

# BUS TRANSFORMATION PROJECT

Technical Team Meeting  
August 16, 2018



# Agenda

Agenda item	Time
1 Project Introduction	20 mins
2 Technical Team Roles and Expectations	15 mins
3 Recap of Stakeholder Interviews and Input	15 mins
4 Summit Agenda and overview of State of the System presentation	20 mins
5 Next Steps and discussion	10 mins



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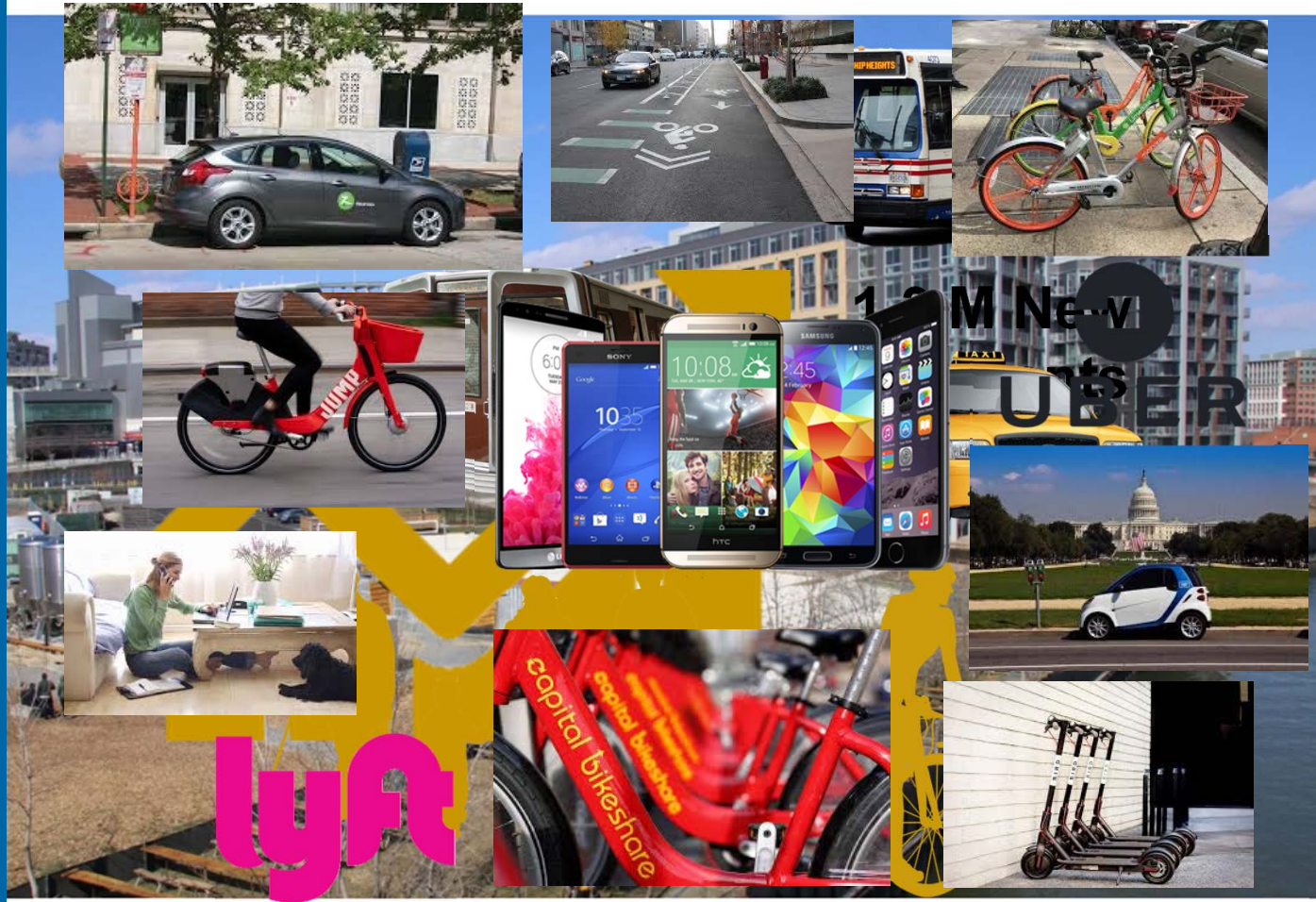
The **Bus Transformation Project** is not a corridor study or a service plan. It will create a **bold, new vision** and a **collaborative action plan** for the future of bus in the region.

