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

Houston METRO before Network Redesign

Houston METRO after Network Redesign
MBTA has a lot of good people doing good work on bus modernization.

**NETWORK DESIGN**
- Bus Network Changes
- Near-Term Changes

**FLEET AND FACILITIES**
- 60 more buses
- Battery electric buses
- Bus modernization

**BUS PRIORITY**
- Municipal Challenge Grant
- Bus Lanes

**OPERATIONS**
- SKATE
- Workforce modernization

**BUS STOPS**
- PATI
- Shelters

**CONNECTION HUBS**
- E-Ink signs
- Forest Hills
- Harvard
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

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 planners, schedulers, bus operators
- A clear agreement on how aggressive to be
- Clear commitment from leadership, board, elected officials
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.

<table>
<thead>
<tr>
<th>A redesigned network</th>
<th>Expanded and modernized fleet</th>
<th>Seamless connections bus-to-bus and bus-to-rail</th>
<th>Fast, reliable service</th>
<th>Accessible, comfortable, safe stops</th>
<th>Bus stop improvements</th>
<th>Great passenger information online, at the stop, and on the bus</th>
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</thead>
<tbody>
<tr>
<td>A route network that goes where people need to go when they need it</td>
<td>A core network of key bus routes with all day frequent service</td>
<td>Renovated transfer hubs</td>
<td>Bus priority</td>
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- **Better Bus Project**

- **Maps, signs, apps, displays on vehicles**
We have to define clear goals and measure them

<table>
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<th>Black &amp; bold = existing policy standards</th>
<th>Grey = example new policy standards</th>
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| 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:

- Design & construction
- PATI program
- Product ownership of key technology (e.g. Transitmaster)
- Design & planning of Network Redesign
- Policy development, integration with Fare & Rail transformation, metrics & reporting
Proposed Bus Transformation Org Chart

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

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

Network Redesign Implementation
Capital Investments & Prioritization (e.g. Bus Hubs)
Coordination of Bus Stops, Bus Stop amenities (incl. shelters) & other related projects
Coordination of Customer & Operations Information
Planning & Policy (e.g. Bus Lane enforcement)

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

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**Bus Fleet & Facility Modernization Program**  
+2.5 FTEs

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

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**Bus Operations**  
+48 FTEs

45 Operators & 3 Supervisors/Superintendents

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**Bus Transit Priority Team**  
+4 FTEs

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

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**Service Planning & Scheduling**  
+3 FTEs

Service Planners & Operations Analyst

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