



Massachusetts Bay Transportation Authority

Bus Transformation

Fiscal and Management Control Board

January 27, 2020

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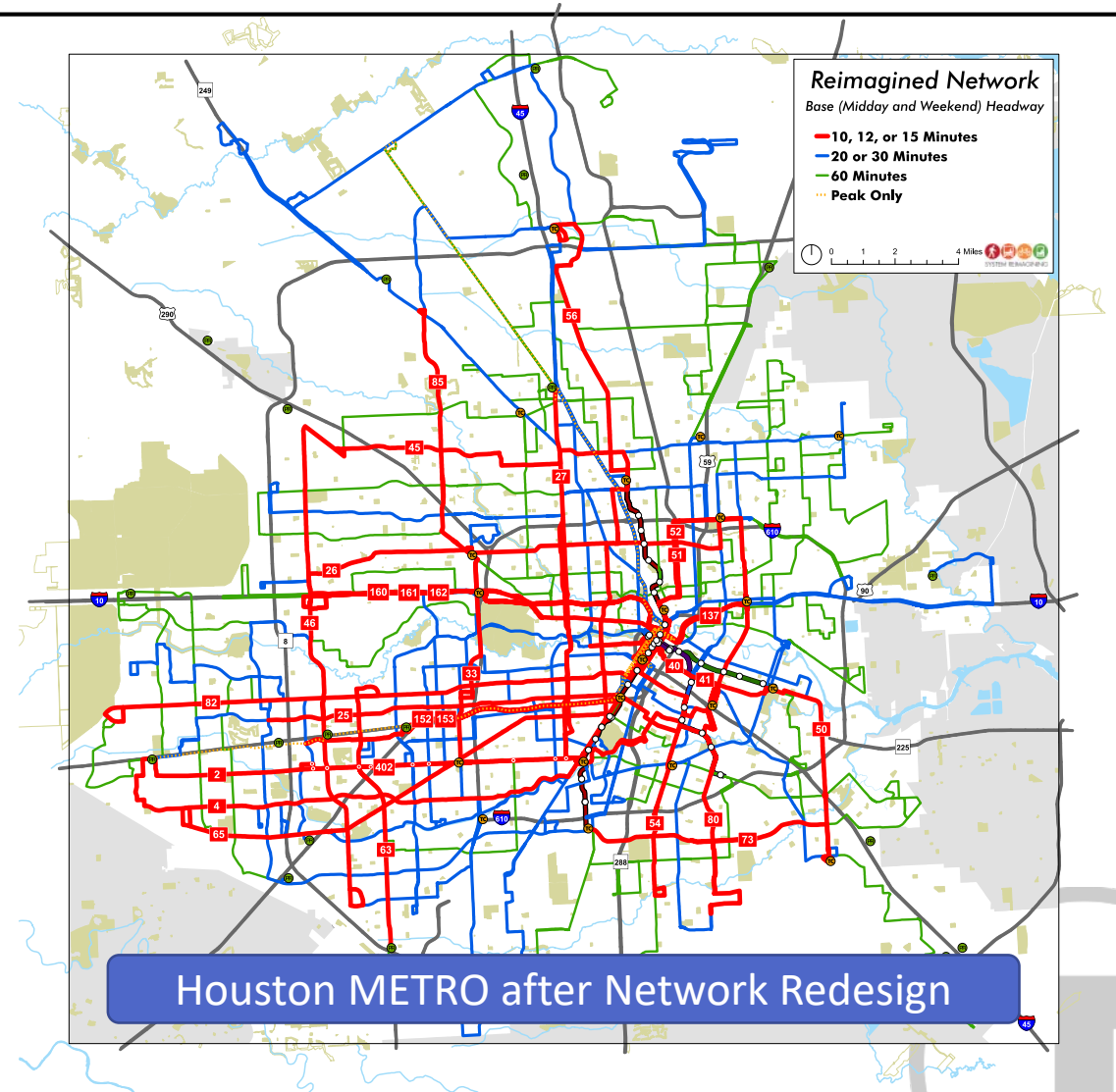
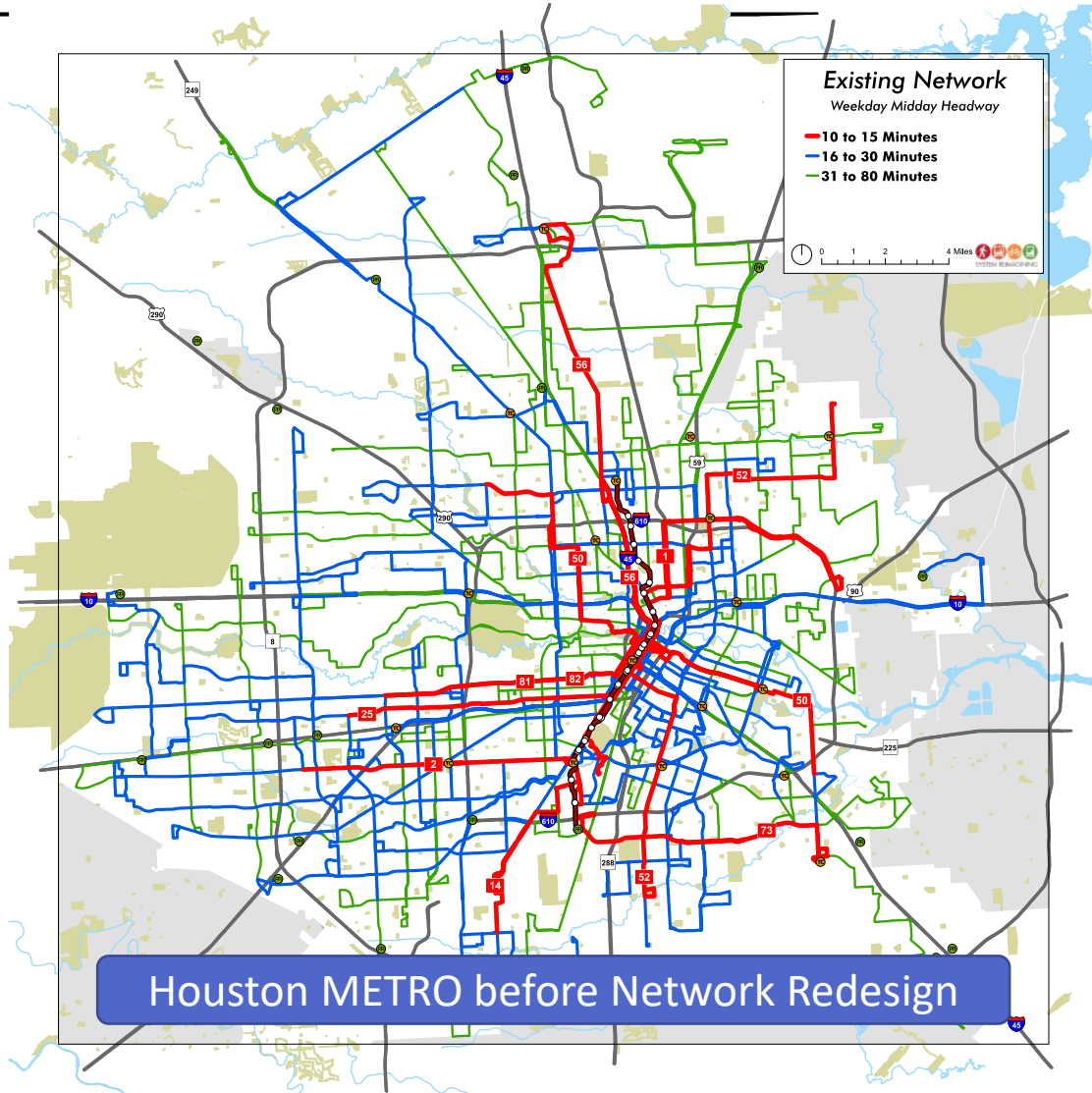
Better
Bus
Project

