



**Massachusetts Bay  
Transportation Authority**

# Report from the General Manager

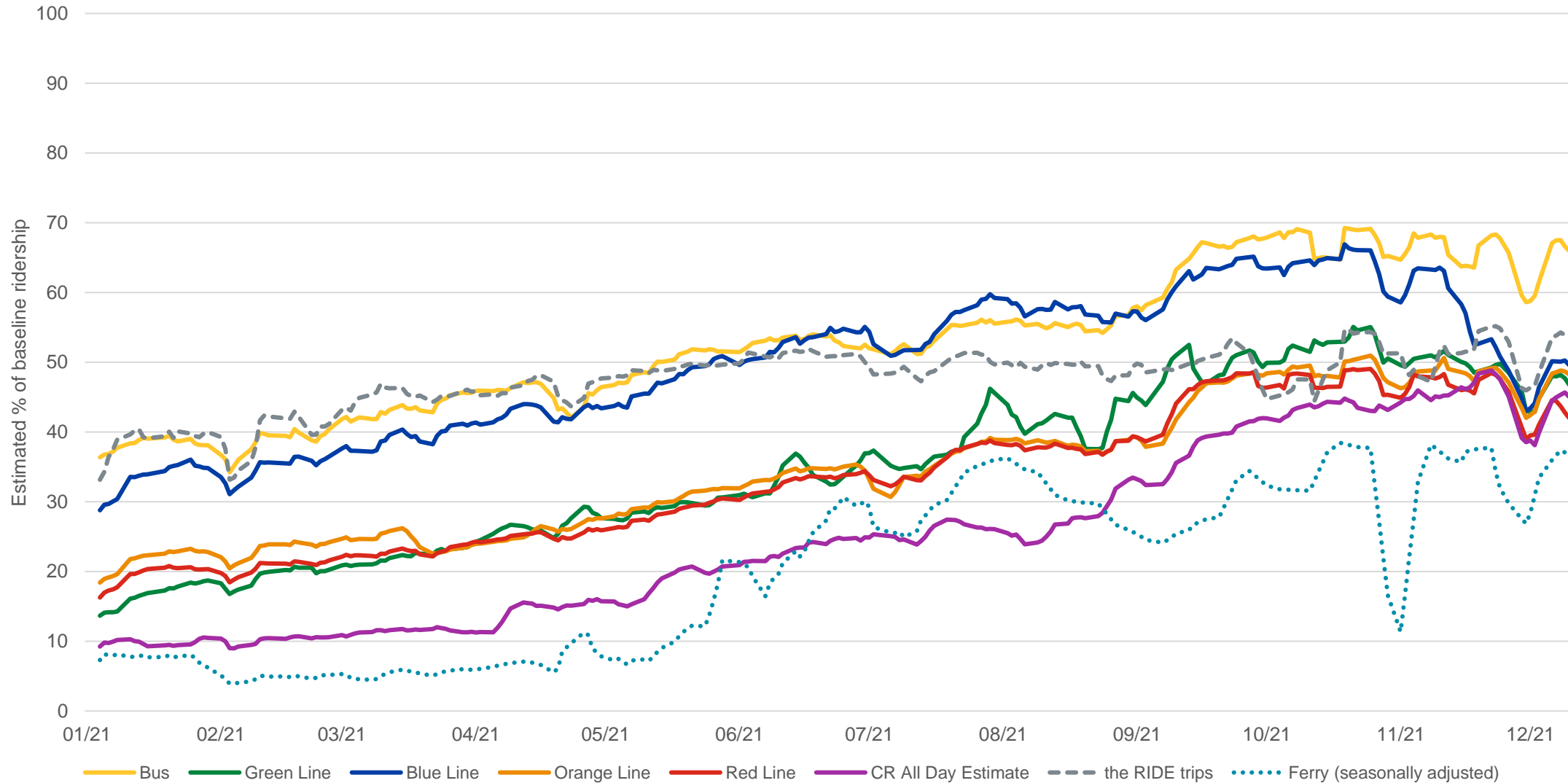
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MBTA Board of Directors  
December 16, 2021

