

February 2026

massDOT

AECOM

Comprehensive Regional Transit Plan Update 2025

Brockton Area Transit

The logo for Brockton Area Transit (BAT) is a white circle containing the word "bat" in a bold, red, italicized sans-serif font. The background of the entire cover is blue, featuring a white graphic of transit lines and red circular station markers. The lines are thick and white, with several red circles representing stations. One line runs vertically on the left, another runs horizontally across the middle, and a third runs diagonally from the bottom left towards the center. The red circles are placed at various points along these lines, including at the top left, middle left, middle right, and bottom left.

bat

Acknowledgements

Brockton Area Transit would like to thank its customers, board members, operational and administrative staff, and external partners – particularly the City of Brockton, MassDOT, FTA, MBTA, the Massachusetts Association of Regional Transit Authorities, Old Colony Planning Council, and the Metro South Chamber of Commerce – for their contributions to this effort and for their support for transit in and around Brockton.

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Acronyms

ACS	American Community Survey
ADA	Americans with Disabilities Act
APC	Automatic Passenger Count
BAT	Brockton Area Transit Authority
BSU	Bridgewater State University
COA	Council on Aging
CRTP	Comprehensive Regional Transit Plan
EV	Electric Vehicle
FTA	Federal Transit Administration
FY	Fiscal Year
GATRA	Greater Attleboro Taunton Regional Transit Authority
IIJA	Infrastructure Investment and Jobs Act
MAPC	Metropolitan Area Planning Council
MassDOT	Massachusetts Department of Transportation
MBTA	Massachusetts Bay Transportation Authority
MOU	Memorandum of Understanding
NTD	National Transit Database
OCPC	Old Colony Planning Council
PTASP	Public Transportation Agency Safety Plan
RTA	Regional Transit Authority
RTD	Rail & Transit Division
SCA	State Contract Assistance
SRTA	Southeastern Regional Transit Authority
TAM	Transit Asset Management
TERM	Transit Economic Requirements Model
TSP	Transit Signal Priority
TVM	Ticket Vending Machine
UMass	University of Massachusetts
VA	Veterans Administration

Glossary

Access: The opportunity to reach a given destination within a certain timeframe or without significant physical, social, or economic barriers.

Americans with Disabilities Act (ADA): Passed in July 1991, gave direction to local transit agencies to ensure full access to transportation for persons with disabilities

Boarding: The total number of passengers getting on a transit vehicle during a specified period of time.

Computer Aided Dispatch/ Automatic Vehicle Location: A computer technology with advanced dispatching capabilities combined with automatic vehicle location, ensuring that vehicles are where they need to be when required.

Coordination: Pooling the transportation resources and activities of several agencies. The owners of transportation assets talk to each other to find ways to mutually benefit their agencies and their customers. Coordination models can range in scope from sharing information, to sharing equipment and facilities, to integrated scheduling and dispatching of services, to the provision of services by only one transportation provider (with other former providers now purchasing services). Coordination may involve human service agencies working with each other or with public transit operations.

Cost per Revenue Mile or Hour: The total operating expenditures of a route or service divided by the number of revenue miles or revenue hours.

Cutaway Vehicle: A smaller bus built on a modified van or truck chassis with the rear section removed, allowing a bus shell to be added by a second manufacturer, creating a customizable mini-bus or shuttle for services like paratransit, local routes, or demand response.

Demand Response Service: Service to individuals that is activated based on passenger requests. Usually involves curb-to-curb or door-to-door service. Trips may be scheduled on an advance reservation basis or in "real-time." Usually smaller vehicles are used to provide demand response service. This type of service usually provides the highest level of service to the passenger but is the most expensive for the transit system to operate in terms of cost per trip. In rural areas with relatively high populations of elderly persons and persons with disabilities, demand response service is sometimes the most appropriate type of service.

Fair Share Amendment: A 4 percent Massachusetts surtax on income above \$1 million annually approved by Massachusetts voters in 2022. The revenue generated by the surtax is constitutionally dedicated to funding public education and transportation.

Fare: Revenue from cash, tickets, and pass receipts given by passengers as payment for public transit rides.

Fare-Free Transit: Any transit service that does not require a passenger fare to ride.

Farebox Recovery Ratio: The percentage of operating costs covered by revenue from fares and contract revenue (total fare revenue and total contract revenue divided by the total operating cost).

Fixed Route: Transportation service operated over a set route or network of routes on a regular time schedule.

Headway: The length of time between vehicles moving in the same direction on a route. Headways are called short if the time between vehicles is short and long if the time between them is long. When headways are short, the service is said to be operating at a high frequency; if headways are long, service is operating at a low frequency.

Intercity Bus Service: Regularly scheduled bus service for the public that operates with limited stops over fixed routes connecting two or more urban areas not near, that has the capacity for transporting baggage carried by passengers, and that makes meaningful connections with scheduled intercity bus service to more distant points, if such service is available. Intercity bus service may include local and regional feeder services, if those services are designed expressly to connect to the broader intercity bus network.

Memorandum of Understanding: A formal, non-binding document that outlines the framework for cooperation, roles, responsibilities, and objectives between multiple agencies or jurisdictions involved in providing transit services.

Metropolitan Planning Organization (MPO): The policy board of an organization created and designated to carry out the metropolitan transportation planning process. MPOs are required to represent localities in all urbanized areas with populations over 50,000.

Microtransit: A form of demand response service, open to the general public, that requires some type of "reservation," typically made via an app-based system. Typically, microtransit uses software algorithms to completely automate the scheduling of the trip, the fare collection (if any), and the route the driver will utilize (communicating with the driver via some type of mobile data terminals).

National Transit Database (NTD): The United States government's main repository of data about the financial, operating, and asset conditions of American transit systems.

Operating Expenditure: The recurring cost of providing transit service (wages, salaries, fuel, oil, taxes, maintenance, insurance, marketing, etc.).

Operating Revenue: The total revenue earned by a transit agency through its transit operations. It includes passenger fares, advertising, and other revenues.

Paratransit Service: The transportation of passengers by motor vehicle or other means of conveyance by persons operating on a regular and continuing basis and the transportation or delivery of packages in conjunction with an operation having the transportation of passengers as its primary and predominant purpose and activity but excluding regular route transit. Paratransit includes transportation by carpool and commuter van, point deviation and route deviation services, shared-ride taxi service, dial-a-ride service, and other similar services.

Passengers per Mile or Hour: Productivity measure that takes the total passengers and divides by the miles and/or hours operated. The passengers may be presented as unlinked passenger trips and hours and/or miles may be presented as either total vehicle miles or hours or as revenue miles or hours.

Performance Indicator: A metric that provides meaningful information about the condition or performance of the transportation system but is neither managed nor used to evaluate the effectiveness of policies, strategies, or investments.

Performance Measure: A metric that measures progress toward a goal, outcome, or objective. This definition covers metrics used to make decisions or evaluate the effectiveness or adequacy of a policy, strategy, or investment.

Performance Target: A specific performance level representing the achievement of a goal, outcome, or objective.

Public Transportation: Transportation service that is available to any person upon payment of the fare either directly, subsidized by public policy, or through some contractual arrangement, and that cannot be reserved for the private or exclusive use of one individual or group. "Public" in this sense refers to the access to the service, not to the ownership of the system that provides the service.

Public Transportation Agency Safety Plan (PTASP): A plan published by a public transit agency containing processes and procedures that define a comprehensive, collaborative, and systematic approach to managing safety. All public transportation systems that receive federal funds under the FTA Urbanized Area Formula Grants are required to have a Public Transportation Agency Safety Plan.

Revenue Hour: The number of transit vehicle hours when passengers are being transported. Calculated by taking the total time when a vehicle is available to the public with the expectation of carrying passengers. Excludes deadhead hours, when buses are positioning but not carrying passengers, but includes recovery/layover time.

Revenue Mile: The number of transit vehicle miles when passengers are being transported. Calculated by taking the total mileage operated when a vehicle is available to the public with the expectation of carrying passengers. Excludes deadhead mileage, when buses are moving but not carrying passengers.

Revenue Vehicle: Any vehicle, such as a bus, train, or railcar, used to actively carry passengers or operating on a scheduled route to pick up or drop off passengers.

Ridership: The total of all unlinked passenger trips, including transfers. One trip that includes a transfer would be counted as two unlinked passenger trips.

Service Area: The geographic area that coincides with a transit system's legal operating limits (city limits, county boundary, etc.).

Service Gap: When certain geographic segments cannot be covered by transportation services. This term can also refer to instances where service delivery is not available to a certain group of riders, or at a specific time.

Standard: A recommendation that leads or directs a course of action to achieve a certain goal. A standard is the expected outcome for the measure that will allow a service to be evaluated. There are two sets of transit standards.

- **Service design and operating standards:** Guidelines for the design of new and improved services and the operation of the transit system.
- **Service performance standards:** The evaluation of the performance of the existing transit system and of alternative service improvements using performance measures.

State Contract Assistance: The program through which the RTAs receive state operating funding for transit at the discretion of the Massachusetts Legislature via the state budget process annually. The total amount of state contract assistance funding provided in the state budget is allocated to the RTAs via a formula developed with RTA input.

State of Good Repair: The condition of physical assets used in public transit, such as vehicles, stations, and signals, that permits their full designed performance level, ensuring safe, reliable, and efficient use through regular maintenance and timely replacement.

Title VI: Title VI of the Civil Rights Act of 1964, which requires that "No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance."

Total Operating Cost: The total of all operating costs incurred during the transit system calendar year, excluding expenses associated with capital grants.

Transfer: Passengers arrive on one bus and leave on another (totally separate) bus to continue their trip. The boarding of the second vehicle is counted as an unlinked passenger trip.

Transit Asset Management Plan: A strategic document that helps transit agencies systematically manage their capital assets, such as vehicles, facilities, and other equipment, over their entire lifecycle and to ensure they are safe, reliable, and cost-effective. Transit agencies that own, operate, and manage capital assets and receive funding from FTA are required to adopt a Transit Asset Management Plan.

Transit Dependent: A population or person who does not have immediate access to a private vehicle, or because of age or health reasons cannot drive and must rely on others for transportation.

Transit Economic Requirements Model: A computer application published by FTA that is designed to estimate transit capital investment needs over an extended time horizon, helping transit agencies assess current asset conditions and adopt an asset management strategy that achieves state of good repair.

Transit Subsidy: The operating costs not covered by revenue from fares or contracts.

Transportation Network Company: Private sector companies that provide software routing, scheduling, and payment services to independent contractor drivers for a fee; these drivers then utilize their own vehicles to provide a (typically) curb-to-curb transportation service, sometimes to sole riders and sometimes to pooled groups.

Trip Denial: Occurs when a trip is requested by a passenger, but the transportation provider cannot provide the service. Trip denial may happen because capacity is not available at the requested time. For ADA paratransit, a capacity denial is specifically defined as occurring if a trip cannot be accommodated within the negotiated pick-up window. Even if a trip is provided, if it is scheduled outside the pick-up window, it is considered a denial. If the passenger refused to accept a trip offered within the pick-up window, it is considered a refusal, not a capacity denial.

Unlinked Passenger Trip: Typically, one passenger trip recorded any time a passenger boards a transportation vehicle or other conveyance used to provide transportation. "Unlinked" means that one trip is recorded each time a passenger boards a vehicle, no matter how many vehicles that passenger uses to travel from their origin to their destination.

Useful Life Benchmark: The expected service life for a capital asset, like a bus or utility vehicle, before major overhaul or replacement. Standards for useful life benchmarks for different vehicle classes are defined by FTA.

Zero Emission Vehicle: A vehicle that produces no tailpipe pollutants or greenhouse gases during operation, primarily through electric power from batteries.

1 Executive Summary

This 2025 update of the Comprehensive Regional Transit Plan (CRTP) for the Brockton Area Transit Authority (BAT) will shape and guide the region's transit priorities and improvements over the next five years. The recommendations in this plan emerged from a data-informed process that incorporated historical operational data, stakeholder feedback, a market assessment, and BAT priorities. They establish a framework for advancing strategic service changes, capital improvements, and policy initiatives and make significant progress toward improving mobility for residents across the region.

Figure 1. BAT Centre



Source: AECOM, 2025

1.1 Changes Since the 2020 Comprehensive Regional Transit Plan

The 2020 CRTP featured a range of recommendations including service enhancements and capital investments. In the last five years there has been a significant infusion of state and federal funding supporting expanded transit service. Some of the investments that BAT has made over the past five years include:

- Increased weekday service by 30 percent
- Doubled weekend fixed route bus frequencies
- Provided Sunday morning service for the first time
- Implemented microtransit service in Bridgewater and Rockland
- Received first five battery electric 35-foot Gillig buses
- Began construction of upgraded electric charging infrastructure at the maintenance facility
- Completed landscape redesign plan for BAT Centre complex including safety improvements, improved customer amenities, and strategy to become a registered arboretum

1.2 Planning Process

The planning process for the CRTP was a collaborative effort in which BAT engaged with key stakeholders, including representatives from the City of Brockton, Old Colony Planning Council (OCPC), social service organizations, and Councils on Aging (COAs). Input from these groups, along with guidance from statewide and regional transportation plans, was used to establish goals and objectives for this plan.

BAT used both quantitative and qualitative input when developing recommendations. An evaluation of BAT's current transit operations, including existing service levels, ridership patterns, and overall system performance, helped to identify baseline efficiencies and opportunities. It should be noted that the data in this plan were largely gathered between April and October 2025 to analyze existing conditions and provide a foundation for later elements. Therefore, the data referenced are largely from FY 2020 to FY 2024—the plan's five-year reporting period. Service enhancements and ridership changes beyond this timeframe, while sometimes discussed in the narrative, are largely not fully captured in the data represented.

Additionally, a market analysis was carried out to contextualize the region's demographic and socioeconomic characteristics. The analysis included factors such as population trends, job locations, and transit demand to pinpoint areas with the most critical needs.

In parallel, a robust outreach campaign was conducted, utilizing both in-person gatherings and virtual sessions to ensure input from a diverse group of stakeholders. Key outreach activities included an online survey, stakeholder meetings, and an in-person pop-up event at the BAT Centre.

1.3 Recommendations

BAT developed 20 recommendations that address the needs identified through the CRTP planning process (Table 1). These recommendations will guide efforts over the next five years and provide a flexible approach to pursuing strategic improvements in mobility depending on how the future unfolds. For instance, significant changes in ridership demand could change how certain recommendations are prioritized.

The recommendations are grouped into six primary categories: service, capital, policy, data and performance, coordination, and additional studies.

Table 1. Recommendations

Category	Recommendation
Service	Increase frequencies on top-performing routes such as Route 12 and Route 14 as funding allows.
Service	Extend Sunday service hours for Route 12 by operating an additional evening trip.
Service	Support Dial-a-BAT operations through procurement of additional vehicles and improved scheduling through new online scheduling software.
Service	Update Sunday service levels to match Saturday service levels on all local Brockton routes.
Capital	Pursue grant opportunities to procure new revenue vehicles to replace those beyond their useful life and maintain a state of good repair.

Category	Recommendation
Capital	Expand existing bus maintenance facility or procure a satellite facility to meet the needs of a larger fleet. Consider addition of solar canopies.
Capital	Upgrade existing BAT bus stop infrastructure (such as additional seating and weather shelters).
Capital	Explore fare collection vendor and technology options that would improve the passenger experience.
Policy	Continue to transition from flag stop to designated bus stops, improving visibility through clear signage.
Data and Performance	Measure on-time performance at dedicated time points along the fixed routes, in addition to the BAT Centre.
Coordination	Collaborate with local and state agencies overseeing the maintenance of roadways within the BAT service area to implement TSP improvements.
Coordination	Work with the City of Brockton to take advantage of increased regional mobility resulting from South Coast Rail service.
Coordination	Continue to collaborate with MBTA and neighboring RTAs to facilitate connections between agencies.
Coordination	Collaborate with MBTA regarding a shared service between the BAT service area and the MBTA service area (such as service to Braintree).
Additional Studies	Undertake a bus stop balancing study to provide adequate passenger access and potentially speed up routes through consolidation of underutilized stops.
Additional Studies	Conduct public outreach to ensure services and information are accessible to the region's entire population.
Additional Studies	Pursue grant opportunities to fund a study to evaluate the potential for new microtransit service zones within the BAT service area.
Additional Studies	Explore potential new routes, such as a crosstown route, to serve shopping destinations or major commercial corridors that do not start at the BAT Centre to provide a more direct crosstown connection.
Additional Studies	Explore the potential to shift route schedules away from coordinated pulses from the BAT Centre to gain flexibility in scheduling or increase frequencies
Additional Studies	Evaluate potential for new service to communities with anticipated transit demand.

2 Background and Context

BAT, alongside the Commonwealth's 14 other Regional Transit Authorities (RTAs), plays a crucial role in providing essential mobility options and lifeline services to millions of residents across the Commonwealth. Demonstrating its commitment to continuous improvement, BAT updates its CRTP every five years. This document represents the 2025 update of the BAT CRTP, intended to support planning efforts over the next five years, through 2030.

This plan includes the following chapters:

- **Needs and Goals:** Overview of BAT's identified needs and goals that provide the foundation for recommendations over the next five years.
- **Existing Conditions:** Review of BAT's fixed route and demand response service, ridership, and assets.
- **Market Evaluation:** Assessment of transit demand through demographic analysis and feedback from stakeholder and public engagement.
- **Performance Measures:** Review of performance measures used by BAT to assess service.
- **Trends and Uncertainties:** Assessment of key uncertainties facing BAT over the next five years and how those may impact implementation of recommendations.
- **Recommendations:** List of specific recommendations to guide BAT priorities over the next five years.

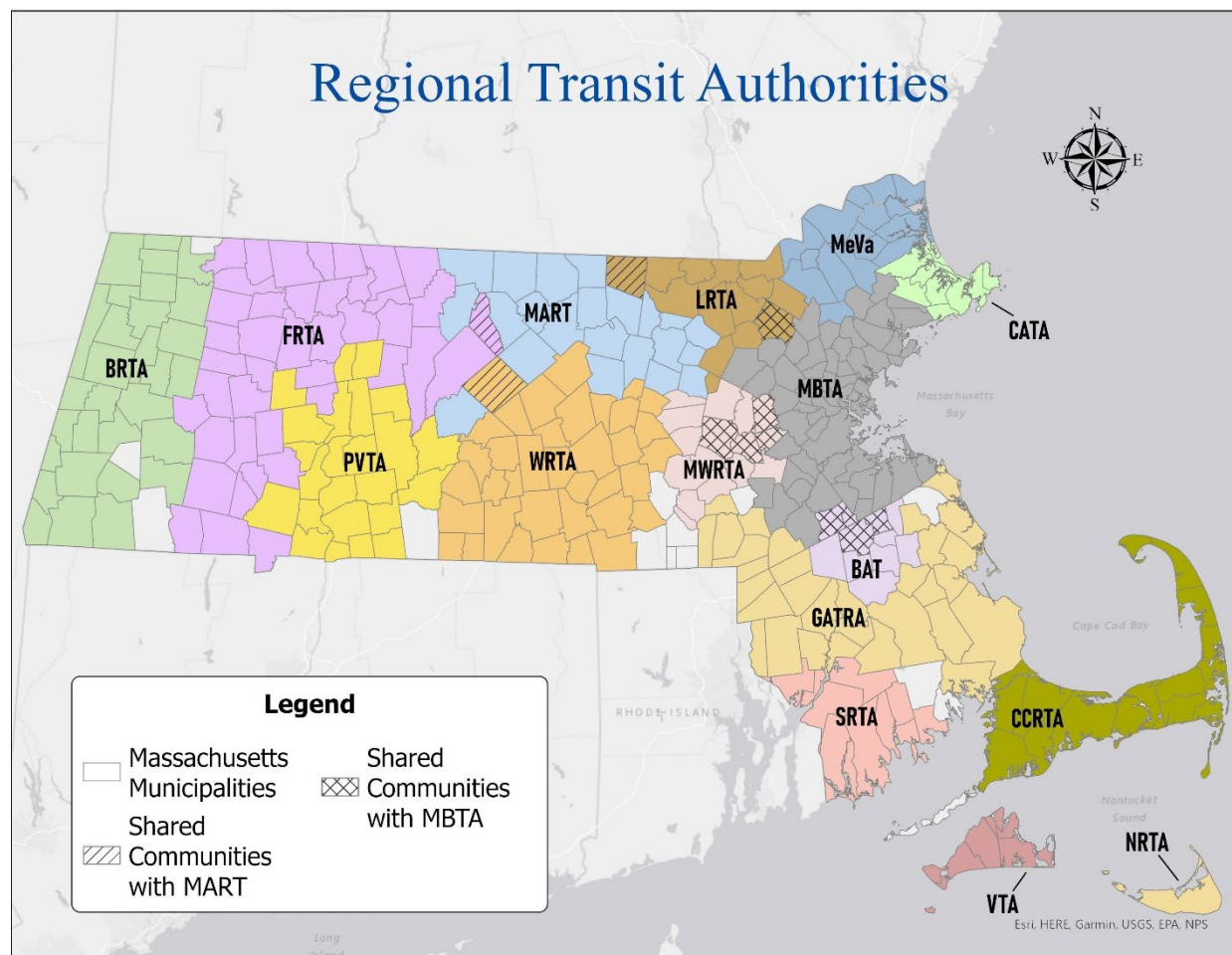
Additionally, this CRTP contains appendices reviewing fare (Appendix A) and environmental (Appendix B) considerations based on the broader statewide and national context. Fare-free service described in Appendix A in particular has been attributed as a key strategy supporting the ongoing recovery in transit ridership after the COVID pandemic. During the development of this plan, legislation was passed for statewide fare-free RTA service, subject to appropriation of replacement funding. This makes the content of that appendix even more relevant to the future of BAT service and its continued growth in ridership over the coming five years. Finally, Appendix C contains results from the Rockland Flex rider survey that was conducted.

2.1 Overview of BAT Services

BAT is headquartered in Brockton and is one of the 15 RTAs that, along with the Massachusetts Bay Transportation Authority (MBTA), operates public transportation in the Commonwealth. BAT serves the City of Brockton as well as the adjoining towns of Abington, Avon, Bridgewater, East Bridgewater, Easton, Hanson, Rockland, Stoughton, Whitman, and West Bridgewater (Figure 2). BAT serves an 86 square mile area of over 250,000 residents.

BAT provides fixed route bus, demand response (Dial-a-BAT), and microtransit services (Bridgewater Flex and Rockland Flex). BAT's fixed route network serves six MBTA stations, providing customers with significant access to Boston via the commuter rail and bus connection to Ashmont Station on the Red Line.

Figure 2. Massachusetts RTA Service Areas



Source: Massachusetts Department of Transportation (MassDOT)

Since the 2020 CRTP, BAT has made new investments both in capital procurements as well as day-to-day operations. Additional information on those investments, as well as an overview of how 2020 recommendations were implemented, can be found in Chapter 8.

2.2 Purpose

The CRTP serves as a policy-level document outlining BAT's vision and priorities for the next five years. Supported by the Commonwealth as part of a statewide effort, it complements other statewide and regional plans such as the *Beyond Mobility Massachusetts 2050 Transportation Plan* and *Report of the Task Force on RTA Performance and Funding* (see Chapter 3 for complete list of relevant plans).

The *Task Force* report, in particular, recommends that "[a]ll state contract assistance will be connected to performance targets via a Memorandum of Understanding (MOU). MOUs will be bilaterally negotiated between MassDOT Rail & Transit Division (RTD) and each RTA and will identify performance targets in the following categories: ridership; customer service and satisfaction; asset management; and financial performance (incorporating a number of factors including farebox recovery ratio)." Based on this recommendation, the Massachusetts State Legislature has included language in the annual state budget since Fiscal Year (FY) 2020 on the collection of performance data and the distribution of state funding in accordance with the most recently established MOU. As such, MassDOT RTD and the RTAs undergo a biennial bilateral negotiation process to establish an agreed upon MOU that includes performance

targets in the above-mentioned categories. Also included in the MOU is a commitment by the RTA to conduct a long-range CRTP as a mechanism to inform and support data-driven decisions, to work with local partners, and to communicate and discuss with MassDOT RTD on unmet needs or priorities and the potential for additional resources or support, if available.

Developed alongside these other plans, the CRTP provides guidance to BAT's state and local partners as they develop their own plans. The CRTP can also serve as a valuable tool for helping the public gain a clearer understanding of how BAT operates, the value it provides, and opportunities for transit service improvements.

Over the next five years, this document will serve as a resource, offering strategic guidance to inform policy decisions that shape the region's transportation future. Acting as a roadmap for data-driven decision-making that can inform more detailed capital and operational planning, the CRTP plays a dual role: it is both a product of ongoing discussions on public transportation in the state and region and a catalyst for future dialogue and action.

3 Needs and Goals

Providing the foundation for this plan are the needs and goals of BAT as well as its partner agencies. As such, goals and objectives from relevant plans as well as BAT policy documents were identified. Example goals include exploring opportunities for interconnectivity, focusing on expanding customer focused services, refining internal policies and targets, maintaining a state of good repair, and leading coordination with regional and statewide partners. This chapter describes the suite of regional and statewide plans and policies that help to define foundational goals for this CRTP.

3.1 Statewide Policies and Goals

Over the last six years, the Commonwealth of Massachusetts has developed the following statewide planning and policy documents that are relevant to BAT's CRTP update and goal setting:

- *Beyond Mobility Massachusetts 2050 Transportation Plan* (2024)
- *Regional Bus Network Assessment* (2024)
- *Benefits of Regional Mobility Managers Plan* (2023)
- *Clean Energy and Climate Plan for 2050* (2022)
- *Massachusetts State Plan on Aging* (2021)
- *Massachusetts 2050 Decarbonization Roadmap* (2020)
- *Report of the Task Force on RTA Performance and Funding* (2019)

Together, the documents highlight a number of robust goals and action steps that are relevant for all Commonwealth RTAs. Common goal themes as noted in the statewide documents that help inform the development of BAT-specific needs and goals for the 2025 CRTP include:

- Implementing low emission fleets and pursuing opportunities for fleet transition and sustainability
- Promoting cross-RTA coordination and collaboration among services, where feasible
- Supporting and growing transit ridership
- Exploring and maximizing innovative funding sources to implement innovative services
- Ensuring COA transportation programs complement existing or planned transit service

As detailed further in this chapter, the overarching goals for the BAT CRTP are aligned with many of these statewide goals.

3.2 Agency Mission

BAT's mission is to proudly serve and be recognized as an innovative RTA by providing safe, reliable and efficient service to its customers, clients, and communities while "achieving maximum effectiveness in complementing other forms of transportation in order to promote the general, economic, and social well-being of the area and the Commonwealth."

3.3 Identified Needs

Through review and discussion of existing transportation challenges, past community feedback, the findings from the 2020 CRTP, and regional, state, and federal priorities, BAT identified the following needs to target in the 2025 CRTP.

- Enhanced access to BAT services
- Connections to major destinations, employment, and population centers
- Collaboration with partners including other agencies, local municipalities, and the private sector
- High quality, safe, and efficient passenger experiences

3.4 Goals and Objectives

The overarching goals identified for the 2025 CRTP include enhancing service; engaging in local, state, and regional partnerships; collaborating with member communities and the private sector; providing a high-quality experience; identifying gaps in fixed route service; and meeting fleet and facility needs. These goals are reflective of the agency's needs and opportunities for the next five years. The objectives associated with each of these six goals are as follows, in no order of priority:

- Goal 1: Enhance existing service and explore innovative delivery models to expand service offerings
 - Objective 1: Preserve and enhance existing service throughout Brockton and all neighboring communities.
 - Objective 2: Update Sunday service levels to match Saturday service levels on all city routes in Brockton. Update holiday service levels to match the new weekend schedule.
 - Objective 3: Work closely with BAT member communities to assess deployment of emerging innovative service delivery models (such as microtransit) to provide efficient and effective transit service to suburban neighborhoods and smaller commercial centers.
 - Objective 4: Evaluate the feasibility of expanding service to meet the demands of large employment centers within the service area, particularly during overnight hours.
 - Objective 5: Expand opportunities for demand response riders to use the fixed route system for most trips.
 - Objective 6: Explore additional cross-town fixed route service
- Goal 2: Continue to coordinate with partners such as MBTA and neighboring RTAs to provide opportunities for streamlined connections
 - Objective 1: Continue collaboration with neighboring RTAs to deliver regional connections, such as through the Brockton, Taunton, Fall River Connection.
 - Objective 2: Explore partnership with MBTA to provide shared service between the BAT Centre and MBTA Red Line Stations at Braintree or Quincy Center.
 - Objective 3: Continue coordination with MBTA to better align Commuter Rail service with BAT service.
- Goal 3: Collaborate with BAT member communities and the private sector to meet residents' needs
 - Objective 1: Continue to collaborate with OCPC, MassDOT, and BAT member communities to improve walkability and bikeability in the region and to implement transit signal priority (TSP) where appropriate.

- Objective 2: Collaborate with local employers, municipalities, and other regional partners to identify mobility needs in the region and promote BAT service.
- Objective 3: Support development efforts in Brockton and engage local stakeholders on transit-oriented development and the value of transit.
- Goal 4: Deliver a high-quality customer experience for BAT riders
 - Objective 1: Enhance existing BAT bus stops through upgrades to infrastructure such as additional seating and weather shelters.
 - Objective 2: Explore new technology to improve customer experience, particularly traffic signal optimization.
 - Objective 3: Identify and procure an easy-to-use online scheduling platform for Dial-a-BAT service.
- Goal 5: Identify service gaps and explore alternatives to fixed route service to fill existing service gaps
 - Objective 1: Identify gaps in the BAT service area.
 - Objective 2: Evaluate potential for enhanced Dial-a-BAT service or strategic implementation of microtransit service.
 - Objective 3: Evaluate the pilot transportation network company based subsidized commute project for expansion of hours or service area.
- Goal 6: Meet fleet and facility needs to deliver safe and effective service
 - Objective 1: Maintain vehicles and buildings at or above standards for state of good repair.
 - Objective 2: Expand fleet of electric vehicles and infrastructure in response to pilot program success.
 - Objective 3: Implement solar canopy structures and potential battery storage.

These goals and objectives were assessed against progress since the 2020 CRTP in an effort to identify opportunities to meet BAT's current and future needs.

4 Existing Conditions

To support the development of informed recommendations, an assessment of existing conditions was undertaken. This chapter documents BAT's current services, ridership, operations, and many more aspects of the service it provides. This quantitative assessment directly feeds into the identification of needs over the next five years and helps to drive recommendations presented in Chapter 8.

4.1 Transit Service Overview

BAT was created by Massachusetts General Laws Chapter 161B in 1974 and is headquartered in Brockton, Massachusetts. BAT serves the City of Brockton as well as the adjoining towns of Abington, Avon, Bridgewater, East Bridgewater, Easton, Hanson, Rockland, Stoughton, Whitman, and West Bridgewater.

BAT operates 12 fixed routes, including 10 local routes and 2 intercity routes. All routes originate/terminate at the BAT Intermodal Transportation Centre (BAT Centre) in downtown Brockton. BAT's fixed route network serves six MBTA stations, providing customers with significant access to Boston via the commuter rail and bus connection to Ashmont Station on the Red Line.

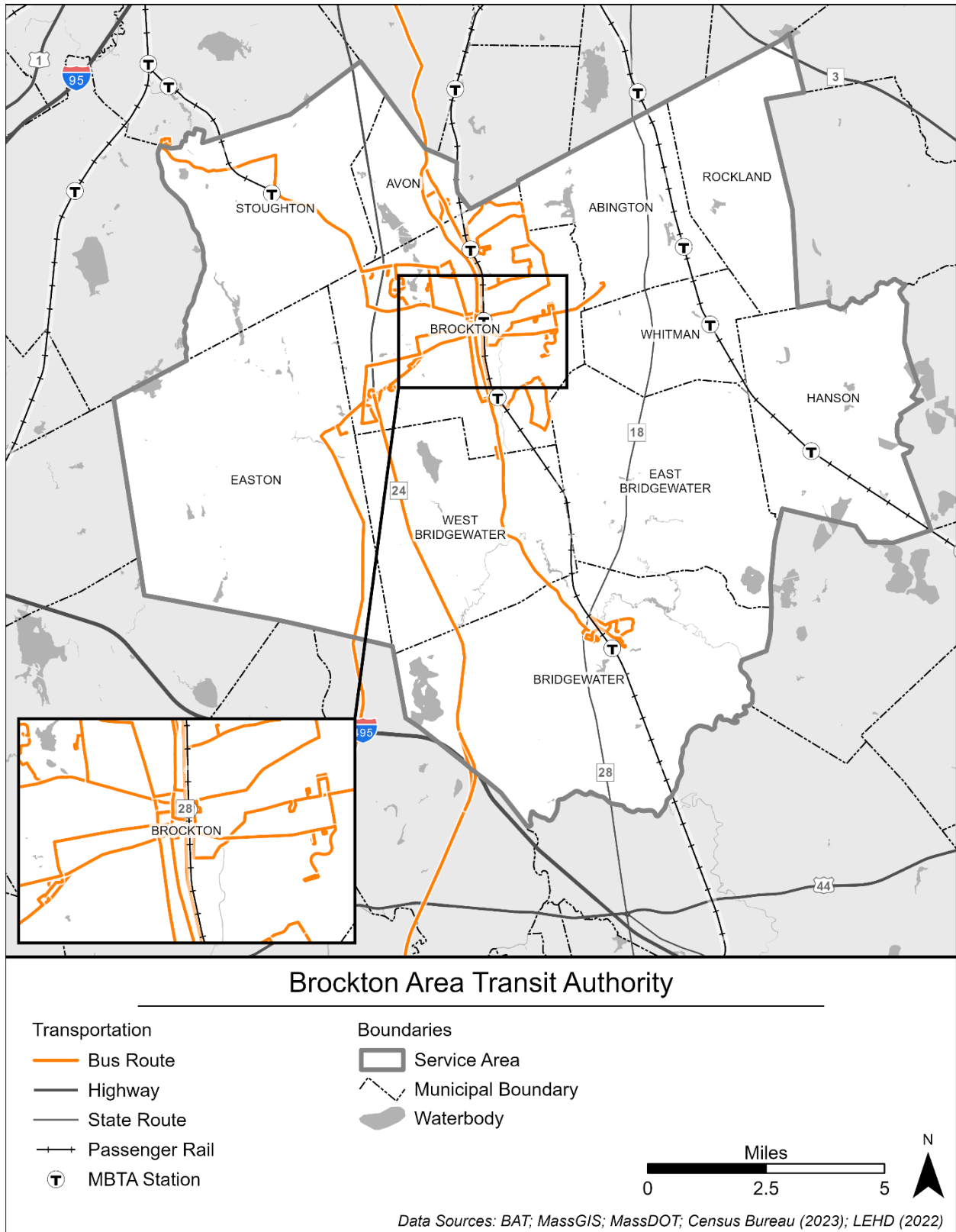
BAT also provides transit service to and within Bridgewater State University (BSU) following BSU's semester schedule from September to May. Service includes three weekday on-campus shuttles, an on-campus night shuttle, and a weekday express route from BSU to the BAT Centre.

