



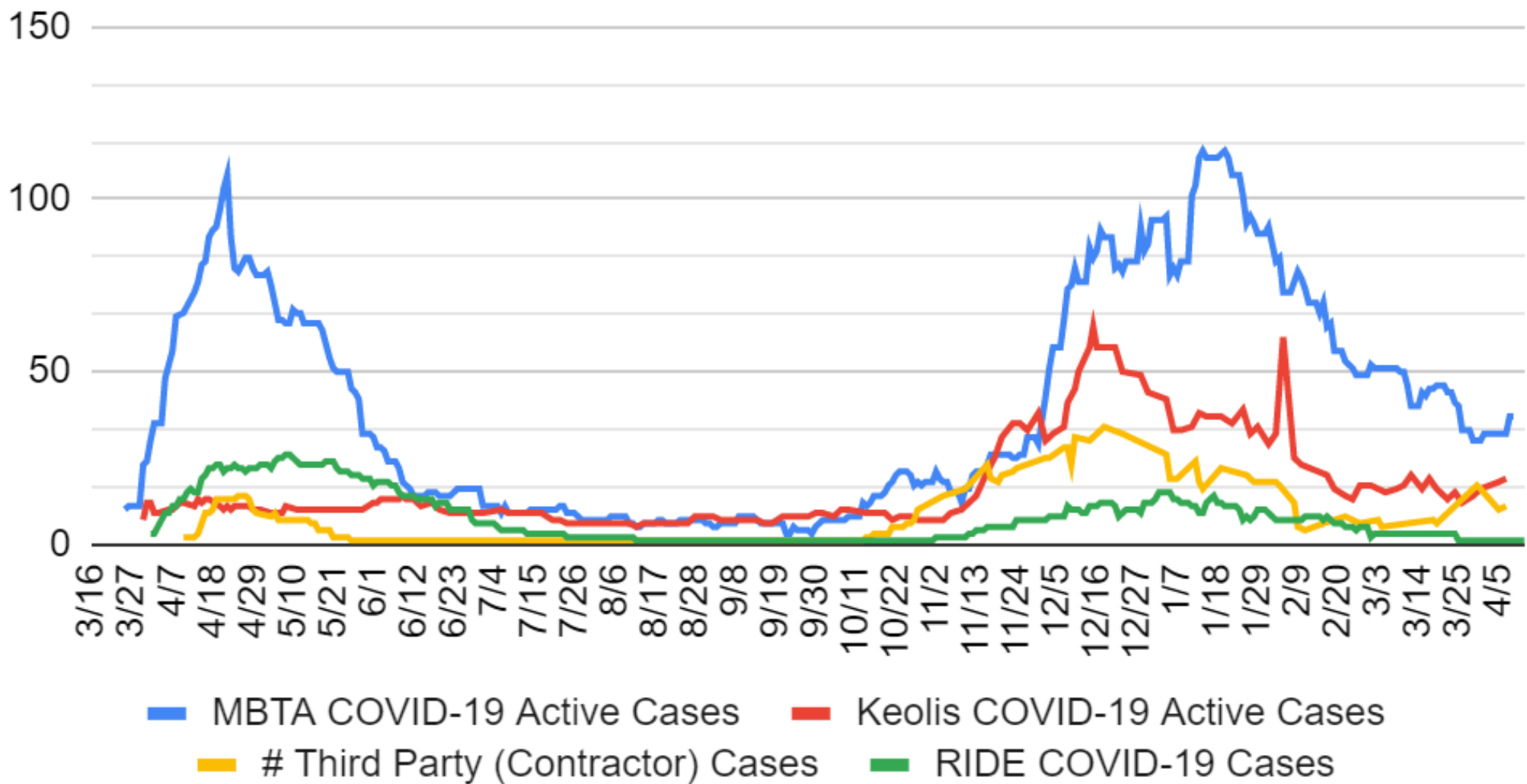
**Massachusetts Bay
Transportation Authority**