# Ridership Update

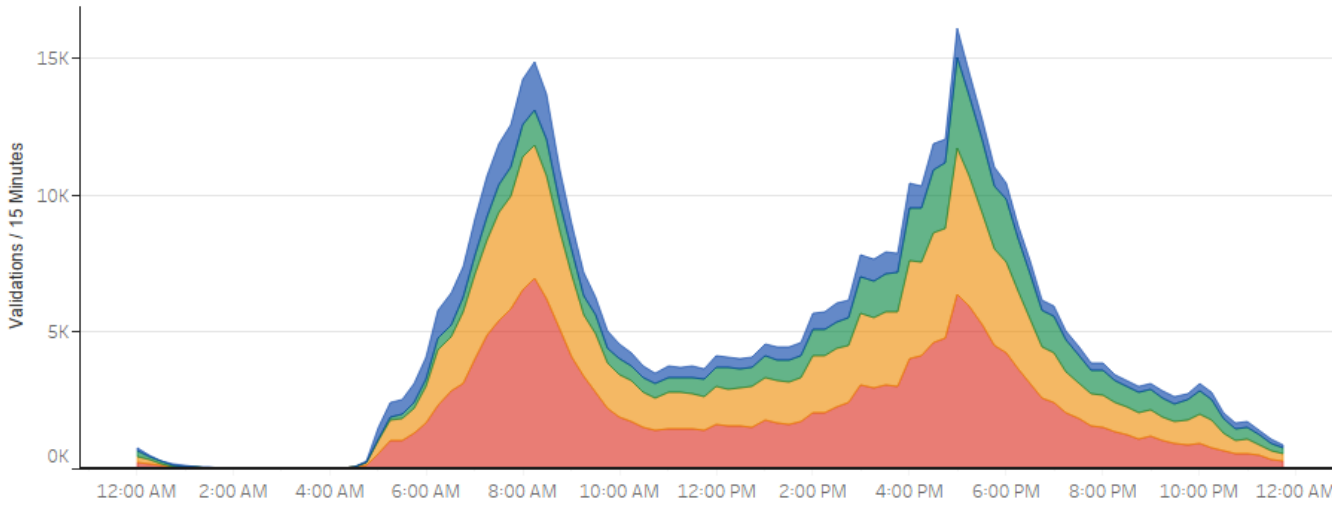


# Weekday Ridership by Line and Mode Since 1/1/21 Indexed to Week of 2/24 – 5-Day Rolling Average



# Validations per 15 min. by Time of Day – Pre-pandemic vs. October ‘21

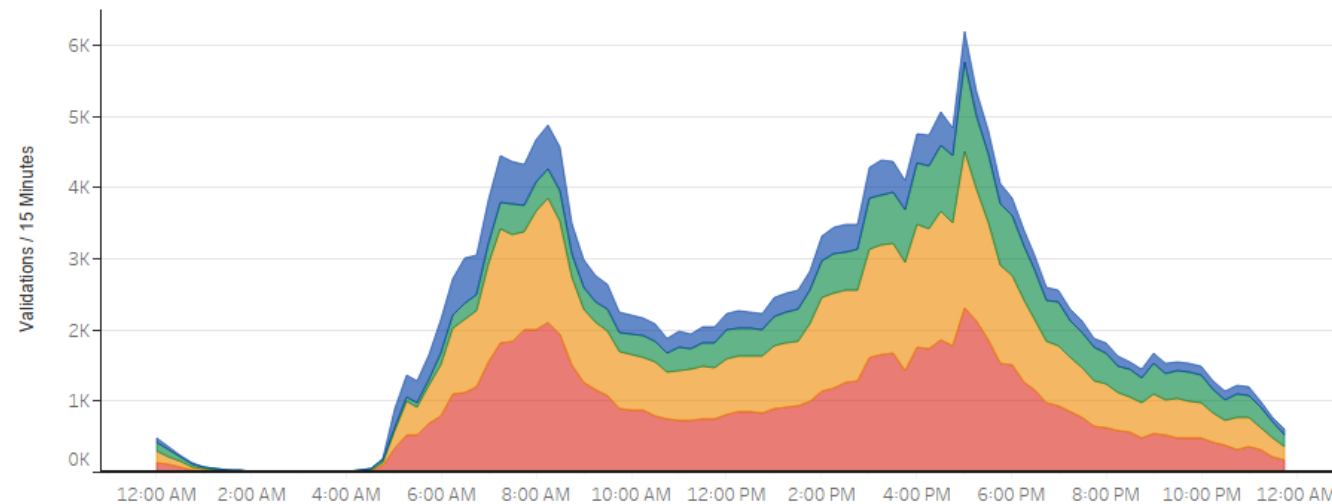
Validations by Time of Day 1



## 2/24/20 – 2/28/20:

- Traditional weekday peak pattern
- Green Line AM peak is lower because surface taps are excluded

Validations by Time of Day 2



## 12/6/21 – 12/10/21 (Weekdays only)

- Peaks returning but still flattened
  - Sharper peak at 5 PM re-emerging
- Blue line is a higher proportion of the total
- Mid-day and afternoon ridership steady throughout pandemic



# Mandatory Vaccination Policy Update



# Mandatory Vaccination Policy Update

- Over 99% of active MBTA employees are in at least partial compliance with the MBTA vaccination policy
- 289 inactive employees are on long term leave of absence
- 35 employees have received 1st written notice of non-compliance
  - 12 have since begun or completed vaccination
  - 23 remain non-compliant
- 4 employees have been issued a 5-day suspension (2nd step in progressive discipline process)

<b>Vaccination Status</b>	<b>Active Status</b>	<b>Active Percentage</b>	<b>Sub Totals</b>
Fully Vaccinated	4822	81.11%	
Partially Vaccinated	529	8.90%	
Exemption Requested	456	7.67%	
1st Dose Scheduled	94	1.58%	99.26%
Non-Compliant*	23	0.39%	
TBD	21	0.35%	0.74%
<b>Total</b>	<b>5945</b>	<b>100.00%</b>	<b>100.00%</b>

# Winter Service Changes



# Winter Service Changes

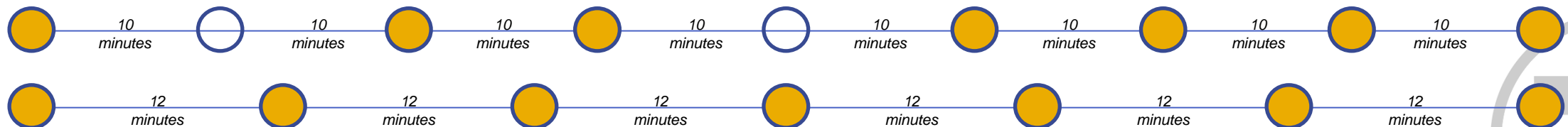
- MBTA faces a significant workforce shortage, driven by national hiring trends and internal challenges
  - This is **not** a cost control measure – the MBTA is budgeted for full level of services
- We are currently unable to deliver existing **scheduled** bus service, and are dropping one out of every 20 trips
  - New Winter schedule represents ~90.5% of pre-COVID service hours
  - Our Fall bus schedule assumes ~93.5% of pre-COVID service hours, so this change represents ~3% reduction
- This winter, we will be rebalancing our bus service so that **scheduled service** better matches the **level of reliable service we can deliver**, while still focusing on:
  - Preserving access and quality of service for transit critical riders
  - Providing sufficient service for returning riders to in-person school or work opportunities
  - Supporting new and changing travel patterns
- Re-balancing service is not our only lever - to enable the MBTA to return to higher levels of service, we are **aggressively pursuing internal and external efforts to increase our workforce**