BAT provides Americans with Disabilities Act (ADA) paratransit service within communities with fixed route service for qualifying individuals. For older adults, non-ADA demand response service is provided in 8 of BAT's 11 communities. BAT also provides a limited paratransit service to some Boston hospitals for medical treatment.

BAT also operates app-based microtransit (Bridgewater Flex and Rockland Flex services), which serve Bridgewater and Rockland as well as specific locations outside of those towns.

The full BAT service area is depicted on Figure 3.

Figure 3. BAT Service Area/Member Communities



Source: AECOM (2025)

In FY 2024, BAT carried approximately 2.6 million passengers, traveling approximately 1.8 million miles and operating nearly 180,000 revenue hours, with an operating budget of approximately \$15.5 million (Table 2).

Table 2. Statistics by Service (FY 2024)

FY 2024 Data	Fixed Route	Percentage of Total	Demand Response	Percentage of Total	Total
Ridership	2,436,217	95.4%	117,239	4.6%	2,553,456
Revenue Hours	123,929	69.5%	54,595	30.5%	178,524
Revenue Miles	1,275,526	71.6%	507,232	28.4%	1,782,758
Operating Costs	\$14,995,905	76.5%	\$4,605,449	23.5%	\$19,601,354

Source: National Transit Database (NTD) (2024)

4.1.1 Service Descriptions

4.1.1.1 Fixed Routes

BAT's service area consists of 14 fixed routes, including 11 local routes and 3 intercity routes, listed in Table 3. All routes originate/terminate at the BAT Centre in downtown Brockton and are operated on a radial pulse pattern. While this means that riders can transfer to any other route at the BAT Centre at timed pulses, it also means that bays for buses to pull into at the Centre are at capacity at pulse times. Routes 12, 14, and the Gateway Link are intercity routes, connecting the BAT Centre to neighboring communities. Route 12 makes stops in Avon, Randolph, Milton, and Ashmont (Boston). Route 14 travels to Stoughton at the Canton town line, and the Gateway Link travels to Taunton and Fall River. BAT also operates four shuttle routes on BSU's campus.

Table 3. Fixed Routes

Route Number	Route Name	Service Type	Service Destinations
1	Montello Street via North Main Street	Fixed Route	BAT Centre, Angelo Elementary School, Walmart
2	South Plaza / Campello via Main	Fixed Route	BAT Centre, Champion High School, Brockton Library, Kmart Plaza,
3	VA Hospital via Belmont	Fixed Route	BAT Centre, Points West Plaza, Stop & Shop, VA Hospital – Brockton
4	Westgate via Pleasant	Fixed Route	BAT Centre, ALDI, Westgate Mall, Walmart, Good Samaritan Medical Center
4A	Westgate Mall via North Warren	Fixed Route	BAT Centre, North Middle School, Westgate Mall
5	Brockton Hospital via Centre	Fixed Route	BAT Centre, East Middle School, Brockton Eastway Plaza, Brockton Hospital, Walmart

Route Number	Route Name	Service Type	Service Destinations
6	Massasoit via Crescent Street	Fixed Route	BAT Centre, Shaw's Plaza, Massasoit Community College, Walmart
8	Southfield via Warren and Plain Street	Fixed Route	BAT Centre, Superior Court, South Middle School, May Center
9	Pearl via West Elm and Torrey	Fixed Route	BAT Centre, West Middle School, Points West Plaza, Stonehill College
10 /11	Lisa & Howard via North Quincy and Court	Fixed Route	BAT Centre, Spellman High School, Montello Station, East Ashland Plaza
12	Ashmont	Intercity	BAT Centre, Campello Station, North Main Street (Randolph), Milton Center, Beth Israel Deaconess Medical Center-Milton Hospital, Ashmont Station
12X	Ashmont	Intercity	BAT Centre, Campello Station, North Main Street (Randolph), Milton Center, BIDMC-Milton Hospital, Ashmont Station
14	Stoughton	Intercity	BAT Centre, Westgate Mall, Good Samaritan Medical Center, Stoughton Town Center, The Village Shoppes
BSU 1	Green Line	Fixed Route	BSU Campus
BSU 2	Blue Line	Fixed Route	BSU Campus
BSU 3	Gold Line Nights and Weekends	Fixed Route	BSU Campus
BSU 12	Red Line	Fixed Route	BSU Campus
BSU 28	Route 28	Fixed Route	BAT Centre, Kingswood Village, Bridgewater, West Bridgewater, BSU Harrington Hall
GL ^a	Gateway Link	Intercity	BAT Centre, Brockton VA Hospital, Stonehill College, GATRA Taunton Terminal, Bristol Community College, SRTA Fall River Terminal

Source: BAT (May 2025)

^a Route began operation after FY 2024 and is not included in existing conditions analyses.

4.1.1.2 Demand Response

In addition to regular fixed route service, BAT also offers a number of different demand response services (Table 4). These services include ADA paratransit service, which is provided within $\frac{3}{4}$ mile of existing fixed routes and non-ADA paratransit for older adults beyond the $\frac{3}{4}$ -mile buffer surrounding fixed routes. BAT also offers app-based microtransit service centered on the towns of Bridgewater and Rockland. The BAT Flex Bridgewater serves any address

within the town of Bridgewater as well as additional specific shopping and medical facilities in West Bridgewater and East Bridgewater. The BAT Flex Rockland serves any address within the town of Rockland as well as additional specific shopping and medical facilities in Abington and Brockton. Flex services cost \$1.50 per ride and BAT accepts payment through the app or through a pre-funded account.

Table 4. Demand Response Service

Service Name	Service Type	Service Area
Dial-a-BAT	ADA Paratransit	Within $\frac{3}{4}$ mile of existing fixed route service. Includes all of Brockton and parts of Avon, Abington, Whitman, Stoughton, and Easton.
Dial-a-BAT	Age 65+	Brockton, Abington, Avon, Bridgewater, West Bridgewater, East Bridgewater, Stoughton, Whitman, and parts of Easton, Hanson, and Rockland.
Boston Hospital	Limited to trips for medical treatment not available in the Brockton area	Some Boston area hospital; Wednesdays only. (Other days MBTA's RIDE program offers service.)
Bridgewater Flex ^a	Microtransit (app-based)	Any Bridgewater address; Trucchi's and Market Basket in West Bridgewater; Signature Healthcare, Ocean State Job Lot, and Old Colony YMCA in East Bridgewater
Rockland Flex	Microtransit (app-based)	Any Rockland address; Target, Stop & Shop, Abington MBTA Train Station, and Walmart in Abington; Signature Healthcare Brockton Hospital in Brockton

Source: BAT (2025)

^a Service began operation after FY 2024 and is not included in existing conditions analyses.

Additionally, BAT's After-Hours Workforce Transportation Program, provided through a partnership with Uber, allows workers who live and work in the towns BAT serves to get discounted late night rides seven days a week between 9:00 PM and 6:00 AM. The program provides workers a \$9.00 per trip voucher, up to 10 vouchers per week.

4.1.2 Provided Service

BAT's local route service hours are typically 6:00 AM to 9:55 PM on weekdays and 6:20 AM to 9:25 PM on weekends. Weekday and weekend headways are 30 minutes for all local routes. The three intercity routes have varying service hours and headways, with service as frequent as 20 minutes on Route 12 on weekdays (Table 5). BAT also operates four weekday routes on BSU's campus from 7:00 AM to 6:00 PM and a night route that operates seven days a week from 6:00 PM to 12:00 AM. Headways for all BSU routes range from 10 to 25 minutes, with the exception of Route 28, which operates only at peak commuter times.

Table 5. Span of Service and Frequency

Route Number	Weekday Service Hours	Saturday Service Hours	Sunday Service Hours	Weekday Headway (Minutes)	Weekend Headway (Minutes)	Days Operated
1	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
2	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
3	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
4	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
4A	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
5	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
6	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
8	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
9	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
10 /11	6:00 AM - 9:55 PM	6:20 AM - 9:25 PM	6:20 AM - 9:25 PM	30	30	7
12	4:50 AM - 12:10 AM	5:05 AM - 11:45 PM	7:00 AM - 7:40 PM	20-30	30	7
12X	5:00 AM - 12:00 PM	N/A	N/A	60	N/A	5
14	6:00 AM - 9:30 PM	6:00 AM - 9:30 PM	7:00 AM - 7:30 PM	30	60	7
BSU 1	7:00 AM - 6:00 PM	N/A	N/A	10-15	10-15	5
BSU 2	7:00 AM - 6:00 PM	N/A	N/A	15-20	15-20	5
BSU 3	6:00 PM - 12:00 AM	6:00 PM - 12:00 AM	6:00 PM - 12:00 AM	10-15	10-15	7
BSU 12	7:00 AM - 6:00 PM	N/A	N/A	20-25	N/A	5

Route Number	Weekday Service Hours	Saturday Service Hours	Sunday Service Hours	Weekday Headway (Minutes)	Weekend Headway (Minutes)	Days Operated
BSU 28	7:00 AM - 6:00 PM	N/A	N/A	4 trips per day	N/A	5
GL ^a	6:00 AM - 6:30 PM	N/A	N/A	60	N/A	5

Source: BAT (2025)

^a Route began operation after FY 2024 and is not included in existing conditions analyses.

Note: Service hours for complementary ADA paratransit aligns with the service hours of the given fixed route for which the service is a complement. Service for older adults is available from 9:30 AM to 4:30 PM Monday through Friday only. BAT's paratransit service to Boston hospitals is only operated by appointment on Wednesdays.

N/A = Not Applicable

App-based on-demand Flex services in Bridgewater operate Monday through Friday from 7:30 AM to 6:00 PM. Rockland Flex services operate seven days a week from 7:30 AM to 6:30 PM.

4.1.3 Funding

The largest source of BAT's operating funds in FY 2024 came from state funding (57.1 percent), which represents an increase in the share of state funding compared to previous years (Table 6). This large increase in operating funding was made possible by funding provided by the state for fare-free service as well as state contract assistance (SCA) funding.

In FY 2024, BAT received approximately \$3.5 million in local funding. Other funding BAT received included rental and interest income.

As of December 2023, BAT suspended fare collection on all fixed routes and is currently only collecting fares for BAT Flex microtransit services in Bridgewater and Rockland. Farebox revenues in FY 2024 were similar to revenues collected in FY 2021 during the pandemic.

Overall, total funding increased by over \$3 million between FY 2022 and FY 2024 (a 22 percent increase). For more information about state support of fare-free service, refer to Appendix A.

Table 6. Operating Funding Sources (FY 2022-FY 2024)

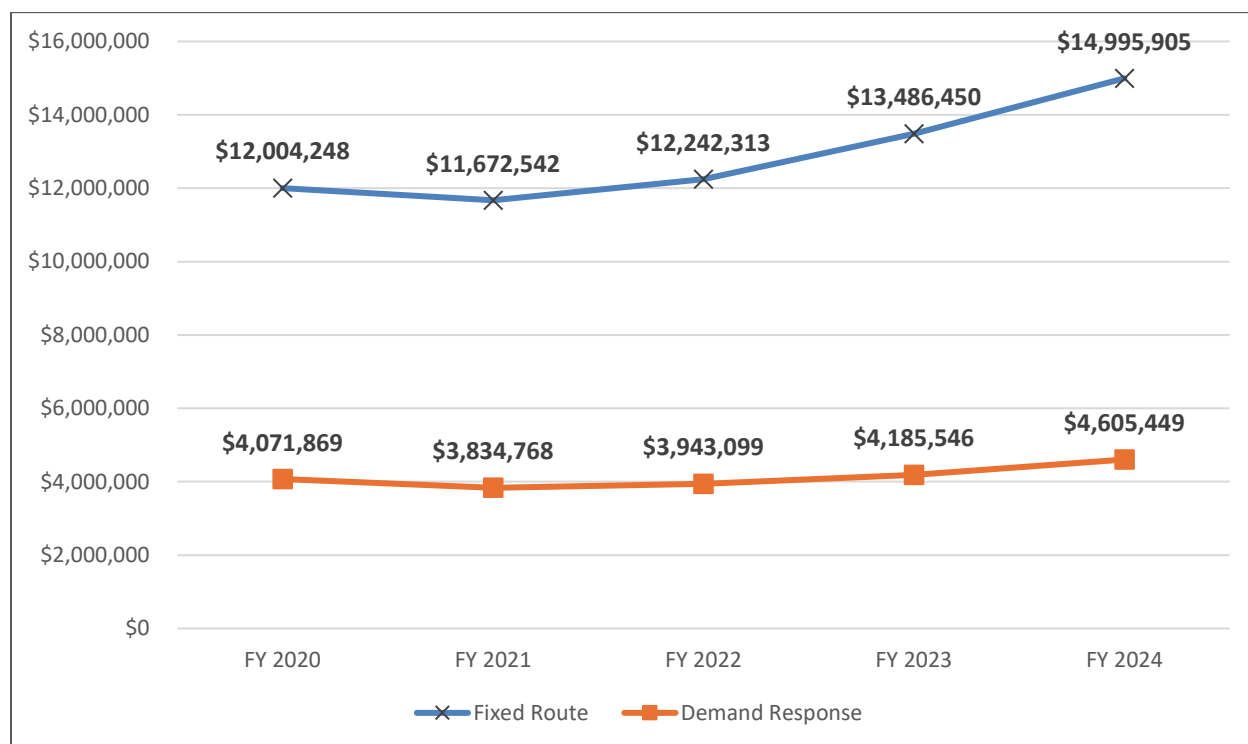
Funding Source	FY 2022	Percentage of FY 2022	FY 2023	Percentage of FY 2023	FY 2024	Percentage of FY 2024
Federal	\$1,961,757	12.1%	\$2,926,859	16.5%	\$2,133,842	10.7%
State	\$7,956,356	49.1%	\$7,947,519	44.8%	\$11,330,390	57.1%
Local	\$3,283,754	20.3%	\$3,389,181	19.1%	\$3,473,910	17.5%
Farebox	\$2,311,593	14.3%	\$2,565,707	14.5%	\$1,699,484	8.6%
Partnerships & Contracts	\$318,448	2.0%	\$396,554	2.2%	\$407,588	2.1%
Other	\$383,269	2.4%	\$512,821	2.9%	\$807,412	4.1%

Funding Source	FY 2022	Percentage of FY 2022	FY 2023	Percentage of FY 2023	FY 2024	Percentage of FY 2024
TOTAL	\$16,215,177	100%	\$17,738,641	100%	\$19,852,626	100%

Source: BAT (2025)

The annual operating cost for fixed route service remained relatively steady from FY 2020 to FY 2024, decreasing slightly from \$12 million in FY 2020 to \$11.7 million in FY 2021, representing a 6 percent decrease (Figure 4). Costs increased from FY 2021 to FY 2024 by 7 percent annually. Demand response operating costs also remained relatively steady throughout the five-year period, with an overall increase of approximately 13 percent in total operating costs from FY 2020 to FY 2024.

Figure 4. Annual Operating Cost by Mode (FY 2020-FY 2024)



Source: NTD (2020-2024)

Table 7 shows farebox and contract revenue for BAT, by year. Fixed route service was fare-free in FY 2024 and for some of FY 2023 and FY 2022. BAT collected over \$1.6 million in fares for bus service in FY 2023 and nearly \$1.9 million in FY 2020. Demand response service revenue was lowest in FY 2021, approximately 70 percent of FY 2020 revenue. Revenue increased from FY 2021 to FY 2023 before decreasing in FY 2024.

Table 7. Farebox and Contract Revenue by Fiscal Year and Service Type (FY 2020-FY 2024)

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Bus	\$1,887,903	\$1,072,000	\$1,528,734	\$1,689,589	\$831,988
Demand Response	\$914,528	\$636,392	\$837,765	\$893,818	\$876,018
TOTAL	\$2,802,431	\$1,708,392	\$2,366,499	\$2,583,407	\$1,708,006

Source: BAT (2025)

BAT sources of funding for capital expenditures are shown in Table 8. Federal funding comprised the largest share of total funding in FY 2024 with 55.3 percent, which was largely apportioned through Federal Transit Administration (FTA) Section 5307 formula funding. In prior years, BAT received a larger proportion of funding for capital expenditures from the state. In FY 2023, state funding comprised over 88 percent and in FY 2022 state funding made up over 55 percent of total funding.

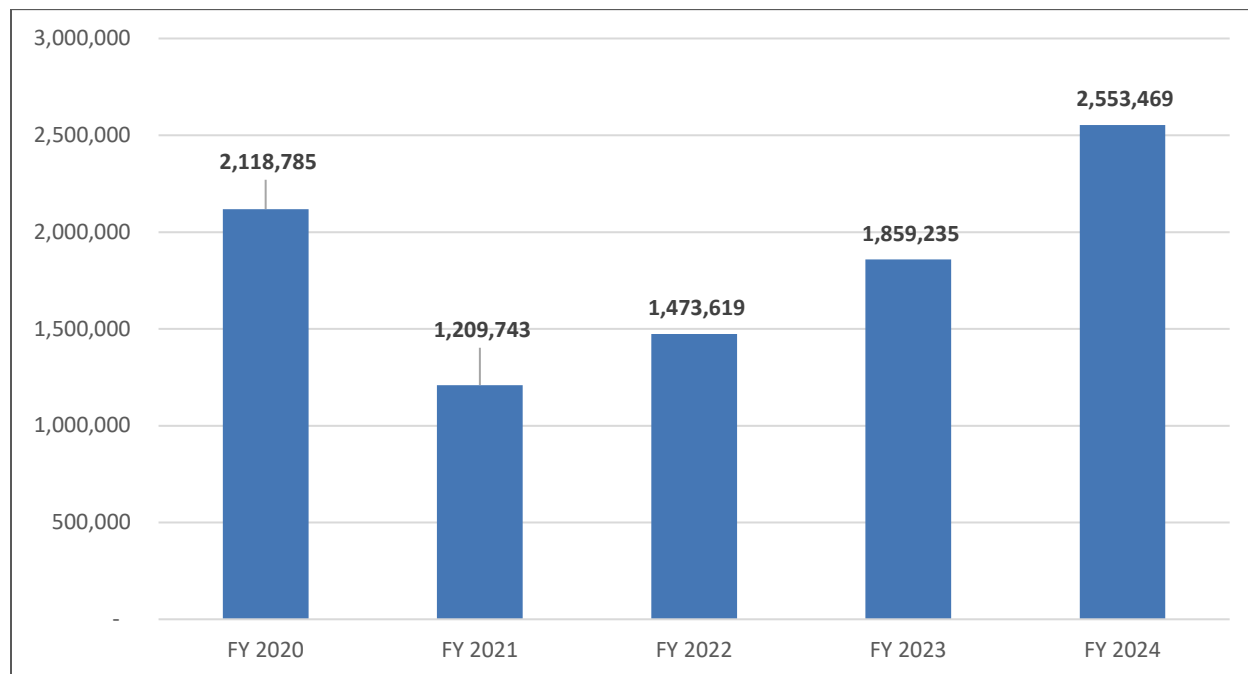
Table 8. Capital Expenditures (FY 2022-FY 2024)

Funding Source	FY 2022	Percentage of FY 2022	FY 2023	Percentage of FY 2023	FY 2024	Percentage of FY 2024
Federal	\$1,453,592	44.59%	\$526,775	11.95%	\$5,038,489	55.30%
State	\$1,806,187	55.41%	\$3,881,777	88.05%	\$4,072,400	44.70%
Local	\$0	0.00%	\$0	0.00%	\$0	0.00%
Farebox	\$0	0.00%	\$0	0.00%	\$0	0.00%
Other	\$0	0.00%	\$0	0.00%	\$0	0.00%
TOTAL	\$3,259,779	100.00%	\$4,408,552	100.00%	\$9,110,889	100.00%

Source: NTD (2024)

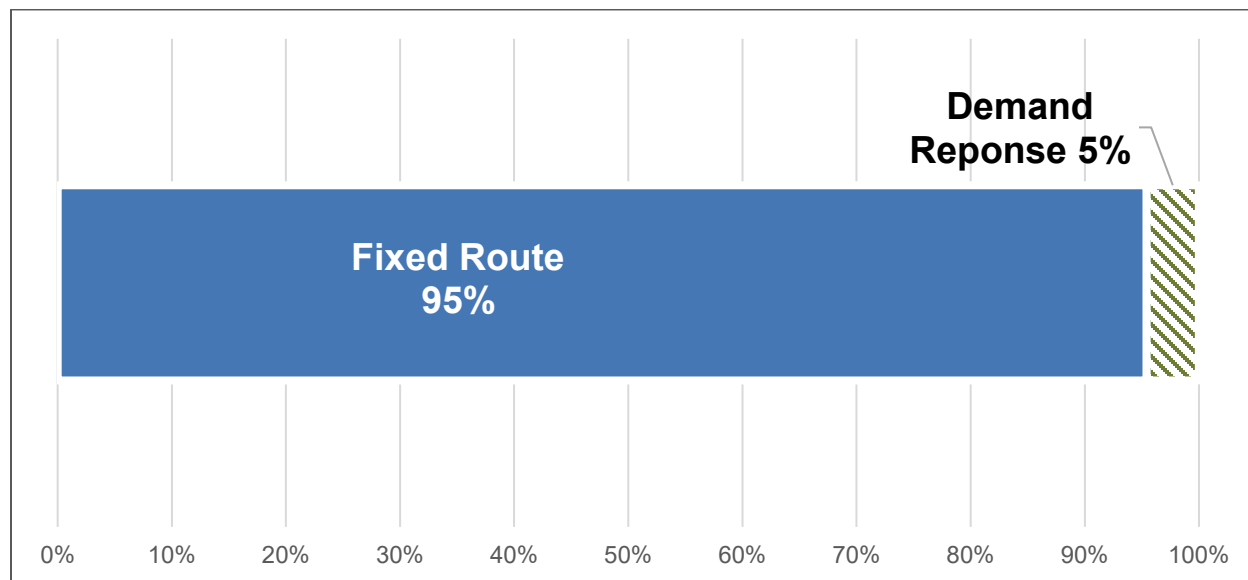
4.2 Ridership and Service Operations

BAT's overall system ridership, inclusive of all modes, experienced a sharp decline between FY 2020 and FY 2021 due to the COVID pandemic, dropping over 40 percent (Figure 5). Ridership began to recover in FY 2022, increasing each year to surpass FY 2020 levels in FY 2024. Between FY 2023 and FY 2024, ridership increased by about 37 percent, likely as a result of fare-free service and expanded service offerings. Currently, BAT is experiencing at least a 25-year high for ridership.

Figure 5. Annual System Ridership (FY 2020-FY 2024)

Source: MassDOT (2025)

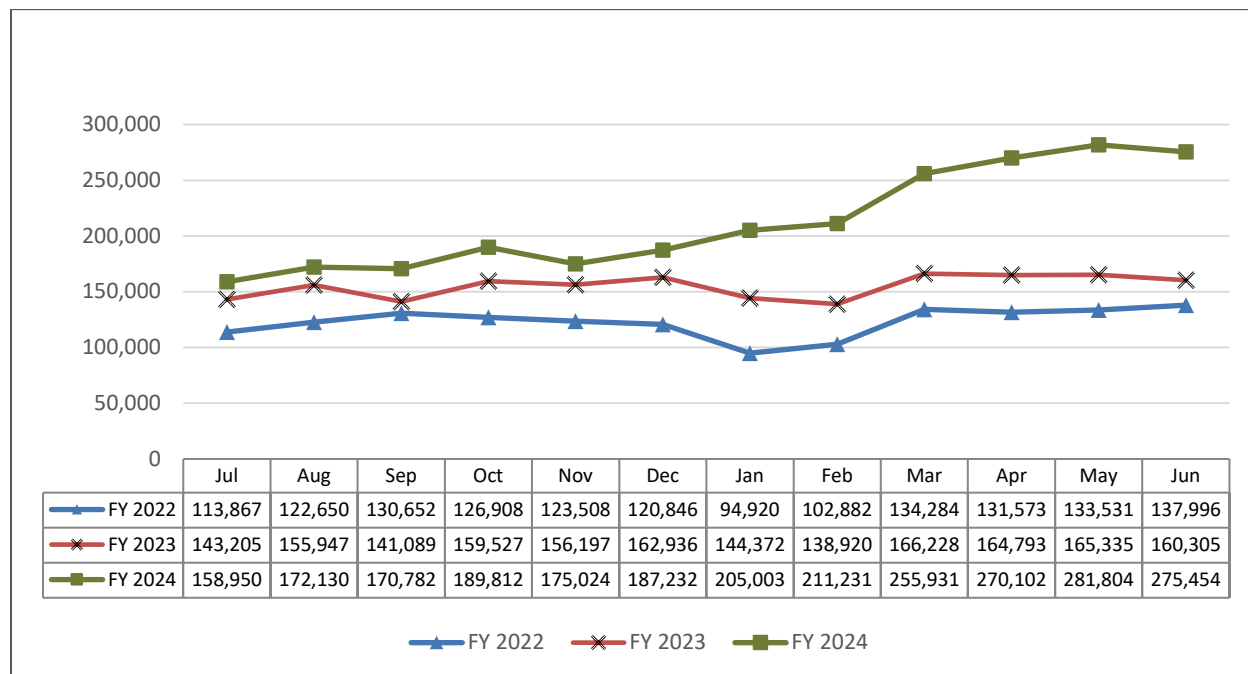
In FY 2024, BAT provided the majority of trips on its fixed bus routes, with only 5 percent of trips taken on demand response services (Figure 6).

Figure 6. Ridership Breakdown by Service Type (FY 2024)

Source: MassDOT (2025)

Monthly ridership for FY 2024 steadily grew over the course of the fiscal year from approximately 159,000 riders in July to over 275,000 riders in June (Figure 7). In previous years, monthly ridership dipped in the winter months of January and February before returning to fall levels again in the spring. Summer ridership in the summer months of June and July has typically been on par with spring ridership levels.

Figure 7. Monthly System Ridership (FY 2022-FY 2024)

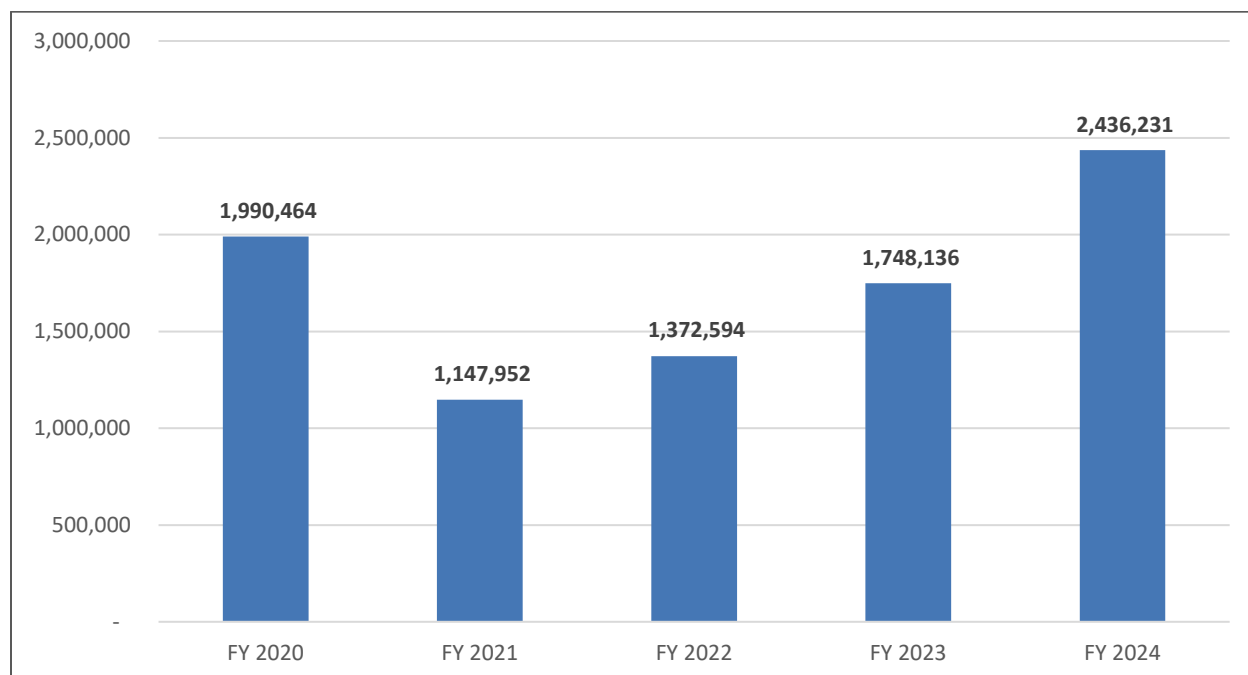


Source: MassDOT (2025)

4.2.1 Fixed Route Ridership

Fixed route ridership experienced a low in FY 2021 with a total of about 1.1 million riders because of the pandemic (Figure 8). Ridership rebounded in FY 2022 to reach about 1.4 million riders. In FY 2024, ridership was more than 2.4 million, over 445,000 more riders than in FY 2020.

Figure 8. Fixed Route Annual Ridership (FY 2020-FY 2024)

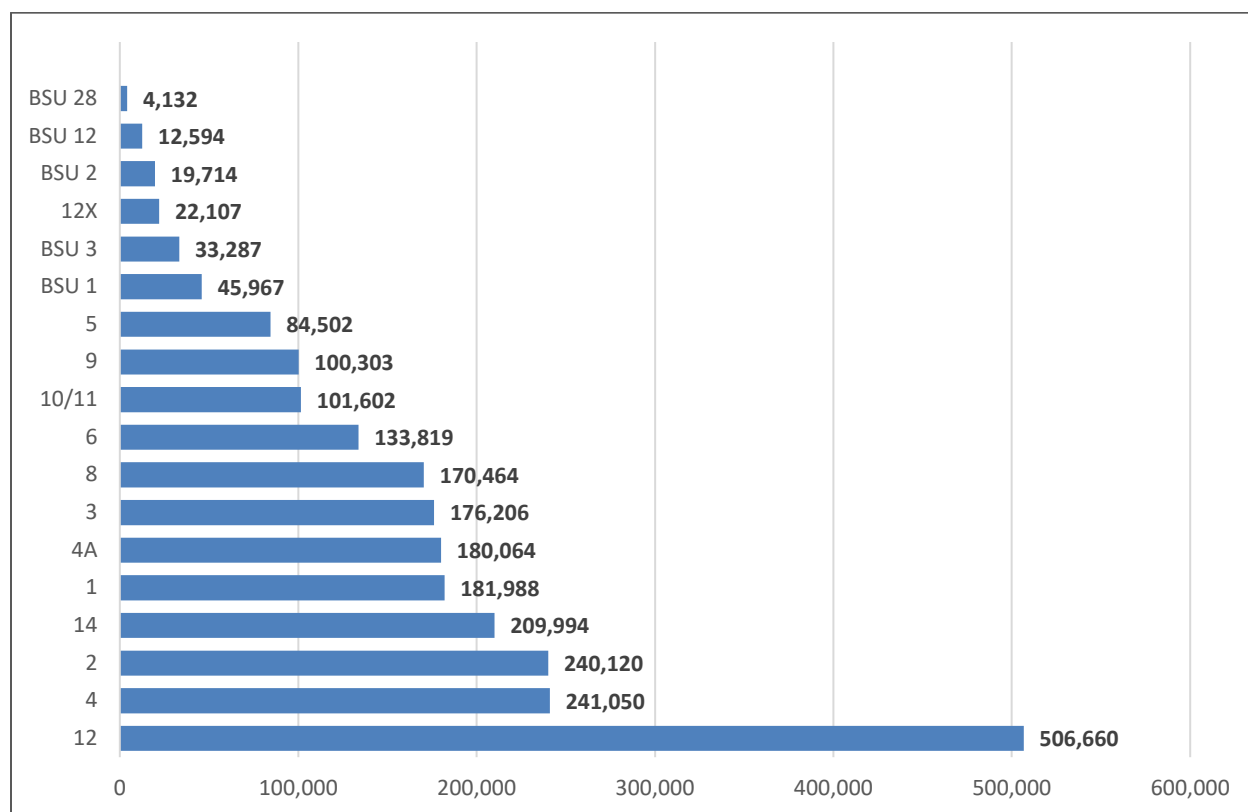


Source: BAT (2025)

At a route level, Route 12 is the highest ridership route by a wide margin (Figure 9), at more than double ridership of the next highest route. Route 12 operates between the BAT Centre in Brockton and the Ashmont neighborhood of Boston. This route connects directly to MBTA's Red Line heavy rail station and the Mattapan light rail station. Route 4 and Route 2 are, in order, the next two top performing routes in the BAT system. Route 4 provides east-west service between the BAT Centre and the Westgate Mall shopping center. Route 2 provides north-south service between the BAT Centre and the West Bridgewater Shopping Center as well as the Campello MBTA Commuter Rail station.