Report from the General Manager

Fiscal and Management Control Board

April 12, 2021

MBTA Active COVID-19 Cases



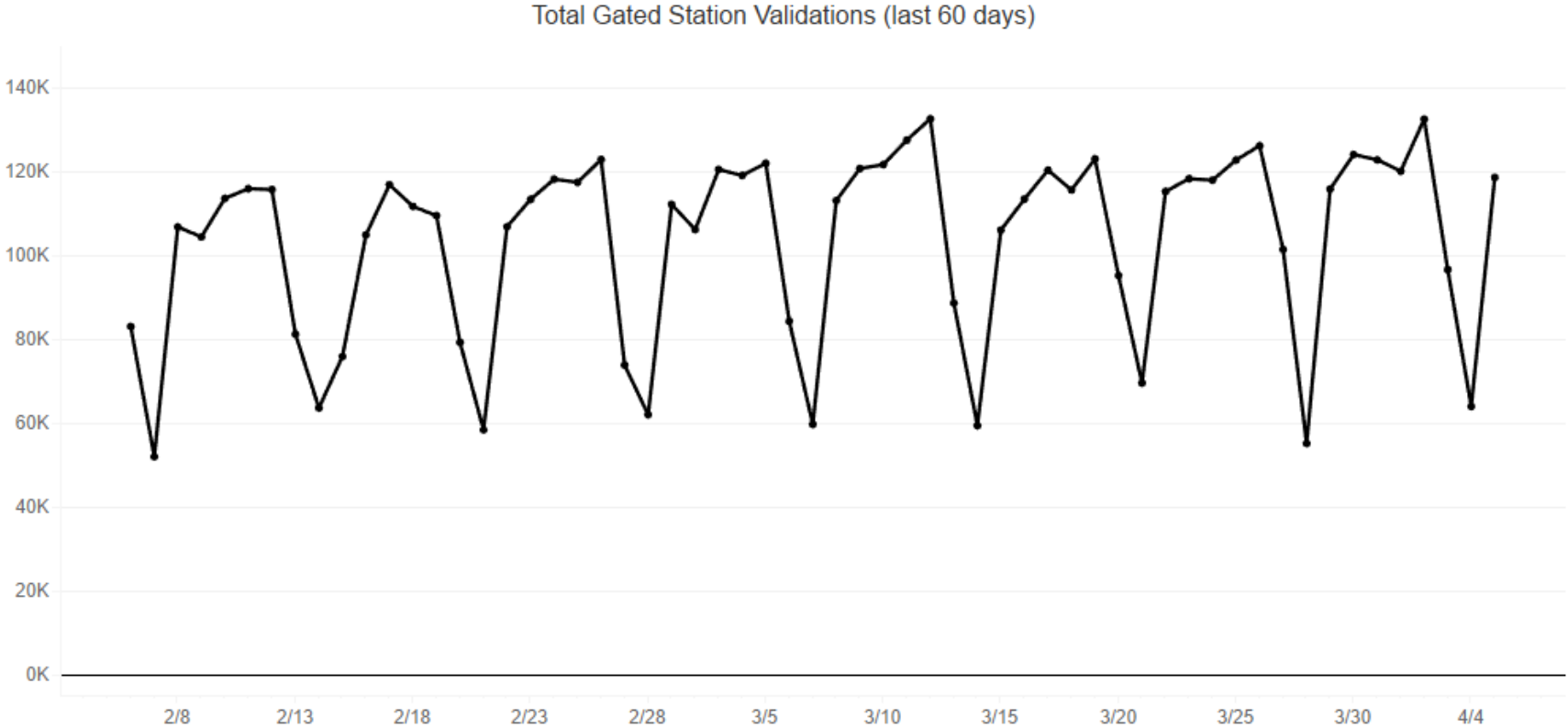
Spring 2021 Bond Sale

- On April 8, 2021, the MBTA priced \$651.2 million of its 2021 Series A and 2021 Series B Bonds, including a small tranche of Sustainability and Taxable bonds.
- The MBTA issued its 2021 bonds to achieve a number of structuring goals, such as refunding the more costly parking bonds, funding more than \$442.5 million of new capital projects and renewing commercial paper capacity, and smoothing our debt profile over the next 20 years.
- The issue was well-received in the market. All of the maturities were oversubscribed, allowing the Authority to re-price to lower yields by as much as 10 basis points. Among the notable results were:
 - Total interest costs were 2.57% (compared to 2.83% in 2020 bond issue)
 - \$97.0 million of present value savings, or 31.9% of refunded par, due to refunding of parking bonds
 - Targeted budgetary savings in FY22 and FY23
 - Expanded Sustainability Bond offering from \$39 million to \$56 million due to strong investor demand
 - Diversified coupon and call structures (including issuing \$56.3 million with an 8-year call option), allowing more flexibility in future years
- The strong demand for MBTA bonds indicates the market's faith in the Authority's ability to rebound from the pandemic, maintain high debt service coverage levels, and manage its debt profile to fit within a restricted operating budget, while at the same time supporting increased capital investment to the level of \$590 million of new money bond issuances a year.



Gated Rapid Transit Stations

Line	Change in validations: March 2019 weekday average vs. weekday average for Mar 29 – Apr 2, 2021
Blue Line	-57%
Green Line	-75%
Orange Line	-75%
Red Line	-76%
Silver Line	-84%
Total Gated Stations	-74%