# Winter Schedule Changes Background

- The service we planned to provide this fall is *not* the service we are running; we are dropping trips (i.e. not running them) due to operator shortages.
- Dropping trips results in poor reliability and uneven headways (space between buses)
- Our goal is to provide more evenly spaced service that is more reliable with less risk of unpredictable crowding from dropped trips.
  - Example: Fall 2021—high frequency routes scheduled for every 10 minutes, but often trips are missed leaving 20-minute gaps
  - Example: Winter 2022, with frequency changes—high frequency routes are scheduled for every 12 minutes instead, with less likelihood of missed trips



# Winter 2022 Bus Service Changes

- Strategy: Reduce scheduled frequency to match current operator availability and reduce long gaps/dropped trips, increase scheduled service where crowding is most severe, and restore some services to accommodate growing in-person school and work trips.
- Note: Many bus routes that see a reduction in scheduled service will still be running more service than pre-COVID
- Visit <https://www.mbta.com/schedules/bus> to view bus schedules.

**Changes will go into effect on December 19<sup>th</sup>.**

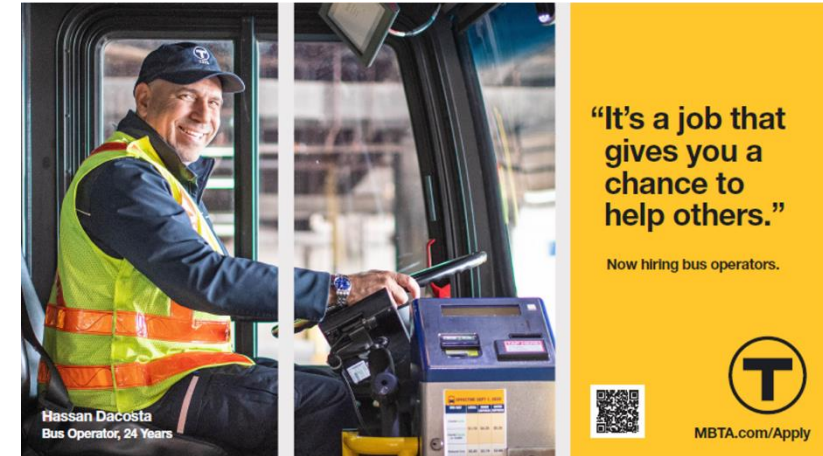


# MBTA Recruitment Campaign



# Efforts Underway to Increase HR Capacity and Hiring

- More than doubling size of HR recruiting department (10 new recruiters brought on since Labor Day with more joining shortly)
- Created and staffed a dedicated team for Operator hiring
- Onboarded HR staff augmentation firm to allow for additional hiring support
- Launched major HR improvement initiatives this Summer / Fall
  - CDL permit 'events' at RMV, revamping interview process, streamlining application process etc.
  - Revamped advertising and marketing campaigns
- Working with unions and executives on methods for making Bus Operator jobs more appealing for applicants
- Promoted 75 part-time operators to full-time status for winter schedule, in order to gain more productivity from existing workforce and to make work more appealing to help attract and retain talent



# MBTA Recruitment Overview

Awareness & Acquisition Campaign

13 Customer Experience

***The New York Times recently reported that the nation's transit agencies are rushing to hire train operators, bus drivers, mechanics and other workers as they try to fill critical vacancies and rebuild a work force that has been battered by the pandemic.***

The MBTA is not immune to these challenges and is facing its own workforce shortage in the ranks of bus and train operators. With employee attrition outpacing new hires, the T is launching an aggressive recruitment campaign to attract candidates to a career at the MBTA.

This campaign focuses on the T as a career, with full benefits, competitive wages and training.



## Notable media supporting this effort

- *Boston Globe* Print Ads
  - 3x Metro Section Takeovers 12/13-1/23
- Targeted Digital Advertising
- Local radio spots
- Neighborhood publications
- Foreign language publications
- MBTA and MassDOT owned properties and billboards
- Newly designed and launched MBTA webpage to support bus and train recruitment and application efforts.