Aside from the BSU routes, Route 12x, Route 5, and Route 9 represent the three lowest ridership routes, in ascending order. Route 12x serves as an express route along the Route 12 alignment to Ashmont. Route 5 connects the BAT Centre to Brockton Hospital and a Walmart in Abington. Finally, Route 9 extends from Brockton into Easton to serve Stonehill College and Easton Industrial Park.

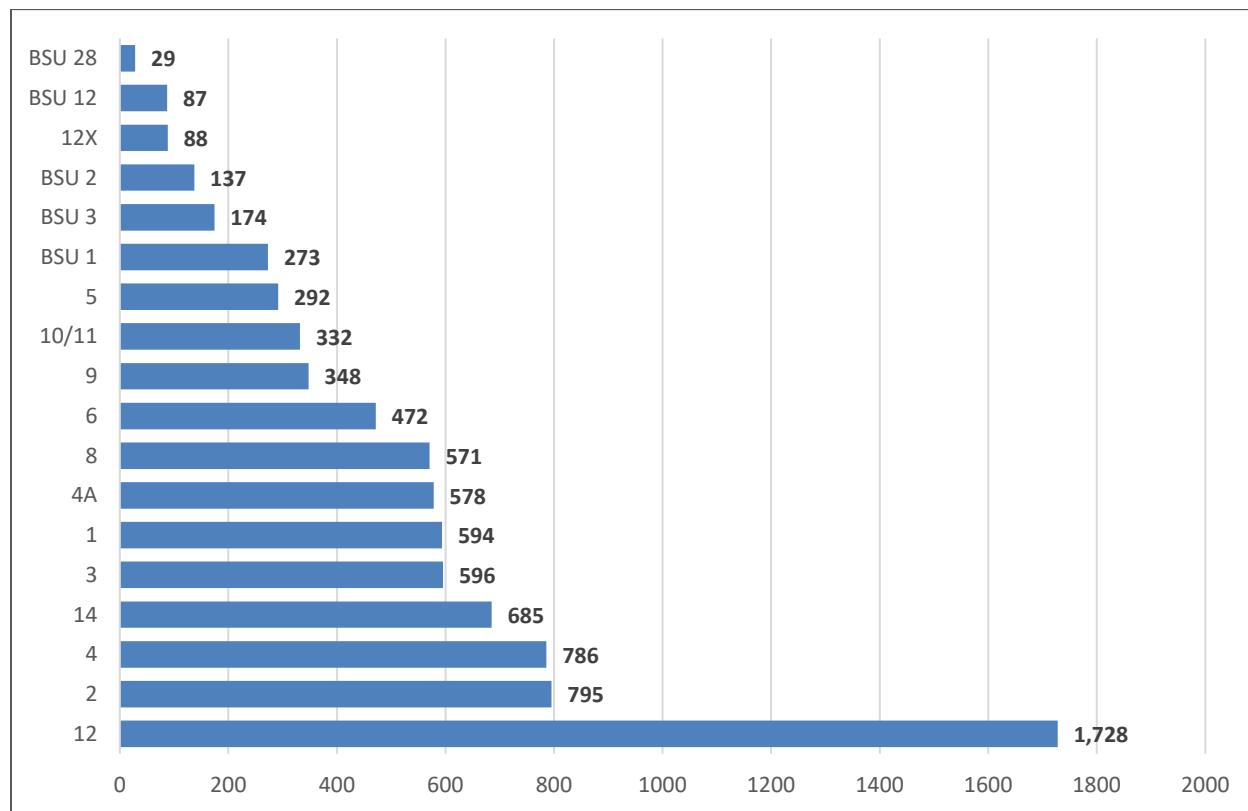
Figure 9. Annual Ridership by Route (FY 2024)



Source: BAT (2025)

Average weekday ridership followed a similar trend to overall ridership. Route 12 had the highest average weekday ridership of BAT's fixed routes by a significant margin with over 1,700 daily riders (Figure 10). Route 2 was the next highest average weekday ridership route (795 daily riders), followed by Route 4 (786 daily riders). Route 2 travels between the BAT Centre and the West Bridgewater Shopping Center along Main Street. As described previously, Route 4 also serves a major shopping center, the Westgate Mall. This suggests strong weekday ridership demand for shopping trips. Weekday average ridership is lowest on two BSU routes, BSU Route 28 (29 daily riders) and BSU Route 12 (87 daily riders). BSU routes exclusively operate while school is in session.

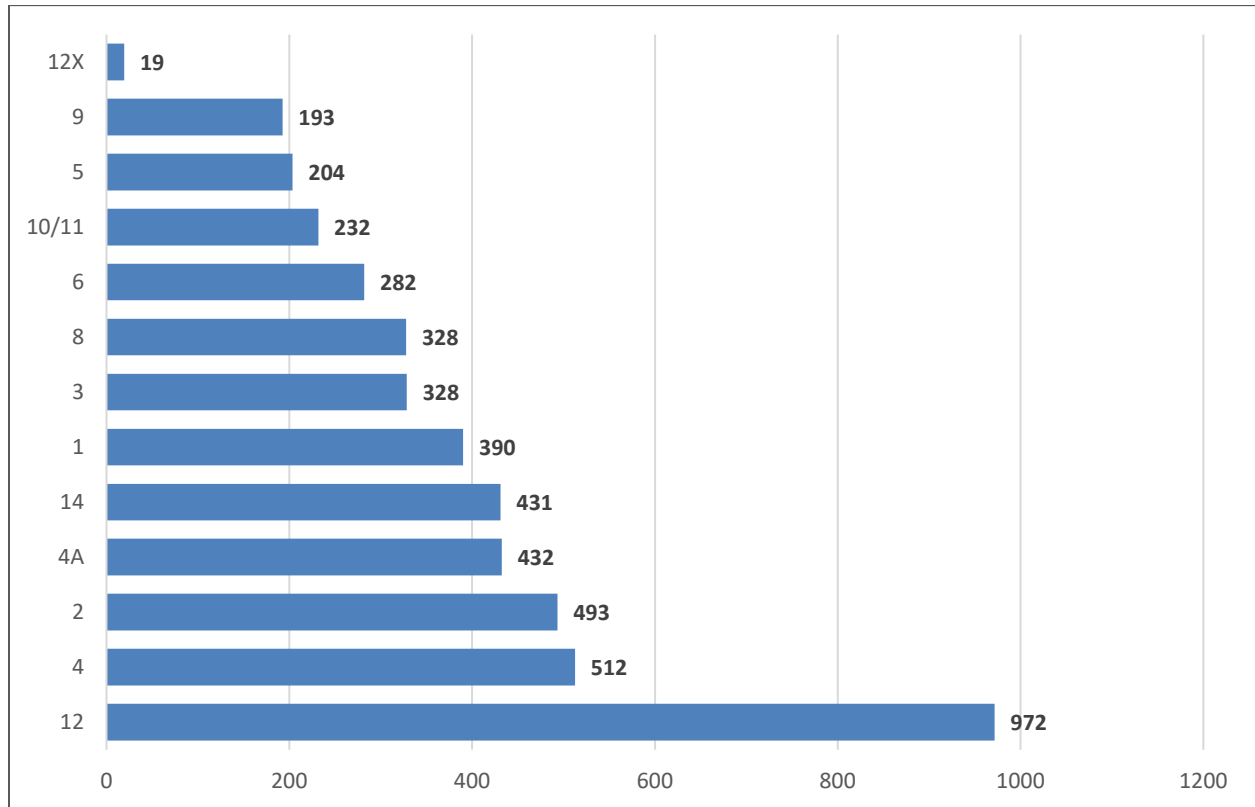
Figure 10. Weekday Average Ridership by Route (FY 2024)



Source: BAT (2025)

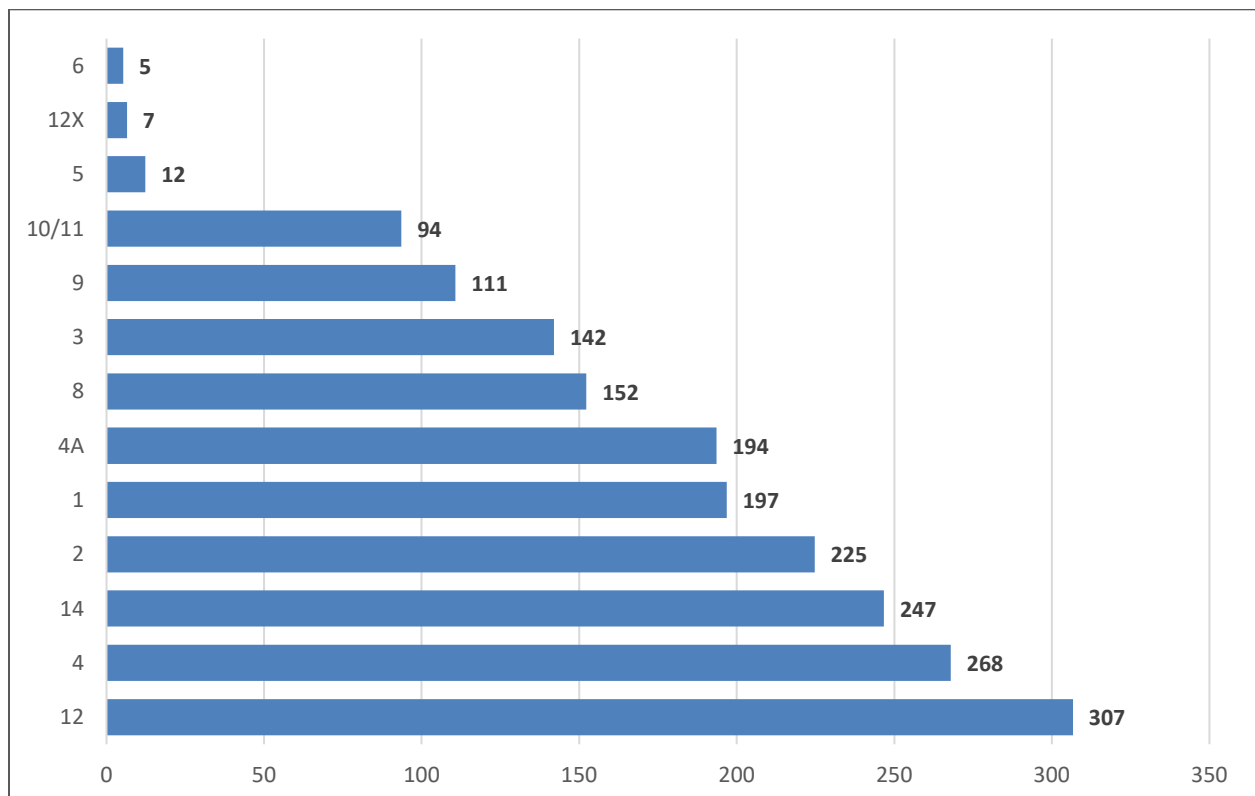
Weekend ridership patterns similarly follow overall ridership trends. Route 12 and Route 4 had the highest average ridership on both Saturday and Sunday, consistent with annual ridership trends. Average daily ridership for Saturdays is double (or greater) compared to average daily Sunday ridership for nearly all routes. Average daily ridership for Route 12, for example, was 972 on Saturdays and 307 on Sundays (over 300 percent greater). On Saturdays, Route 2 was the third-highest ridership route (Figure 11) and on Sundays, Route 14 was the third-highest ridership route (Figure 12).

Figure 11. Saturday Average Ridership by Route (FY 2024)



Source: BAT (2025)

Figure 12. Sunday Average Ridership by Route (FY 2024)

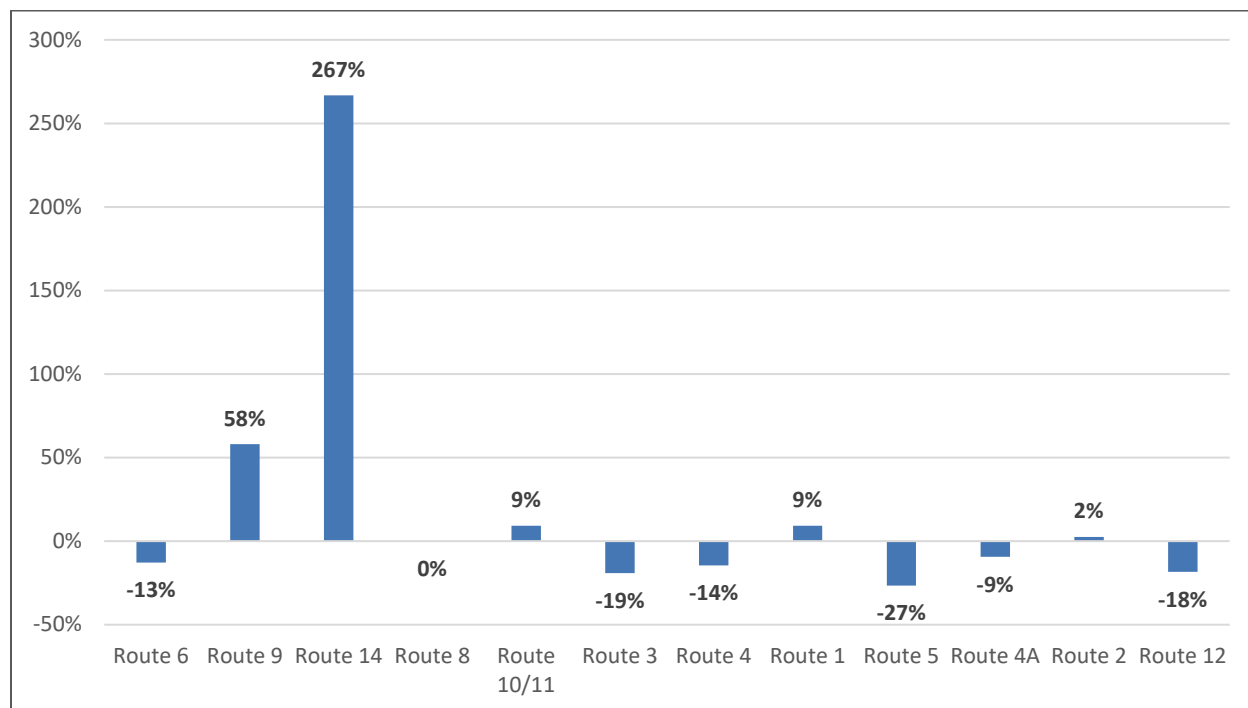


Source: BAT (2025)

For approximately half of BAT's fixed routes, total ridership in FY 2024 was the same or lower compared to FY 2019 (Figure 13). The routes with the greatest decrease in average ridership are Route 5 (-27 percent), Route 3 (-19 percent), and Route 12 (-18 percent). As described previously, Route 5 was BAT's lowest ridership route in FY 2024. Though Route 12 was BAT's highest ridership route in FY 2024, ridership was lower compared to pre-pandemic levels. Route 3, which also experienced a reduction in ridership, provides east-west service between the BAT Centre and the VA Hospital in southeast Brockton.

Route 14, which connects downtown Brockton with Stoughton, experienced a significant increase in ridership from FY 2019 to FY 2024 (267 percent). Route 9, one of BAT's lower ridership routes in FY 2024, also experienced an increase in ridership between FY 2019 and FY 2024 (58 percent).

Figure 13. Average Ridership Change from FY 2019 to FY 2024



Source: BAT (FY 2019-FY 2024)

Note: BSU routes are excluded because individual route ridership data are not available for FY 2019. Route 12 and Route 12X are aggregated as ridership data for Route 12 and Route 12X were not separated in FY 2019.

4.2.2 Fixed Route Operations

BAT's annual fixed route operating statistics are shown in Table 9. Overall, ridership increased from FY 2020 to FY 2024 despite the drop in ridership in FY 2021 due to the pandemic. Revenue hours increased as well, rising from approximately 97,000 hours in FY 2020 to nearly 124,000 in FY 2024. Similarly, revenue miles also increased from FY 2020 to FY 2024, growing from approximately 1.2 million miles to approximately 1.3 million annually. Operating costs for fixed route operations slightly increased over the five-year period, rising an average of 5 percent annually.

Table 9. Annual Fixed Route Operating Statistics (FY 2020-FY 2024)

Statistic	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Ridership	1,990,464	1,147,952	1,372,594	1,748,136	2,436,231
Revenue Hours	97,161	86,737	86,909	110,607	123,929
Revenue Miles	1,183,825	1,133,717	1,129,815	1,152,648	1,268,839
Operating Costs	\$12,004,248	\$11,672,542	\$12,242,313	\$13,486,450	\$14,995,905

Source: MassDOT (2025), NTD (2020-2024)

BAT's operating statistics for fixed routes in FY 2024 are broken down by route in Table 10. Revenue hours and miles for transit service to BSU are not available by route. Route 12 and Route 12X are combined as separate revenue miles and revenue hours are not available.

As identified previously, Route 12, Route 4, and Route 2 were the highest performing routes when considering overall ridership. Route 2 and Route 4 were also two of the top three routes with regard to passengers per hour. On a passenger trip per mile basis, Route 2 had the highest rate followed by Routes 4 and 3.

Table 10. Operating Statistics by Route (FY 2024)

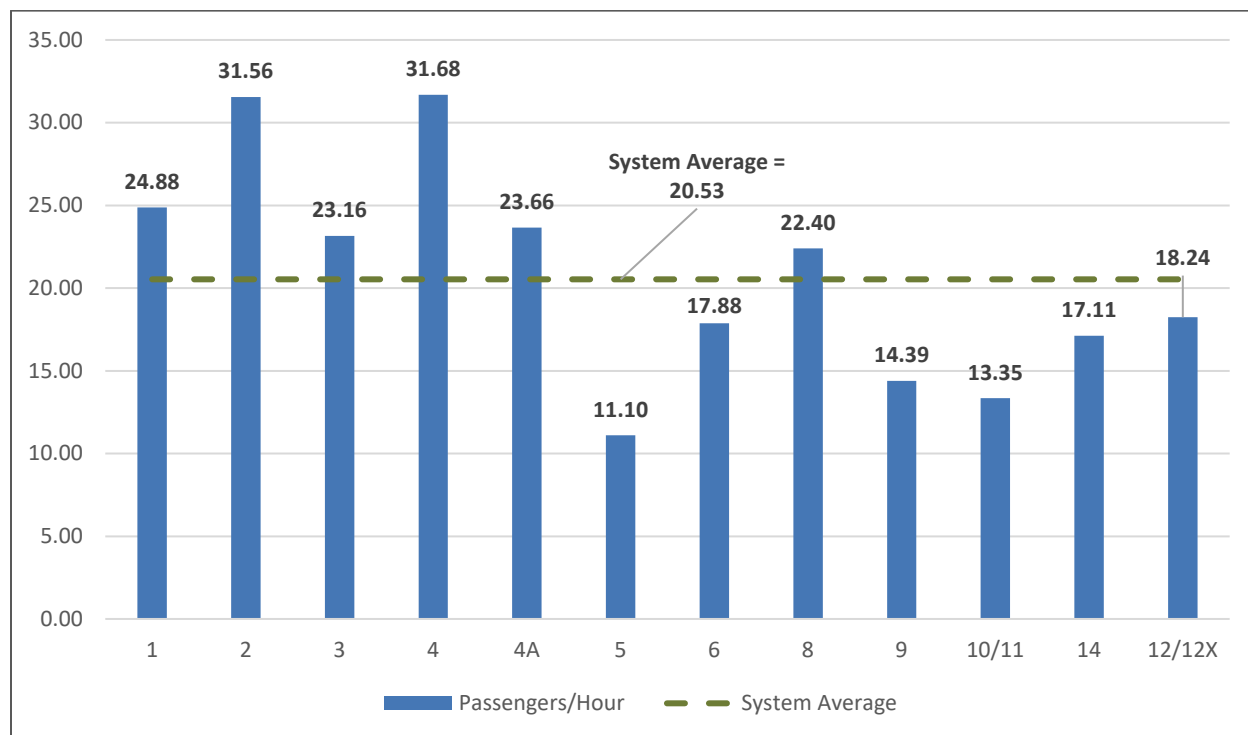
Route	Ridership	Revenue Hours	Passenger Trips/ Hour	Revenue Miles	Passenger Trips/ Mile
1	181,988	7,316	24.88	56,984	3.19
2	240,120	7,610	31.56	51,645	4.65
3	176,206	7,610	23.16	48,648	3.62
4	241,050	7,610	31.68	62,346	3.87
4A	180,064	7,610	23.66	62,389	2.89
5	84,502	7,610	11.10	59,749	1.41
6	133,819	7,484	17.88	50,639	2.64
8	170,464	7,610	22.40	71,528	2.38
9	100,303	6,971	14.39	81,781	1.23
10/11	101,602	7,610	13.35	84,092	1.21
12/12x	528,767	28,989	18.24	475,651	1.11
14	209,994	12,272	17.11	135,334	1.55
BSU 1	45,967	N/A	N/A	N/A	N/A
BSU 2	12,594	N/A	N/A	N/A	N/A
BSU 3	19,714	N/A	N/A	N/A	N/A
BSU 12	33,287	N/A	N/A	N/A	N/A
BSU 28	4,132	N/A	N/A	N/A	N/A

Source: BAT (2025)

N/A = Not Applicable

At a system level, BAT's fixed routes served an average of over 20 passengers per hour during FY 2024. Route 4, Route 2, and Route 4A represented the top three highest performing routes based on this metric (Figure 14). The three routes that served the fewest passengers per hour were Route 5, which accounted for the lowest ridership per hour, followed by Route 10/11, and then Route 9. Route-level average may differ from overall mode rates due to availability of route-level revenue hour data.

Figure 14. Passengers per Hour by Route (FY 2024)



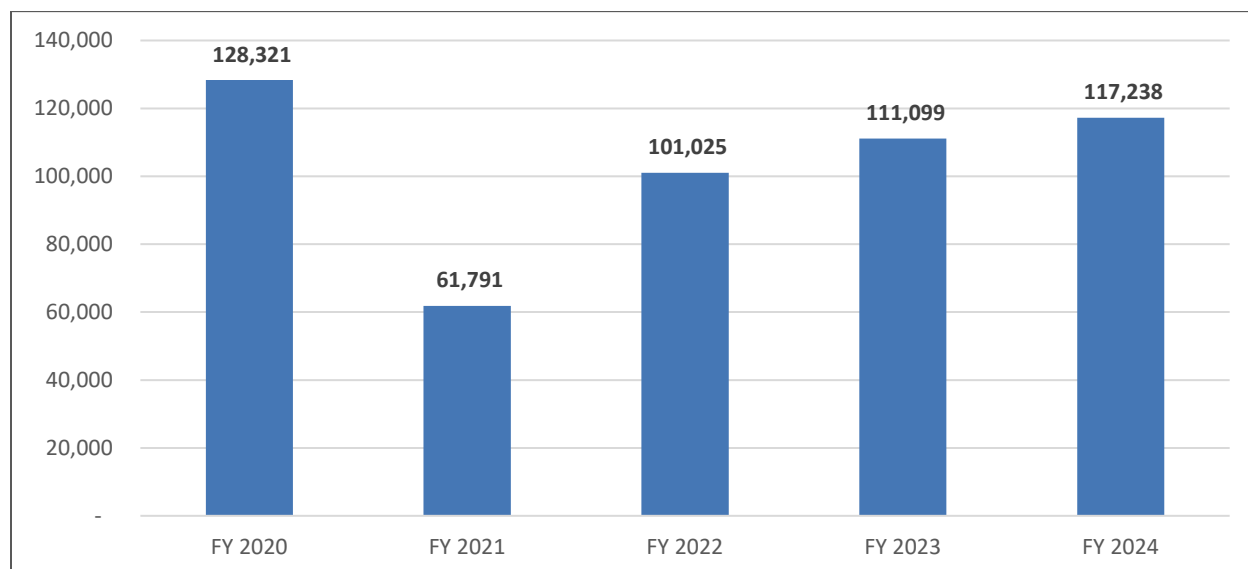
Source: BAT (2025)

4.2.3 Demand Response Ridership and Operations

BAT provides ADA paratransit service at least within a $\frac{3}{4}$ -mile area surrounding each fixed route, as well as non-ADA paratransit service for older adults and people with disabilities, in each of the member communities. Additionally, BAT operates microtransit service (Rockland Flex) and Boston hospital service (exclusively on Wednesdays). Demand response ridership represents 4 percent of the overall system ridership.

Following fixed ridership trends, annual demand response ridership dropped in FY 2021 but has increased year-to-year since (Figure 15). Ridership rose approximately 63 percent from FY 2021 to FY 2022 and increased a further 10 percent from FY 2022 to FY 2023. Between FY 2023 and FY 2024, growth slowed to a 6 percent increase. Overall, ridership in FY 2024 was approximately 9 percent lower than FY 2020 ridership totals.

Figure 15. Demand Response Annual Ridership (FY 2020-FY 2024)



Source: MassDOT (2025)

BAT's annual operating statistics for demand response are broken down in Table 11. Revenue hours, revenue miles, and operating costs all dipped from FY 2020 to FY 2021 in parallel with ridership trends but have increased annually since that year. Overall, operating costs grew an average of 2 percent year over year.

Table 11. Demand Response Operating Statistics (FY 2020-FY 2024)

Statistic	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Ridership	128,321	61,791	101,025	111,099	117,238
Revenue Hours	59,616	48,111	51,120	49,190	54,513
Revenue Miles	546,363	368,339	461,114	495,973	503,388
Operating Costs	\$3,662,745	\$3,378,156	\$3,526,011	\$3,610,176	\$4,048,307

Source: BAT (2025)

BAT's Dial-a-BAT demand response service tracks the number of missed trips, no-shows, late cancellations, same-day cancellations, and denied trips. BAT uses the following definitions for each of these cases:

- **Missed trip:** If the vehicle arrives outside of the 15-minute pickup window and the passenger opts not to take the trip, or if a vehicle/driver does not show up at the customer's pickup destination. Missed trips are not counted as no shows and are considered beyond the passenger's control.
- **No-show:** When the vehicle arrives at the scheduled pickup location within the 30-minute pickup window and the driver has waited at least 5 minutes beyond the beginning of the 30-minute pickup window but the customer is not present, did not call more than 1 hour ahead to cancel, or cancels at the door. Trips where the customer calls to cancel less than 1 hour prior to the scheduled pickup time are also considered no-shows.
- **Late cancellation:** A cancellation placed within 1 hour of the scheduled pick-up window.

- **Same-day cancellation:** A same-day cancellation at least 1 hour prior to the scheduled trip time.
- **Denied trip:** If BAT is unable to offer a requested trip within a reasonable timeframe, or where a trip is completely refused. This includes situations where the requested pickup time is outside the one hour plus or minus negotiation window, or when a round trip is only partially accommodated and the rider declines the offered one-way trip.

BAT's annual demand response metrics are broken down in Table 12. BAT has a low percentage of missed trips and denied trips. The proportion of denied trips was essentially zero between FY 2020 and FY 2024. The only fiscal years where the proportion of missed trips was above zero were FY 2020 and FY 2023. The proportion of no-shows largely declined since FY 2020, dropping from 1.8 percent in FY 2020 to 1.55 percent in FY 2024. Same day cancellation rates are significantly higher than late cancellations where same day percentages vary around 3.5 percent from year to year and late cancellations remain below 0.5 percent.

Table 12. Demand Response Metrics (FY 2020-FY 2024)

Metric	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average Trips/Passenger	69.25	33.88	56.13	61.58	60.40
% Denied Trips	0.00%	0.00%	0.00%	0.00%	0.00%
% No-show	1.80%	1.81%	1.40%	1.57%	1.55%
% Missed Trips	0.01%	0.00%	0.00%	0.01%	0.00%
% Late Cancellation	0.27%	0.27%	0.29%	0.11%	0.11%
% Same Day Cancellation	3.89%	3.82%	2.93%	3.48%	3.42%

Source: BAT (2025)

4.3 Transit Service Performance

This section provides information on BAT's systemwide performance trends for fixed route and demand response services from FY 2020 to FY 2024. Transit service performance is evaluated in two categories: service effectiveness and financial performance. A comparison with transit systems across Massachusetts (excluding MBTA) and the nation is also provided.

4.3.1 Service Effectiveness

Service effectiveness describes the amount of transit service utilized per unit amount of transit service that is provided. Service effectiveness is measured using two indicators: passengers per mile and passengers per hour.

- **Passengers per mile** measures the average number of unlinked passenger trips taken for every vehicle revenue mile provided. Though the passengers per mile indicator is a strong measure of system efficiency, it is also influenced by the length of passenger trips. Smaller values likely represent longer trips where passengers are travelling greater distances, or poorly performing routes. Larger values likely represent shorter trips where passengers are traveling smaller distances, or high-performing systems.
- **Passengers per hour** measures the average number of unlinked passenger trips taken for every vehicle revenue hour provided. Passengers per hour is influenced by the geographic area and the average operating speed of a route. Higher values indicate a more efficient system.

Service effectiveness for BAT's fixed route and demand response services from FY 2020 to FY 2024 is illustrated in Table 13. Service effectiveness for fixed route declined from FY 2020 to FY 2021 as a result of the pandemic, then recovered from FY 2022 to FY 2024. However, both passengers per mile and passengers per hour remained lower in FY 2024 than FY 2020 levels.

BAT's passengers per mile for fixed route rate was higher than state average and on par with the national average. In FY 2024, BAT served 1.92 passengers per mile, while the state average was 1.25 and the national average was 1.92. Additionally, BAT's passengers per hour rate was higher compared to the state average, though lower than the national average. In FY 2024, BAT served 19.66 passengers per revenue hour, while the state average was 17.87 and the national average was 23.06. BAT also exceeded its FY 2024 targets for fixed route across both metrics.

For demand response service, BAT's passengers per mile peaked in FY 2020 and FY 2024 at 0.23, higher than both state (0.12) and national (0.13) averages. Passengers per hour peaked in FY 2023 at 2.26 and decreased slightly in FY 2024 to 2.15. In 2024, the state average was 1.95 and the national average was 1.92. BAT's demand response service exceeded the RTA's FY 2024 targets across both metrics.

Table 13. Service Effectiveness (FY 2020-FY 2024)

Productivity Metric	Fixed Route Passengers/ Mile	Fixed Route Passengers/ Hour	Demand Response Passengers/ Mile	Demand Response Passengers/ Hour
FY 2020	1.68	20.49	0.23	2.15
FY 2021	1.01	13.23	0.17	1.28
FY 2022	1.01	15.79	0.22	1.98
FY 2023	1.52	15.80	0.22	2.26
FY 2024	1.92	19.66	0.23	2.15
BAT FY 2024 Targets	1.36	15.79	0.20	2.11
FY 2024 Massachusetts Average ^a	1.25	17.87	0.12	1.95
FY 2024 National Average	1.92	23.06	0.13	1.92

Source: BAT (2025), NTD (2024)

^a Massachusetts average excludes MBTA (from all modes).

4.3.2 Financial Performance

Cost effectiveness is a measure of a transit system's performance in financial terms, indicating the effectiveness of dollars invested in the transit system at producing trips. Many variables influence the financial efficiency of a transit agency, including the size and other characteristics of the geographic area served, ridership, the cost of labor, and more. Cost effectiveness indicators are cost per mile, cost per hour, and cost per passenger.

- **Cost per mile** measures the overall expense of providing a transit service divided by the number of vehicle revenue miles provided by the service. A smaller value indicates more financially efficient systems and/or faster operating speeds.

- **Cost per hour** measures the overall expense of providing a service divided by the number of vehicle revenue hours provided by the service. A smaller value indicates more financially efficient systems and/or faster operating speeds.
- **Cost per passenger** measures the overall expenses required to operate the transit service divided by the number of unlinked passenger trips that were taken on the service. A smaller value indicates a financially efficient system and/or a system with high ridership.