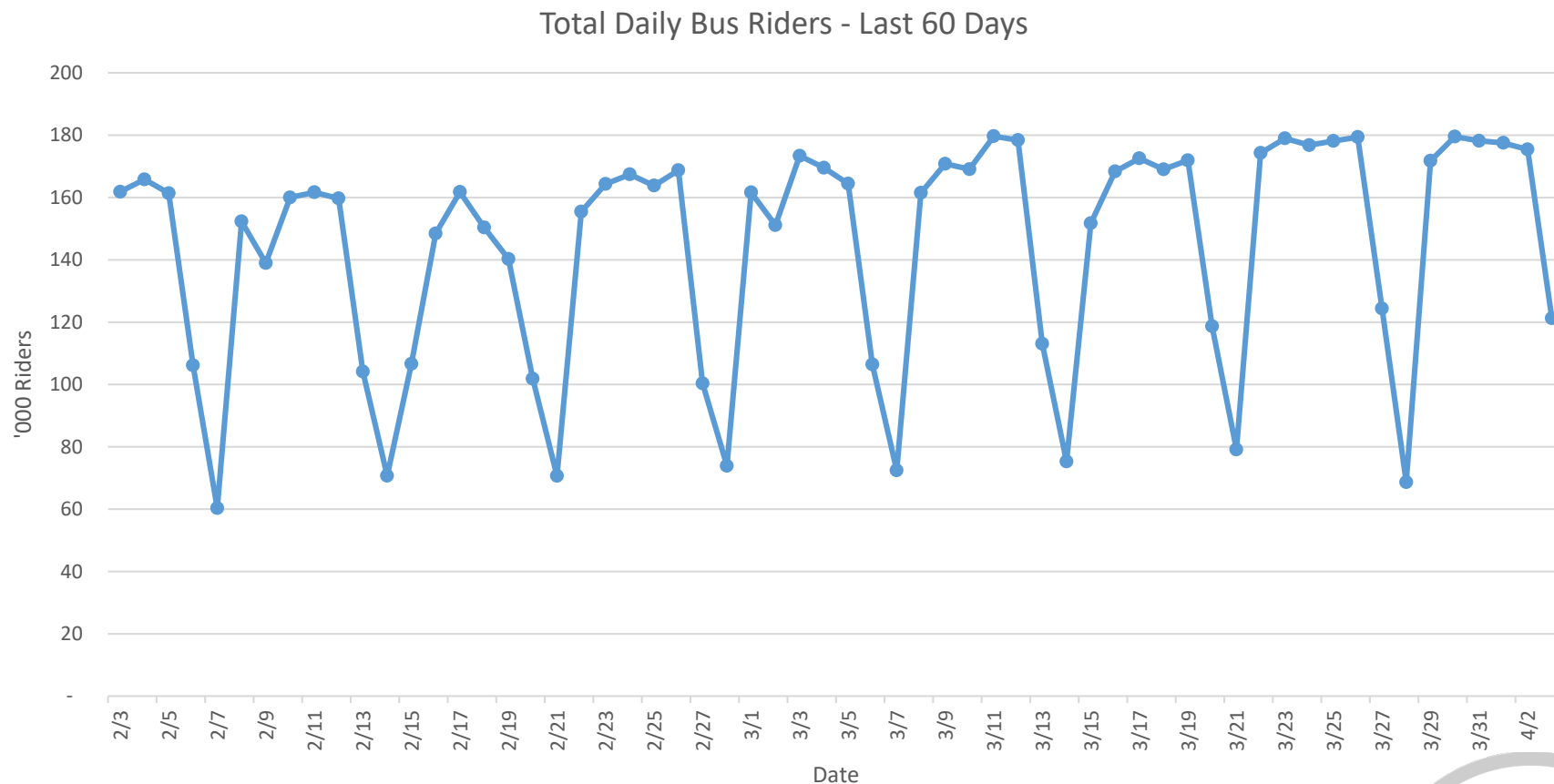


Gated validations data by line and station are available in this [public folder](#) and continue to be updated on the [Data Blog](#). The data is also continuously updated and visualized on the [MassDOT Mobility Dashboard](#).

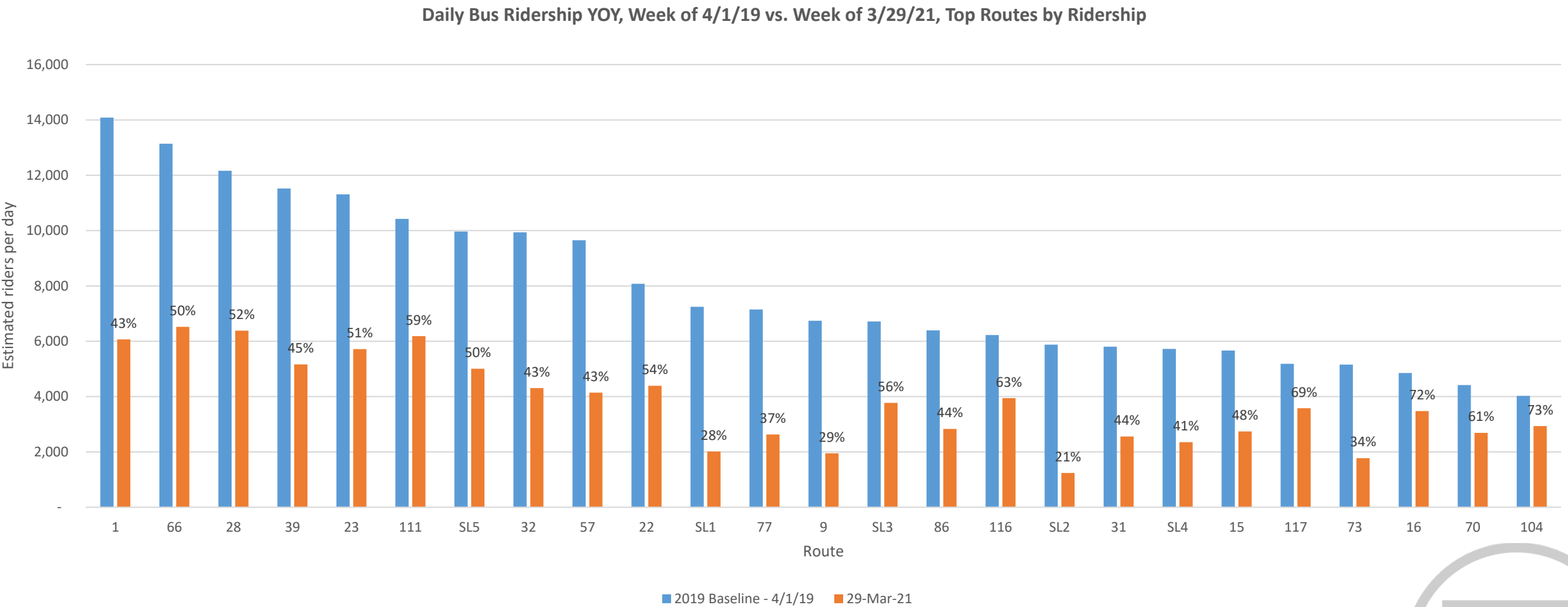


Bus

- Ridership estimated from APCs.
- 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.