# Creative Concepts

Billboards

DRAFT CONCEPTS – FOR INTERNAL USE ONLY

**Put yourself  
in the driver's seat.**  
We're hiring. [MBTA.com/Apply](https://www.mbta.com/apply)



**Want a route  
to a better life?**  
[MBTA.com/Careers](https://www.mbta.com/careers)



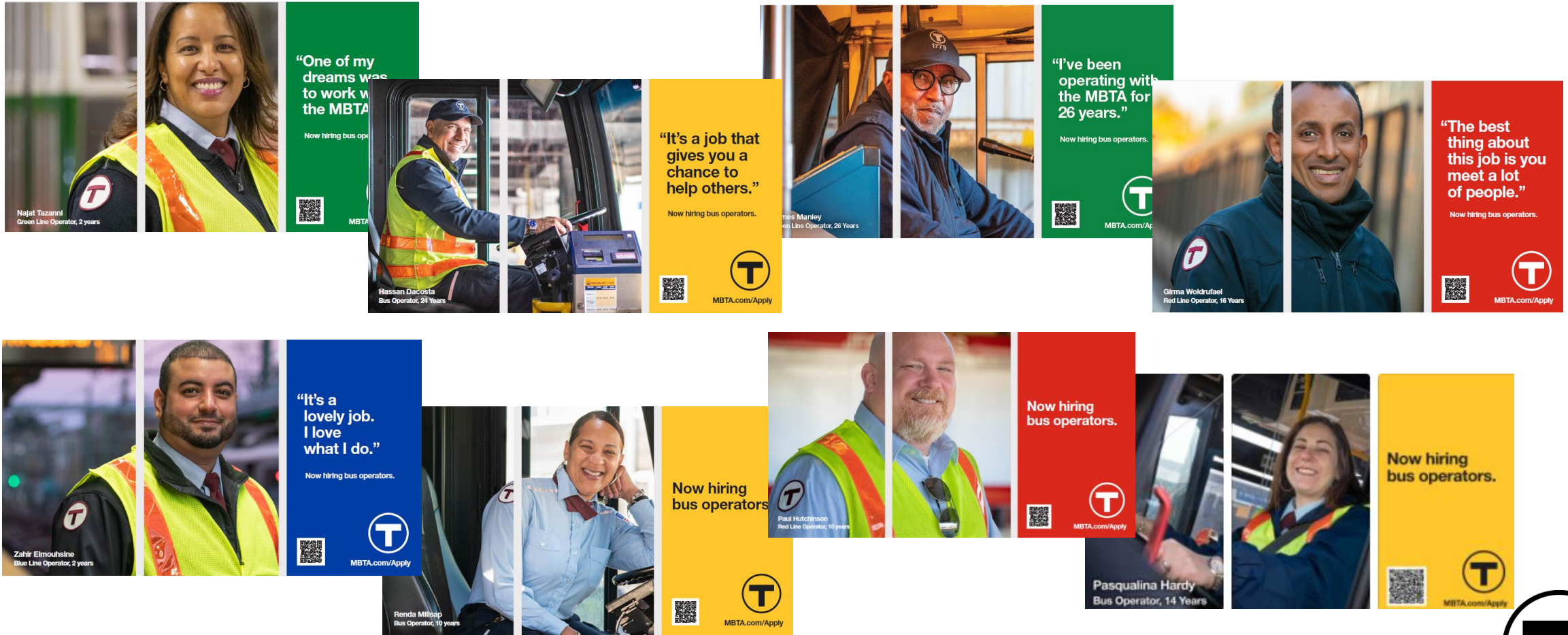
**Are you looking for  
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# Creative Concepts

In-Station Digital Triptych Signage

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**DRAFT CONCEPTS – FOR INTERNAL USE ONLY**



# Creative Concepts

Print Ads

16 Customer Experience

**DRAFT CONCEPTS – FOR INTERNAL USE ONLY**

**Sick of always looking for more work?  
This is a career.**

**The MBTA is hiring. Your next job could be the start of a lifelong career.**

It seems like there's never been a better time to be looking for a better job. And what makes this even more important is that for some it won't just be a better job. It will be a job that leads to a career that ultimately leads to a better life. That's the opportunity the T is offering as we hire new operators. A regular salary with solid benefits and there are established paths for growth. Plus operating a bus or train you'll be helping tens of thousands of people achieve what they need to do every day.

Join the T, get started today, it's easy. Visit [MBTA.com/Careers](https://www.mbta.com/Careers)

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**Get where you want to be by getting people where they need to be.**

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**Put yourself in the driver's seat.**

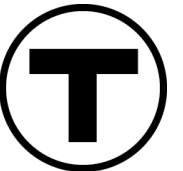
**The MBTA is hiring. Your next job could be the start of a lifelong career.**

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# Creative Concepts

Paid Social

**DRAFT CONCEPTS – FOR INTERNAL USE ONLY**



**Massachusetts Bay Transportation Authority - MBTA**


The T is hiring new train and bus operators. This is your chance to make your next new job the start of a new career. One that offers salary, benefits, and a chance to help people every day. It's easy to get started so begin your path to a new career right now.

[MBTA.com/Careers](https://www.mbta.com/Careers)

**Now hiring bus and subway operators.**

**T**

**Sick of always looking for more work?**



**This is a career.**

**Massachusetts Bay Transportation Authority - MBTA**

The T is hiring new train and bus operators. This is your chance to make your next new job the start of a new career. One that offers salary, benefits, and a chance to help people every day. It's easy to get started so begin your path to a new career right now.