4.3.2.1 Fixed Route Financial Performance

Table 14 illustrates the cost effectiveness of BAT's fixed route services from FY 2020 to FY 2024. BAT's operating costs per mile for fixed route increased from FY 2020 to their peak in FY 2023. BAT's FY 2024 cost per mile was the highest of all costs within the five-year period. This metric was higher than the state average, though lower than the national average. On a cost per hour basis, costs peaked in FY 2022 and declined in FY 2023 and FY 2024. This metric was also lower than the state and national averages. Likewise, BAT's cost per passenger for FY 2024 was lower than the state average and about half the national average. Additionally, BAT met its targets for each of the three fixed route metrics for FY 2024.

Table 14. Cost Effectiveness Fixed Route (FY 2020- FY 2024)

Cost Effectiveness Metric	Cost/Mile	Cost/Hour	Cost/Passenger
FY 2020	\$10.14	\$123.55	\$6.03
FY 2021	\$10.30	\$134.57	\$10.17
FY 2022	\$10.84	\$140.86	\$8.92
FY 2023	\$11.70	\$121.93	\$7.71
FY 2024	\$11.82	\$121.00	\$6.16
BAT FY 2024 Targets	\$11.96	\$131.30	\$7.56
FY 2024 Massachusetts Average ^a	\$9.88	\$141.70	\$7.93
FY 2024 National Average	\$15.80	\$189.95	\$8.24

Source: BAT (2025), NTD (2024)

^a Massachusetts average excludes MBTA (from all modes).

4.3.2.2 Demand Response Financial Performance

Table 15 illustrates the cost effectiveness of BAT's demand response services from FY 2020 to FY 2024. Unlike fixed route service, costs per mile for demand response service peaked in FY 2021. Costs then decreased from FY 2021 to FY 2024. This metric was higher than both the state and national averages. On a cost per hour basis, costs peaked in FY 2023 and decreased in FY 2024. FY 2024 costs per hour were lower than both state and national averages. Additionally, BAT's cost per passenger in FY 2024 was also significantly lower compared to state and national averages. Overall, BAT's demand response service met two of its targets, cost per hour and cost per passenger.

Table 15. Cost Effectiveness Demand Response (FY 2020- FY 2024)

Cost Effectiveness Metric	Cost/Mile	Cost/Hour	Cost/Passenger
FY 2020	\$7.45	\$68.30	\$31.73
FY 2021	\$10.41	\$79.71	\$62.06
FY 2022	\$8.55	\$77.13	\$39.03
FY 2023	\$8.44	\$85.09	\$37.67
FY 2024	\$9.15	\$84.48	\$39.28
BAT FY 2024 Targets	\$7.65	\$78.31	\$34.90
FY 2024 Massachusetts Average ^a	\$5.43	\$87.07	\$44.76
FY 2024 National Average	\$6.32	\$97.27	\$50.57

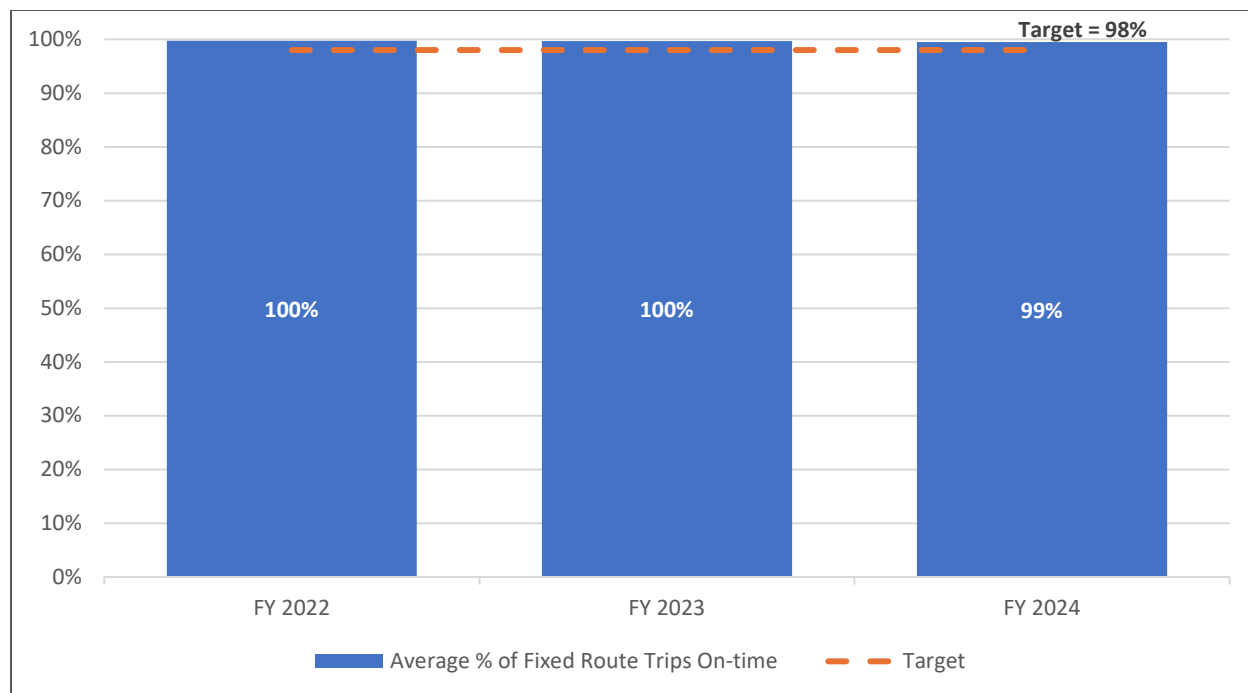
Source: BAT (2025), NTD (2024)

^a Massachusetts average excludes MBTA (from all modes).

4.3.3 On-Time Performance

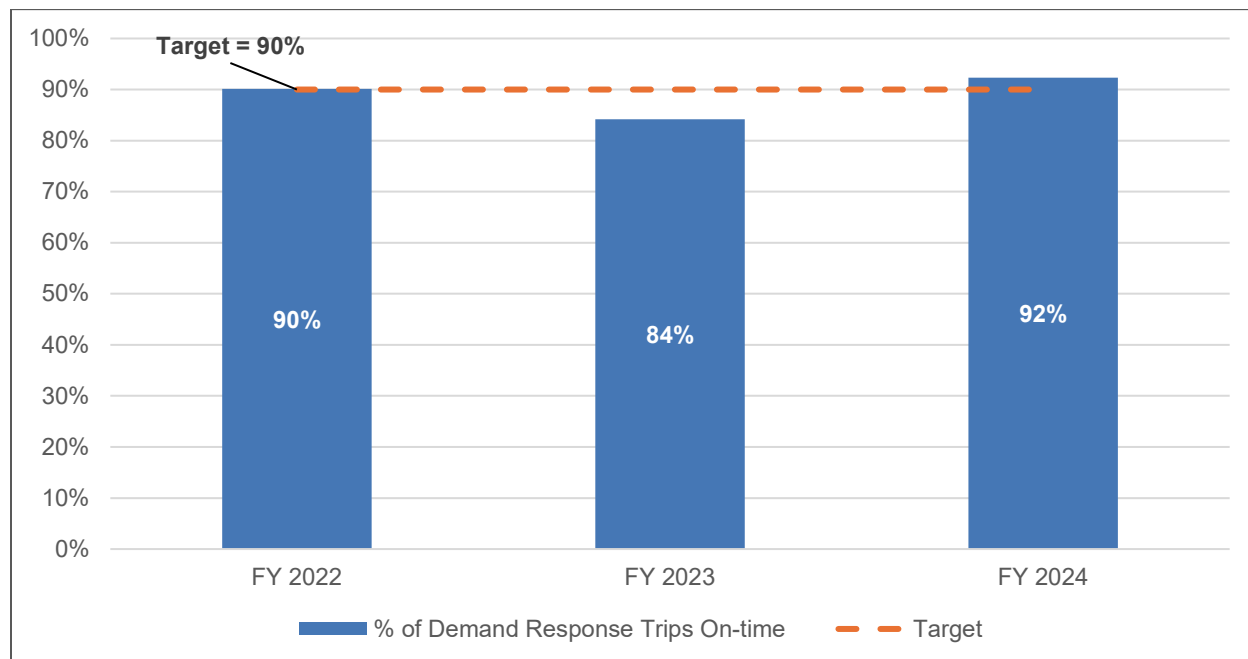
BAT considers fixed route service late if the vehicle departs the BAT Centre more than five minutes after the scheduled time. In FY 2024, BAT's target for on-time performance was to operate 98 percent of all fixed route trips on time. Fixed route operations met this goal each year (Figure 16).

Figure 16. On Time Performance - Fixed Route (FY 2022- FY 2024)



Source: BAT (2025)

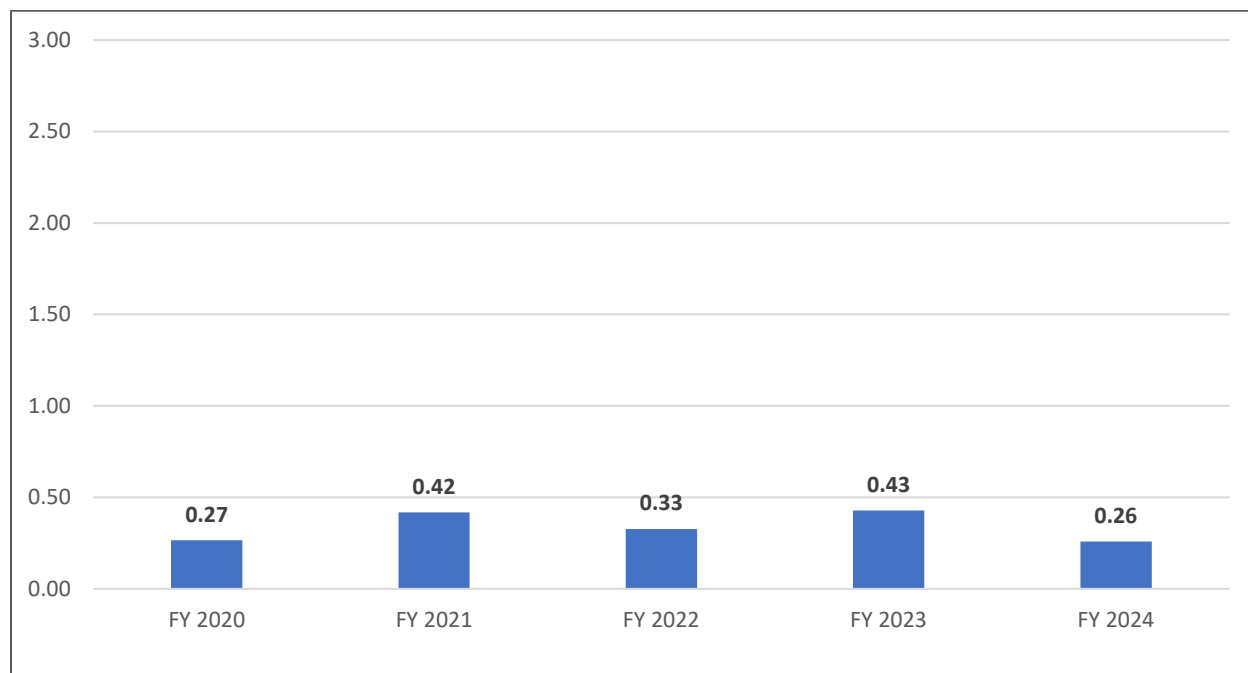
For BAT's demand response trips, "on time" is defined as trips that arrive either early or within the scheduled 30-minute pickup window. The on-time performance target for demand response operations is 90 percent, which was not met in FY 2023 but was met in FY 2022 and FY 2024 (Figure 17).

Figure 17. On-Time Performance - Demand Response (FY 2022- FY 2024)

Source: BAT (2025)

4.4 Customer Service

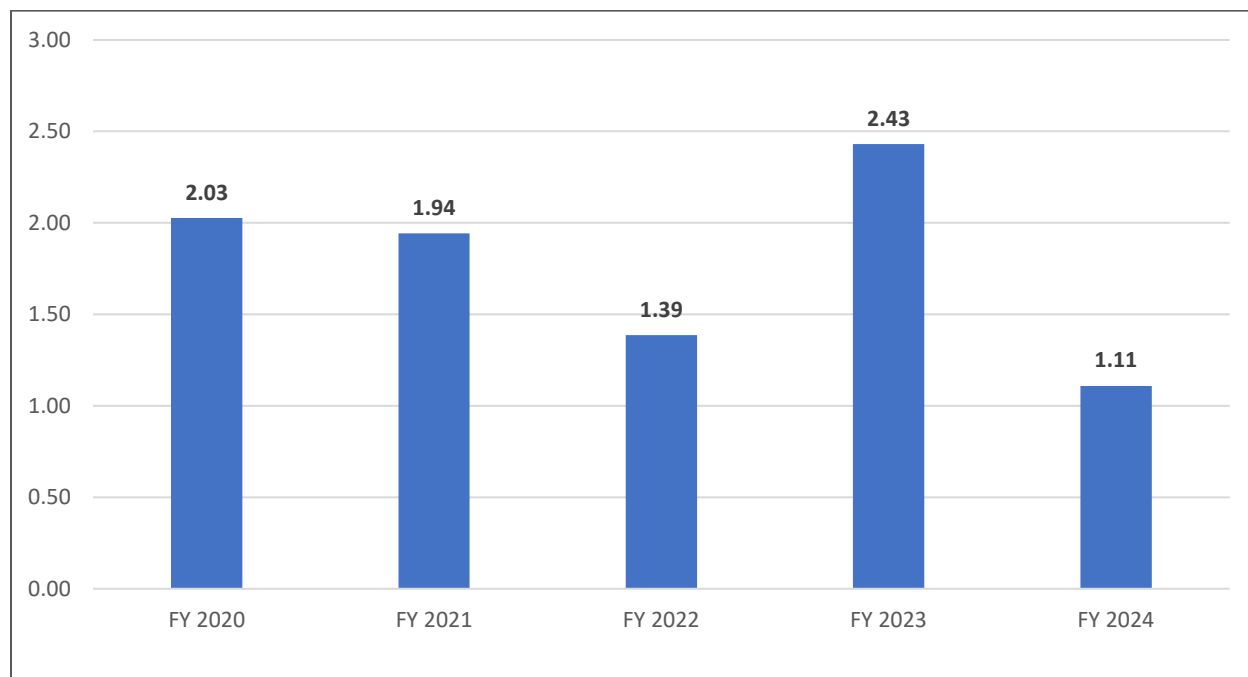
BAT tracks the number of complaints per 10,000 passenger trips to normalize complaints across fluctuating ridership. There was a peak in the number of valid complaints per 10,000 fixed route trips in FY 2023, which was followed by a 40 percent decrease in FY 2024 (Figure 18). BAT recorded the lowest rate of complaints in FY 2024 (0.26 per 10,000 trips).

Figure 18. Number of Valid Complaints per 10,000 Passenger Trips: Fixed Route (FY 2020- FY 2024)

Source: BAT (2025)

Valid complaints for demand response (Dial-a-BAT) service are much higher compared to fixed route complaints (Figure 19). Following the same trend as fixed route, the year with the lowest recorded rate of complaints for demand response service was FY 2024 (1.11 complaints per 10,000 trips) and the highest was in FY 2023 (2.43 complaints per 10,000 trips). BAT reviews call data, including hold times, annually.

Figure 19. Number of Valid Complaints per 10,000 Passenger Trips: Demand Response (FY 2020-FY 2024)



Source: BAT (2025)

4.5 Regional Connections and Partnerships

The BAT Centre is adjacent to the MBTA's Brockton Commuter Rail station on the Fall River/New Bedford Line with service to South Station in Boston. Additional MBTA commuter rail stations in BAT's service area include three stops on the Fall River/New Bedford Line: Montello, Campello, and Bridgewater; Abington station on the Kingston/Plymouth Line; and Stoughton station on the Providence/Stoughton Line. In the future, the region is slated to have even more commuter rail service as South Coast Rail is fully built out. The full build would extend service on the Stoughton Main Line to East Taunton. This would mean that the BAT service area would get additional commuter rail stations in North Easton and Easton Village.

Several MBTA buses serve the BAT service area, including Route 230 between Quincy Center and Montello, Route 240 between Dorchester and Avon Square, and Route 716 between Mattapan and Stoughton.

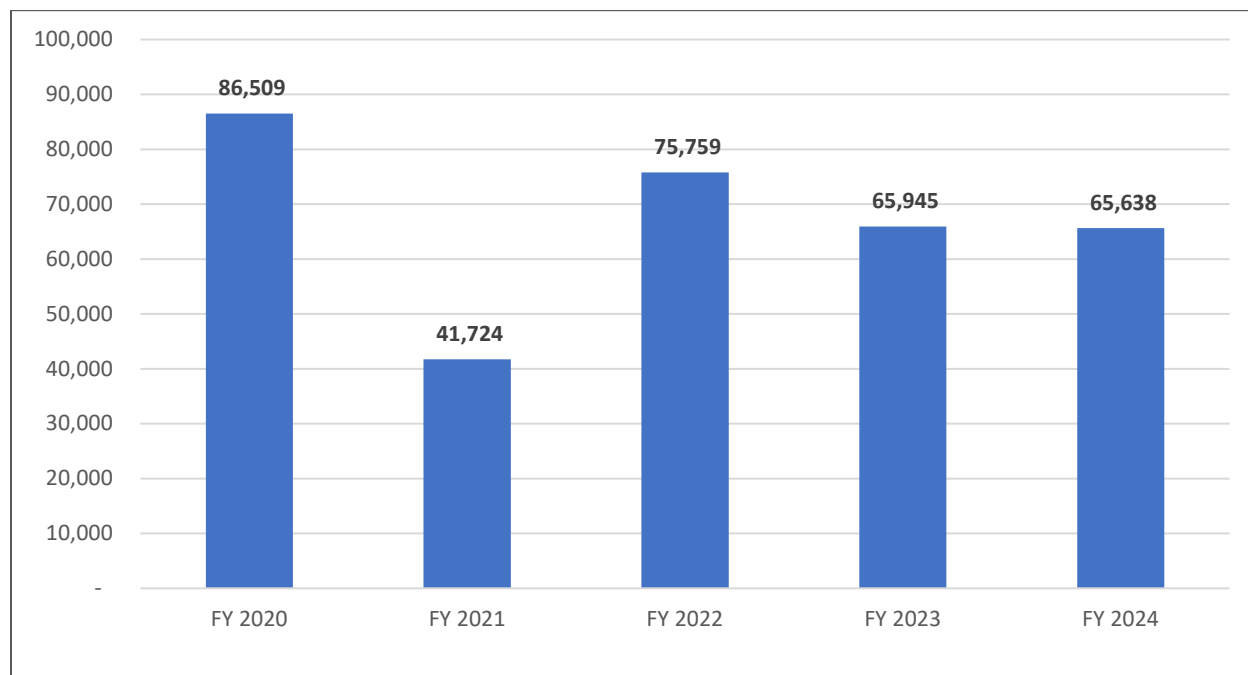
BAT provides multiple intercity routes that connect passengers to neighboring cities and towns beyond the range of local services. Route 12 provides service to the MBTA's Ashmont Red Line station via Randolph and Milton. BAT also co-operates the Gateway Link with Southeastern Regional Transit Authority (SRTA) and Greater Attleboro Taunton Regional Transit Authority (GATRA), connecting Brockton to Taunton and Fall River providing access to each system's route network. Route 14 provides service to several locations in Stoughton.

4.6 Asset Management

4.6.1 Maintenance

Mean miles between road calls provides a means of understanding the frequency of road call occurrences in relation to the number of vehicle revenue miles traveled. Higher mean miles indicates a lower frequency of road calls. Miles traveled between road calls dropped significantly from FY 2020 to FY 2021 (Figure 20). Miles between road calls peaked in FY 2022 with nearly 76,000 miles. The number of miles between road calls for FY 2023 and FY 2024 was similar, approximately 66,000 miles.

Figure 20. Miles Between Road Calls: Systemwide (FY 2020-FY 2024)



Source: BAT (2025)

In the FY 2020 to FY 2024 period, BAT continued to exceed the FTA minimum of 80 percent for preventive maintenance completed on time. BAT's preventive maintenance rate was 100 percent on time for all 5 years.

4.6.2 Vehicles

As of FY 2024, BAT operated a total of 106 revenue vehicles, with buses and vans making up the rolling stock (Table 16). Between 14 percent and 28 percent of vehicles are beyond their useful life benchmark, indicating opportunity for continued investment in rolling stock to maintain a state of good repair.

Table 16. Equipment Inventory Summary (FY 2024)

Vehicle Type	Total Number	Average Age	Average Mileage	Useful Life Benchmark (years)	Percentage at or past Useful Life Benchmark
Bus	49	7.4	222,454	14	14.00
Cutaway	4	6.5	59,389	10	25.00

Vehicle Type	Total Number	Average Age	Average Mileage	Useful Life Benchmark (years)	Percentage at or past Useful Life Benchmark
Van	53	5.8	58,620	8	28.30

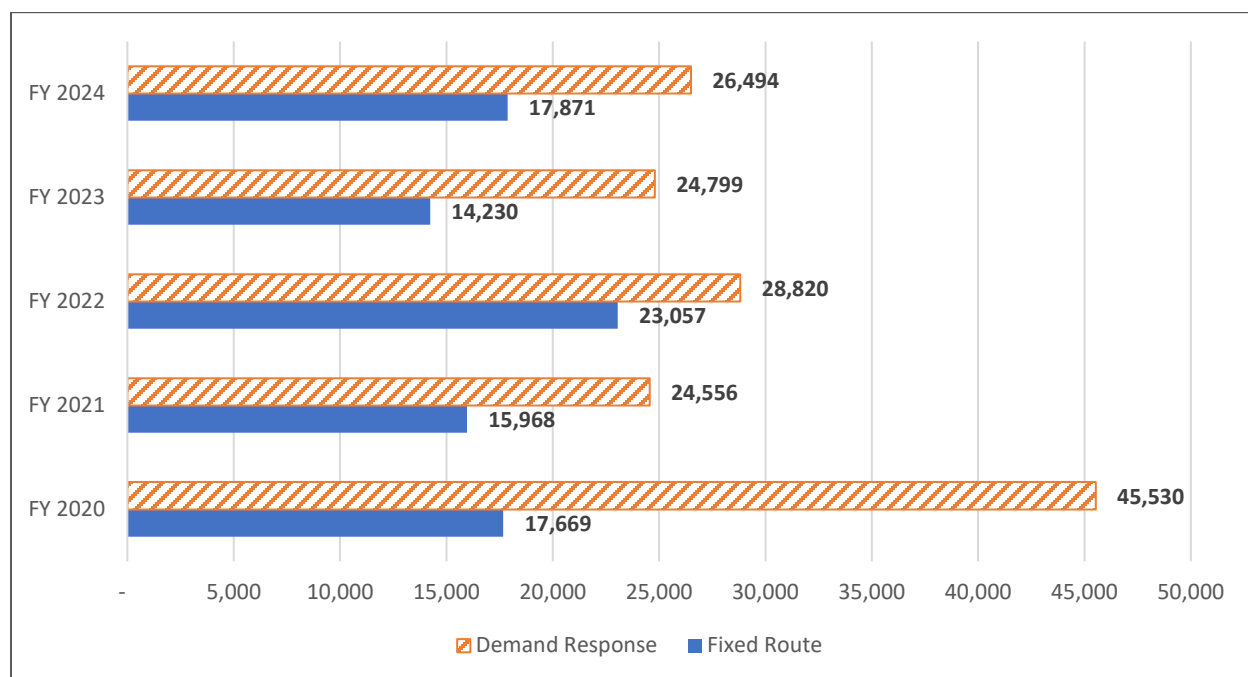
Source: NTD Revenue Vehicle Inventory (2024)

BAT has experienced fluctuations in the number of major mechanical failures (defined by FTA as failures of some mechanical element of the revenue vehicle not caused by a collision, natural disaster, or vandalism and that prevent a vehicle from completing or starting a scheduled revenue trip) on fixed route vehicles. Figure 21 shows the mean revenue miles between major mechanical failures.

The mean miles traveled between major mechanical failures for fixed route decreased from FY 2020 to FY 2021 before increasing again slightly in FY 2022 (Figure 21). The period low for mean miles between major failures was in FY 2023 with approximately 14,000 miles and the period high was in FY 2022 with over 23,000 miles. FTA sets targets for the mean miles between major mechanical failures using the average of the prior five years of actual data. These targets vary from year to year and are included in an agency's Public Transportation Agency Safety Plan (PTASP) (BAT 2023). The target for fixed route, based on the prior five years' data, in FY 2024 was 20,000 miles. Mean miles between major failures for fixed route service in FY 2024 were below this target average.

The rate of miles between major mechanical failures for on demand response vehicles was higher compared to fixed route vehicles. FY 2021 had the lowest miles between major failures rate (approximately 25,000 miles), while FY 2020 had the highest (approximately 46,000). The target for demand response, based on the prior five-year average, in FY 2024 was 30,000 miles. Mean miles for demand response was lower than this target in FY 2024.

Figure 21. Mean Revenue Miles Between Major Mechanical Failures (FY 2020 - FY 2024)



Source: BAT (2025)

4.6.3 Facilities

BAT owns a maintenance and operations facility, a public-facing transit hub, and an administrative office, all located in Brockton (Table 17). The BAT Maintenance and Operations Facility has a Transit Economic Requirements Model (TERM) rating of 3, on a scale of 1 (lowest) to 5 (highest), indicating the facility is in adequate condition. The BAT Centre and Administration buildings are rated at 4 on the TERM scale, indicating the buildings are in good condition.

Table 17. Facility Inventory Summary

Facility Name	Type	Location	Landowner the Facility is on	Direct Capital Responsibility	TERM Rating
Administration Building	Administration office / Sales office	155 Court Street, Brockton MA 02302	BAT	Yes	4
Intermodal Terminal	Passenger - Bus transfer center	BAT Centre, Brockton MA 02302	BAT	No	4
Bus Maintenance Facility	General purpose maintenance facility/depot	1442 Main Street, Brockton MA 02301	BAT	Yes	3

Source: BAT (2025)

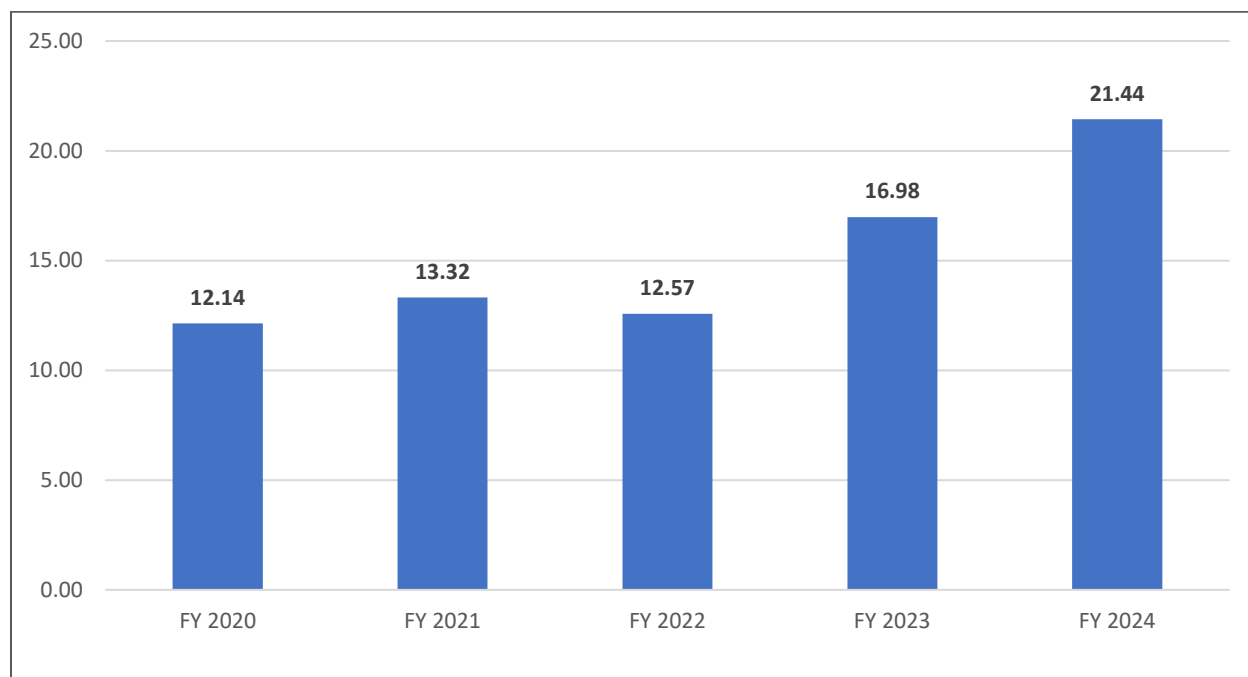
4.6.4 Technology

BAT currently utilizes a computer-aided dispatch/automatic vehicle location system to track and manage vehicles in operation. Automated passenger counters (APCs) onboard buses also provide passenger counts used for stop-level and route-level ridership data tracking and monitoring. Other technologies used include fare collection technology for demand response service, account-based fare collection, and a mobile ticketing application for fixed route service. BAT also maintains a custom mobile application for BAT Flex microtransit service, which allows customers to request trips and pay fares.

4.6.5 Safety and Security

Preventable accidents per 1,000,000 miles gradually increased from the period low of 12.14 in FY 2020 to a peak of 21.44 in FY 2024 (Figure 22).

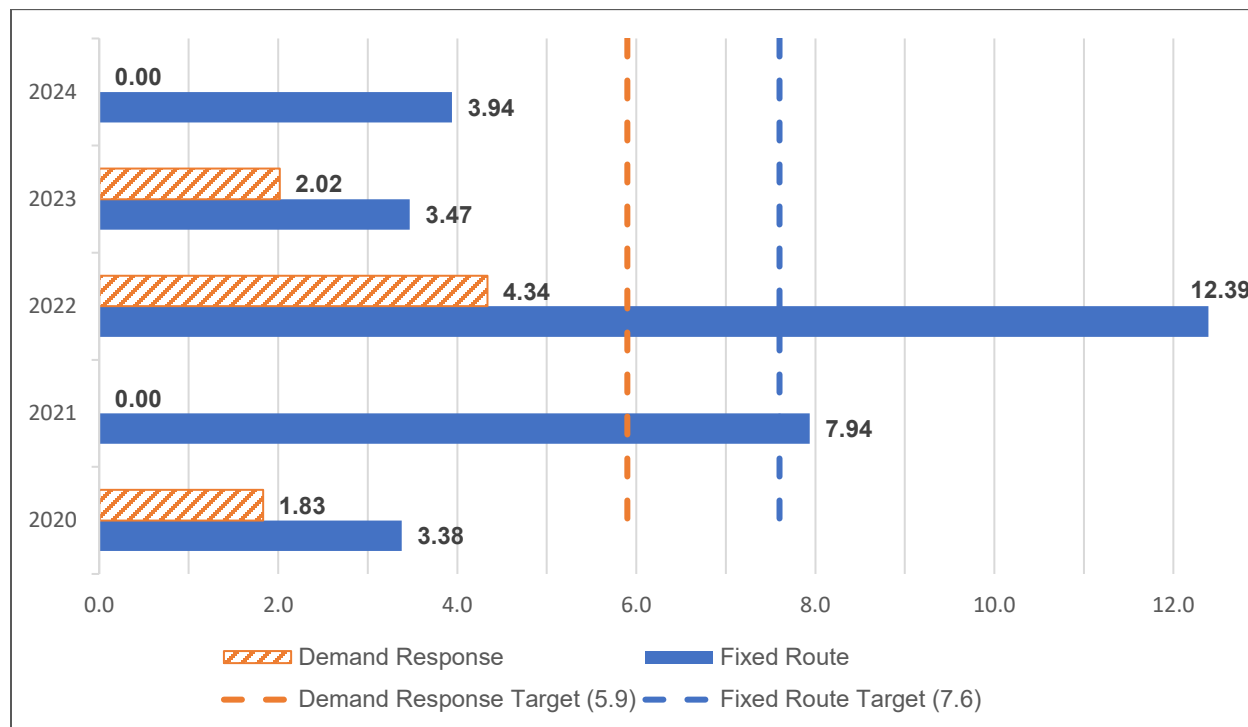
Figure 22. Number of Preventable Accidents per 1,000,000 Revenue Miles, Fixed Route and Demand Response (FY 2020-FY 2024)



Source: BAT (2025)

BAT has a target of 0 fatalities per 1,000,000 miles for both demand response and fixed route, as outlined in the RTA's PTASP. These targets represent five-year rolling averages, as defined by FTA. BAT has met this target each year in the last five years. BAT also aims for 7.6 injuries per 1,000,000 miles on fixed route and 5.9 injuries per 1,000,000 miles for demand response services. Injuries for fixed route service occurred at a greater rate compared to demand response service (Figure 23). Injuries peaked for fixed route in 2022 at 12.39 per 1,000,000 miles. Demand response injury rates per 1,000,000 miles met the RTA target of 5.9 in each year, including 2022 (the period peak of 4.34).