Bus - Top Routes



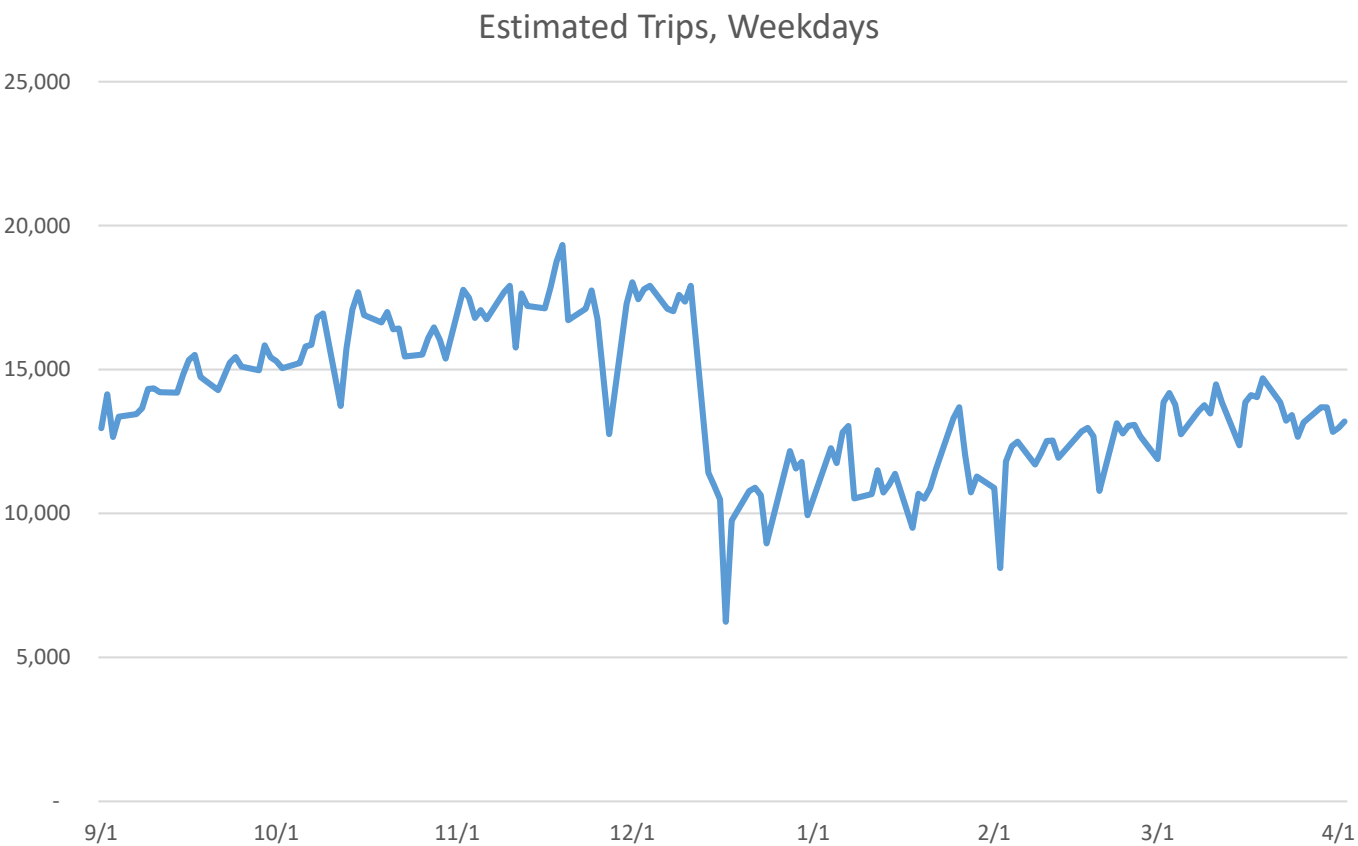
*This chart displays average daily ridership by week, representing the most recent week available. The included routes represent the current top 20 as well as the top 20 routes pre-COVID.



Commuter Rail

- 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 (3/29 – 4/2)
- The current baseline comparison is approx. 118,300 trips, putting the period of 3/29 – 4/2 at 11.1% of pre-pandemic normal.

	Estimated Daily Ridership, Weekdays (3/29-4/2/21)	Estimated % of 2018 Weekday CTPS Counts (all day)
Fairmount Line	529	20%
Fitchburg Line	186	2%
Framingham/Worcester Line	1421	8%
Franklin Line	1131	10%
Greenbush Line	413	7%
Haverhill Line	746	10%
Kingston/Plymouth Line	623	10%
Lowell Line	1037	9%
Middleborough/Lakeville Line	1161	17%
Needham Line	491	7%
Newburyport/Rockport Line	2007	13%
Providence/Stoughton Line	3531	14%

