at terminals, and automated passenger counters on-board trains.
The RIDE reported an average of 2,324 trips per weekday last week. This is about 4% lower than the previous week and 56% lower than the baseline (2/24/20 - 2/28/20).

Recent ridership may be revised.
GM’s Remarks

Ride Safer 2.0

• Refreshed the Ride Safer video with new tips, updated guidelines, and additional MBTA efforts to inform riders returning to the T

• Re-launched alongside announcement of New Balance face mask donation and distribution at select stations
Chelsea Update

• The new Chelsea Station will allow for easy, accessible transfers to the SL3 and quick trips in/out of Boston.

• We’re in the process of installing amenities for rider comfort, such as canopies, lighting, ramps, and signs.

• The project is at 70% completion.
As of January 1, 2021 100% of the MBTA’s electricity comes from certified renewable energy sources.

This has reduced the size of the MBTA’s carbon footprint by 34%.

For making the switch to renewable energy, the MBTA was awarded the New England Environmental Business Council's Climate Change Project of the Year.

The awards ceremony will be livestreamed on June 10, 2021.
March 16\textsuperscript{th} Orange Line Incident

- Low speed derailment with new Orange Line Car at switch in diversion area
- Modified alternative service plan: Shuttle bus from Oak Grove to Sullivan Square until April 11, 2021
- Infrastructure and Vehicle Investigation On-Going
- New CRRC cars will remain Out of Service until investigation is completed
## Rapid Transit and Silver Line | March - July

### Phase I

<table>
<thead>
<tr>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red Sox Opening Day</td>
<td>April 1, 2021</td>
<td>NE Commencement (Fanway)</td>
<td>May 8, 2021</td>
</tr>
<tr>
<td>Easter Sunday</td>
<td>April 4, 2021</td>
<td>BU Commencement (BC May 24)</td>
<td>May 16, 2021</td>
</tr>
<tr>
<td>Patriots’ Day</td>
<td>April 19, 2021</td>
<td>Memorial Day</td>
<td>May 31, 2021</td>
</tr>
</tbody>
</table>

### Phase II

<table>
<thead>
<tr>
<th>July</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Access</td>
</tr>
<tr>
<td>(April 17 – May 9)</td>
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</tbody>
</table>

### Events

- **B Consolidation | Early Access (Babcock – Kenmore) & Weekends (Washington St – Kenmore)**
- **D Branch | Weekends (Riverside – Kenmore) & EA (Riverside – Reservoir)**
- **TOD Piggyback: Brookline Hills, Carlton Bridge, 77 Village Way, Bridge Inspection (Newton)**
- **Sullivan Canopy | Weekend N. Station – Wellington (June 5-6)**
- **Surge (RLOL) | Full Access O. Grove – Sullivan (Mar 12 - Apr 11)**
- **Track & Sullivan Canopy | O. Grove – Sullivan (Apr 10, 17)**
- **Harvard Busway | Closed for Summer Pick: Impacts busing for other projects (June-Aug)**
- **Kendall Northbound Headhouse TOD | 5 Months Non-Busing, Station Bypass (Only Northbound Side)**
- **Cabot Yard (RLOL) | Weekends | No Busing | (No yardwork when there is mainline busing)**
- **Wellington Yard (RLOL) | Weekday and Weekends | No Busing**
- **Courthouse Station Leak Repairs | 8 Weekend Diversions Stop located at street level**

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**Legend**

- Green Line
- Orange Line
- Red Line
- Blue Line
- Silver Line
# Commuter Rail | March - July

## Phase I

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## Phase II

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<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATC Lowell Line</td>
<td>North Billerica to Lowell</td>
<td>Full Access</td>
<td>ATC Fitchburg Line</td>
<td>Littleton to Wachusetts</td>
</tr>
<tr>
<td>April 10-11</td>
<td>June 5-6</td>
<td>(Mar 13-14, 20-21, 27-28)</td>
<td>Commercial St Bridge</td>
<td>Rockport Line (Jul 31-1)</td>
</tr>
</tbody>
</table>

### Diversion by Type
- **Full Access**
- **Weekend & Early Access**
- **Single Track**
- **No Bus**

### Events
- **South Attleboro Closure** | Providence Line | No Busing | Station Closure
- **Blue Hill Ave (Fairmount Line)** | Single Track (Mar 13-14)
- **Winchester Station Accessibility** | Lowell Line | No Busing | Station Closure
- **Gloucester Drawbridge** | Newburyport Line | Beverly – Rockport (weekends), Manchester – Rockport (weekdays) | Full Access
- **Bacon Bridge** | Worcester Line (Mar 27) |
- **Intervale Bridge** | Worcester Line (Mar 27) |
- **Beverly Draw** | Rockport Line (May 24-25) |
- **Beverly Draw** | Rockport Line (May 1-2) |
- **Roberts Bridge** | Needham Line (Apr 10-11) |
- **Roberts St Bridge** | Needham Line (June 5-6) |
- **Bacon St Bridge** | Worcester Line (June 26-27) |
- **Commercial St Bridge** | Rockport Line (Jun 31-1) |
- **Chelsea/Silver Line, Phase II** | Rockport Line | Single Track | Two Weekends TBD (April – August) |