Figure 23. Number of Injuries per 1,000,000 Revenue Miles (2020-2024)

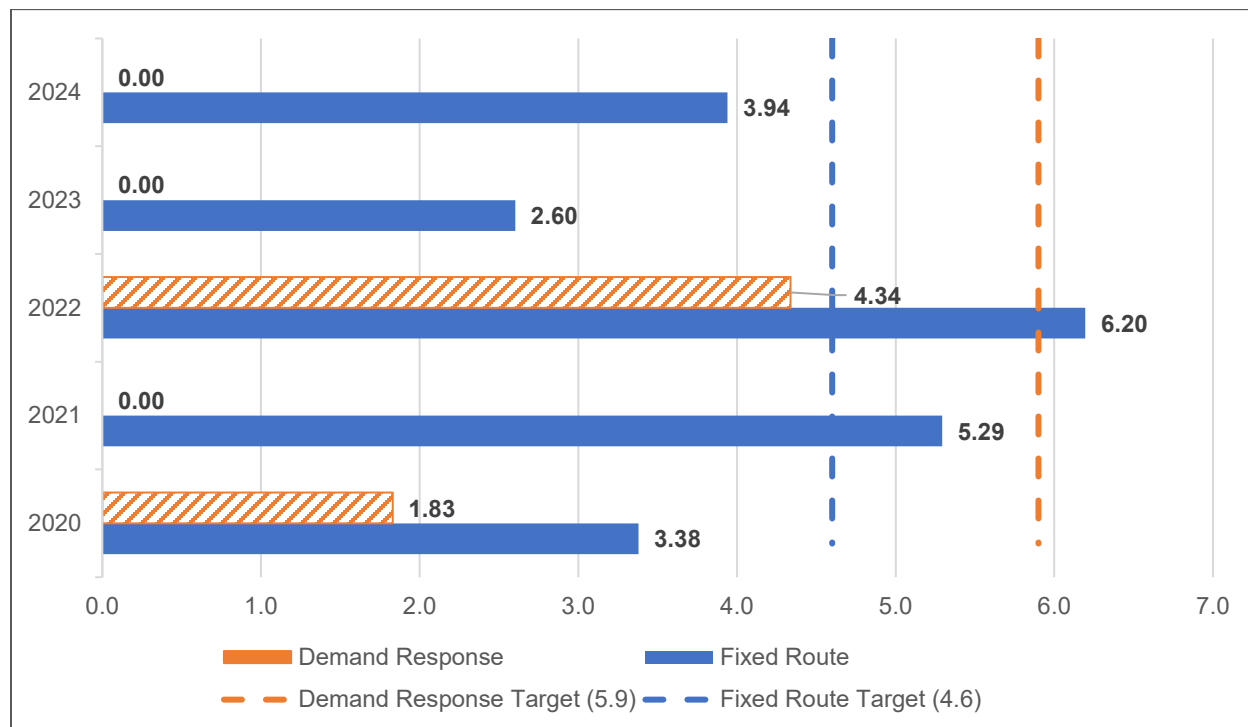


Source: BAT (2025)

BAT sets targets for safety events per 1,000,000 miles for both demand response and fixed route services, documented in its PTASP. A safety event is defined by FTA as “a collision, derailment, fire, hazardous material spill, act of nature (Act of God), evacuation, or Other Safety Occurrence not Otherwise Classified occurring on transit right-of-way, in a transit revenue facility, in a transit maintenance facility, or involving a transit revenue vehicle and meeting established NTD thresholds” (FTA 2020).

BAT targets 4.6 safety events per 1,000,000 miles for fixed route service and 5.9 safety events per 1,000,000 miles for demand response. These targets reflect the average of the prior five years of safety data. BAT met its safety events target for fixed route for three of the five years, exceeding targets in 2021 and 2022. For demand response service, BAT met its targets for all five years, including the period peak of 4.34 in 2022.

Figure 24. Number of Safety Events per 1,000,000 Revenue Miles (2020-2024)



Source: BAT (2025)

4.7 Peer Agency Analysis

As part of the CRTP update, a peer review was prepared to gain an understanding of how other similar systems are operating transit service. This peer review explores five transit properties that operate in similar conditions. Although each transit system and route is unique, the similarities and differences exhibited by these five peers provide useful insight into how transit service is provided and operated throughout the country.

Peers were chosen using iNTD, which assigns transit agencies across the country and their service areas with likeness scores for demographic and service metrics as summarized in Table 18 and Table 19, respectively. After excluding outliers (transit properties with two or more characteristics that widely differed from BAT), iNTD's overall likeness score was used to rank peers and select the top five (FDOT 2025).

Table 18. Peer Systems Census Data

System	Town	State	Population	Population Density	10-Year Population Growth Rate	Percent Poverty
Arlington County Transit	Arlington	VA	234,200	9,008	9.6%	8.3%
Loudoun County	Leesburg	VA	373,694	719	30.8%	8.3%
Cobb County DOT	Marietta	GA	688,078	3,277	10.0%	11.1%
Prince George's County Transit	Upper Marlboro	MD	967,201	1,986	9.4%	8.3%
City of Alexandria	Alexandria	VA	159,200	9,950	9.1%	8.3%
Peer Average	N/A	N/A	484,475	4,988	13.78%	8.86%
Brockton Area Transit	Brockton	MA	255,876	2,975	11.9%	9.5%

Source: NTD and US Census Bureau (2023)

N/A = Not Applicable

Table 19. Peer Systems Operating Data (FY 2023)

System	Unlinked Passenger Trips	Percentage of Service Miles Demand Response	Operating Budget	Revenue Miles Operated	Revenue Hours Operated	Farebox Revenue
Arlington County Transit	2,097,034	14%	\$25,791,453	2,176,931	213,565	\$2,672,730
Loudoun County	526,819	6%	\$18,301,044	2,090,842	108,246	\$1,897,282
Cobb County DOT	854,074	11%	\$29,434,158	3,637,436	243,062	\$1,859,518
Prince George's County Transit	1,800,711	10%	\$39,042,475	3,245,730	276,295	\$128,872
City of Alexandria	4,580,105	9%	\$37,964,301	2,895,150	309,791	\$116,849
Peer Average	1,971,749	9.82%	\$30,106,686	2,809,218	230,192	\$1,335,050
Brockton Area Transit	1,859,235	30%	\$17,671,996	1,664,039	163,109	\$2,655,747

Source: NTD (2023)

A comparison of key service metrics, such as passengers per mile and cost per hour, is presented in Table 20. Generally, BAT service generates more passengers per mile and per hour compared to peers. The exception, the City of Alexandria, generates 0.46 more passengers per mile than BAT. For cost per hour, BAT spends less than all peer agencies. Similarly, BAT's cost per passenger is also lower than four of the peer agencies. The City of Alexandria has a slightly lower cost per passenger, though only by \$0.18. BAT also has a significantly lower subsidy per passenger rate compared to peers (with the exception of the City of Alexandria). Finally, BAT's farebox recovery ratio is higher compared to all peer agencies, though BAT has gone fare free per statewide policy, so this metric may not be relevant in the future.

Table 20. Peer System Performance

System	Passengers per Mile	Passengers per Hour	Cost per Hour	Cost per Passenger	Subsidy per Passenger	Farebox Recovery
Arlington County Transit	0.96	9.82	\$120.77	\$12.30	\$11.02	10.4%
Loudoun County	0.25	4.87	\$169.07	\$34.74	\$31.14	10.4%
Cobb County DOT	0.23	3.51	\$121.10	\$34.46	\$32.29	6.3%
Prince George's County Transit	0.55	6.52	\$141.31	\$21.68	\$21.61	0.3%
City of Alexandria	1.58	14.78	\$122.55	\$8.29	\$8.26	0.3%
<i>Peer Average</i>	<i>0.72</i>	<i>7.90</i>	<i>\$134.96</i>	<i>\$22.29</i>	<i>\$20.86</i>	<i>5.54%</i>
Brockton Area Transit	1.12	11.40	\$108.34	\$9.50	\$8.08	15.0%

Source: NTD (2023)

5 Market Evaluation

This chapter includes an overview of the existing demographic and socioeconomic characteristics for the BAT service area. A market assessment can identify areas for existing and future connectivity based on population, job, and transit demand factors. This market assessment utilizes the U.S. Census Bureau's 2018-2022 American Community Survey (ACS) 5-year estimates released in 2023 (the latest data available) and the Longitudinal Employer-Household Dynamics 2022 data set for the demographic data (LEHD 2022), and Replica data (Replica 2024) for the number of transit trips taken.

This chapter also includes an overview of the robust public and stakeholder engagement efforts undertaken as a part of this CRTP planning process. The qualitative information from stakeholder meetings, pop-up events, and public survey efforts filled in gaps where the quantitative data from the existing conditions assessment in Chapter 4 and the demographic analysis presented below do not provide a full picture. Together, this composite of information directly informs the identification of needs, and recommendations to address the needs, presented in Chapter 8.

5.1 Demographic Analysis

Certain populations have a higher propensity to ride transit. This demographic analysis considers several key population indicators of transit use and demand to guide BAT's transit service planning. These are:

- **Population Density:** Population density is the key determinant of transit use, with transit offering a more efficient way to move many people in a constrained area than personal vehicles. Knowing the population density of the different parts of the service area can help transit agencies identify and plan for the most suitable types of transit to offer across multiple locations.
- **Older Adult Population:** Older adults are those residents 65 years of age or older. As people age, their ability to safely operate a personal vehicle often becomes limited, making transit or other shared transportation a vital part of maintaining mobility and accessing shops, medical resources, and entertainment.
- **Youth Population:** Youth are considered to be under the age of 18 years old. Many children and teenagers rely on transit to reach school, activities, sports, etc., often at times when their caregivers or school-sponsored transportation is unavailable.
- **Median Household Income and Low-Income Population:** Income level is commonly a traditional driver of transit demand, with low-income individuals and households tending to rely on transit. For this analysis, low-income households are defined as households earning 100 percent of the federal poverty level or less.
- **Zero-Vehicle Households:** Zero-vehicle households are those with no access to a private vehicle. They are likely to rely on transit service as a reliable source of transportation to meet their mobility needs.
- **Populations other than Non-Hispanic White:** Demographic groups other than non-Hispanic white populations are likely to rely on transit.
- **Population with Disabilities:** Those with a physical or mental disability are less likely to be able to operate a personal vehicle and often rely on transit use, especially paratransit services.

- **Title VI Indicators:** Title VI indicators combine low income and population other than non-Hispanic white (as previously described) to guide Title VI planning efforts.
- **Job Density:** The density of jobs, like population density, indicates a concentration of trip generators that may be well-served by transit, especially at shift changes that may result in many people commuting to or from work at the same time.

Together, these demographic indicators of the populations that have a higher propensity to take transit enable BAT to better contextualize existing service and best mitigate the unmet needs of different segments of the community. Sections 5.1.1 through 5.1.10 illustrate the distribution of each demographic indicator throughout BAT's service area.

5.1.1 Population Density

Figure 25 shows the population density, or population per square mile, in the BAT service area. Population is densest within Brockton, particularly central Brockton surrounding the BAT Centre, and adjacent to select MBTA Commuter Rail stations. These high density station areas include Stoughton, Bridgewater, Montello, and Campello. These high-density areas are served via BAT's fixed route system.

5.1.2 Older Adult Population

Older adults, defined as people age 65 years and older, are likely to be transit dependent and/or prefer utilizing transit to maintain their independence to access medical appointments, grocery stores, recreational opportunities, and more. The percentage of the population made up of older adults is shown on Figure 26. Areas with high proportions of older adults can be seen in select block groups scattered throughout the service area including pockets within Brockton and Stoughton, near the MBTA station. One block group with a high proportion of older adults is located in West Bridgewater near the terminus of BAT's Route 2. Block groups with high percentages of older adults not connected to BAT's fixed route network include a pocket within Hanson, one in northeastern Bridgewater, and one in northeastern Easton. Each of these areas are served by Dial-a-BAT, however.

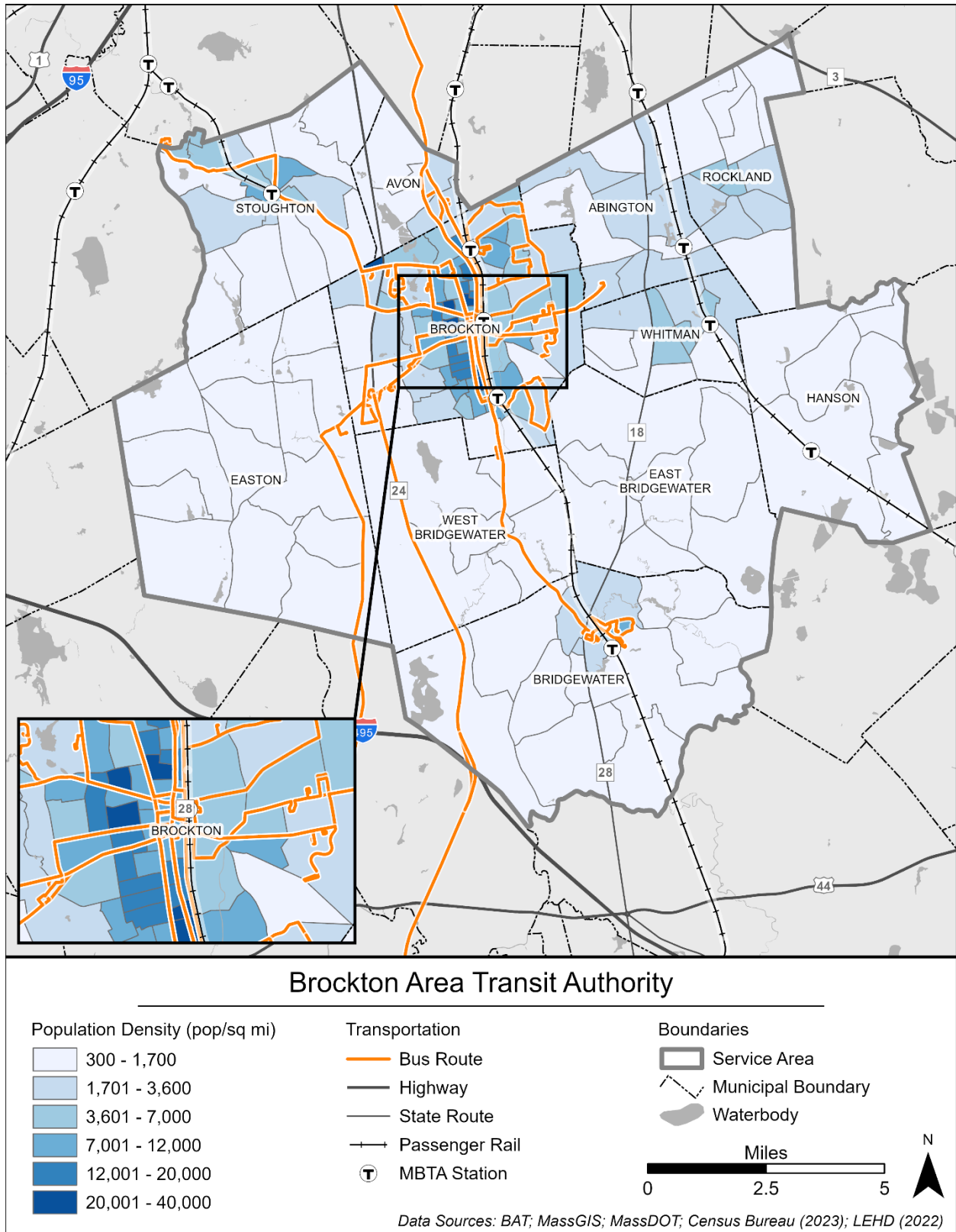
5.1.3 Youth Population

Figure 27 maps the percentages of youth populations throughout the service area. Youth population is defined as the percentage of the population under the age of 18. Generally, youth are likely to utilize transit as a reliable and convenient form of transportation in lieu of car ownership. Areas with the highest proportions of youths can be seen primarily within Brockton. A pocket of high proportions of youths is also located within central Rockland. These populations are served by the existing fixed route network in Brockton and by Rockland Flex microtransit service within Rockland.

5.1.4 Median Household Income

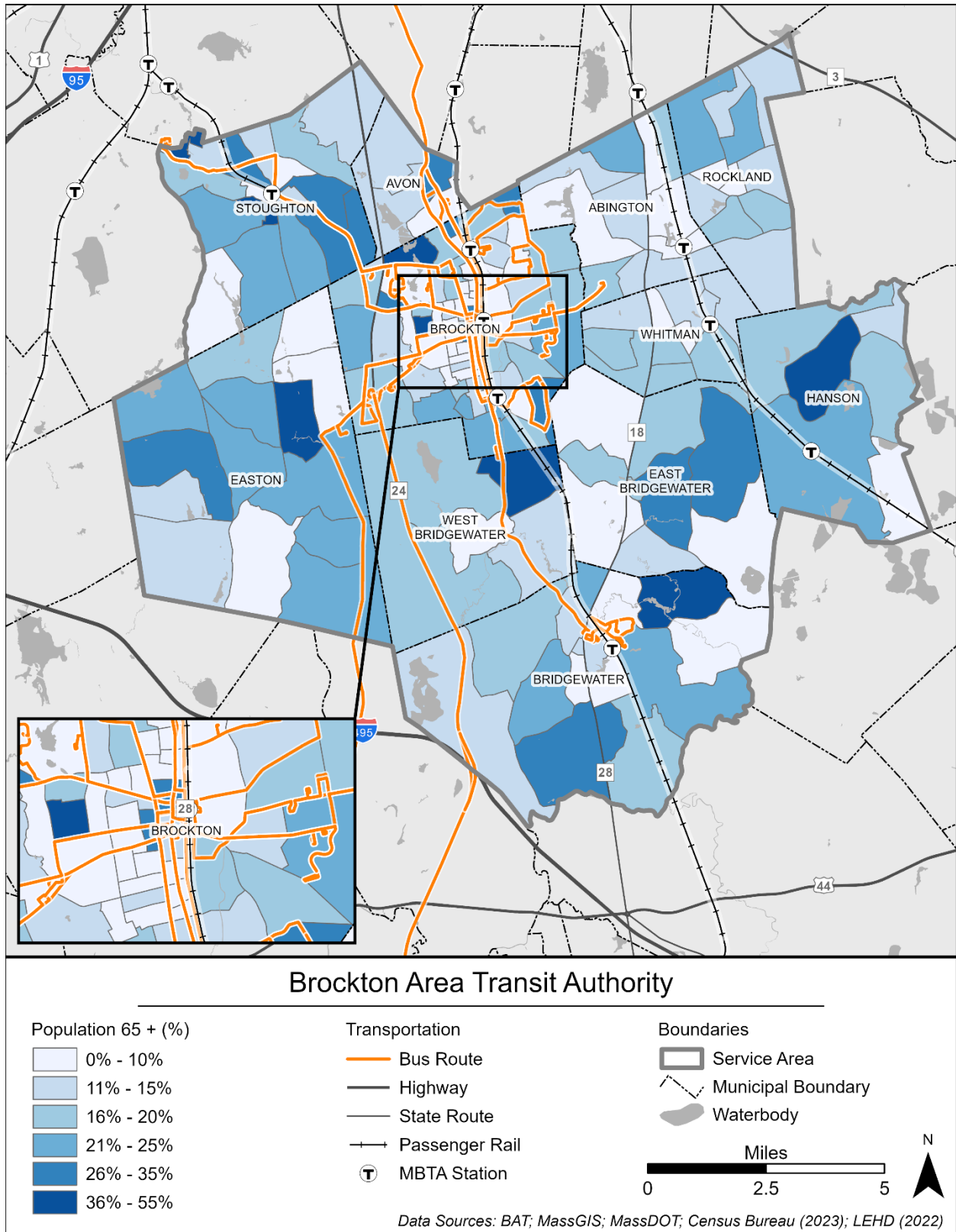
Figure 28 maps the distribution of median household income in the BAT service area. Block groups with the highest median household incomes are generally located near the edges of BAT's service area such as in Easton, Bridgewater, and East Bridgewater. Areas with the lowest median household incomes are located in Stoughton, near the MBTA station, as well as central and northwestern Brockton. These block groups are served by the existing fixed route network as nearly all routes serve the BAT Centre, located in central Brockton. Stoughton households are connected via Route 14.

Figure 25. Population Density



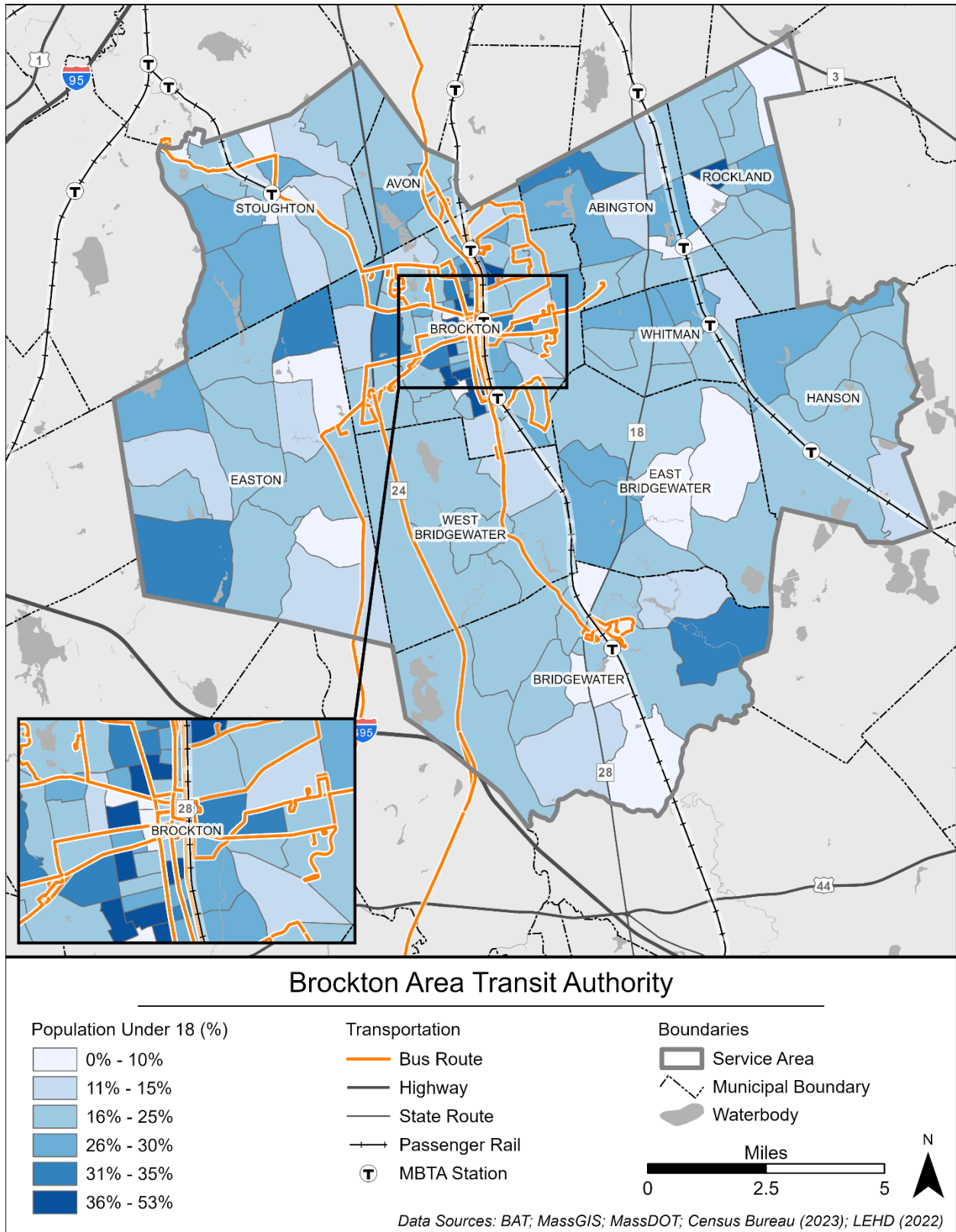
Source: AECOM (2025)

Figure 26. Older Adult Population



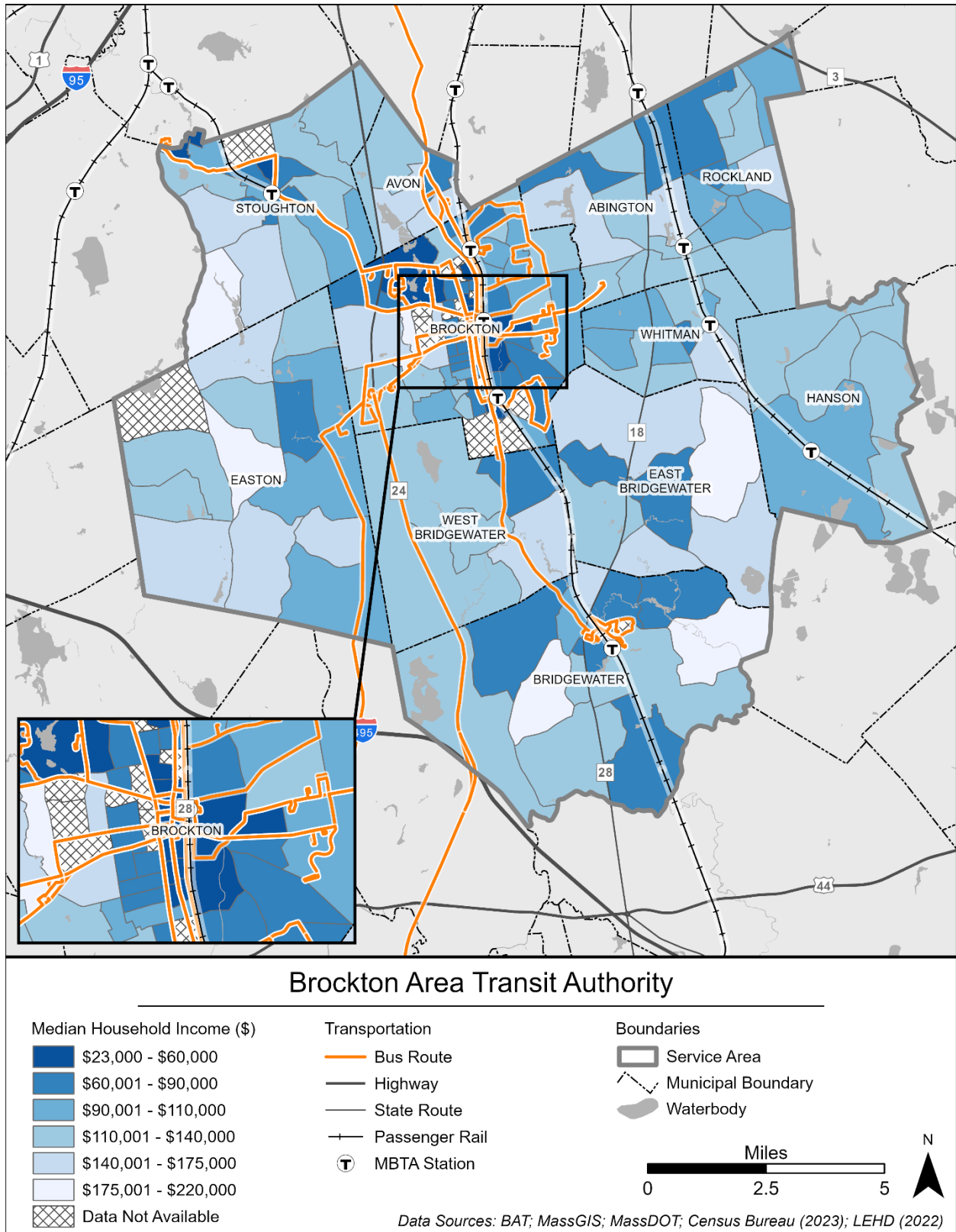
Source: AECOM (2025)

Figure 27. Youth Population



Source: AECOM (2025)

Figure 28. Median Household Income



Source: AECOM (2025)

5.1.5 Low-Income Population

Figure 29 displays the proportions of the population considered low income. The latest federal poverty income thresholds were used to identify low-income households within the BAT service area. Block groups with high proportions of households meeting this criterion can be seen in small pockets within Brockton and adjacent to Stoughton's MBTA station. Additionally, a block group in northern Rockland and northeastern Easton also has high percentages of households that meet low income thresholds. Brockton and Stoughton block groups with high percentages of low-income households are connected to the existing BAT fixed route system, and the Rockland block group is served by Rockland Flex. The high percentage block group in Easton, however, is not currently served by the regular fixed route system.

5.1.6 Zero-Vehicle Households

The majority of communities within BAT's service area have low percentages of households without access to a private vehicle (Figure 30). Areas with high proportions of zero-vehicle households are clustered near the BAT Centre in central Brockton and adjacent to the Campello MBTA station in southern Brockton. These locations are well served by the current BAT fixed route network.

5.1.7 Population Other Than Non-Hispanic White

The proportion of the population other than non-Hispanic white is shown on Figure 31. Block groups with the highest proportions of non-white and/or Hispanic populations are located within central Brockton. Brockton overall has many block groups with high proportions of non-white and/or Hispanic populations. Surrounding communities, with the exception of Stoughton, have relatively low percentages of population groups other than non-Hispanic white.

5.1.8 Adult Disabled Population

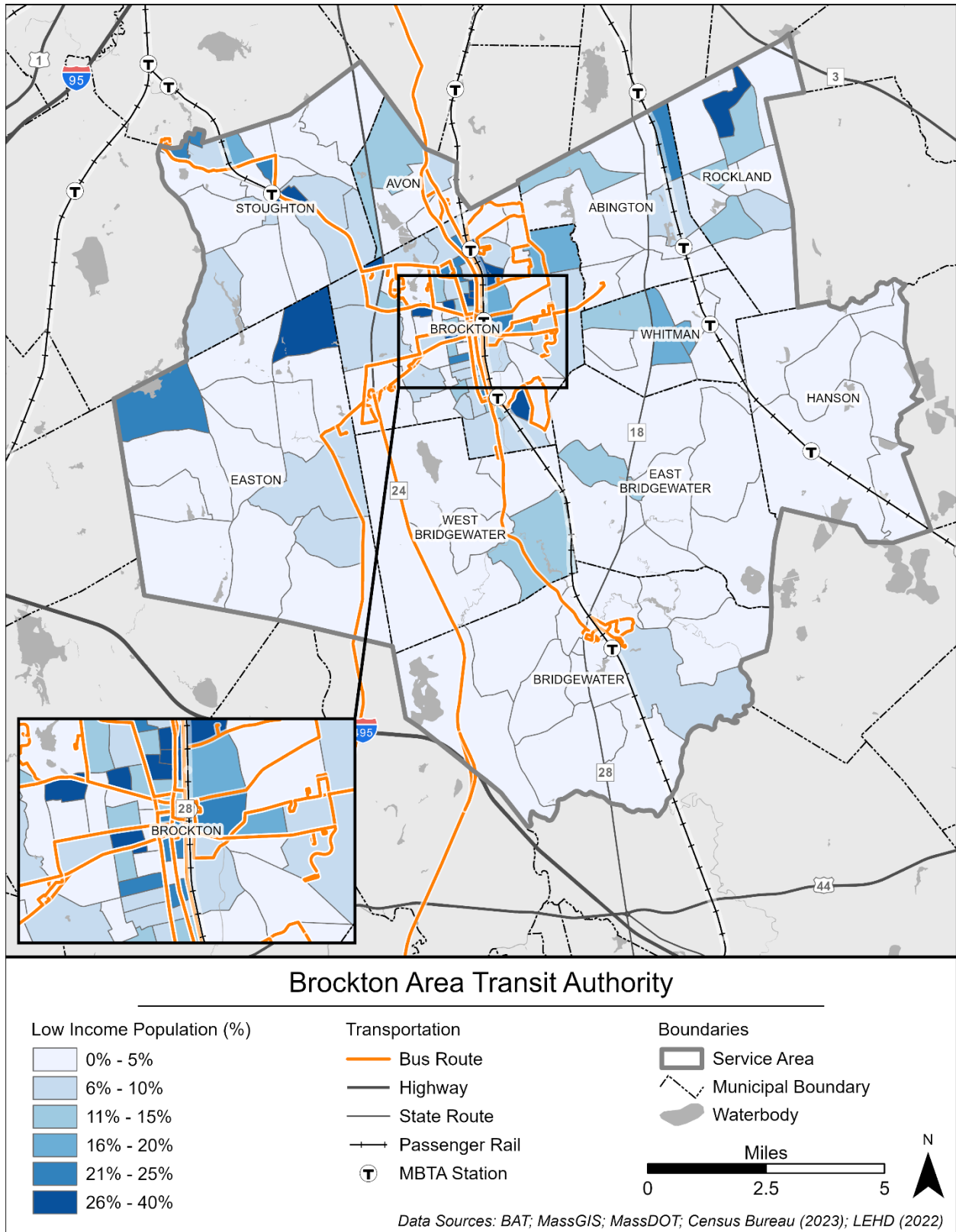
Figure 32 shows the proportions of adult disabled populations. Areas with the highest percentages of adult disabled residents are dispersed throughout Brockton, in northeast Easton, and northwest Stoughton. Route 14 serves the adult disabled residents in Stoughton, and ADA demand response service, branded as Dial-a-BAT, is also available. This ADA service is provided within $\frac{3}{4}$ mile of existing fixed route service, which means that adult disabled residents who live in this area in Easton are able to schedule ADA trips on Dial-a-BAT.