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**Are you looking for a new job or a career?**

**T**

**DRAFT CONCEPTS – FOR INTERNAL USE ONLY**



# Public Meeting on Status of *Daniels-Finegold* Settlement



## Public Meeting on *Daniels-Finegold* Settlement Status

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- Hosted by Independent Monitor, Judge Patrick King, on 12/8
- Reviewed his recent findings regarding remaining settlement terms
  - Out of original 200+ commitments, 15 remain underway, e.g.
    - Downtown Crossing Elevators
    - Performance of Third-Party Bus Providers
    - Plan for Coordinating with Municipalities regarding Access Issues
  - Highlighted progress on and compliance with:
    - Accessibility-related trainings for frontline-line staff
    - Holistic Elevator Cleanliness Plan



# Public Meeting on *Daniels-Finegold* Settlement Status

- Staff showcased updates on:
  - Chelsea, Amory & Babcock openings
  - 50+ elevators in design
  - Collaboration between OCC Training School and SWA
  - GLX progress
- For additional background on the settlement: [www.mbta.com/accessibility](http://www.mbta.com/accessibility)
- For full set of accessibility-related initiatives underway: [www.mbta.com/swa-initiatives](http://www.mbta.com/swa-initiatives)



# Bikes on Commuter Rail



# Bikes on Commuter Rail Peak Trains

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- Effective with the Fall 2021 schedule change on October 11, the MBTA resumed its longstanding policy of **not allowing bikes on peak commuter rail trains**.
- The **designs of the current vehicle fleet and infrastructure** make it very difficult to safely and consistently accommodate riders with bikes and riders with disabilities in the same limited space—especially on **higher ridership trains and at higher ridership times**:
  - The accessible spaces near car end doors, where bikes are normally placed, are **first and foremost provided to ensure safe and accessible seating for riders with disabilities**, in compliance with the Americans with Disabilities Act (ADA) and MBTA policy; and
  - **Crowding on peak trains** exacerbates the challenge of accessible spaces being unavailable to riders with disabilities.
- In October 2020, we **temporarily relaxed the policy** due to **very low ridership** and a desire **to support workers still traveling** by commuter rail.
- However, **increasing ridership trends and complaints about bikes blocking access for passengers with disabilities** prompted a resumption of the bike prohibition on commuter rail peak trains.



# Future vehicle and station designs will support commuting with bikes

- Peer transit systems in the US and worldwide that allow bikes on all trains usually have **vehicle fleets and stations designed to accommodate riders with bikes**, including:
  - Dedicated bike storage cars
  - Extensive bike storage facilities at stations
  - All high-level boarding platforms.
- Long term, we will **design our future vehicles and stations** to accommodate multimodal commuting with bikes.
- Short term, we are exploring opportunities to **improve the bike experience** on the system, including **new bike storage facilities** at more commuter rail stations.



A Caltrain bike-car. Photo: Shirley Johnson



# Bus Facility Modernization: Arborway Bus Maintenance Facility





# MBTA New Arborway Facility - Vision

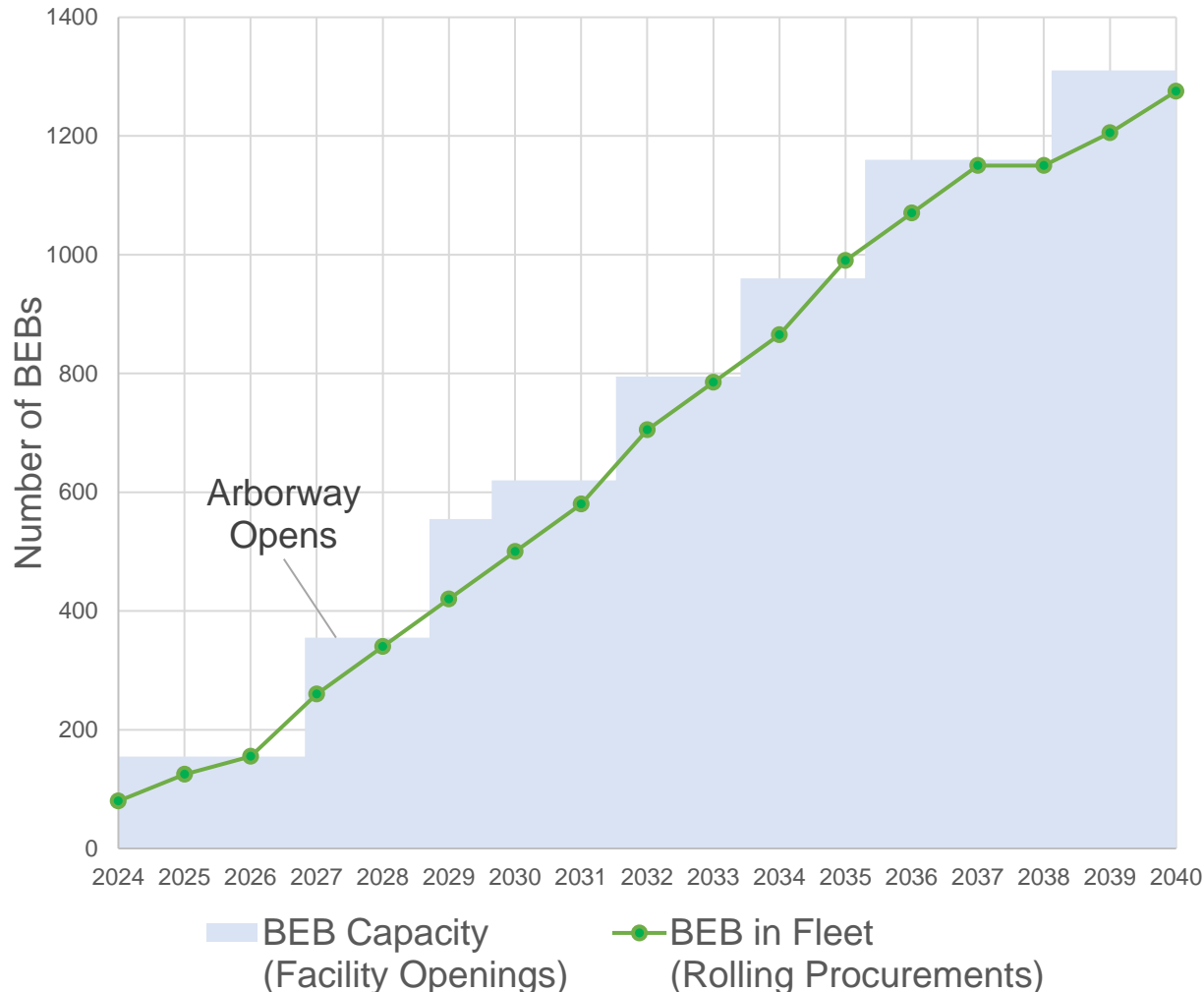
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## When completed in 2027, the MBTA's New Arborway Garage will:

- Almost entirely **eliminate emissions from buses** in the southern neighborhoods of Boston, including in some of the lowest income communities in the city
- Support **more reliable bus service**, along many of the MBTA's most heavily used routes
- **Increase capacity** for bus riders by allowing more routes to be served with larger, 60' articulated buses
- Replace an unattractive, and mostly outdoor bus facility with an **attractive and modern, fully-enclosed facility**
- **Support community vision** for Washington Street



# Bus Fleet and Facility Modernization Goals



- Convert the entire bus fleet to zero emissions technology
- Modernize all bus maintenance facilities
- Transition to a more uniform fleet replaced on a predictable, annual cycle
- Allow for an increase in fleet size



# Arborway Project Drivers

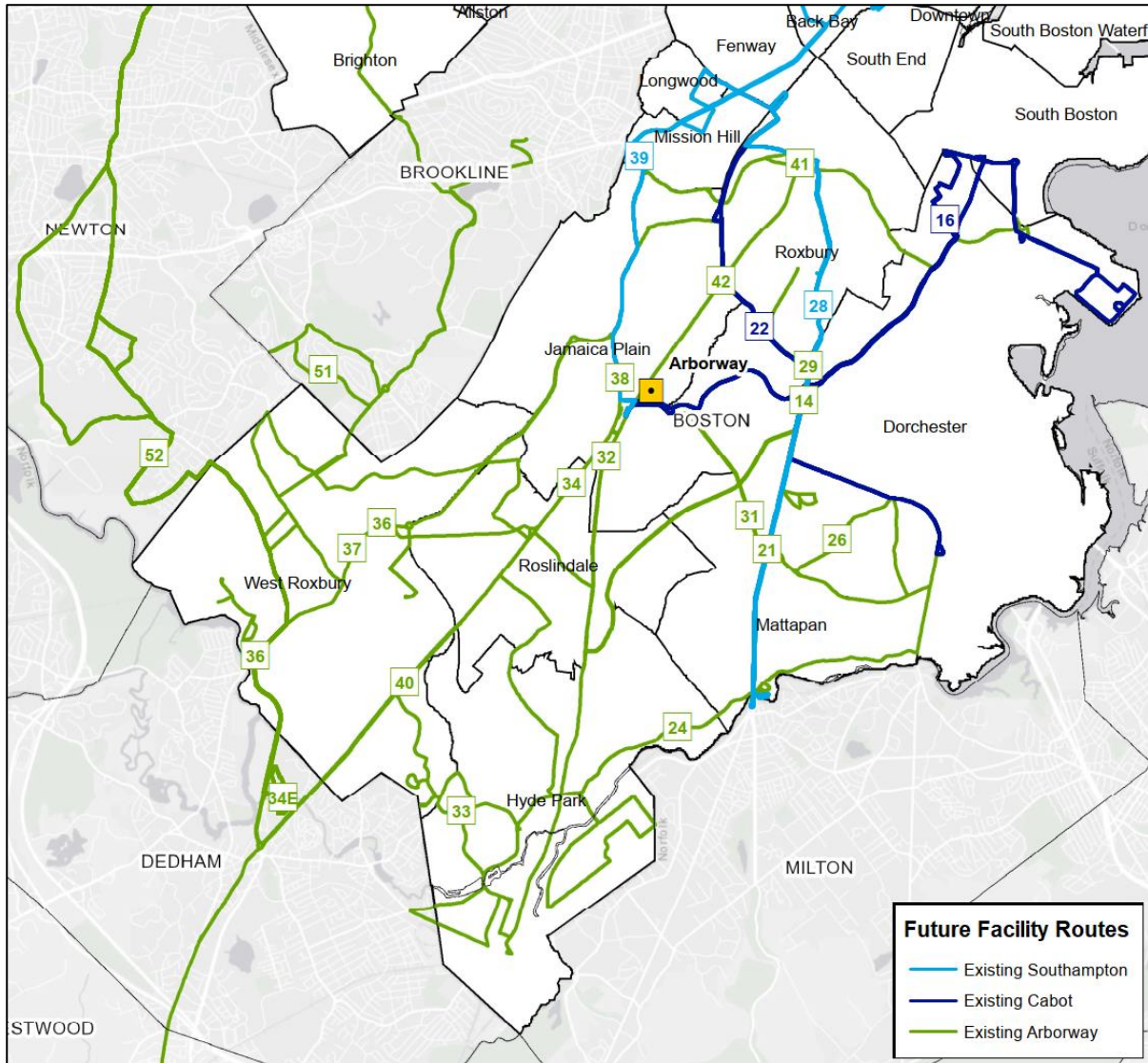


The MBTA Bus Modernization team identified Arborway as the program's next priority after Quincy, due to the following factors:

- **Equity:** Number of routes serving communities with high proportions of low income and POC households
- **Condition:** Temporary, inadequate, outdoor condition of facility
- **Fleet:** Project must be complete ahead of 2028/29 replacements of 118 CNG buses in existing facility



# Program for the New Arborway Facility



- Expands fleet from **118 CNG buses to 200 battery electric buses** to transition both existing routes and additional routes in transit critical communities in Roxbury/Dorchester/Mattapan
  - **40% local buses in Boston will use BEBs upon completion**
- **Expanded capacity** for 60' buses
  - Route 32 to be upgraded to larger buses
  - Existing 60' routes – #28 on Blue Hill Ave and #39 on Centre Street – shifted to Arborway and provided with battery electric buses
  - Better meet demand as MBTA redesigns bus network



# Chelsea Commuter Rail Station Ribbon Cutting



# MBTA Celebrates Completion of Chelsea Commuter Rail Station



- Secretary Tesler and GM Poftak were joined by community leaders to celebrate the completion of the new Chelsea Commuter Rail Station, which officially opened to passengers on November 15, 2021.
- The new, multimodal, \$37.7 million station features fully accessible high-level platforms and improved station elements with easy connections to the Silver Line 3 (SL3).



# MBTA Fill-A-Bus & Winter Wonderland

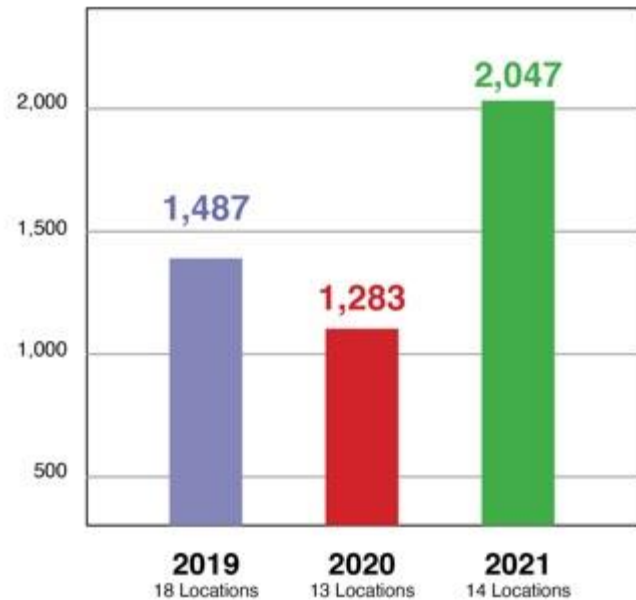


# Fill-A-Bus

December 6–10, 2021

## 2,047 Toys Collected!

### Fill-A-Bus Collections



The Charities pick up their toys at Charlestown Bus Garage.

Fill-A-Bus Operator Mike Broderick with the MBTA Safety Dept.



Everett Shops.