Agenda

1. Discuss what it takes to transform the experience of riding the bus
2. Introduce our approach
3. Present staffing plan for Bus Transformation

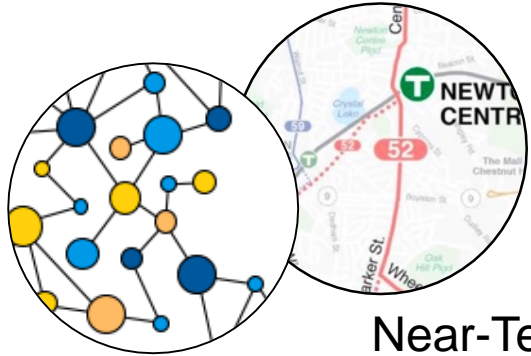


Bus systems can be transformed



MBTA has a lot of good people doing good work on bus

NETWORK DESIGN



Bus Network Redesign

Near-Term Changes

FLEET AND FACILITIES



60 more buses



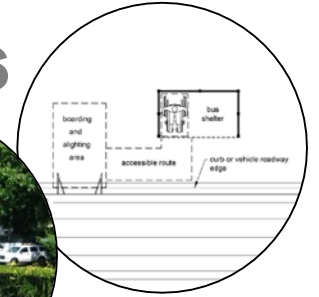
Battery electric buses

Bus modernization

BUS STOPS



Shelters

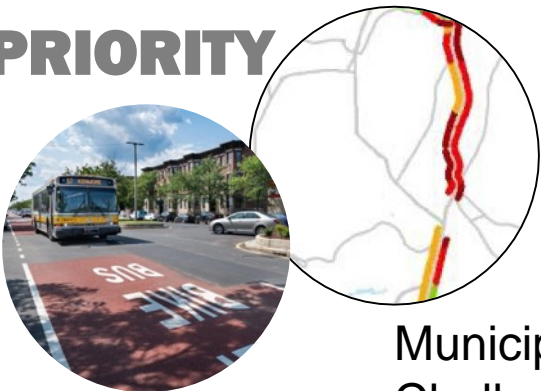


PATI



E-Ink signs

BUS PRIORITY



Bus Lanes

Municipal Challenge Grant

OPERATIONS



SKATE



Workforce modernization

CONNECTION HUBS



Harvard

Forest Hills



But transforming bus is hard

- Making the bus better for our riders requires hundreds of little changes.
- Every change affects people, and even when the positives outweigh the negatives, there are negatives
- Every change can upset someone (riders, residents, municipalities)
 - A change to a bus schedule
 - A change to a bus route
 - A relocated bus stop
 - A new bus layover location
 - A new bus lane
 - A new bus shelter
 - A new bus garage
- We have to listen to all these concerns, and that will make the resulting system better, but we can't transform bus if we try to make everyone happy.



It will take agency + leadership commitment

METRO



How other cities have succeeded:

- An informed public discussion about tradeoffs and goals
- A focus on policy questions, not just maps
- Improving the experience of existing riders, not just new ones
- Full participation of of planners, schedulers, bus operators
- A clear agreement on how aggressive to be
- Clear commitment from leadership, board, elected officials

COTA

 **METRO**

GRTC
TRANSIT SYSTEM

 King County
METRO



It will take a vision

“Achieve a better, faster, lower-emissions service, supported by all-door boarding and exclusive busways, that is more aligned with where riders live, work, and travel.”

FOCUS40

“Ensure that the vast majority of customers can use the MBTA’s increasingly accessible fixed-route system, while those who still need The RIDE have more and better service options.”

“Provide regular and occasional riders alike with high-quality services that are easy to navigate and pay for and a pleasure to use.”

“Data driven”

“Safety for both our operators and customers”



“Equity”

BUS TRANSFORMATION WORKSHOPS

“Rider empowerment”

“Better coordination both internally and externally”



The experience of riding the bus can be great.



To achieve this, we have to transform every part of bus

Operations, systems, processes and metrics

A route network that goes where people need to go when they need it

A redesigned network

A core network of key bus routes with all day frequent service

Expanded and modernized fleet

Seamless connections bus-to-bus and bus-to-rail

Renovated transfer hubs

Fast, reliable service

Bus priority

Accessible, comfortable, safe stops

Bus stop improvements

Great passenger information online, at the stop, and on the bus

Maps, signs, apps, displays on vehicles

Better
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We have to define clear goals and measure them

Black & bold = existing policy standards

Grey = example new policy standards

A route network that goes where people need to go when they need it

A core network of key bus routes with all day frequent service

Seamless connections bus-to-bus and bus-to-rail

Fast, reliable service

Accessible, comfortable, safe stops

Great passenger information online, at the stop, and on the bus

Every route meets minimum frequency (1 hr) and span of service (7 am – 7 pm weekdays)

Competitiveness metrics

85% of block groups over 7,000 people per square mile have service every 15 min 7:00 am – 7:00 pm and at least every 20 min until midnight and weekends

Walking distance at connection

Protection from the elements

Lighting and security

Frequency of connecting services

Top priority corridors

75% OTP for local bus; 80% for key bus routes

Every stop is accessible

XX% of MBTA passengers board at stops with shelters

Safe sidewalk + crosswalk at every stop

Signage vehicle - vehicle at transfer

Realtime info at every key bus route stop

>99% data accuracy



We have to change how we operate

- A new way of thinking within the agency
- Sharing a clear vision with the public
- Intense outreach
- Move from short term wins and one-offs to fundamental change
- New relationships with municipalities
- A clear understanding of how ambitious we will be
- Political support and a commitment to ambition
- A dedicated organization, staffing, and budget