### Legend
- **Commuter Rail**
<table>
<thead>
<tr>
<th>Phase III</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
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</thead>
<tbody>
<tr>
<td><strong>August</strong></td>
<td>Moving Day September, 2021</td>
<td>Labor Day September 6, 2021</td>
<td>Boston Marathon Columbus Day October 11, 2021</td>
<td>Halloween October 31, 2021</td>
<td>Veterans Day November 11, 2021</td>
</tr>
<tr>
<td><strong>September</strong></td>
<td>November 24, 2021</td>
<td>Thanksgiving November 24, 2021</td>
<td>Christmas December 25, 2021</td>
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<tr>
<td><strong>Events</strong></td>
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<tr>
<td><strong>Green Line</strong></td>
<td>GLX</td>
<td>GLX Union Opens Oct 2021</td>
<td>GLX Medford Opens Dec 2021</td>
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<tr>
<td><strong>Orange Line</strong></td>
<td>B Consolidation</td>
<td>Symphony (In Design)</td>
<td>Busing TBD</td>
<td>Weekends</td>
<td></td>
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<tr>
<td><strong>Red Line</strong></td>
<td>D Branch</td>
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<tr>
<td><strong>Blue Line</strong></td>
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<td></td>
<td>Blue Line Tunnel</td>
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<td><strong>Silver Line</strong></td>
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**Legend**
- Green Line
- Orange Line
- Red Line
- Blue Line
- Silver Line

**Tentative Rapid Transit and Silver Line** | August - December

**Phase III**

**August**
- Moving Day September, 2021
- Labor Day September 6, 2021

**September**
- Boston Marathon Columbus Day October 11, 2021
- Halloween October 31, 2021
- Veterans Day November 11, 2021

**October**
- Thanksgiving November 24, 2021
- Christmas December 25, 2021

**November**

**December**

**Events**
- B Consolidation | EA, Weekends (Washington St – Kenmore)
- D Branch (through August, N. Highlands - Kenmore) & Brookline Hills TOD (Reservoir – Fenway) through December | Weekends
- Green Line FTA 18-Station Improvements | 2022 Start & Beyond
- Signals AFTCS Cutover (ROL) | 5 Weekends
- Tunnel Repairs (DOT Ave) | 4 Weekends
- Floating Slabs (Capital Delivery) | 5 Weekends
- Signals AFTCS Cutover & Testing (ROL) 3 Weekends Oak Grove - Sullivan (Oct 23, Nov 6, 20)
- Kendall Northbound Headhouse (TOD) | 5 Months
- Cabot Yard (ROL) | Weekend Diversions
- Wellington Yard (ROL) | Weekday & Weekend Diversions
- Orange Line TOD | Bullfinch | Sept - Dec

**Legend**
- Full Access
- Weekend & Early Access
- Single Track
- No Bus
# Commuter Rail | August - December

## Phase III

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<tr>
<td>Gloucester Waterfront Festival</td>
<td>Moving Day</td>
<td>Columbus Day/ Boston Marathon</td>
<td>Halloween</td>
<td>Thanksgiving</td>
</tr>
<tr>
<td>August 21-22, 2021</td>
<td>September 6, 2021</td>
<td>October 11, 2021</td>
<td>October 31, 2021</td>
<td>November 24, 2021</td>
</tr>
</tbody>
</table>

### Events

- **Chelsea Phase II**: Rockport Line | Single Track | 2 Wknds TBD (Apr-Aug)
- **ATC**: Fitchburg Line | Littleton to Wachusett | Weekends
- **ATC**: Rockport Line | Beverly to Rockport | Weekends
- **Winchester Accessibility**: Lowell Line | No Busing | Station Closure

### Commuter Rail TOD

- Back Bay Station Construction (Air Rights), 33 Weekends of Work on Track 7, Schedule TBD (Projected Summer 2021)
- Landsdowne TOD, piggybacking on Back Bay Air Rights

### Diversion by Type

- **Full Access**: Commuter Rail
- **Weekend & Early Access**: Commuter Rail TOD
- **Single Track**: Chelsea Phase II
- **No Bus**: Winchester Accessibility

### Haverhill Line

- Single Track | Various Dates Aug – Oct
- ATC | Haverhill Line | Closed (Sept 21 – Oct 21)

#### ATC

- Natick | Worcester Line | 16-Day Single Track
- Natick | Worcester Line | 8-Day Single Track

#### Norfolk & E Cottage

- Single Track | July 31-Aug 1

#### Parker St Bridge

- Haverhill Line (Aug 21, 28)

#### Lynn Fells Bridge

- Haverhill Line (Aug 7, 14)

#### Merrimack Bridge

- Haverhill Line (3 Weekends)

#### Commercial St Bridge

- Rockport Line | Single Track (Sep 18, 25, Oct 9), Diversion (Oct 2-3)

#### NORFOLK & EAST COTTAGE BRIDGE

- Fairmount Line (4 Weekends)

#### Winchester Accessibility

- Lowell Line | No Busing | Station Closure

- Park St | Lowell Line | No Busing | Station Closure

- Commercial St | Rockport Line | Single Track (Sep 18, 25, Oct 9), Diversion (Oct 2-3)

- Chelsea Phase II | Rockport Line | Single Track | 2 Wknds TBD (Apr-Aug)