It has been **20 years** since the Metrobus business model, funding construct, and the appropriate regional role for Metrobus was comprehensively evaluated.



*View of Near Southeast from Frederick Douglass Memorial Bridge*

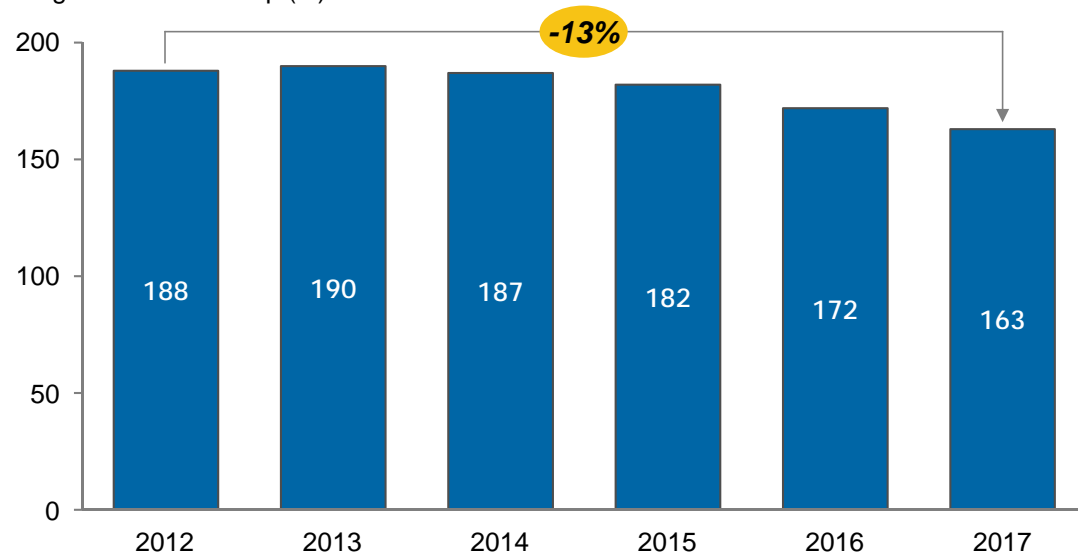
# Regional Mobility Now...



*View of Near Southeast from Frederick Douglass Memorial Bridge*

This crowded landscape is resulting in a decline in bus ridership despite increased service

Regional bus ridership (M)



**Service levels**  
Total service miles  
per year ('000)

68.0k

71.4k

1. Ridership and services miles figures for Metrobus, Ride On, Fairfax Connector, DC Circulator, TheBus, DASH, ART, CUE and LCT.  
Source: National Transit Database

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**It is time to re-think the region's  
approach to bus, and the role of  
Metrobus**

# Key Objectives

1

Complete a **comprehensive assessment** of existing systems and mobility environment

2

Identify a **sustainable and appropriate role and operating construct** for today and over the next 10-20 years