Bus Transformation approach

1

Set up a centralized **Project Management Office** responsible for setting the vision for Bus Transformation, developing a cohesive set of metrics & goals, build and manage the roadmap to get there, and communicate to the public and organization along the journey

2

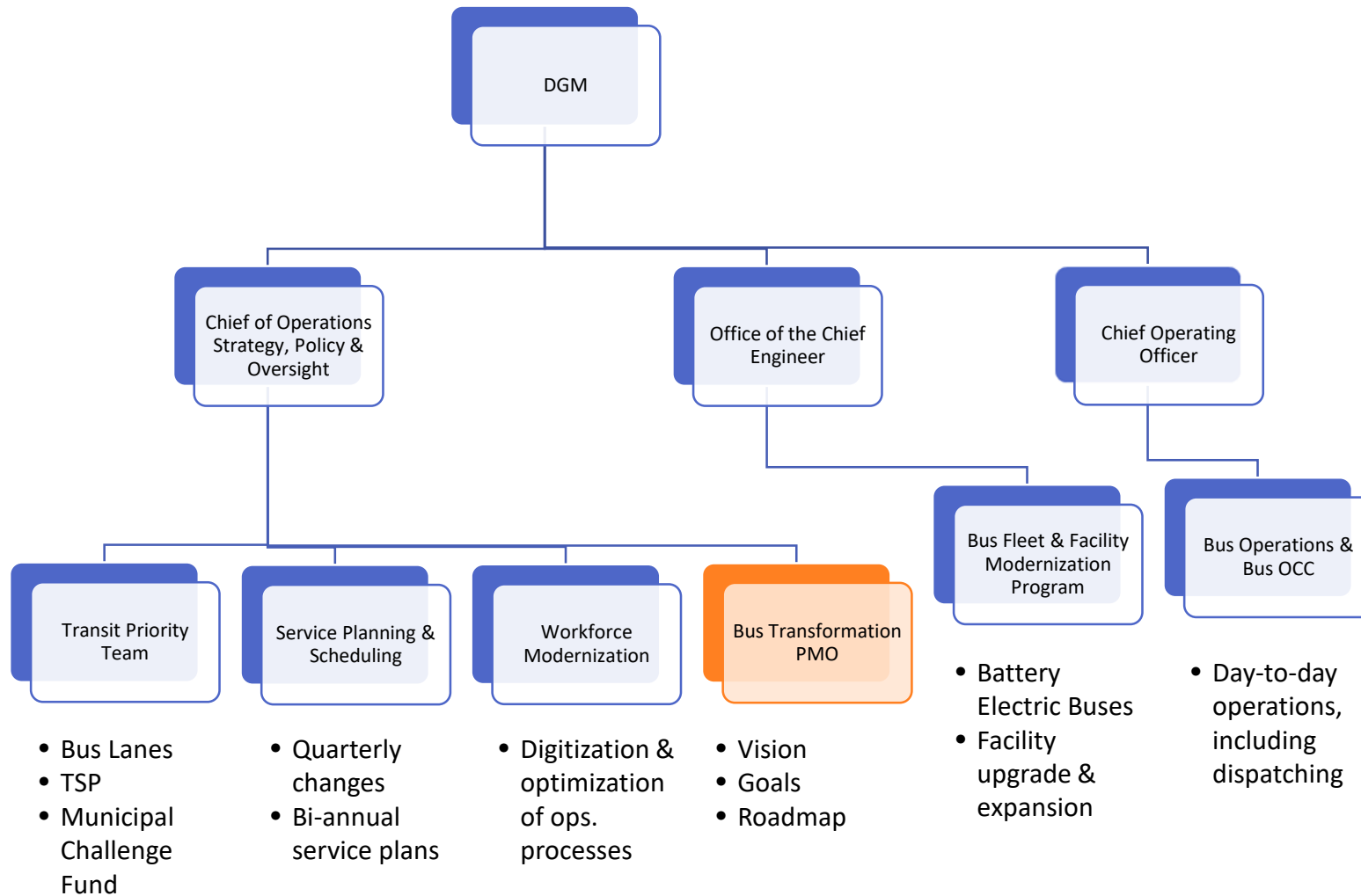
Build capacity in **key supporting functions (e.g. Service Planning, Capital Delivery, Transit Priority)** to ensure successful implementation of Bus Transformation goals

PMO to serve as “**connective tissue**” between supporting functions

3

Build capacity in Bus Operations supervision to manage day-to-day operations and implement front line facing initiatives