# Winter Wonderland

December 11, 2021



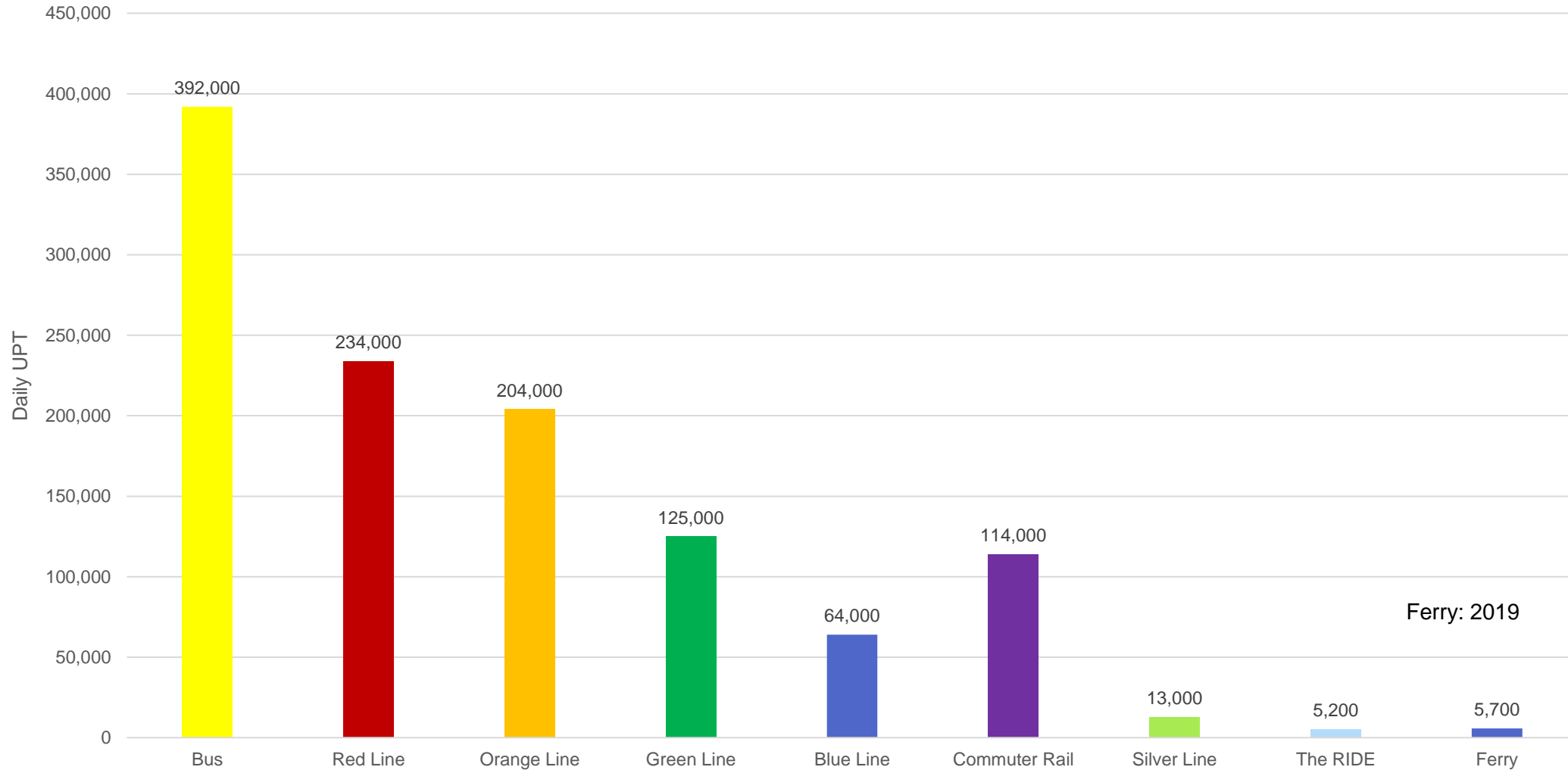
12/16/2021



# Appendix



# Baseline Weekday Ridership (2/24-2/28)



# Winter 2022 Bus Service Changes

What's changing	Routes affected
<b>Routes with structure changes</b>	62, 76 restored in peak periods; combined 62/76 remain off-peaks. 111 runs full Woodlawn trips all-day instead of 111C/111 combination. 116/117 and 108 also have fewer short-turn trips.
Routes with increased frequency	19, 38, SL1
Routes with mix of added frequency & reductions	66 - Frequency reductions in the AM and PM peaks weekdays and on Saturday evenings. Sunday inbound trip added at 5:54 AM. 111 - Frequency reductions in Cary Square-Haymarket segment, but increases from Woodlawn to Cary Square.
Routes with reduced frequency	1, 7, 9, 11, 15, 22, 23, 29, 30, 31, 42, 47, 65, 70, 77, 86, 87, 88, 104, 106, 108, 109, 116, 117, 240, 442, 455, 501, 504, 505, CT3

For additional details, please visit [www.MBTA.com/servicechanges](http://www.MBTA.com/servicechanges).

**Changes will go into effect on December 19<sup>th</sup>.**



# Winter 2022 Bus Service Changes

What's changing	Routes affected
<b>Routes with minor trip shifts</b> <i>If your route or stop is affected, please use the MBTA trip planner to plan alternative service.</i>	8, 10, 14, 28, 32, 35, 39, 52, 55, 57, 61, 64, 69, 83, 85, 89, 92, 93, 94, 95, 97, 99, 100, 101, 105, 110, 112, 132, 134, 216, 217, 222, 238, 351, 354, 428, 429, 456, SL2, SL3

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# History of Arborway Site

- **1895** – Forest Hills Carhouse opens
- **1917** – Surface yard expanded for streetcar storage
- **1925/6** – New bus garage opens and Lotus Place Carhouse replaces original carhouse
- **1950s** – Lotus Place Carhouse used to maintain diesel buses and trolleybuses, in addition to streetcars
- **1962** – MBTA headquarters opens at 500 Arborway
- **1981** – Bus operations transferred to Bartlett Street Garage (planned temporarily, with plans for 200 bus facility at Arborway)



Arborway Yard in June 1967

Photo Credit: David Wilson, [www.flickr.com/photos/davidwilson1949/11504375843/in/photostream/](http://www.flickr.com/photos/davidwilson1949/11504375843/in/photostream/)

# Context for Arborway Bus Facility

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**1998** – Community Planning Committee for Arborway Yard (CPCAY) convened to address community concerns and engagement needs around MBTA’s plans for the future of Arborway Yard.

**2001** – CPCAY facilitated drafting of Memorandum of Understanding signed by City of Boston and MBTA.

**2003** – Arborway temporary garage opened to replace Bartlett Street facility in Roxbury with the expectation a permanent facility would soon replace it.

**2010** – MBTA completed permanent facility design, but construction funding did not materialize after MassDOT/MBTA reorganization.

**2010 to today** - CPCAY continued championing the project, recently transitioning its charter to Jamaica Plain Neighborhood Council (JPNC). City developed PLAN: JP/ROX, which reaffirms housing priority, especially affordable housing.

**April 2021** – MBTA presented Arborway as next priority in program at FMCB meeting.

**Summer/Fall 2021** – MBTA initiated design process – conducting internal scoping activities, as well as conducting initial outreach (JPNC, Emerald Necklace Conservancy, City of Boston/BPDA).



# Arborway Bus Facility Timeline

- 0-15% Design Phase – Fall 2021 to Spring 2022
  - 15% design underway
  - Geotech borings to support design planned for mid-December
  - Environmental review process commenced
  - Additional stakeholder outreach
  - MBTA 15% Design Meeting in Spring 2022
- 15-100% Design Phase\* – Summer 2022 – 2024
  - MBTA-run public meetings continue
  - Environmental review and permitting
- Targeted Construction Start\* – 2024
- Targeted Completion – end of 2027

\* Funding currently being identified