3

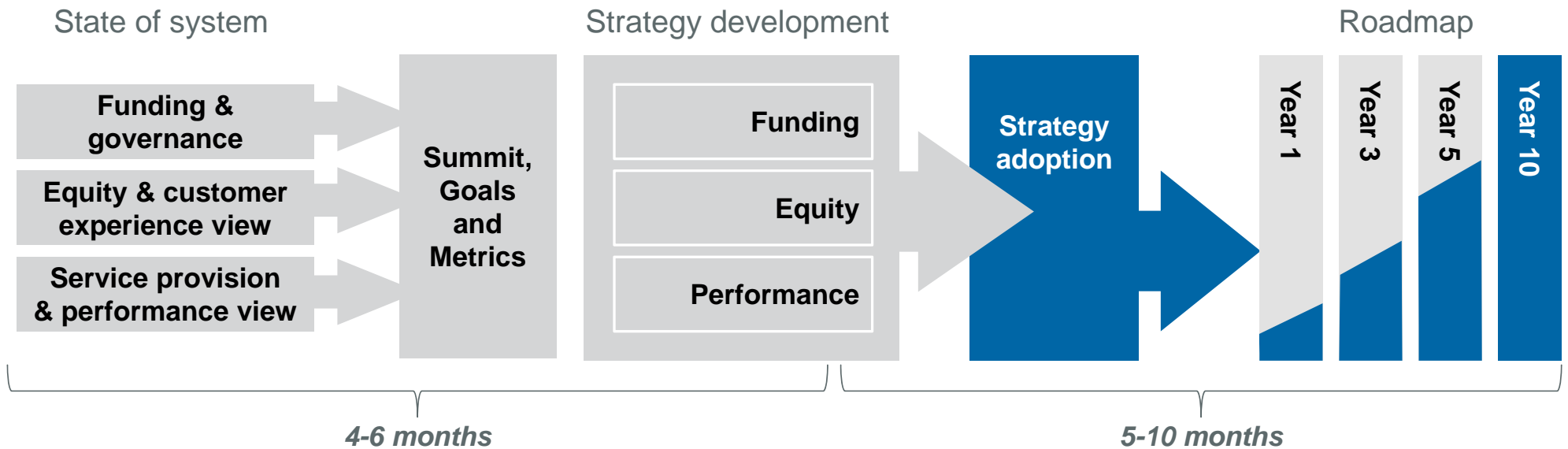
Delineate **specific stakeholder actions** for how to achieve this future together

4

Build **consensus and support** from key stakeholders within and external to WMATA



Regional stakeholders will **work together** to define the roles of bus and create a roadmap to get there



# Four components to project oversight

## Executive Steering Committee

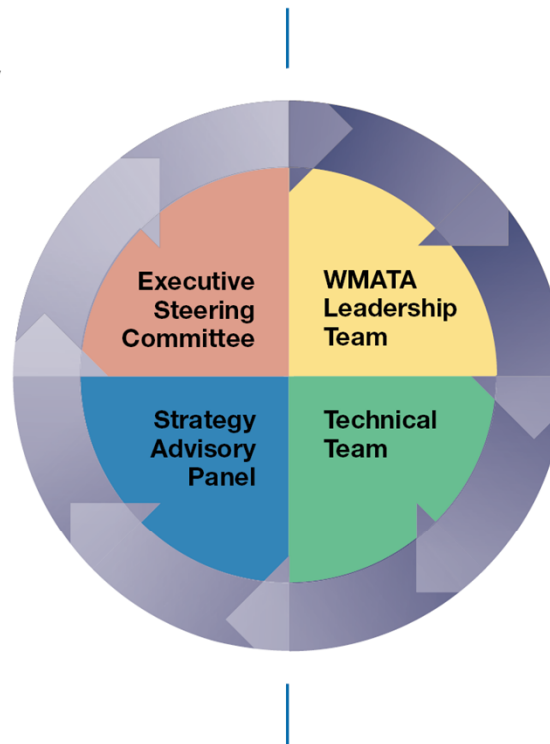
Recognized leaders closely involved with strategy development manage political risk and benefit to the region.

- Transportation thought leaders
- Business leaders
- Regional advocates
- Labor representatives

## Strategy Advisory Panel

Senior staff and appointed members review major work products and advise consultant team.

- Transportation and transit managers
- Citizen appointees
- Operator representatives
- Labor representatives
- Transit advocates



## WMATA Leadership Team

Decision makers within Metro manage evaluation that affects organization and operations.