Bus Transformation Team embedded among existing teams focused on Bus Initiatives & Programs



Other key departments & example roles:

- Capital Delivery**
 - Design & construction
- System-wide Accessibility**
 - PATI program
- Customer Technology / ITD**
 - Product ownership of key technology (e.g. Transitmaster)
- Office of Transportation Planning**
 - Design & planning of Network Redesign
- Multiple others**
 - Policy development, integration with Fare & Rail transformation, metrics & reporting

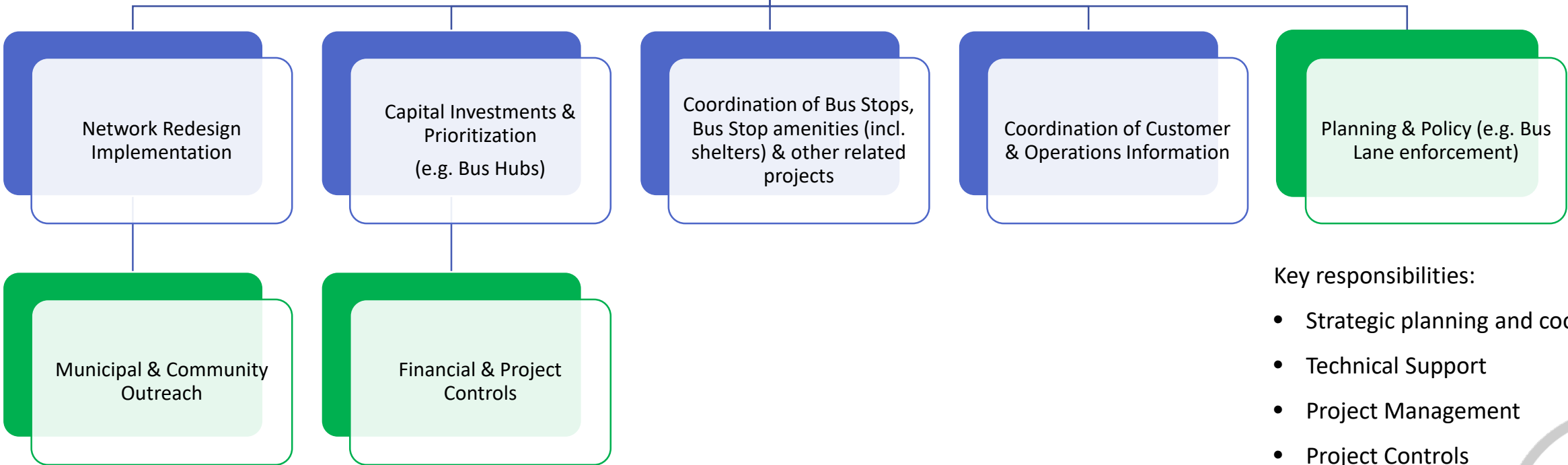


Proposed Bus Transformation Org Chart

- FY20 supplemental budget
- FY21 request (to be discussed in March)



Intent of roles is to fill in gaps where no single point of accountability exists, even if multiple critical initiatives underway



Key responsibilities:

- Strategic planning and coordination
- Technical Support
- Project Management
- Project Controls

First priorities for Bus Transformation Office will be to develop cohesive vision, goals & roadmap and prioritize ongoing and future effort

Next steps

- Hire dedicated staff for PMO and related capacity building staff in larger “Bus Transformation” effort
- Develop cohesive vision (building on Focus40 and internal/external workshops), goals and a roadmap
- Longer-term: Bus Network Redesign to define what potential needs with regards to fleet size and revenue hours



APPENDIX: Bus Transformation part of larger, growing team

In past year alone, adding >60 FTEs to directly improve bus service

Bus Transformation PMO (5-7 FTEs)

Responsible for coordination, vision, goals & metrics, and road map for Bus Transformation

Target of 1 single point of accountability for each major initiative/workstream (e.g. Bus Stops, Network Redesign)

Bus Fleet & Facility Modernization Program +2.5 FTEs

+ Director of Bus Modernization Prog. (Scott Hamwey) and PMs

Bus Transit Priority Team +4 FTEs

Director of Transit Priority, TSP specialist, municipal engagement, and PM

Bus Operations +48 FTEs

45 Operators & 3 Supervisors/Superintendents

Service Planning & Scheduling +3 FTEs

Service Planners & Operations Analyst

In addition to robust programs in SWA (PATI), Customer Technology, and others