5.1.9 Title VI Population

Title VI of the Civil Rights Act of 1964 prohibits discrimination based on race, color, national origin, sex, age, or disability in federally assisted programs. Like other transit authorities, BAT is required to comply with Title VI requirements as a recipient of federal funds. Title VI indicators include two factors: low income and population other than non-Hispanic white. For Title VI reporting, BAT defines high-minority areas as those block groups where more than the service area average (40.7 percent) of the population is part of a minority group. Block groups where the percentage of low-income households is below the service area average (9.2 percent) are considered low income.

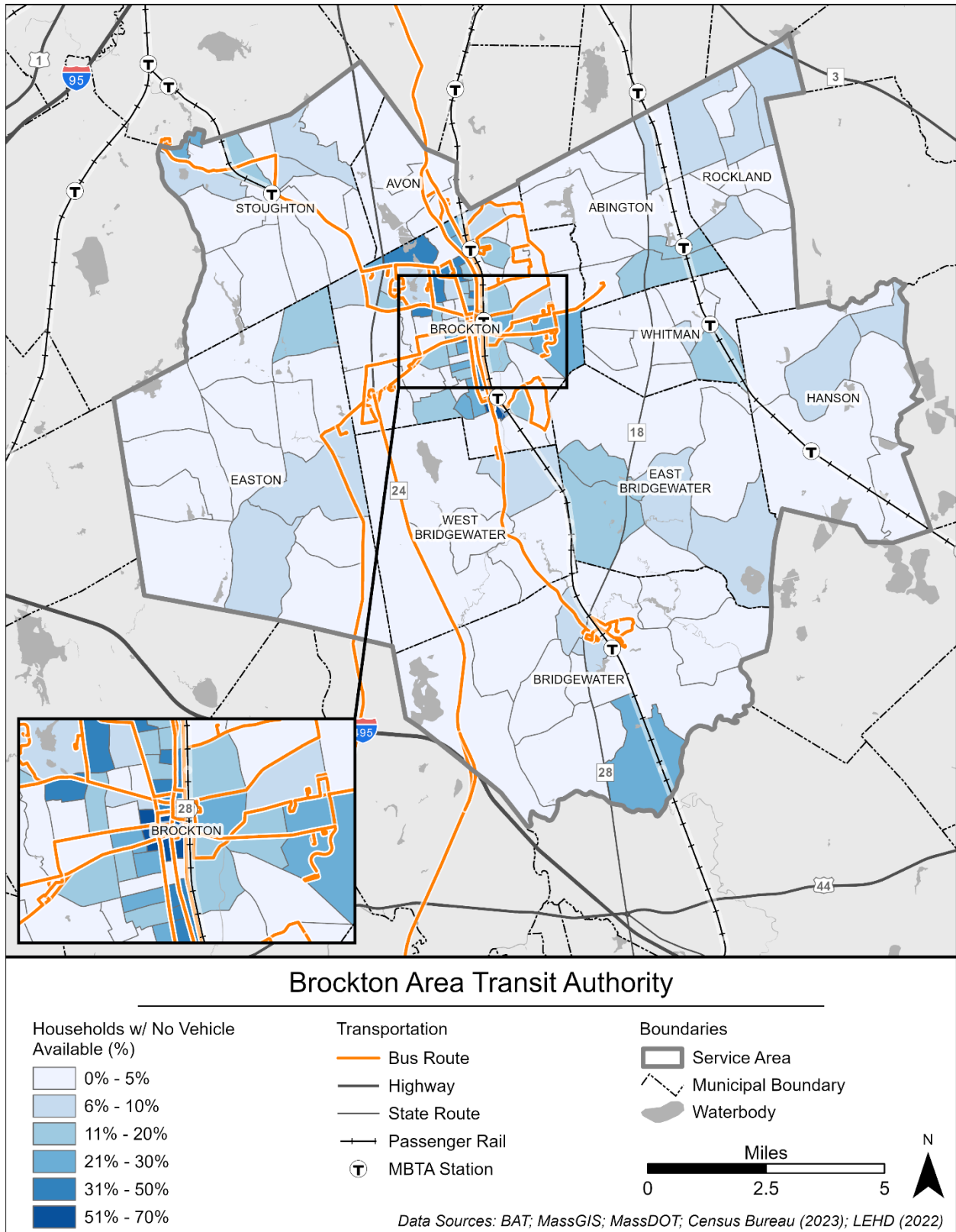
Title VI populations (populations that meet one or both factors identified) are shown on Figure 33. Block groups meeting both criteria are primarily found within Brockton. These areas are connected to the existing BAT fixed route network. Other areas that meet Title VI indicators can be seen in Stoughton near the MBTA station off Route 14. Finally, a block group in Avon also meets both Title VI thresholds. This area falls between Route 12 and Route 14.

Figure 29. Low-Income Population



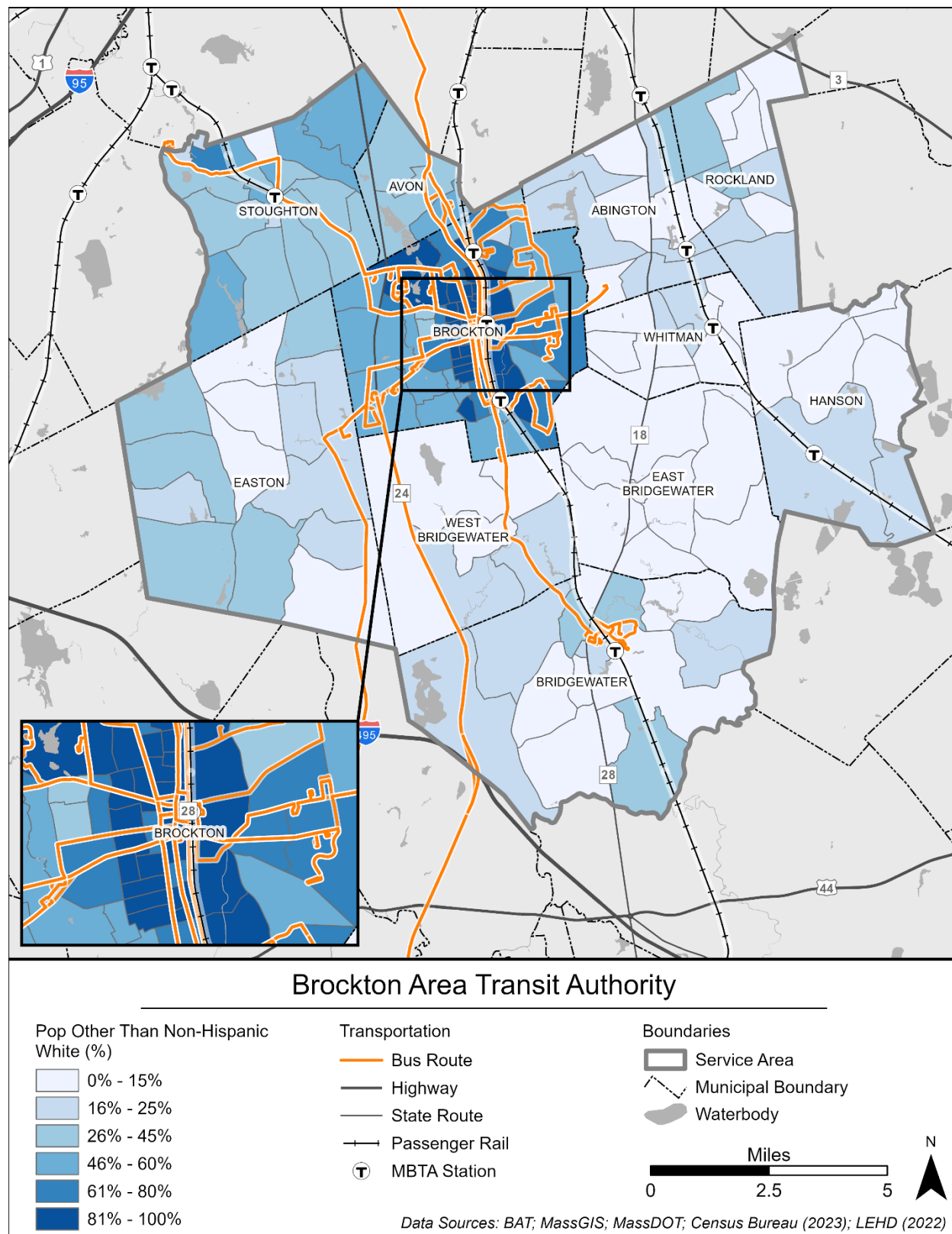
Source: AECOM (2025)

Figure 30. Zero-Vehicle Households



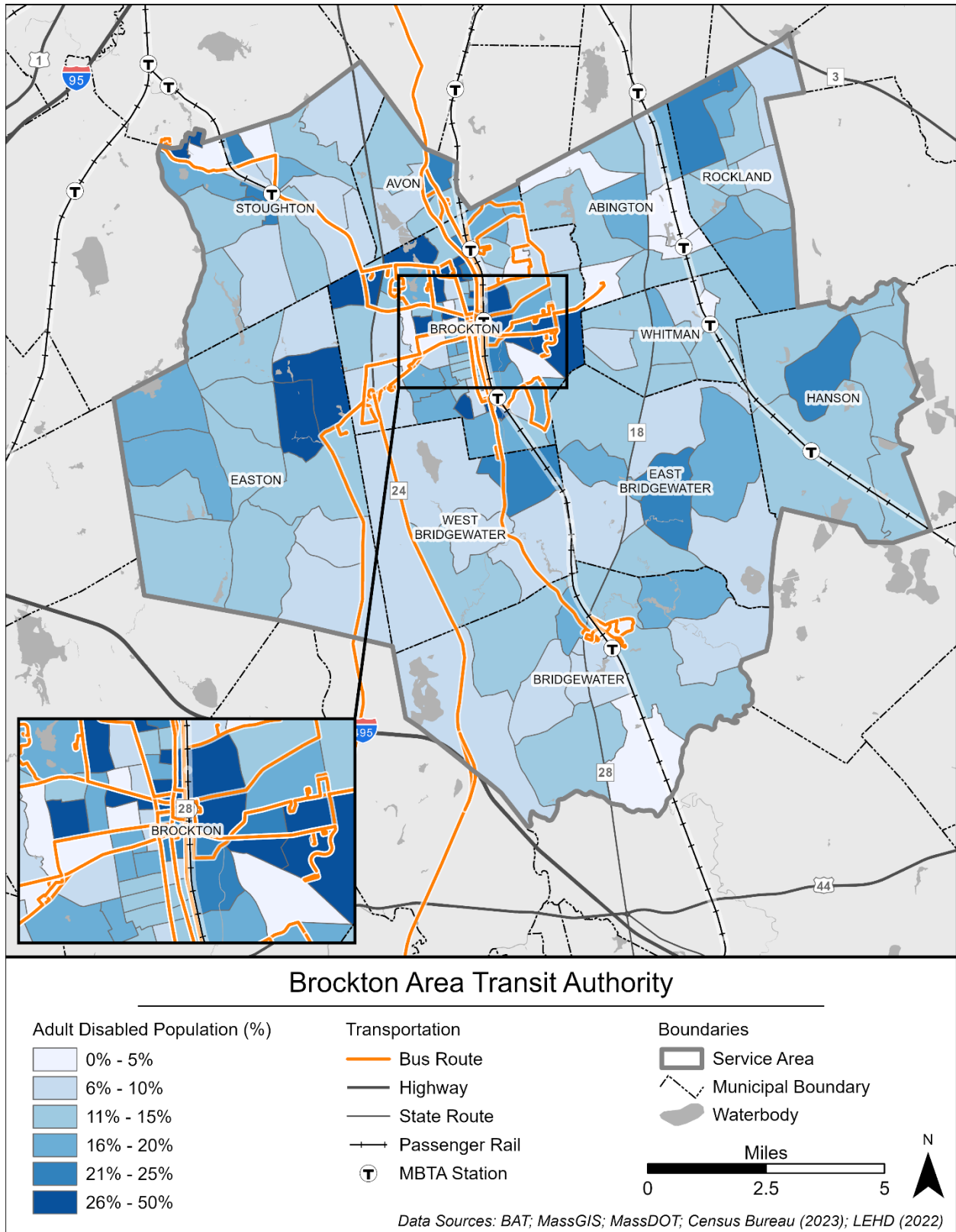
Source: AECOM (2025)

Figure 31. Population Other Than Non-Hispanic White



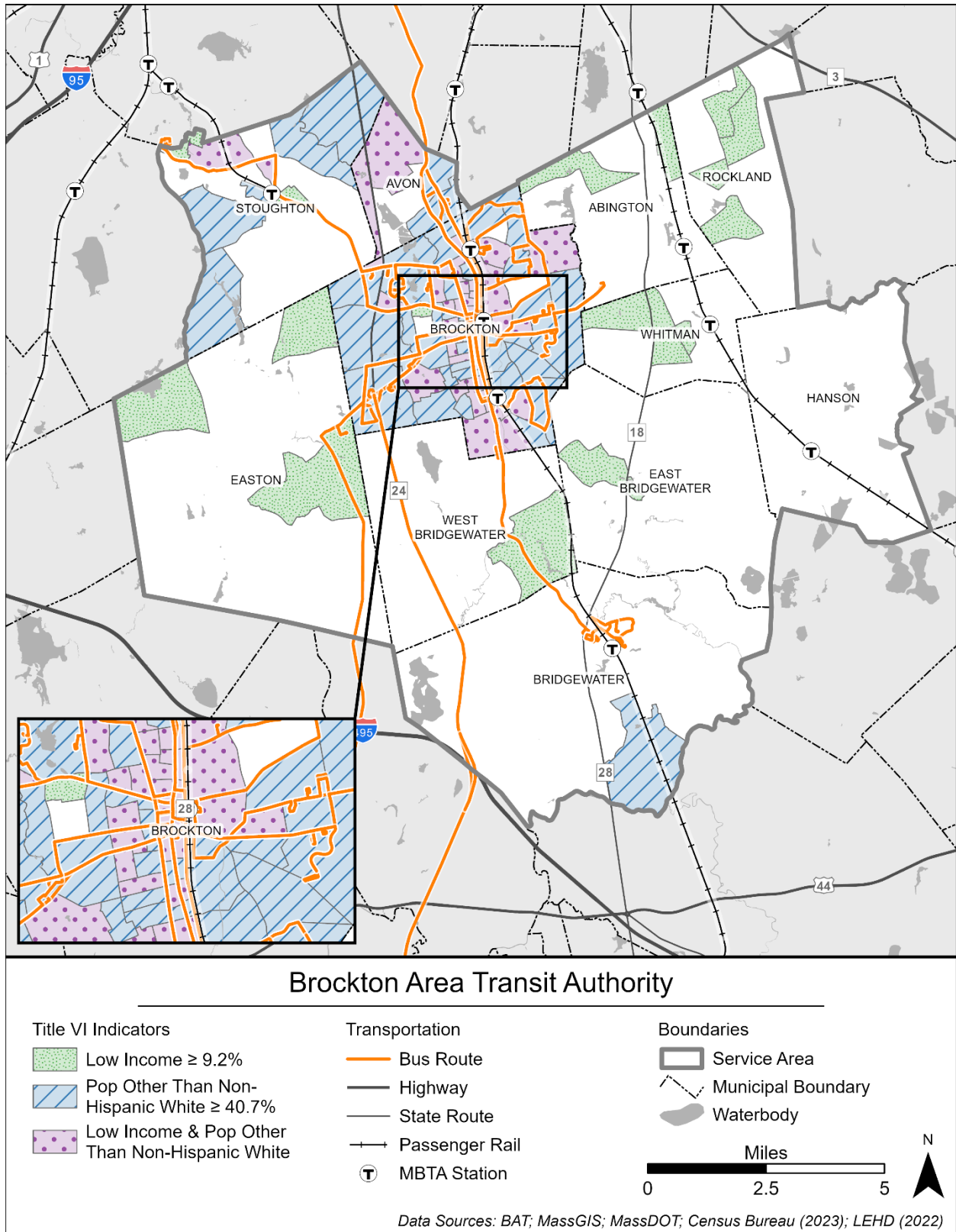
Source: AECOM (2025)

Figure 32. Adult Disabled Population



Source: AECOM (2025)

Figure 33. Title VI Population



Source: AECOM (2025)

5.1.10 Job Density

The density of jobs per square mile across the BAT service area is shown on Figure 34. A large cluster of jobs is located within Brockton, particularly central Brockton surrounding the BAT Centre. Other clusters within Brockton include east Brockton served by combined Route 10/11, northwest Brockton served by Routes 4 and 14, and southwest Brockton served by Route 9 and Route 3. Job centers in Stoughton near the MBTA station are connected to Route 14. A cluster of jobs in northern Bridgewater just north of the MBTA station represent those at BSU, which is served by Route 28 as well as Bridgewater Flex.

Other areas of relatively high job density not currently served by the existing BAT fixed route network include clusters along the border between Stoughton and Avon (primarily big box stores such as Ikea and Jordan's Furniture) as well as the northeast corner of Rockland, although that area is served by microtransit.

5.2 Transit Score

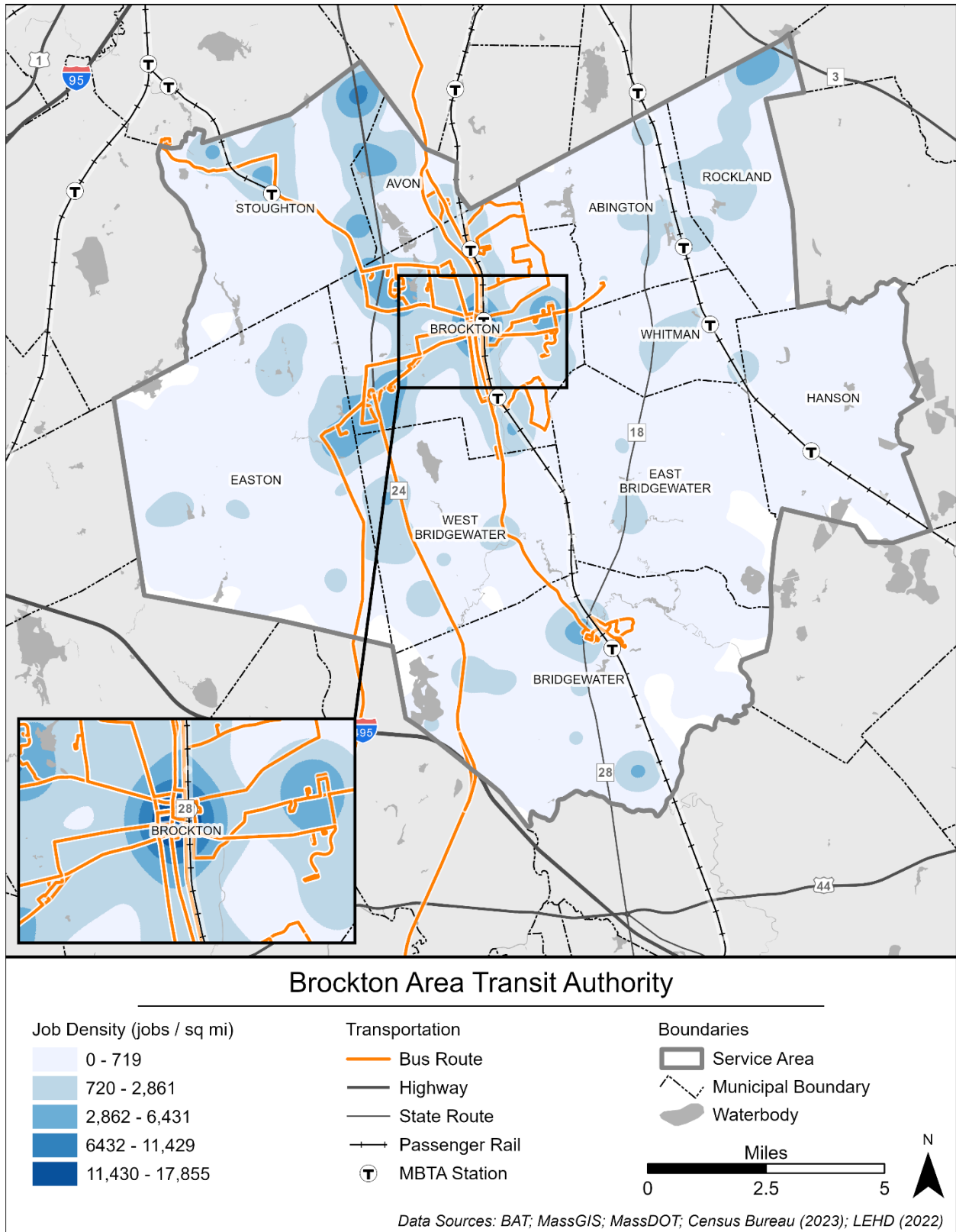
The transit score map provides a spatial analysis of the demographic characteristics of populations that typically have a high propensity to rely on transit. This transit score is a relative measure of how successful a fixed route transit system is expected to be in a region where most residents who can own cars and drive choose to do so. Used in conjunction with a congruency analysis of major transit generators, the transit score can be used to evaluate existing service and to identify areas of potential demand.

Block group data were used for this analysis. Transit-oriented variables used for the analysis were:

- Overall population density
- Overall job density
- Density of the population under the age of 18
- Density of the population over the age of 65
- Median household income
- Percentage of the population living below the poverty level
- Percentage of zero-car households
- Percentage of the population other than non-Hispanic white
- Percentage of the population with disabilities
- Number of existing transit trips

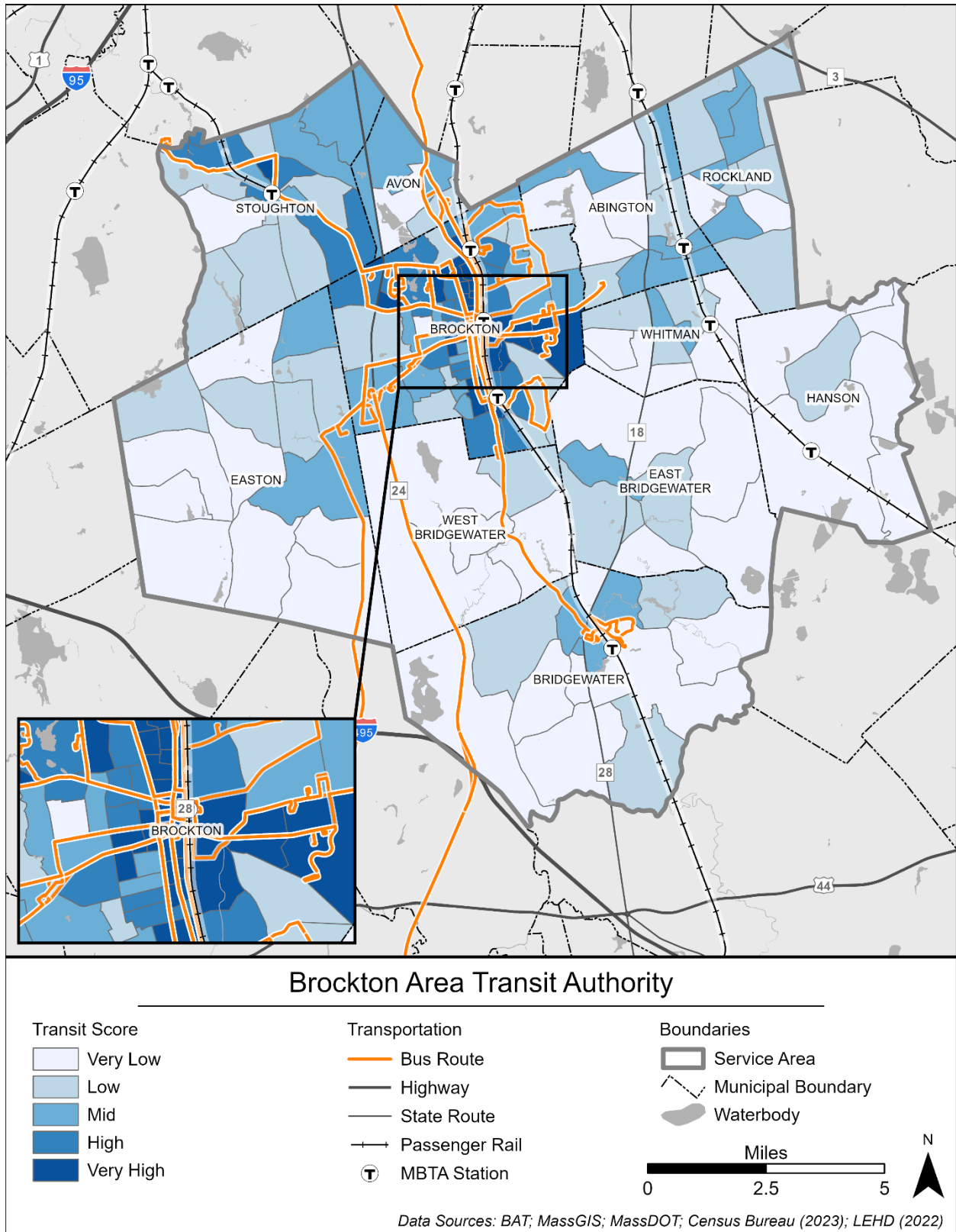
Figure 35 shows the results of the analysis. Overall, the existing BAT fixed route network aligns well with block groups that scored High or Very High. Block groups that received Very High transit scores are almost entirely located within Brockton, with the exception of one near the Stoughton MBTA station. Areas that received Very Low transit scores are primarily located in communities at the edges of the BAT service area with no fixed route service.

Figure 34. Job Density



Source: AECOM (2025)

Figure 35. Transit Score



Source: AECOM (2025)

5.3 Public and Stakeholder Engagement

Outreach and engagement for BAT's CRTP was undertaken through a targeted stakeholder meeting and an online survey, as well as the incorporation of additional recent survey data. Additional outreach activities included a pop-up event and social media promotion of survey links. The activities were carried out in 2025, and a diverse range of voices and perspectives were captured to support CRTP development.

Key takeaways from these combined efforts include support for:

- **BAT as a regional priority:** Both fixed route and demand response services (Dial-a-BAT and BAT Flex) showed high satisfaction. Booking ease for BAT Flex was a standout strength. BAT services are also essential for riders without household vehicles and those with medical or work-related needs. Dial-a-BAT is a lifeline for medical trips, and BAT Flex supports carless and low-income riders.
- **Improving reliability across all services:** Riders generally trust BAT services, but stress the importance of on-time performance and predictability.
- **Expanding service hours and coverage:** Stakeholders and riders requested earlier and later service hours, more evening/weekend coverage, and better route coverage. Many of these requests have recently been implemented by BAT.
- **Maintaining fare-free service:** Riders and stakeholders strongly supported fare-free service for affordability and access, though crowding during peak times was sometimes a concern.
- **Enhancing infrastructure and rider comfort:** Bus stop signage, shelters, benches, and cleanliness are recurring themes.

Subsequent sections detail feedback collected during BAT's engagement efforts.

5.3.1 Stakeholder Meetings

BAT held one meeting with key stakeholders to get CRTP feedback, and a follow-on meeting to review the stakeholder presentation was held with City of Brockton leadership. Key takeaways include the need for ongoing coordination with MBTA and other regional agencies, as well as the desire for continuation of fare-free service. Stakeholders also stressed the importance of evening and weekend service as well as visibility of services and communication with riders.

5.3.2 Pop-Up Events

BAT held an in-person pop-up event to distribute information, advertise its survey, and seek public feedback (Figure 36). More than 25 riders were engaged. They were invited to share their thoughts on current transit services, future improvements, priorities for regional mobility, or anything on their mind. Informational materials outlining BAT's proposed CRTP goals were shared, and feedback was collected on a range of topics.

Figure 36. Pop-Up Event at the BAT Centre in Brockton



5.3.2.1 Key Takeaways

The conversations highlighted recurring themes around reliability, accessibility, and rider amenities. Key takeaways included:

- **Service reliability and coverage are essential:** Riders mentioned the importance of ensuring on-time service and evaluating potential gaps in route coverage, particularly near Routes 2, 3, 5, and 8.
- **Strong support for fare-free service:** Multiple participants expressed appreciation for fare-free service, noting its positive impact on affordability and access. Some riders did note that crowding can be an issue, especially during the school year.
- **Infrastructure and rider comfort are priorities:** Feedback emphasized the need for better bus stop signage, shelters, benches, and the importance of ease of access for riders with disabilities.
- **Technology and amenities are desired enhancements:** Riders requested Wi-Fi access, functional apps, and clearer communication tools to improve convenience and connectivity.

5.3.3 Public Survey Efforts and Outreach

In 2025, BAT undertook two distinct survey efforts to capture rider feedback and service priorities. The first was a broad customer experience survey, which used trained local surveyors to intercept every fourth rider on fixed route buses and later called Dial-a-BAT customers through random sampling.

The second effort focused on Rockland Flex riders to understand their unique needs for on-demand service. BAT's Flex Rockland service is similar to rideshare services Uber and Lyft. It is an app-based, on-demand service in Rockland and surrounding areas that costs \$1.50 per trip and operates seven days a week. To promote this survey, BAT placed flyers on Rockland Flex vehicles and sent an email blast to app users who had notifications enabled (Figure 37) leveraging both in-person and digital channels to reach active riders.

Figure 37. Survey Outreach Methods on Vehicle (left) and via Email (right)



The purpose of the surveys was to get a better understanding of stakeholder preferences regarding current services and gather feedback about the desire for potential improvements or changes. Together, these surveys provided comprehensive insights into satisfaction levels, service gaps, and rider priorities, forming a strong foundation for CRTP recommendations.

5.3.3.1 Fixed Route Bus and Dial-a-BAT Survey Summaries

Summaries for both the fixed route and Dial-a-BAT surveys are provided below.

Fixed Route Bus Survey

Surveyors were in the field for five days, from April 9 to April 13, 2025, and surveyed 542 riders. Participants were entered into a drawing to win a \$50 gift card as an incentive for completing the survey.

Eighty-seven percent of riders reported being satisfied or very satisfied with the service. Key factors that influenced customer satisfaction included bus cleanliness, buses arriving at scheduled times, and how safely buses were operated. Riders expressed high satisfaction with customer service courtesy and helpfulness, how easy it is to plan their trips, and how often the bus operates. There was less satisfaction, however, with bus cleanliness and bus stop locations.

The following are key takeaways from the fixed route bus survey:

- **High overall satisfaction:** 87 percent of fixed route customers reported being satisfied or very satisfied with BAT service.
- **Reliability and safety drive satisfaction:** Riders rated buses arriving on time, safe operation, and driver courtesy as top factors influencing satisfaction.
- **Areas for improvement:** Lower satisfaction was noted for bus cleanliness and bus stop locations, indicating opportunities for infrastructure and maintenance enhancements.
- **Demographic insights:** Most riders (59 percent) use BAT at least three times per week, and nearly half (47 percent) ride primarily for work, underscoring the importance of dependable commuter service.

Dial-a-BAT Survey

Trained surveyors called Dial-a-BAT riders who had taken at least one trip in the previous six months through random sampling. Surveyors made calls for eight days, between April 15,

2025 and April 24, 2025, and surveyed 108 riders. Participants were entered into a drawing to win a \$50 gift card as an incentive for completing the survey.

Ninety-seven percent of customers are satisfied or very satisfied with the service. The most important aspects for customers were customer service representative courtesy and helpfulness, driver courtesy and helpfulness, and driver assistance with getting in and out of vehicles.

The following are key takeaways from the Dial-a-BAT survey.

- **High overall satisfaction:** 97 percent of customers are satisfied or very satisfied with the service.
- **Customer service and driver assistance are critical:** Courtesy, helpfulness, and assistance with boarding were rated as the most important and highest-performing aspects of service.
- **Reliability and safety reinforce trust:** Riders expressed strong satisfaction with on-time pickups, safe operations, and vehicle cleanliness.
- **Primary use and rider profile:** 65 percent of trips are for medical purposes, and 39 percent of riders are fully dependent on Dial-a-BAT, highlighting its role as a lifeline service.

5.3.3.2 Rockland Flex Survey Summary

BAT's online Rockland Flex survey opened to the public on September 22, 2025, and closed October 23, 2025. The survey, which was hosted on Microsoft Forms, was available online in English, Spanish, Haitian Creole, and Brazilian Portuguese.

Of the 24 responses collected using online surveys, all responded in English. All 24 respondents were current BAT riders. Detailed results can be found in Appendix C.

Key takeaways from the Rockland Flex survey include the following:

- **Satisfaction is strong:** 38 percent of respondents rated the service a perfect 10, and 25 percent rated it 8.
- **Reliability perceived as good, not excellent:** While 25 percent of respondents rated reliability a 9 and 21 percent rated it 8, only 13 percent gave it a perfect 10. This indicates reliability is solid but could be enhanced.
- **Booking experience is a major strength:** Half of respondents (50 percent) rated booking ease as a 10, making this the highest-scoring aspect of the service.
- **Usage patterns show dependence:** Over half of respondents (52 percent) use BAT Flex 1 to 2 times per week, and 26 percent use it 3 to 4 times weekly, showing it is a regular part of riders' routines.
- **Service hour expansion is a consideration:** Although 75 percent said current hours meet their needs, comments reveal strong demand for earlier starts (6 AM) and later service (up to 10 to 11 PM).
- **Critical mobility option:** 67 percent of respondents have no household vehicle access, and 29 percent of respondents use BAT Flex because they lack a personal car, underscoring its role as a critical mobility option for low-income and riders without access to a vehicle.