- PM, Office of Planning
- Bus Planning
- Performance
- Communications
- Chief Operation Officers

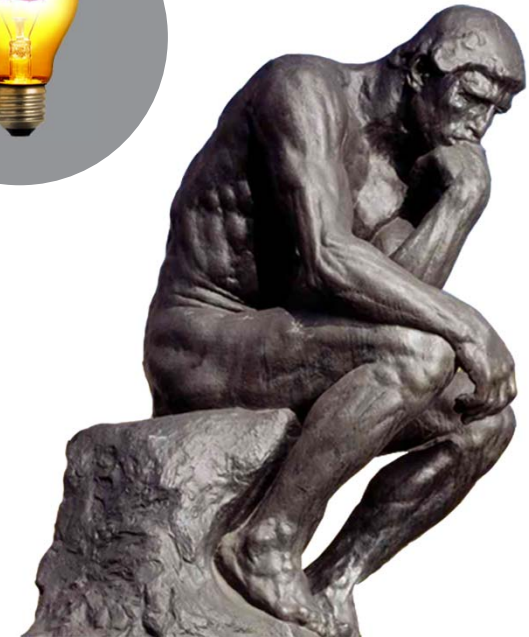
## Technical Team

Recognized discipline leaders within Metro and senior jurisdiction transit staff review technical and financial analysis.

- Specialized staff from planning, bus, and performance
- Senior transit staff from each jurisdiction

## Technical Team Roles and Expectations

- Encourage your jurisdiction to participate in the Stakeholder Summit in September
- Review technical approaches and results
  - Bring your technical expertise to every meeting
  - Bring your biggest ideas
- Convene relevant input from your jurisdiction
  - Develop buy-in from your internal stakeholders – let's get people excited!
  - Do some brainstorming with coworkers – what do you need this project to achieve?
  - Identify and obtain important datasets
- Coordinate with your counterparts on Strategy Advisory Panel to guide Strategy
- Come prepared to engage at Technical Team Meetings approximately every other month



## Public Engagement – Fall 2018

- Interactive, public kick-off event – early October 2018
- Online mobility survey (MetroQuest)
- 15+ Pop-up events throughout the region to generate project awareness and gather survey responses
- Social media engagement, in coordination with jurisdictional and regional partners

The screenshot shows a survey interface with a green header bar containing navigation icons and the title "How Would You Invest?". Below the header is a vertical sidebar with five colored segments: "WELCOME" (green), "RIDER SURVEY" (purple), "NON-RIDER SURVEY" (orange), "BUDGETING ACTIVITY" (yellow-green), and "WRAP UP" (red). The main content area is titled "How Would You Invest?" and contains the following text: "How would you invest in bus service in the DC metro area? Please use the stars to indicate the proportion of your 40-star 'budget' that you would spend on each priority. (Amounts do not represent actual values or budgets.)" Below this text is a visual representation of the budget: a stack of 40 gold stars, with a smaller stack of 5 stars to its right. The number "40" is displayed below the stars. The survey is divided into two rows of four categories each. Each category has a "Details" button, a star icon, and a numerical value representing the number of stars allocated to that category. The categories and their star counts are: "More direct buses (fewer transfers)" (0), "More frequent service" (0), "Longer hours of operation" (0), "Faster travel time once on board" (0), "Less confusing system" (0), "Safer, more secure buses and stops" (0), "More reliable service" (0), and "Better app for info and/or payment" (0). At the bottom of the interface, there are navigation buttons: a question mark icon, a left arrow, a right arrow, and a "Next Task" button.

Category	Stars
More direct buses (fewer transfers)	0
More frequent service	0
Longer hours of operation	0
Faster travel time once on board	0
Less confusing system	0
Safer, more secure buses and stops	0
More reliable service	0
Better app for info and/or payment	0

Input from stakeholders is being used to guide the project



Completed interviews with **40+** stakeholders



Obtained perspectives at **various levels** – state, regional, and local



Direct outreach with Metrobus operators to occur soon



You are Metrobus - we need your help to identify additional regional issues

# Five key themes emerging from stakeholder interviews



## Bus must become more rider-focused

Consensus across interviewees that bus needs to focus on **customer priorities, e.g.,...**

- Greater convenience
- Enhanced safety
- Increased reliability
- Higher frequency
- Better environment (e.g., cleanliness)

**User-centricity essential to driving interest in bus vs. other options**



## Technology can drive service improvement

Strong interest in using tech to enhance bus, e.g.,

- Real-time service data (arrival times, disruptions)
- On-demand trip sourcing capabilities
- Mobile fare payments
- One-stop shop for transportation option selection

**A few jurisdictions have explicitly made tech a key piece of goals for bus**



## Need to wrestle with role of TNC vs. bus

Mixed views on rise of TNCs...