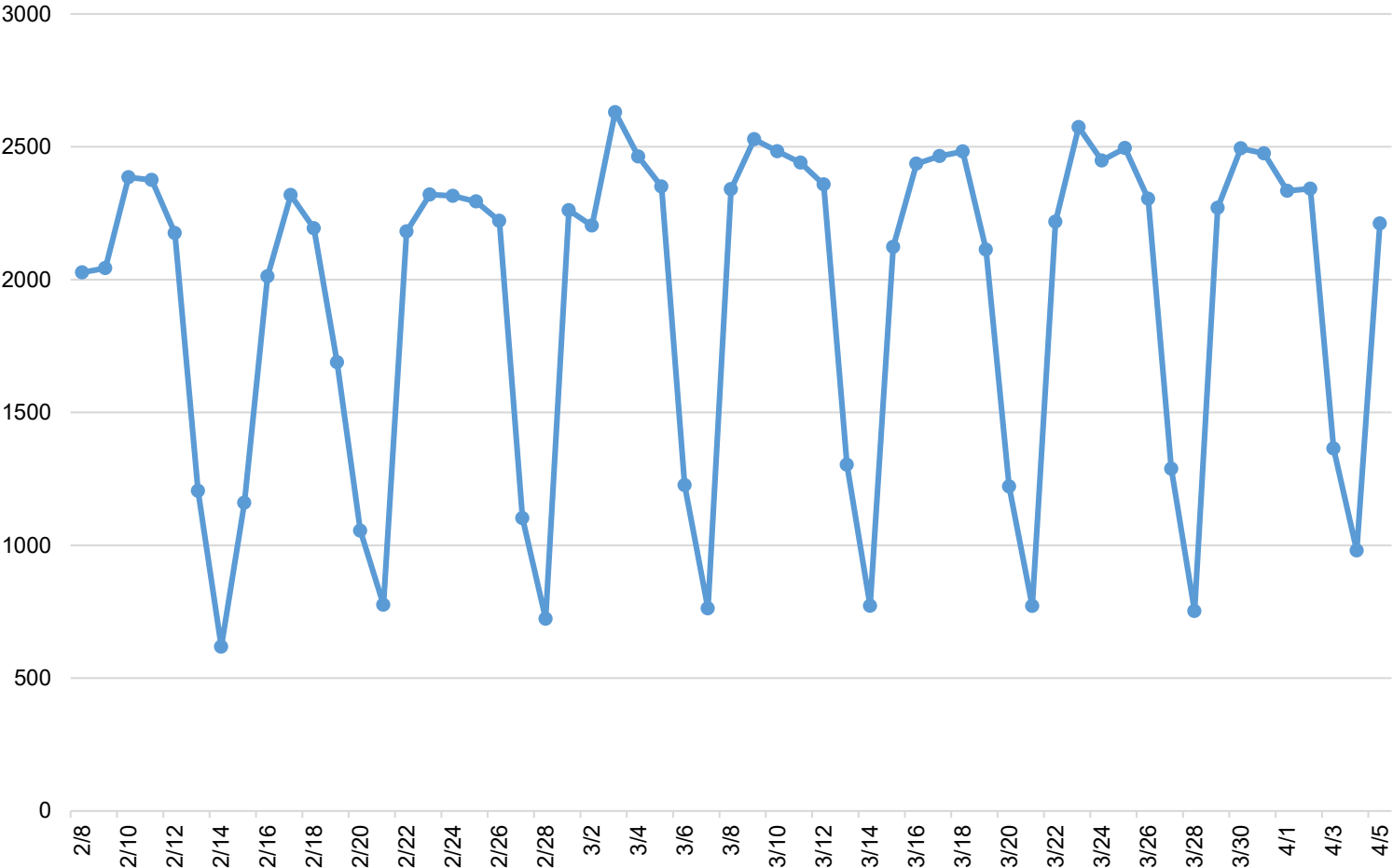


Ridership totals are aggregated from a combination of on-board conductor counts, counts of trains arriving at terminals, and automated passenger counters on-board trains.



The RIDE

The RIDE Trips per Day



The RIDE reported an average of 2,383 trips per weekday last week. This about 1% lower than the previous week and 55% lower than the baseline (2/24/20 - 2/28/20).

Recent ridership may be revised.



Service Updates



Lowell Line Service Diversion

- In order to upgrade the signal system to support Positive Train Control, some service on the Lowell Line must be diverted.
- Service between North Billerica and Lowell Station will be diverted on weekdays from Monday, May 3 to Friday, May 21.
- Regular train service will resume on May 24.

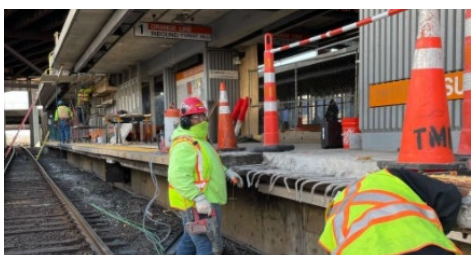
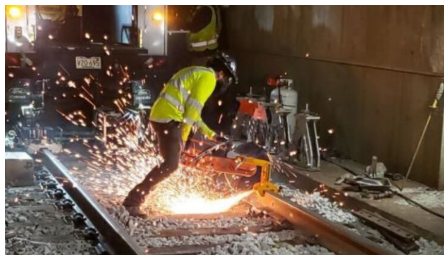


Roberts Street Bridge – Needham Line



Orange Line Update

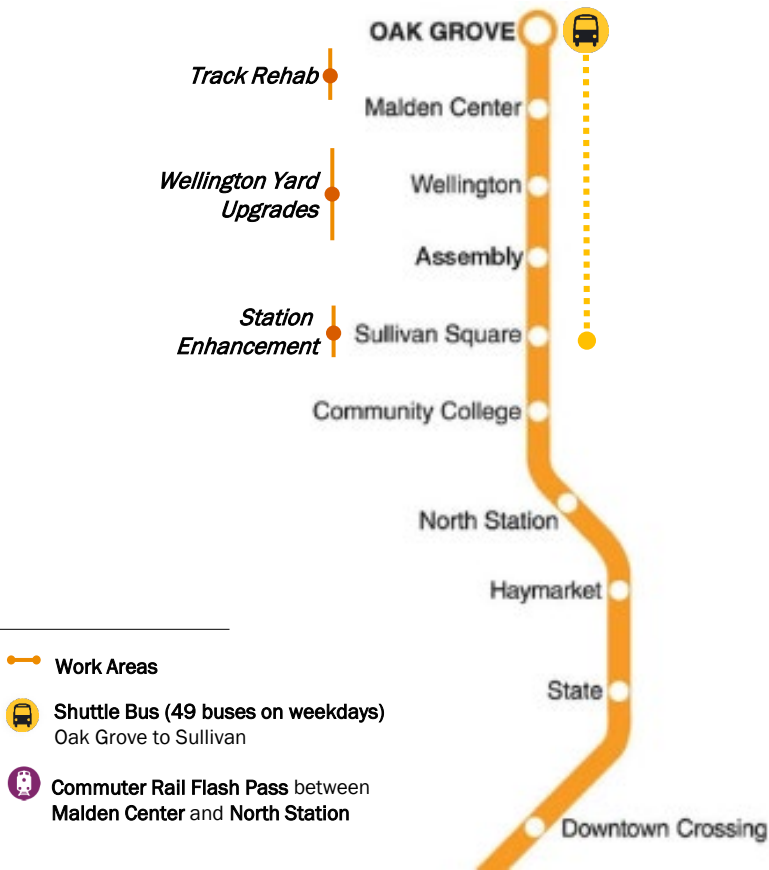
Rail Service Resumes Following Surge Work:



Customer Benefits	Reduced risk of future service disruptions by conducting safety critical repairs
	A smoother and faster ride on rehabilitated track between Oak Grove and Sullivan, with the removal of slow zones
	Improved accessibility and customer experience through platform improvements at Sullivan Square and Oak Grove Stations
	180 Days saved from additional construction time
Work Details	<ul style="list-style-type: none">• Rehabilitated 3 miles of track between Oak Grove and Sullivan (16,000 feet of resurfacing, 1,200 feet of running rail replacement, 5,000 feet of tie replacement)• Conducted 1,900 feet of full-depth track replacement at Wellington Yard• Replaced six crossovers• General station improvements at Oak Grove; platform and canopy repairs at Sullivan Sq• Accelerated project timelines (180 days) including Wellington Yard Rebuild and Sullivan Canopy

Recap: Service Impact Summary

Affected residents, local schools, universities and businesses in the **City of Medford & Malden**



Incident Investigation Continues: Multiple tests & analysis being conducted. New CRRC trains remain out of service.

Building Back Service

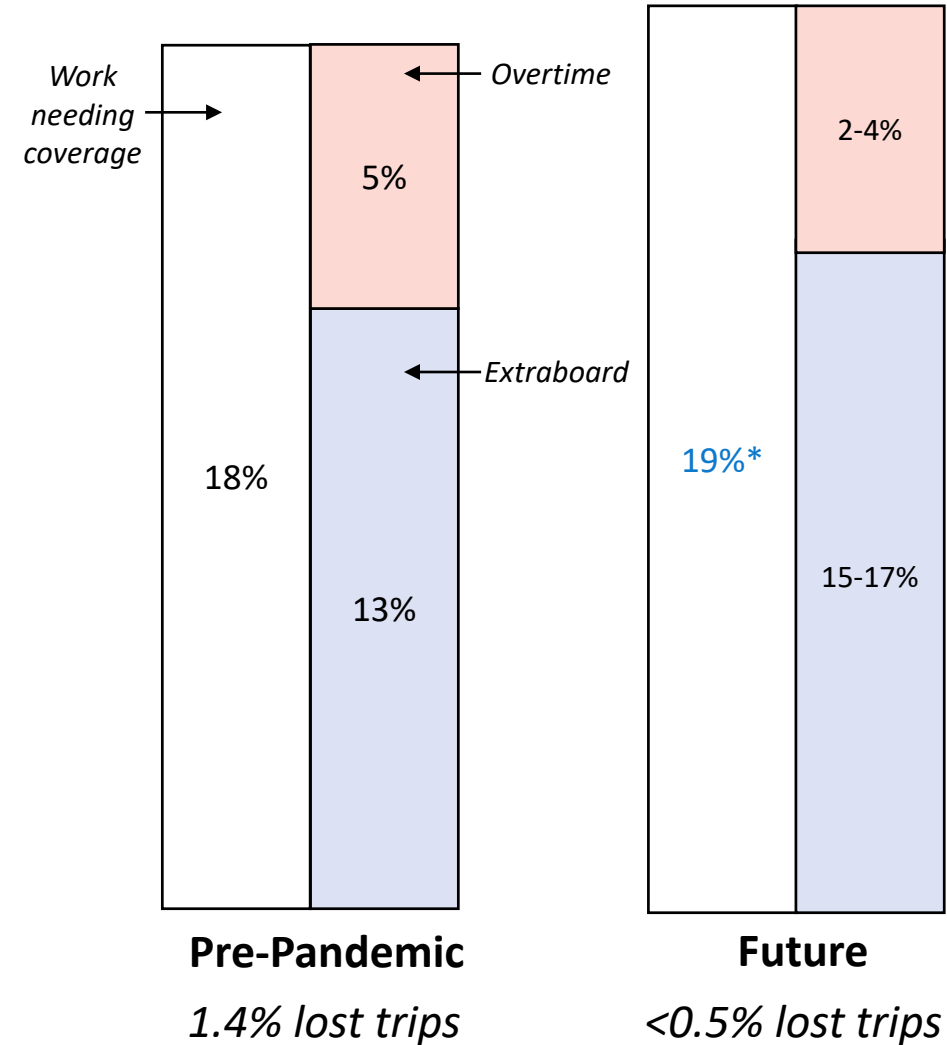


Service Summary

- The MBTA is in the **process of rebuilding service** as soon as possible and **creating a better system than we had before** the pandemic.
 - As we build back, we aim to create a system that **reflects changing travel behaviors and ridership needs** (e.g. more all-day frequency) — not to build back exactly the same system we had before.
 - We continue to be **committed to a more equitable transit system** than we had pre-COVID (currently measured as amount of service for low-income and minority riders).
- Our plan is to build back to **pre-pandemic staffing levels first**.
 - For example, we will be **hiring more bus operators** to ensure service is more reliable for riders: targeting ~5% (60-100 operators) increase over pre-COVID staffing
- **COVID-related constraints** as well as **staffing and internal processes** like recruitment, hiring, training, and scheduling impact our ability to “turn the service back on.”
 - **Absence rates remain higher** due to the ongoing effects of the pandemic and PFML, and there are ongoing staff demands to manage pandemic-related activities.
 - Due to **pace of hiring, class size caps** (impacted by social distancing protocols), and **training timelines**, service restoration will take time.
 - Funding and hiring have been allotted to increase staffing of all relevant departments, and internal working groups have been created to ensure plan stays on track.