6 Performance Measures

Performance measurement is a foundational component of enhancing operational efficiency, improving the customer experience, ensuring safety, and meeting the numerous other goals that a transit agency may have. This CRTP is directly tied to the MOU negotiated bilaterally between MassDOT and BAT, including the performance monitoring program. This chapter outlines the performance measures for BAT and targets for each of them. Performance data can be found in Chapter 4.

BAT reports performance data on a quarterly basis across a variety of metrics as described in this section. The targets are updated annually as mutually agreed upon by BAT and MassDOT. Where an RTA is performing well, there is an opportunity for sharing of best practices to other RTAs in the Commonwealth. Where an RTA is not meeting targets, this is an opportunity to assess avenues for potential improvements.

A summary of performance measures is provided in Table 21.

Table 21. Performance Measures Overview

Category	Metric	Definition	Desired Direction
Ridership	Unlinked passenger trips	Number of boardings on public transportation vehicles	Higher
Ridership	Unlinked passenger trips per vehicle revenue mile	Unlinked passenger trips divided by total miles operated while vehicles are in service (revenue miles)	Higher
Ridership	Unlinked passenger trips per vehicle revenue hour	Unlinked passenger trips divided by total hours operated while vehicles are in service (revenue hours)	Higher
Financial	Operating expenses per vehicle revenue mile	Total fully allocated operating expense divided by revenue miles	Lower
Financial	Operating expenses per vehicle revenue hour	Total fully allocated operating expense divided by revenue hours	Lower
Financial	Operating expenses per unlinked passenger trip	Total fully allocated operating expense divided by revenue unlinked passenger trips	Lower
Financial	Farebox recovery ratio	Total fully allocated operating expense divided by farebox revenue	Higher
Customer Service and Satisfaction	On-time performance	Vehicle departures that meet the RTA definition of "on-time" (see Section 6.3)	Higher
Customer Service and Satisfaction	Scheduled trips operated	Proportion of scheduled trips which are operated (i.e., not "dropped")	Higher

Category	Metric	Definition	Desired Direction
Asset Management	State of Good Repair	Proportion of capital assets beyond useful life (see Section 6.4)	Lower
Safety	Multiple Metrics	Varies	Varies

Source: NTD database

6.1 Ridership

Ridership is reported as unlinked passenger trips. Each boarding is counted and summed toward the overall unlinked passenger trips metric. This metric is also normalized to vehicle revenue miles and vehicle revenue hours to better understand how ridership compares to the level of service provided. Monthly data are submitted quarterly and compared to the annual target set by BAT. Table 22 shows BAT ridership targets.

Table 22. Ridership Metrics and Targets (FY 2026)

Metric	Fixed Route	Demand Response
Unlinked passenger trips	3,128,211	119,111
Unlinked passenger trips per vehicle revenue mile	2.17	0.21
Unlinked passenger trips per vehicle revenue hour	22.00	2.01

6.2 Financial

Each RTA differs in the level of service, geographic area, modes operated, and other aspects of its operation, and as such financial metrics are reported normalized to revenue miles, revenue hours, and unlinked passenger trips. Typically, each RTA verifies its financial data annually through an end-of-year audit. Therefore, annual data are submitted for comparison against performance targets.

Farebox recovery ratio is a measure of revenue collected through fares as a ratio to operating expenses. As of FY 2026, all RTAs will operate fare-free fixed route service and fare-free complementary paratransit (though “premium” demand response service beyond federal ADA requirements may still charge fares). As such, the target for fixed route and demand response is zero percent. BAT financial targets are displayed in Table 23.

Table 23. Financial Metrics and Targets (FY 2026)

Metric	Fixed Route	Demand Response
Operating expenses per vehicle revenue mile	\$11.74	\$8.09
Operating expenses per vehicle revenue hour	\$118.25	\$74.76
Operating expenses per unlinked passenger trip	\$6.25	\$35.88
Farebox recovery ratio	0.00%	0.00%

6.3 Customer Service and Satisfaction

Reliability of service is an important element to providing transit that meets customer needs. Therefore, customer service and satisfaction is measured through on-time performance of

fixed route and demand response modes. The definitions of on-time performance for each mode are:

- **Fixed Route:** Vehicle departs the BAT Centre within five minutes of the scheduled time.
- **Demand Response:** Vehicle arrives either early or within the scheduled 30-minute pickup window.

Scheduled trips operated also measures service reliability, as “dropped” trips may suggest labor capacity limitations, equipment failure, or other operational constraints. From the customer’s perspective, they are waiting for a bus that does not arrive, which is especially challenging for routes with less frequent service.

Monthly data are submitted quarterly and compared against the annual target. Table 24 shows BAT customer service targets for fixed route and demand response service.

Table 24. Customer Service and Satisfaction Metrics and Targets (FY 2026)

Metric	Fixed Route	Demand Response
On-time performance	99.00%	90.40%
Scheduled trips operated	99.00%	99.00%

6.4 Asset Management

The state of good repair for capital assets is a priority of MassDOT, FTA, and BAT. Equipment in poor condition can result in reliability issues, safety risks, poor customer perceptions, and other problems that impede a successful transit operation. Each RTA has a Transit Asset Management (TAM) Plan that lays out the condition of facilities and priorities for capital improvements. The TAM Plan must be submitted every four years or whenever the RTA updates its targets, whichever comes first (BAT 2022). Targets are reviewed annually and any updates are submitted to NTD. Table 25 breaks down BAT targets for the percentage of vehicles that have exceeded their useful life, by vehicle type.

Table 25. Asset Management Metrics and Targets (FY 2025)

Metric	Target
Vehicles – Bus	12.06%
Vehicles – Cutaway	25.00%
Vehicles – Van	39.62%
Facilities – Passenger/Parking	0.00%
Facilities – Admin/Maintenance	0.00%

6.5 Safety

Safety is the number-one priority when delivering transit service. As an urban system, BAT develops a PTASP, which defines specific safety goals for the authority. These are updated annually in coordination with OCPC and MassDOT. Performance data are submitted annually in NTD then provided to MassDOT. Safety targets and performance are shown in Table 26.

Table 26. Safety Metrics and Targets (FY 2026)

Metric	Fixed Route	Demand Response
Fatalities Target	0.00	0.00
Fatality Rate (per 1 million vehicle revenue miles)	0.00	0.00
Injuries Target	10.00	4.00
Injury Rate (per 1 million vehicle revenue miles)	7.60	5.90
Safety Events Target	6.00	4.00
Safety Event Rate (per 1 million vehicle revenue miles)	4.60	5.90

6.6 Annual Performance

Two annual performance metrics reported to MassDOT vary by RTA. Each RTA may identify and report a metric and target of their choosing, and a second metric is chosen through the CRTP process based on prioritized recommendations. The two metrics for BAT are:

- **RTA-Choice Metric:** Increase subsidized After-Hours Workforce Transportation Program Uber commuters (average monthly)
- **RTA-Choice Metric Tied to CRTP:** Implement Bridgewater microtransit

Other annual performance metrics are external partnerships and fleet composition by fuel type. Both are reported annually and are not compared to an annual target. Table 27 shows the breakdown of BAT's current fleet by fuel type and the number of partnerships by service type.

Table 27. Annual Performance Metrics (FY 2026)

Metric	Fixed Route	Demand Response
Percent fleet composition - Electric	0.00%	0.00%
Percent fleet composition - Hybrid	16.00%	0.00%
Percent fleet composition - Compressed Natural Gas	0.00%	0.00%
Percent fleet composition - Diesel	84.00%	0.00%
Percent fleet composition - Gasoline	0.00%	100.00%
External Partnerships	20	0

7 Trends and Uncertainties

Having completed the quantitative analysis (existing conditions and demographic analysis) and qualitative assessment (stakeholder and public engagement), the CRTP process next examines how the future could unfold in ways that could impact BAT over the coming five years. To that end, BAT examined potential alternative scenarios based on future uncertainties and market trends. This chapter describes likely market trends and uncertainties, how they could impact transit ridership in the BAT region over the next five years, and how BAT could address them.

In developing this CRTP, recommendations were drafted that align with different ridership scenarios given their operational, policy, and financial implications. Organizing recommendations by ridership scenario enables BAT to use the CRTP to decide which recommendations are most applicable to current conditions. Key topics and solutions that arose during the scenario discussions for BAT to consider in the future are presented in this chapter.

7.1 Future Uncertainties

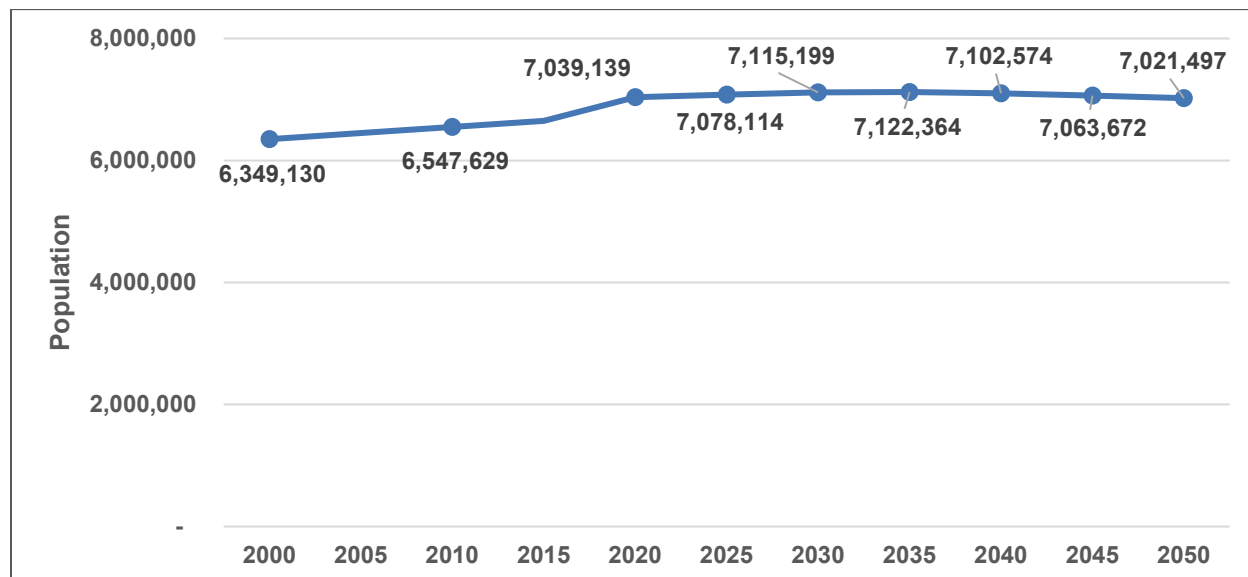
As BAT prepares for the next five years, it is important to recognize and plan for trends that are both highly impactful and deeply uncertain. These uncertainties may define the operating circumstances of BAT, possibly influencing factors such as public expectations of transit, service models, funding sources, transit technologies and infrastructure, and ultimately ridership demand. The following section outlines critical uncertainties that were explored during the workshop due to their potential to plausibly shape the future of BAT's operations.

7.1.1 Population and Demographics

Population trends, including migration and aging, could impact transit ridership in the BAT region. This section explores some of these trends.

7.1.1.1 General Population Trends

Massachusetts has experienced consistent population growth throughout the twenty-first century; however, as seen in Figure 38, the overall state population is projected to plateau with little-to-no growth from 2025 to 2035 and then decline from 2035 to 2050 (Renski 2015). This slow down and eventual decline in population is largely attributable to two factors: domestic out-migration and international migration uncertainty.

Figure 38. Long-term Population Projections for Massachusetts (2000-2050)

Source: University of Massachusetts (UMass) Donahue Institute 2025

Population and demographic trends are a defining influence on transportation needs, the quality of transit service, and the cultural expectations around transit. A stagnant or declining population may manifest in a variety of ways for BAT, including:

- A reduced labor supply could present significant challenges to future workforce recruitment efforts.
- A small ridership base may reduce demand for transit and present the need for BAT to make service changes.
- Changing demographics may shift public expectations about the function, frequency, and quality of regional transit service.

All of these present uncertainties that could influence BAT's operations over the next five years.

7.1.1.2 Aging Constituency

Massachusetts' population is both older and aging at a rate that exceeds the national average. As of 2025, 20.4 percent of the state was 65 years or older. This is projected to increase to 22.3 percent of the state's population by 2030. Not only does the rate of aging in Massachusetts outpace national averages, it also exceeds earlier state-level estimates (Renski 2015).

BAT's ridership base is projected to grow by approximately 0.6 percent, which will create effects on transit service on par with statewide estimates. Massachusetts' increasingly older population places more pressure on demand response transportation services. An aging population could impact BAT through:

- Increased costs and workforce required to serve increased demand response service.
- Reduced pool of potential transit workers as more residents retire from the workforce.

7.1.2 Affordability

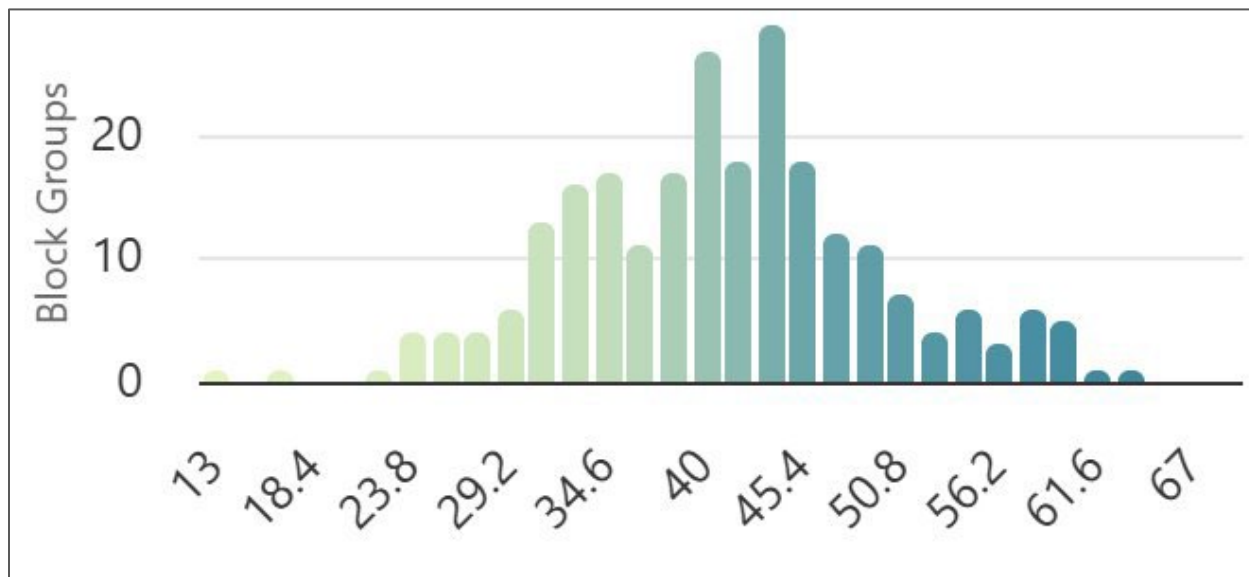
Massachusetts has some of the highest living costs in the United States. High and rapidly growing housing prices are at the center of the Commonwealth's affordability dilemma.

In tandem with housing costs, transportation expenses have also imposed an outsized burden on Massachusetts residents in recent years. According to Transportation for Massachusetts' 2024 survey, 71 percent of Massachusetts residents report housing cost burden, while 57 percent are burdened by transportation costs (Transportation for Massachusetts 2024). Among BAT's ridership base, residents spend an estimated 42 percent of their income on housing and transportation expenses as seen in Figure 39 (Center for Neighborhood Technology 2025).

Cost is one of the single-most influential factors in determining an individual's place of residence and transportation needs. Affordability issues that could impact BAT include:

- Potential for increased sprawl development and longer commute distances.
- Increased costs to serve longer trip length.
- Additional service demand in lower cost rural areas if people relocate from higher cost urban areas.

Figure 39. Old Colony MPO Housing and Transportation Costs as a Percentage of Residents' Income



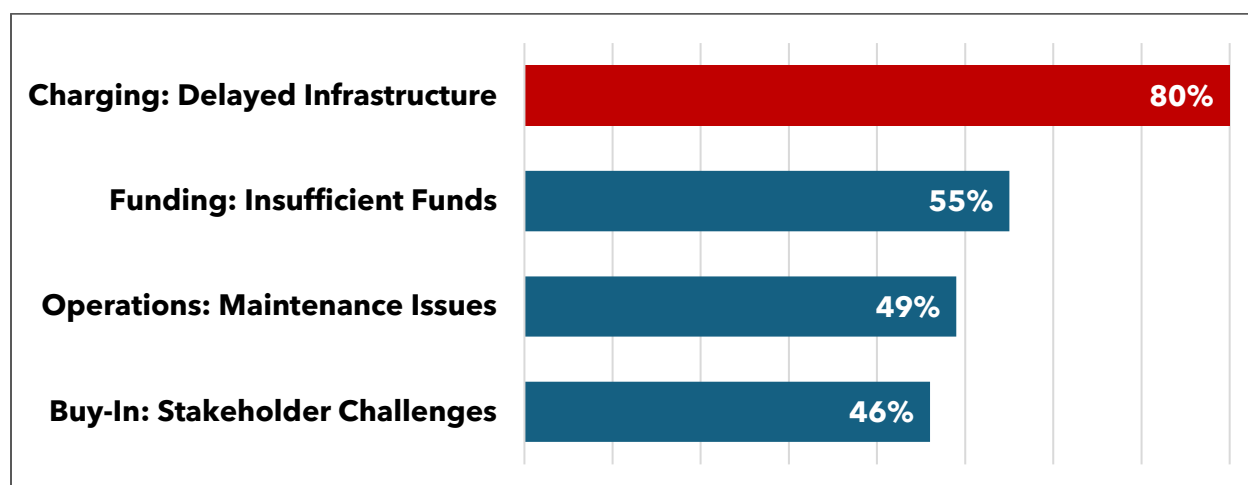
Source: Center for Neighborhood Technology, 2025

7.1.3 Technology

Transit agencies across Massachusetts and the United States have employed a diversity of approaches and levels of initiative towards fleet modernization. Fleet modernization within regional transit agencies has also become highly contingent upon available funding streams at both the federal and state levels. At the federal level, the FTA Section 5339(c) Low or No Emission "Low-No" grant program has shifted priority from "no-emissions" procurements to funding low-emissions vehicle types (Ekbatani 2025).

Despite federal policy changes, Massachusetts has maintained fleet modernization goals. However, inadequate energy infrastructure has consistently presented a significant challenge to adoption of zero emission vehicles. As seen in Figure 40, in a 2025 survey, 80 percent of transit agencies reported infrastructure delays as the largest challenge to adopting zero emission vehicles (Optibus 2025). Insufficient electrical capacity, complex negotiations, and long lead times with utility providers can delay charging infrastructure.

Figure 40. Inadequate Charging Infrastructure is the Leading Obstacle to Fleet Modernization



Source: Optibus 2025 State of Public Transportation Industry Survey

Uncertainties surrounding travel demand from remote work and virtual services remain. These uncertainties could lead to:

- Increased demand from a greater return to in-person work
- Long-term normalization of the remote lifestyle that could disrupt the public's perceived function of public transit

7.1.4 Funding for Transit

The stability and size of funding streams is a critical component factoring in BAT's level of service and operational success. At the federal level, the Infrastructure Investment and Jobs Act (IIJA) has provided over \$550 billion in funding towards transportation programs across the United States and is expected to provide \$660 billion across its total five-year lifespan. Funding in the amount of \$116 billion in IIJA funds is allocated towards transit programs, which represents a 40 percent expansion in federal transit funding compared to past levels (Bureau of Transportation Statistics 2025).

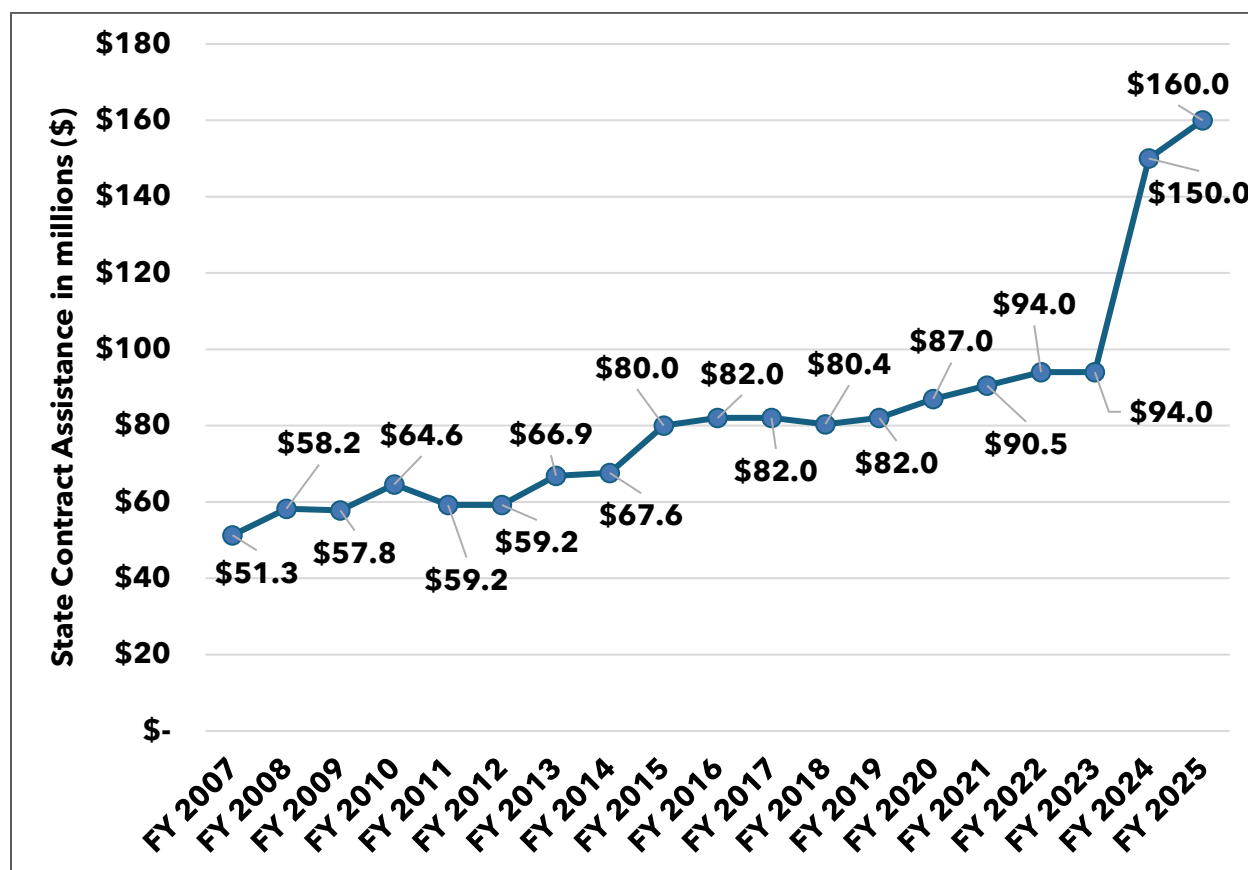
However, the IIJA is scheduled to expire at the end of FY 2026. Despite the unprecedented levels of transit funding and investment the act has facilitated, an immediate funding replacement is not guaranteed. Intermediate funding extensions have occurred between each of the last five federal transportation funding laws, comprising 7.5 years of the last three decades. Given this historical record, the level of federal transit funding is uncertain over the next five years.

State funding for Massachusetts' RTAs has consistently grown in recent years. Since 2020, total funding provided to all RTAs through SCA has nearly doubled from \$87 million to \$160 million, as shown in Figure 41. In addition to general operating funds, the Commonwealth of Massachusetts has implemented additional funding through initiative-based channels, such as discretionary grant programs and fare-free pilots.

Thirty-five million dollars was appropriated in FY 2026 for the implementation or continuation of fare-free transit at all RTAs. Additionally, a statutory amendment to Chapter 161B of Massachusetts General Laws now prohibits all RTAs from charging a fare for fixed route and ADA complementary paratransit services but still maintains that fare-free transit be subject to annual funding appropriation. (For more information on fare-free transit and BAT's fare policy, see Appendix A.)

Fare-free transit has clearly demonstrated the potential to positively impact ridership at BAT. However, the dependency on the Commonwealth's appropriation of future fare-free transit funding introduces uncertainty and could influence BAT's operations.

Figure 41. State Funding for Massachusetts' RTAs from FY 2007 to FY 2025



Source: MassDOT 2025

7.2 2020 Alternative Scenarios

BAT last updated its CRTP in 2020, at the peak of the pandemic, when it was facing many uncertainties that were largely outside of its control. The entire transportation industry was grappling with unknowns about the long-term impact of the pandemic on overall ridership, and whether remote work would drive increases in sprawl. Like all transit agencies, BAT was unsure which routes and services would recover ridership first and which would see a slower recovery. Forces beyond the pandemic such as national economic policy, unemployment rates, education policy, availability of funding for capital investments, and municipal land use plans, were also outside of its control.

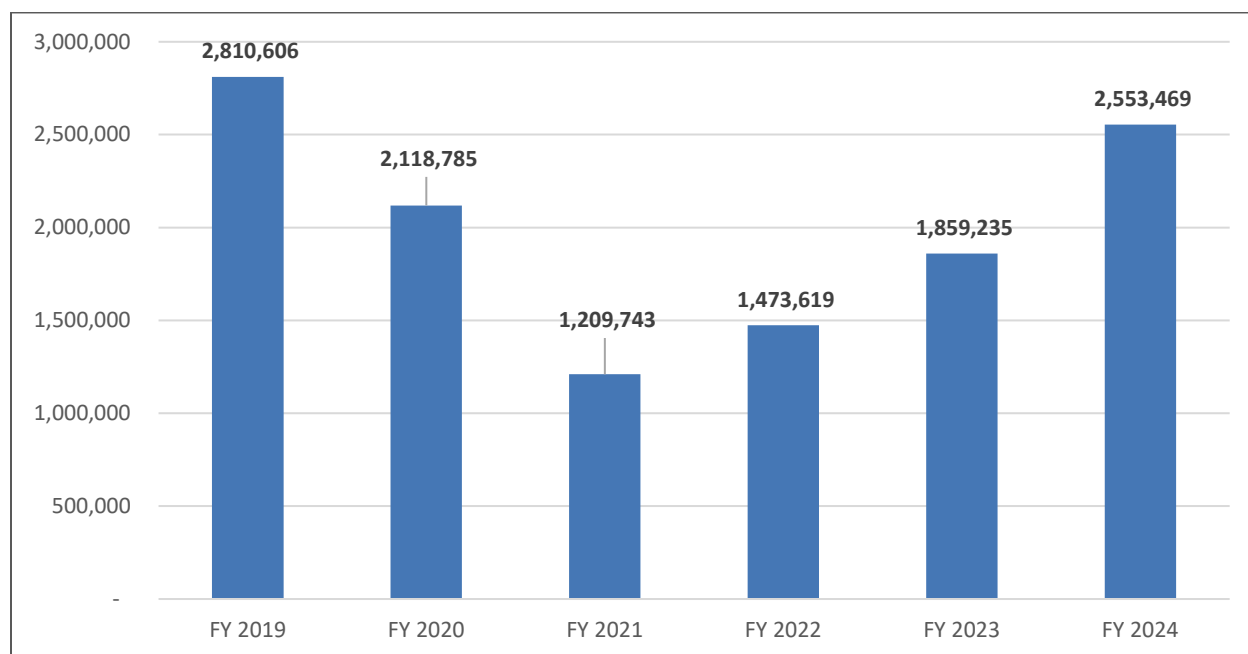
In order to address these uncertainties, BAT defined three qualitative ridership scenarios to map out the future of transit demand through 2025. The three scenarios were:

- **Low Ridership:** Ridership that remains below 60 percent of 2019 levels.
- **Medium Ridership:** Stable ridership between 60 and 85 percent of 2019 levels.
- **High Ridership:** Ridership that returns to 86 percent or more of 2019 levels.

Ridership data from FY 2020 to FY 2024 indicate that BAT experienced the "High Ridership" scenario (Figure 42). FY 2024 ridership was approximately 91 percent of FY 2019 ridership (approximately 2.8 million trips).

BAT's foresight in planning for these potential scenarios ensured it was well-prepared. This enabled it to effectively use the 2020 CRTTP recommendations that aligned with the high ridership scenario for informed decision-making, including changes to service and capital assets.

Figure 42. BAT Annual System Ridership (FY 2019- FY 2024)



Source: MassDOT, 2025

7.3 Looking Ahead: 2025 to 2030 Scenario Planning

Given that varied and numerous uncertainties will always affect the BAT region, it is important to continue to plan for their impact on transit. While many of these trends lie beyond BAT's control, how they unfold will likely have a significant impact on ridership. BAT can proactively respond by planning for different ridership levels over the next five years. As part of this process, BAT again explored three different ridership scenarios:

- Low ridership
- Medium ridership
- High ridership

Each scenario is detailed in the following sections.

7.3.1 Low Ridership

FY 2025 ridership was 50 percent above pre-pandemic (2019) levels (over 3.7 million trips), and only slightly down in FY 2026. Given that ridership increased by over 45 percent between FY 2024 and FY 2025 and has only remained at such high levels for two years, the low ridership scenario for BAT is characterized by ridership across services dropping to FY 2024 levels over the next five years (2025 to 2030). Several factors could potentially contribute to this scenario:

- A severe economic downturn and widespread unemployment could significantly reduce work-related commuting.

- The continued prevalence of remote work could further suppress demand for commuting services.
- Demographic shifts, such as an aging population, might lead to a decline in school-based ridership.

Together, these dynamics could position BAT to experience FY 2024 levels of transit utilization. In response to these potential impacts, BAT considered the following questions:

- BAT may need to adjust routes, schedules, or staffing to better match ridership demand that is declining. How will BAT determine necessary changes in an equitable way?
- With flat ridership, how will BAT navigate implementing new service or capital improvement priorities?
- How can BAT reach new riders and lower barriers to using transit?
- Demand response trips could be a larger proportion of BAT's overall service operations. How will BAT navigate an increase in operating expenses or shifting staff needs?

7.3.2 Medium Ridership

Medium ridership for BAT is characterized by ridership numbers across services remaining at today's levels over the next five years. This scenario could result from a combination of potential factors:

- Stagnant household incomes or high inflation might make personal vehicle ownership less feasible, leading more people to rely on public transit.
- A shift toward more consistent in-office work could increase the volume of work-related commutes.
- A successful service expansion could drive higher demand.
- Together, these dynamics could position BAT to experience continued high levels of transit utilization.
- In response to these potential impacts, BAT considered the following questions:
- With ridership remaining high for a multi-year time period, BAT is ready to expand service; how will BAT choose where to expand and how?
- What strategies or key partnerships can BAT leverage to assist with retaining a full workforce?
- What partnerships can BAT leverage to tap into unmet needs and grow fixed route ridership further?

7.3.3 High Ridership

High ridership for BAT is characterized by a substantial increase in ridership numbers across services, reaching up to 10 percent above current levels over the next five years. This scenario could be driven by several potential factors:

- A sharp rise in gas prices may encourage more people to choose public transit over personal vehicles.
- An aging population could lead to a significant increase in demand response ride requests.

- An expansion of service-based industries and tourism economies might create a sustained spike in ridership.
- Together, these dynamics could position BAT to experience a lot of growth in transit utilization. In response to these potential impacts, BAT considered the following questions:
- With increased ridership, and therefore increased demand for service, BAT needs to hire more drivers, mechanics, customer service staff, etc. What partnerships with local community colleges or technical high schools might be critical to leverage?
- More service means more vehicles; how will BAT handle space constraints for new vehicles?
- If ever increasing demand response ride requests come in, what opportunities can BAT leverage with COA and local non-emergency transportation services to accommodate increased demand?

7.4 Future Opportunities

Table 28 summarizes the opportunities and corresponding scenarios that BAT considered could occur over the next five years. Depending on ridership levels, BAT can determine which strategic opportunities may be applicable to pursue. For items that are applicable regardless of ridership level, “all ridership” is indicated.

Table 28. Opportunities by Ridership Scenario

Ridership Scenario	Description of Opportunity
All	Continue to procure smaller vehicles that do not require a Commercial Driver’s License to operate.
All	Support the City of Brockton in developing a Downtown Business Improvement District.
All	Monitor performance indicators to make service adjustments as needed.
All	Ensure consistent service delivery for existing routes to serve demand.
Low	Identify grant opportunities to fund service expansion to increase ridership.
Low	Utilize ridership reports to make data-driven decisions on how to balance service with demand and where to reduce service, should funding restraints require.
Low	Conduct public outreach to determine whether there are any major destinations not being served by the existing system that may be impacting ridership.
Medium	Increase frequencies on Route 12 and Route 14.
Medium and High	Evaluate potential new microtransit zones to alleviate Dial-a-BAT operations.
Medium and High	Work with the City of Brockton to take advantage of increased regional mobility resulting from South Coast Rail service.