- Some interested in using TNCs to provide micro-transit or last-mile option, which allows bus focus on specific routes (e.g. high capacity)
- Others worry about decreasing bus ridership, increasing congestion

**...but all agree on need to determine how bus fits into mobility landscape**



## Improved coordination vital to effort

Coordination across agencies strong in some areas, e.g.,...

- Partnership on specific projects (VDOT / WMATA)
- Increased comms and number of touchpoints (MCDOT / WMATA)

**...but need to clearly define responsibilities / decision making structure (i.e. instances of unilateral decision-making may undermine WMATA's credibility as a regional coordinator)**



## Funding decisions should be clear & fair

Funding formula is not perfect today, e.g...

- Difficult to understand how the formula works
- Inconsistent outcomes can dis-incentivize investment in transit
- Lack of clarity in regional vs. non-regional cost allocation
- Bus often sidelined for rail, despite similar ridership

**...but there is strong interest in ensuring decision on who pays is equitable**

# Highly Preliminary Outline of Final Deliverable

## A. Executive Summary

## B. Background

## C. Goals for the Future Bus System

- Travelers
- Community
- Financial

*Current Focus*

## D. The Need for a New Bus Vision and Strategy

- What our system does well
- Opportunity to better meet customer demands
- Need to keep pace with changing technology and mobility landscape
- Current cost-structures sub-optimal
- More clearly define regional roles and resp.
- Need to refresh how we determine who pays

## E. Future of Mobility in the Washington Area

- Future of demand in Washington area
- Future of mobility (scenarios)

## F. Vision

## G. Operating Construct

- Role of Metrobus (v. others)
- Metrobus business model
- Funding construct
- Governance construct

## H. Operating Model

- Network
- Technology and infrastructure
- Workforce
- Budget
- Organization

## I. High Level Roadmap

- Key decisions
- Timeline
- Investments

## J. Appendix

- Peer system review
- Other analysis detail

# Stakeholder Kickoff Summit

Time	Session	Proposed speaker(s)
7:30 – 8:30	Pre-Summit Breakfast (invite only)	<ul style="list-style-type: none"><li>Paul Wiedefeld, WMATA GM and CEO</li><li>Leon Daniels, Transport for London</li></ul>
7:45 – 8:30	Registration and coffee	<ul style="list-style-type: none"><li>N/A</li></ul>
8:30 – 8:50	Welcome and Introduction	<ul style="list-style-type: none"><li>Paul Wiedefeld, WMATA GM and CEO</li></ul>
8:50 – 9:30	“Future of Bus” Panel	<ul style="list-style-type: none"><li>Leon Daniels, Transport for London</li><li>Matt George, Bridj</li><li>Jay Walder, Motivate / Lyft<sup>1</sup></li><li>Moderator</li></ul>
9:30 – 10:15	State of the System	<ul style="list-style-type: none"><li>Presenter – from Project Team</li></ul>
10:15 – 10:30	Breakout Intro: Future of Bus	<ul style="list-style-type: none"><li>Presenter – from Project Team</li></ul>
10:35 – 11:25	Facilitated breakouts	<ul style="list-style-type: none"><li>Facilitators</li></ul>
11:35 – 12:00	Path forward & closing	<ul style="list-style-type: none"><li>Presenter – from Project Team</li></ul>

1. Representative from Lyft or Motivate (Jay Walder or other) confirmed.



State of the System Review has identified **five core challenges** that will continue to limit bus in the region



Better meet **customer** needs and expectations



Adapt to changing technology and **mobility landscape**



Ensure **sustainable** cost structure



Clearly define **regional roles and responsibilities** to improve coordination



Refresh the approach to determining **who pays** for bus service in the region

## Next Steps

Action	Responsibility
Confirm future meeting dates	Project Team will confirm and send
Outreach for data requests	Project Team to contact members individually
Encourage your jurisdiction to participate in the Stakeholder Summit in September	Technical Team members
Post-Summit review of technical materials - State of the System analysis	Technical Team members