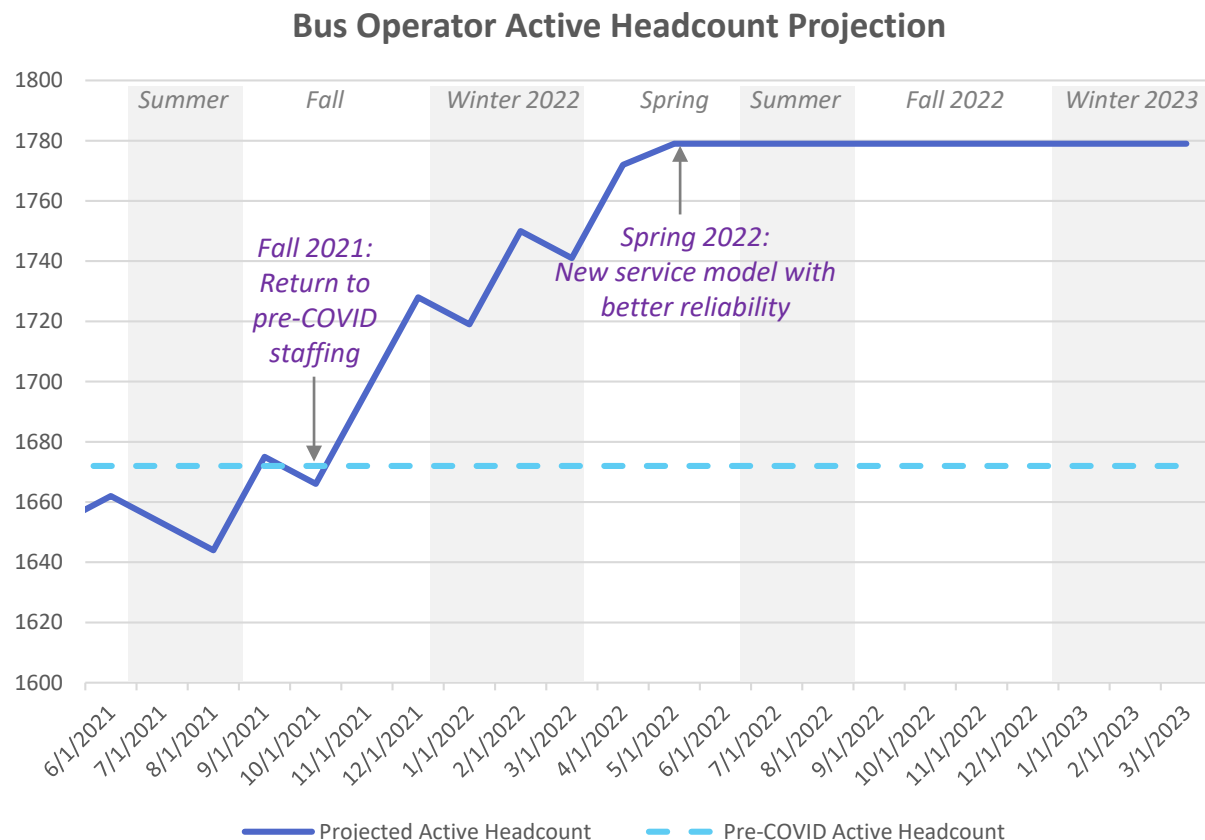
Why we're adopting a new approach to Bus Service



- On days where there **are** not enough operators to perform the work, not all scheduled service is operated
- Prior to pandemic, the MBTA had a 1.4% dropped trip rate, but our **Service Delivery Policy target is 0.5%**
 - Reducing dropped trips has been focus of agency, reducing from a **5-year high of 2.1%**, due to ongoing efforts of the **Dropped Trips working group** and investments like the **Better Bus Project**
- Post-pandemic, we are moving to system of **decreased reliance on overtime and higher extraboard rate** to improve reliability and decrease lost trips



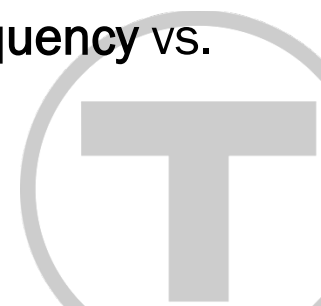
How we're going to bring back bus service



Assumptions:

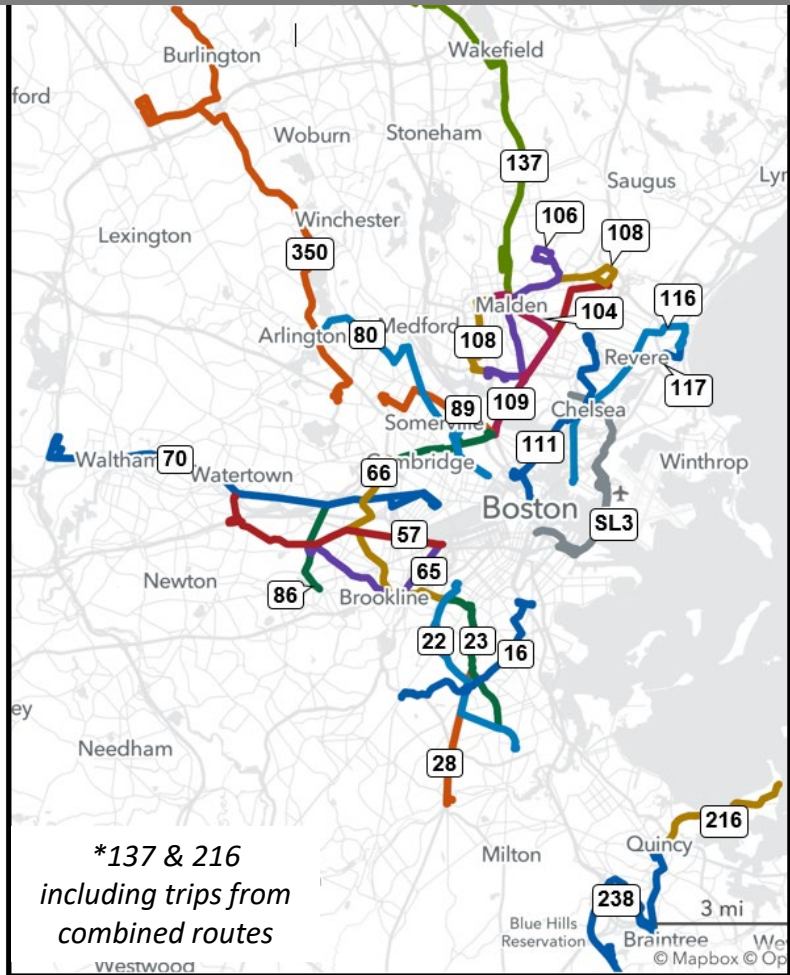
- Attrition rate is in line with average of last 12 months (~9 per month)
- Increase staffing of training school to take effect in July
- New hire training classes graduating every 8 weeks of ~40 PTOs

- Immediate focus is to **restore to pre-COVID staffing levels**, and then improve service reliability (buses are there when riders expect them to be there)
- MBTA will continue to **support social distancing protocols** with reduced vehicle capacity
- Service levels will be increased every few months
 - As new operators are trained, can be used to run additional service (run-as-directeds)
- As service is rebuilt, service will look different than pre-COVID (e.g. **more all day frequency** vs. increasing peak frequency)



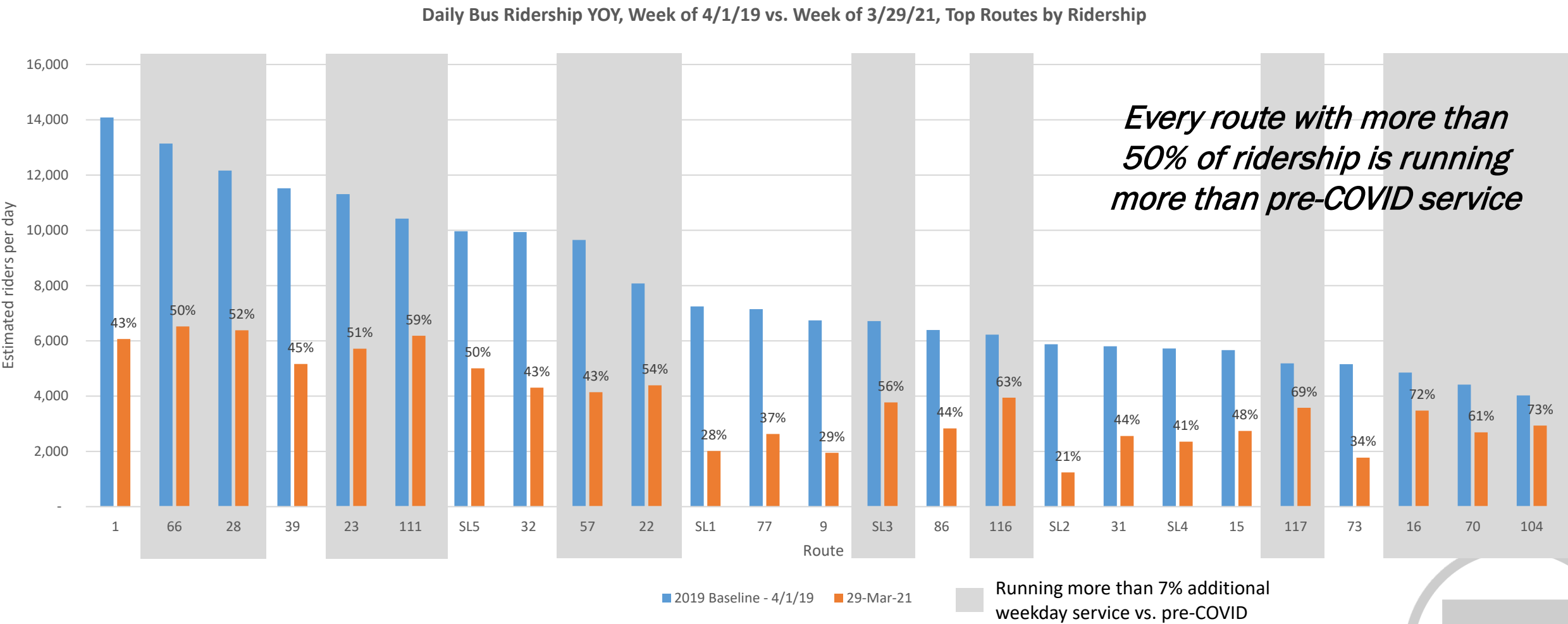
Summer Service Plan for Bus (effective June 20th)

Routes with significantly more weekday service than pre-COVID (Spring 2021)



- Continue to run more service than pre-COVID on durable ridership routes (*see right hand map*)
- Add frequency to routes where there is currently crowding, or where/when we expect increases in crowding
 - Examples: Routes 32, 77, 111, 116, 117
- Restore limited service to routes that serve schools, stranded transit critical populations, and/or higher level of stranding
 - Routes 18, 52, 55 (to Copley), 68, and partially 465 (via 435 extension)
- Increase service on Red, Orange, Blue and Green Lines, more detail to be provided at future board meeting

Top Ridership routes where we are currently running more weekday service than pre-COVID



*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.