Ridership Scenario	Description of Opportunity
Medium and High	Expand weekend service by increasing frequency on popular routes.
High	Increase frequencies for high ridership routes (Route 4, Route 2, and Route 1), offsetting pulse times if necessary for BAT Centre bay capacity.
High	Explore potential new routes, such as a crosstown route, to serve shopping destinations or major commercial corridors that do not start at the BAT Centre to avoid limited bay capacity.
High	Expand existing bus maintenance center or procure a satellite facility to meet the needs of a larger fleet.

Source: BAT Alternative Workshop on October 23, 2025

8 Recommendations

The recommendations in this five-year plan emerged from a data-informed process that incorporated historical operational data, stakeholder feedback, industry standards, local policy, statewide objectives, and BAT priorities. These recommendations establish a framework for advancing strategic service adjustments, capital improvements, and policy initiatives and make meaningful progress toward better mobility for residents across the region.

8.1 Changes Since the 2020 Comprehensive Regional Transit Plan

The 2020 CRTP included numerous recommendations across a variety of categories, such as service and capital investments. Furthermore, the 2020 CRTP was produced during the COVID-19 pandemic, a time when transit ridership plummeted. Since that plan was produced, there has been a significant infusion of state and federal funding supporting expanded transit service (namely from the IIJA on the federal level, and from the Fair Share Amendment from the Commonwealth).

Investments that BAT has made with this funding over the past five years guided by the 2020 CRTP helped drive ridership recovery. These included:

- Increased weekday service by 30 percent
- Doubled weekend fixed route bus frequencies
- Provided Sunday morning service for the first time
- Implemented microtransit service in Bridgewater and Rockland
- Received first five battery electric 35-foot Gillig buses
- Began construction of upgraded electric charging infrastructure at the maintenance facility
- Completed landscape redesign plan for BAT Centre complex including safety improvements, improved customer amenities, and strategy to become a registered arboretum

8.2 Planning for an Uncertain Future

The Commonwealth may face key uncertainties in the next five years that could significantly impact ridership levels. Chapter 7 describes these uncertainties—namely, demographic, economic, and funding shifts—and provides low, medium, and high ridership scenarios that could occur depending on what happens:

- **Lower Ridership:** If the level of ridership demand over the next five years is on the lower end of expectations, some recommendations are more relevant such as conducting additional outreach to identify areas of demand currently unserved.
- **Medium Ridership:** If the level of ridership demand over the next five years is in the mid-level of expectations, more robust service and capital expansions may be warranted (for example, more focus on investing in bus stop infrastructure).
- **Higher Ridership:** If the level of ridership demand over the next five years is on the higher end of expectations, then enhanced service and capital investments may be warranted. This may require BAT to prioritize capacity building and software solutions to address rider demand.

The recommendations described in this chapter are linked to one or more of these ridership scenarios; in cases where a recommendation applies to all ridership scenarios, it is listed as a “core” recommendation (for example, coordinating with neighboring RTAs to facilitate regional mobility).

8.3 Identified Needs

The recommendations in this plan directly respond to needs identified through BAT data analysis, market assessment, public and stakeholder input, and needs articulated in other regional and statewide plans. Needs identified through this planning process, as well as the element of the process that identified those needs, are shown in Table 29.

Table 29. Identified Needs

Need	Identified Through...
Increase fixed route frequencies	Existing Conditions Analysis
Expand service hours of operation, particularly in the evening hours	Existing Conditions Analysis
Expand access to service in communities with few or no fixed routes	Market Assessment and Stakeholder Engagement
Mitigate capacity constraints for demand response service	Existing Conditions Analysis
Enhance safety and comfort for passengers	Existing Conditions Analysis
Collect, maintain, and analyze data to make informed decisions	Existing Conditions Analysis
Collaborate with other providers to facilitate regional mobility	Stakeholder Engagement
Gain flexibility to make route-level adjustments to schedules and frequencies	Existing Conditions Analysis
Maintain a state of good repair	RTA and State Priorities
Upgrade technology to improve operations and passenger experience	RTA Priorities and Stakeholder Engagement

These identified needs have driven the development of the recommendations found in this chapter. BAT staff discussed these needs during multiple workshops to identify the suite of recommendations presented below, taking into consideration the potential positive impact, risks, the level of effort to implement, feasibility, uncertainties, and other relevant factors.

8.4 Recommendations

The needs identified through the data analysis documented in Chapter 4 and Chapter 5, further informed by the stakeholder and public engagement in Chapter 5, served as the foundation for the recommendations detailed in the subsequent sections. They were further augmented by staff review to confirm applicability to operational realities and ensure alignment with other planning documents (e.g., regional long-range transportation plan).

The recommendations are organized into categories, including service, capital, policy, data and performance, coordination, and additional studies (Table 30). For recommendations that fall under multiple categories, the column labeled “Also in Category...” highlights their cross-listing.

Table 30. Recommendations Categories

Category	Description
Service	Service recommendations deal with specific routing or other operational considerations of day-to-day provision of service.
Capital	Capital recommendations deal with the purchase or management of equipment, rolling stock, facilities, technology, or other assets.
Policy	Policy recommendations deal with practices and standards adopted by the transit agency to guide how the organization functions.
Data and Performance	Data and performance recommendations deal with using data to improve performance and the rider’s experience.
Coordination	Coordination recommendations deal with communications between the transit agency and other regional and statewide partners.
Additional Studies	Additional studies recommendations deal with needs that require further examination in order to make an informed decision.

8.4.1 Service Recommendations

Service recommendations for BAT focus on changes to service, either by changing span of service or service frequency (Table 31). Other recommendations include increasing demand response service, which would also require capital investment to procure additional vehicles. Collaboration with MBTA on potential new service was also identified as a service goal for the future.

Table 31. Service Recommendations

ID	Recommendation	Ridership Scenario	Also in Category...
1	Increase frequencies on top performing routes such as Route 12 and Route 14 as funding allows.	Core	N/A
2	Extend Sunday service hours for Route 12 by operating an additional evening trip.	Medium	N/A
3	Support Dial-a-BAT operations through procurement of additional vehicles and improve scheduling through new online scheduling software.	Medium/ Higher	Capital
4	Update Sunday service levels to match Saturday service levels on all local Brockton routes.	Medium/ Higher	N/A
10	Collaborate with MBTA regarding a shared service between the BAT service area and the MBTA service area (such as service to Braintree).	Medium/ Higher	Coordination

ID	Recommendation	Ridership Scenario	Also in Category...
17	Pursue grant opportunities to fund a study to evaluate the potential for new microtransit service zones within the BAT service area.	Core	Additional Studies
18	Explore potential new routes, such as a crosstown route, to serve shopping destinations or major commercial corridors that do not start at the BAT Centre to provide a more direct crosstown connection.	Higher	Additional Studies
19	Explore the potential to shift route schedules away from coordinated pulses from the BAT Centre to gain flexibility in scheduling or increase frequencies.	Higher	Additional Studies
20	Evaluate potential for new service to communities with anticipated transit demand.	Medium/ Higher	Additional Studies

N/A = Not Applicable

8.4.2 Capital Recommendations

Capital recommendations for BAT include expanding the RTA's fleet as well as facility space to support a larger fleet (Table 32). Improvements that would provide safety, comfort, and other benefits to passengers have also been identified. These include an updated fare payment system (in the event that the agency collects fares again in the future) and bus stop infrastructure upgrades.

Table 32. Capital Recommendations

ID	Recommendation	Ridership Scenario	Also in Category...
3	Support Dial-a-BAT operations through procurement of additional vehicles and improved scheduling through new online scheduling software.	Medium/ Higher	Service
5	Continue to transition from flag stop to designated bus stops, improving visibility through clear signage.	Core	Policy
11	Pursue grant opportunities to procure new revenue vehicles to replace those beyond their useful life and maintain a state of good repair.	Core	N/A
12	Expand existing bus maintenance facility or procure a satellite facility to meet the needs of a larger fleet. Consider addition of solar canopies.	Higher	N/A
13	Upgrade existing BAT bus stop infrastructure (such as additional seating and weather shelters).	Core	N/A
14	Explore fare collection vendor and technology options that would improve the passenger experience.	Core	N/A

N/A = Not Applicable

8.4.3 Data and Performance Recommendations

BAT plans to prioritize expanding its data analysis practices in the next five years through additional on-time performance monitoring of fixed route service (Table 33). Today, BAT measures whether fixed route vehicles are on time based on the vehicle's departure time from the BAT Centre. By adding additional time points, BAT will be able to undertake more detailed review of on-time performance. This will aid in identifying any potential problem areas along a specific route. Other data and performance recommendations include further investigation into route-level ridership to make any necessary service adjustments.

Table 33. Data and Performance Recommendations

ID	Recommendation	Ridership Scenario	Also in Category...
6	Measure on-time performance at dedicated time points along the fixed routes, in addition to the BAT Centre.	Core	N/A

N/A = Not Applicable

8.4.4 Policy Recommendations

BAT plans to make progress transitioning from a flag stop system to designated bus stops (Table 34). This will improve the visibility of service, and of passengers, providing safety and other benefits to passengers.

Table 34. Policy Recommendations

ID	Recommendation	Ridership Scenario	Also in Category...
5	Continue to transition from flag stop to designated bus stops, improving visibility through clear signage.	Core	Capital
15	Undertake a bus stop balancing study to provide adequate passenger access and potentially speed up routes through consolidation of underutilized stops.	Higher	Additional Studies

8.4.5 Coordination Recommendations

Several of the recommendations in this plan deal with coordination (Table 35). BAT intends to continue to coordinate with neighboring RTAs and with MBTA to deliver regional mobility for residents. Additionally, BAT plans to coordinate regarding South Coast Rail service to maximize potential ridership from this new rail service. TSP improvements would improve BAT service operations through reducing delays and speeding up service.

Table 35. Coordination Recommendations

ID	Recommendation	Ridership Scenario	Also in Category...
7	Collaborate with local and state agencies overseeing the maintenance of roadways within the BAT service area to implement TSP improvements.	Core	N/A

ID	Recommendation	Ridership Scenario	Also in Category...
8	Work with the City of Brockton to take advantage of increased regional mobility resulting from South Coast Rail service.	Medium/Higher	N/A
9	Continue to collaborate with MBTA and neighboring RTAs to facilitate connections between agencies.	Core	N/A
10	Collaborate with MBTA regarding a shared service between the BAT service area and the MBTA service area (such as service to Braintree).	Medium/Higher	Service

N/A = Not Applicable

8.4.6 Recommendations for Additional Studies

Several opportunities for additional studies were identified as part of this planning process (Table 36). These studies will provide necessary additional information for BAT to take further steps towards meeting RTA needs. For example, creating a potential new crosstown route will require additional study to identify route alignment and stops. Similarly, expanding service in communities within the BAT service area like Avon or Whitman will require more detailed study to deploy an appropriate service type to meet ridership demand.

Table 36. Recommendations for Additional Studies

ID	Recommendation	Ridership Scenario	Also in Category...
15	Undertake a bus stop balancing study to provide adequate passenger access and potentially speed up routes through consolidation of underutilized stops.	Higher	Policy
16	Conduct public outreach to ensure services and information are accessible to the region's entire population.	Lower	N/A
17	Pursue grant opportunities to fund a study to evaluate the potential for new microtransit service zones within the BAT service area.	Core	Service
18	Explore potential new routes, such as a crosstown route, to serve shopping destinations or major commercial corridors that do not start at the BAT Centre to provide a more direct crosstown connection.	Higher	Service
19	Explore the potential to shift route schedules away from coordinated pulses from the BAT Centre to gain flexibility in scheduling or increase frequencies.	Higher	Service
20	Evaluate potential for new service to communities with anticipated transit demand.	Medium/Higher	Service

N/A = Not Applicable

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Appendix A Fares

Fare collection is part of a broader set of RTA revenues that support public access to transit, RTA revenue, transit system operations, and many other facets of transit service in Massachusetts.

This appendix explores the current fare collection status for BAT and fare-free programs funded by the Commonwealth of Massachusetts. It also examines the industry's best practices for fare-free transit operations and provides an outlook for the future of fare collection.

In accordance with state law, BAT does not currently charge for fixed route or ADA paratransit service. In addition, it offers fare-free paratransit service to seniors via Dial-a-BAT. BAT continues to charge a fare (\$1.50) for its microtransit/on-demand services in Rockland and Bridgewater.

Fare-free Regional Transit - Statewide Background

The following subsections explain the evolution of fare collection/revenue replacement—from fare suspension during the COVID-19 pandemic, to the Commonwealth's Try Transit Program and the funding for operations provided by the Fair Share Amendment.

COVID-19 Fare Suspension

In March 2020 the Commonwealth, along with the rest of the United States, was grappling with a global pandemic. To slow the spread of COVID-19, measures were put in place to encourage social distancing and minimize contact between front line service workers and the public. All RTAs responded by suspending fare collection as part of their COVID mitigation measures. Fare suspension durations varied across the Commonwealth and many RTAs, including BAT, reinstated fare collection once protective measures were in place to protect bus operators from exposure to COVID-19.

Try Transit Program

Beginning on November 25, 2022, and through the end of 2022, BAT received approximately \$300,000 to suspend fare collection. The fare suspension was funded by a \$2.5 million appropriation available to RTAs in the FY 2023 Massachusetts State Budget and restricted to fare-free operations. This was the first program funded with an appropriation in the state budget. The limited duration of the program makes it challenging to measure changes in ridership trends. However, anecdotally, it was popular among riders.

Fare-free funding was extended to RTAs again in the FY 2024 Massachusetts State Budget with a \$15 million appropriation restricted to fare suspension programs. The funding allowed for longer duration fare suspension, but remained a pilot program since it provided funds for a partial fiscal year. BAT received \$1.4 million and suspended fares for 12 months.

On balance, RTA customers, staff, and stakeholders across the Commonwealth considered the FY 2024 program successful and funding was again appropriated in the FY 2025 State Budget with \$30 million. BAT received a grant of \$2.6 million to support fare-free operation. Ridership for FY 2025 was significantly higher compared to FY 2024. Average monthly ridership was approximately 203,000 riders for FY 2024 and nearly 312,000 riders per month in FY 2025.

Fair Share Act

In November 2022, voters approved an amendment to the Massachusetts Constitution that assesses a 4 percent surtax on incomes over \$1 million that would be restricted to education and transportation. The Commonwealth began tax collection on January 1, 2023, and used the

revenue collected during the remainder of the FY 2023 budget year to create a trust fund from which funds would be distributed in future years.

The FY 2024 budget contained the appropriation of first surtax revenues and \$1 billion was included in the budget; \$510 million was appropriated to education and \$490 million was appropriated to transportation. The RTAs were appropriated \$25 million, and \$15 million was used to support the FY 2024 Try Transit program. For FY 2025, the Fair Share Amendment was expected to generate \$1.3 billion, \$605 of which was appropriated to transportation. The RTA share increased to \$90 million; \$30 million was used to support the FY 2025 Try Transit program.

State Fiscal Year 2026 Fare-Free Budget and Legislation

The FY 2026 budget for the Commonwealth of Massachusetts was signed into law on July 4, 2025. In FY 2026, \$35 million was appropriated for the implementation of year-round fare-free transit service across the Commonwealth's RTAs. This funding accompanies a statutory amendment to Chapter 161B of Massachusetts General Laws, which now requires RTAs to provide fare-free service on all fixed routes, as well as ADA paratransit, subject to appropriation of funding to replace fare revenue. MassDOT is responsible for providing RTAs fare revenue attributable to the fare-free service mandate. BAT is required to collect and report ridership data to MassDOT in a format and frequency prescribed by MassDOT.

BAT Fare Policy

Fare Rates

Prior to fare-free service, BAT charged the rates in Table 37 for fares.

Table 37. Fixed Route Fare Policy

Fare Product	Fare Price
Brockton Local Standard	\$1.50
Brockton Local with CharlieCard	\$1.35
Brockton Local Reduced (for Seniors age 60+ or for Disabled and/or Medicare Card Holders)	\$0.75
Brockton Local Reduced with CharlieCard	\$0.65
Rockland Flex Standard	\$1.50
Stoughton 14 Standard	\$1.50
Stoughton 14 Reduced	\$0.75
Brockton-Ashmont Standard	\$2.25
Brockton-Ashmont Standard with CharlieCard	\$2.10
Brockton-Ashmont Reduced	\$1.10
Brockton-Ashmont Reduced with CharlieCard	\$1.00
Brockton-Milton Standard	\$1.75
Brockton-Milton Reduced	\$0.85

Fare Product	Fare Price
Brockton-Avon Standard	\$1.50
Brockton-Avon Reduced	\$0.85
Day Pass	\$3.50
7-Day Pass Local	\$12.00
7-Day Pass Systemwide	\$22.00
31-Day Pass Local	\$40.00
31-Day Pass Systemwide	\$65.00
31-Day Pass Student Local	\$25.00

Source: BAT

Table 38. Dial-a-BAT and ADA Fare Policy

Fare Product	Fare Price
Trip within the same community	\$3.00
Trip to between communities	\$4.00
Boston Hospital Service	\$7.50
ADA within service area	\$3.00
Beyond ADA service area, within BAT communities	\$4.00

Source: BAT

Fare Collection Infrastructure

Fare collection equipment serves two main purposes: (1) collect, count, and securely store money deposited by riders upon boarding and (2) count passenger boardings. The amendment to Massachusetts General Laws Chapter 161B in the FY 2026 state budget, which mandates fare-free service, changes considerations around the maintenance and use of fare collection equipment today and in the future.

Absent of the need to collect fares, the equipment could be used primarily to count passenger boardings. Passenger counting is a secondary function of fare equipment, and while a historically reliable method to count boardings, technology is widely available to provide more detailed passenger boarding information. For example, BAT currently uses APCs to provide ridership data that are more accurate and reliable than those derived from operator-based counts.

On-board Equipment and Ticket Vending Machines

BAT previously used Scheidt & Bachmann fareboxes on their fixed route buses, originally procured in 2011 in collaboration with MBTA. Fareboxes accepted cash, transfers, MBTA CharlieCards, and stored value passes. In 2020, BAT transitioned to account-based fares for demand response (Dial-a-BAT) service. Before implementation of the account-based system, passengers paid exact fares or purchased 10-ride pass books.

Also in 2020 BAT launched a mobile ticketing application for fixed route services. BAT passengers could use the MassDOT Bus Plus mobile application to purchase single ride tickets as well as day and multi-day passes. After creating an account, riders were able to add value to their mobile account to purchase single ride tickets or passes. When boarding, riders could activate a one-way ticket and display the ticket, or scan a monthly pass QR code for validation by the bus operator. Payment for fares using CharlieCards was also available to passengers. CharlieCards are reusable cards issued by MBTA and participating agencies, which were purchased and reloaded at ticket vending machines (TVMs) at the BAT Centre. These TVMs have since been removed.

BAT's existing farebox equipment is currently 14 years old. BAT's most recent maintenance contract with Scheidt & Bachmann in FY 2024 cost approximately \$46,000. BAT has not included replacing farebox equipment in their Capital Improvement Program; however, the equipment has reached the end of its useful life and would need to be replaced before BAT resumes collecting fares.

Retail Sales

Prior to fare-free service, passengers could pay fares using cash, transfer tickets, CharlieCards purchased at the BAT Centre TVMs. Currently, customers who wish to add money to their accounts for microtransit/on-demand services can do so through the app, by mail-in check, over the phone credit/debit payments, or by paying cash at the BAT Centre and administrative office. The BAT Centre has a customer service staff representative responsible for various tasks including providing directions, receiving and documenting compliments and complaints, and overseeing the ADA and senior paratransit service application process.

Cash Control and Management

BAT currently has minimal cash transactions and has been transitioning away from cash by offering alternative payment methods.

Fare-free Transit Best Practices

Agencies across the country have experimented with fare-free transit. This subsection details best practices for implementing a fare-free system.

Transit Access and Efficiency

Fare-free transit often increases access and efficiency.

Ridership

Fare-free transit almost always is associated with a significant increase in ridership. Fare-free transit has repeatedly shown to increase ridership by 20 percent to 60 percent for transit agencies in the United States. BAT's fixed route ridership increased by over 100 percent from FY 2023 to FY 2025 with the expansion of fare-free service. Studies suggest that 5 percent to 30 percent of new trips resulting from fare-free policy come from those who previously took other motorized modes of travel (Volinski 2012).

Operational Efficiency

Fare-free transit simplifies both the ride experience for passengers and the workload of operators. Without fare collection, dwell time per passenger during boarding and alighting is reduced without the queues at the farebox; it also enables more efficient all-door boarding. Shorter dwell time improves on-time performance and service reliability. Fare-free transit has

been acknowledged to have significantly improved on-time performance at RTAs in Massachusetts (Baxandall 2025).

Free fares may encourage more frequent shorter rides by passengers who may have otherwise walked. Despite the reduced dwell time per passenger resulting from elimination of farebox queues, more stops and larger boarding and alighting volumes may negatively impact absolute dwell time. This is most acute where stops are located in close proximity to each other and can be mitigated with increased spacing that balances operational efficiency with passenger access.

Financial Health

If not collecting fares, agencies must replace lost revenue; this is balanced against the fact that it costs agencies money to collect fares in the first place.

Revenue Sources

Identifying and acquiring alternative revenue sources to replace fare revenue is a significant barrier to implementing and maintaining fare-free transit. Securing a funding source for Massachusetts RTAs is essential to the maintenance of fare-free transit.

Revenue Collection Costs

The loss of revenue by eliminating fare collection is a concern for RTAs. However, fare-free transit also provides an opportunity for cost savings. Fare-free transit eliminates costs associated with the administration, enforcement, and equipment maintenance of fare collection. Fare administration, collection, and enforcement has been documented as consuming over 25 percent of fare revenue at Massachusetts RTAs (Worcester Regional Research Bureau 2019).

Increased ridership resulting from fare-free transit often creates the need for increased capacity. RTAs may need to act to effectively handle the increased demand, such as expanding fleets, hiring more staff, or expanding service. Agencies should anticipate or acknowledge the potential for higher costs associated with providing higher capacity service to accommodate increased ridership.

A bigger challenge for BAT may be the complementary paratransit service provided for older adults and people with disabilities. Paratransit services do not scale the same as fixed route services. The personalized nature of the service means that as more riders book more trips, both vehicle and staff productivity tends to fall and capacity to provide trips becomes strained. Funding is needed to not only replace revenue lost to fare suspension but also provide resources to hire and train additional staff needed to meet the growing demand for paratransit service.

Operator and Passenger Experience

Farebox disputes are the most likely incident that results in transit operator assaults. FTA reports operator assaults per unlinked passenger have increased fourfold from 2009 to 2020 (Van Eyken 2022). Fare-free transit programs improve operator safety by eliminating conflict over fare collection and have generally received positive feedback from operators.

Future of Fare-free Regional Transit

Funding fare-free transit in the future comes with both risks and opportunities.

Risks

Risks that go along with funding fare-free transit include the uncertainty of continued state funding and the provision of fare collection equipment should fare collection resume.

State Funding

Starting in the FY 2024 state budget, fare-free service was funded with a discretionary grant program appropriated annually and funded with Fair Share Amendment revenue. The FY 2026 state budget amended Massachusetts General Laws Chapter 161B with a mandate for fare-free transit service. The transition from a discretionary program to a statutory funding requirement provides a greater degree of certainty to BAT that the funds will be available each year; however, “subject to appropriation” in the amendment suggests that the funding could be at risk from prolonged budgetary constraints.

Fare Equipment State of Good Repair

The amendment to Massachusetts General Laws provides certainty that lost fare revenue will be reimbursed. The risk, however, is that if the state budget is constrained and funds are not appropriated to reimburse lost fare revenue, BAT will not have the capacity to collect fares once fare collection equipment has been phased out. BAT anticipates a minimum one-year lead time from issuing a Notice to Proceed to installation of new fare collection equipment.

With the additional time needed to draft and publish a Request for Proposals, the timeline for a fare collection system design and implementation can take years. The long lead time means it is unlikely a new system can be deployed between the time fare-free funding is suspended and revenue is needed to maintain a balanced operating budget.

Opportunities

Opportunities for revenue enhancements to replace farebox collections are limited. Higher ridership may make advertising space inside the bus, at terminals, and stops more attractive as it is visible to more people. Additional vehicles in service to meet the demands of higher ridership may present more opportunities for vehicle exterior advertising space.

Without the need for a fare collection system, BAT can spend limited capital funds in technology that improves operations.

Future of Fare-Free Policy

With the passage of the FY 2026 state budget and the changes to Chapter 161B, there is increased certainty in the state policy environment with regard to fare-free regional transit. RTAs around the Commonwealth may choose to make policy and operational decisions that assume future funding replacement for fare revenue.

Appendix B Environmental Policy

The Commonwealth of Massachusetts has set ambitious statewide goals regarding environmental quality, as have many of its regions and municipalities. With transportation emissions contributing significantly to statewide greenhouse gas emissions and poor air quality, efforts to reduce those emissions through technology or encouraging transit ridership are described in this appendix. This appendix highlights how those environmental policies or programs may intersect with, inform, or drive BAT actions.

Overview of Environmental Policies that May Intersect with Regional Transit Authority Activities

The following sections identify RTA activities and the associated supportive policies:

- **Commonwealth policies** are statewide policies or goals that support specific RTA activities.
- **Regional policies** are any climate action plans established by Regional Planning Agencies if those plans include transportation goals, targets, or actions.

RTA-specific goals and studies are another important source of information supporting specific RTA actions regarding environmental quality. Together, the statewide and regional policy context should help to inform decision making and goals contained within these 5-year CRTP.

Foundational Commonwealth Environmental Policies

There are several foundational Commonwealth policies that set the stage for greenhouse gas emissions reductions from the transportation sector. These policies may support numerous RTA activities as they relate to greenhouse gas emissions reductions, given the alignment between emissions reductions and maximizing transit ridership, serving transit-oriented places, and installing green energy infrastructure.

- **Global Warming Solutions Act:** Signed into law in August 2008, this act required the Massachusetts Executive Office of Energy and Environmental Affairs to set economy-wide greenhouse gas emissions reduction goals, including for transportation, that achieve a 10 percent to 25 percent reduction below statewide 1990 levels by 2020 and at least 80 percent reduction below statewide 1990 levels by 2050 (Commonwealth of Massachusetts 2008b).
- **Commission of the Future of Transportation in the Commonwealth:** Established by Executive Order 579 (Baker 2018) in 2018, this commission developed multiple recommendations related to reducing greenhouse gas emissions and promoting energy efficiency (Governor's Press Office 2018).
- **2050 Decarbonization Roadmap:** Published in December 2020, the Roadmap is a result of Massachusetts Executive Office of Energy and Environmental Affairs planning process to identify cost-effective and equitable strategies for Massachusetts to reach its goal of 85 percent greenhouse gas emissions reductions by 2050 and achieving net zero emissions (Commonwealth of Massachusetts 2020).
- **Clean Energy and Climate Plan for 2050:** Released in 2022, this plan represents Commonwealth policies and strategies to reach net zero in 2050 (Commonwealth of Massachusetts 2022).
- **Green Communities Act:** Signed in 2008, this act expanded energy efficiency, supported the development of renewable energy resources, created a greener state

building code, and created the green communities program (Commonwealth of Massachusetts 2008a).

- **Beyond Mobility:** The statewide long-range transportation plan, published in 2024, lays out a number of actions to be undertaken by MassDOT, several of which focus on reducing greenhouse gas emissions from the transportation sector (Commonwealth of Massachusetts 2024a).

Maximizing Transit Ridership

Efforts by the Commonwealth as well as regionally have sought to maximize transit ridership.

Commonwealth Efforts

A key method of reducing environmental impact of the transportation sector is increasing ridership on transit, particularly if it shifts people from single-occupancy vehicles into a comparatively efficient transit bus. There have been multiple efforts undertaken at the statewide level to increase RTA ridership:

- **Funding for Fare-Free Service:** After a \$15 million pilot for fare-free RTA transit in FY 2024, Massachusetts approved funding in its FY 2025 budget granting \$30 million to 13 RTAs to provide year-round, fare-free service (MassDOT 2024a).
- **Coordination of Service Providers:** MassDOT provides a toolkit on coordinating service providers to maximize mobility, increase ridership, and serve riders more efficiently. The toolkit includes case studies, ways to get involved, and Coordinated Human Service Transportation Plans developed by Regional Planning Agencies (Commonwealth of Massachusetts 2025d).
- **Mobility Management:** MassMobility is a MassDOT initiative that aims to increase mobility for those who lack transportation access, including older adults, people with disabilities, veterans, and low-income commuters (Commonwealth of Massachusetts 2025e).
- **Regional Transit Innovation Grant:** MassDOT has provided grants that provide funding to transit providers for innovative projects. Eligible projects enhance or expand existing service, provide innovative transit service, improve connectivity of rural areas and between regional transit service areas, or support electrification (Commonwealth of Massachusetts 2024b).
- **310 Code of Massachusetts Regulations 60.05, Global Warming Solutions Act Requirements for Transportation:** Includes requirements that support maximizing transit ridership and may be an effective tool for RTAs who are working to increase ridership in communities that they serve.

Regional Efforts

The following regional policies are supportive of maximizing transit ridership.

- OCPC/Metropolitan Area Planning Council (MAPC), *Greater Boston Priority Climate Action Plan* (MAPC 2024): Expand public transit service.

Serving Transit-Oriented and Transit-Dependent Places

Both the Commonwealth and local governments have created policies geared towards serving transit-oriented and dependent places.

Commonwealth Efforts

There are several statewide initiatives to support the development of transit-oriented places and to focus transit service on those places that are most dependent on public transportation.

- **Massachusetts Chapter 40R, or The Smart Growth Zoning Overlay District Act, Chapter 249 of the Acts of 2004:** Encourages dense residential and mixed-use development through “smart growth” zoning districts. The goal is to increase housing supply by increasing the amount of land zoned for dense housing, including a high percentage of affordable housing units to be located near transit stations. Communities are eligible for Chapter 40R payments and other financial incentives upon state review and approval of a local overlay district (Commonwealth of Massachusetts 2025b).
- **Section 3A of Massachusetts General Laws c.40A, also known as the MBTA Communities Law:** The goal of this law is to create zoning that encourages the development of housing in areas served by MBTA rapid transit (Commonwealth of Massachusetts 2025f). Given the overlap between RTA and MBTA rapid transit-served areas, as housing developments come to those areas targeted by the law, RTAs may consider enhancing complementary fixed route service depending on the context and need.

Regional Efforts

The following regional policies are supportive of serving transit-oriented or transit-dependent places.

- OCPC/MAPC ,Greater Boston Priority Climate Action Plan (MAPC 2024):
 - Build, improve, and expand infrastructure to support multimodal transportation.
 - Connect infrastructure to public or shared modes of transportation.

Vehicle Emission Reductions

The Commonwealth and regional government have developed policies meant to reduce vehicle emissions.

Commonwealth Efforts

The Commonwealth has provided policy and funding support for transition of public transportation vehicles to zero-emission forms of propulsion. This complements RTA efforts to incorporate low- and zero-emission vehicles into their fleet.

- **H.5060 An Act Driving Clean Energy and Offshore Wind, the Clean Energy and Climate Plan for 2050:** This act contains numerous transportation-related actions. This policy can be supportive of those efforts in that it calls for the MBTA bus fleet to be all electric by 2040; RTAs could potentially leverage that electrification effort to support procurement of their own electric vehicles. Additionally, it requires MassDOT to provide technical and funding assistance to RTAs to help electrify their fleets and to provide RTAs with assistance to create an electric bus rollout plan. MassDOT is also directed to consult with RTAs on developing and issuing recommendations for a program of incentives for authorities to develop and maintain buses and other zero emissions vehicles (Bill H.5060 2022). The directives to MassDOT could be a significant source of support for RTAs in this work.

- **Beyond Mobility:** This statewide plan contains a specific action to support electrification of public transportation vehicles, including RTA vehicles (Commonwealth of Massachusetts 2024a).

Regional Efforts

The following regional policy is supportive of electrification.

- OCPC/MAPC, Greater Boston Priority Climate Action Plan (MAPC 2024)
 - Decarbonize and electrify bus transit
 - Create and support electric vehicle (EV) car share programs
 - Expand technical and financial assistance programs for residents and small businesses to purchase EVs.
 - Explore group purchasing opportunities for municipalities and residents to purchase EVs at lower negotiated prices.
 - Develop a regional EV charging network strategy.
 - Explore EV charging incentives and cost reduction programs.

Supportive Local Efforts

BAT's transportation planning efforts may coordinate with or support existing plan and policy goals for communities within the BAT planning area. Currently, Randolph is the only community with a local climate action plan, included as part of the Greater Boston Priority Climate Action Plan (MAPC 2024). This plan also includes a transportation-specific component. For cities that do not have climate plans or whose climate plans do not contain transportation related actions, the transportation planning work of BAT may help to fill the gap.

While transportation actions varied across communities, general themes emerged around mobility, access, affordability, greenhouse gas emissions reductions including electrification, and protecting transportation infrastructure (e.g., roads, bridges, culverts) from the effects of climate change to maintain continuity of operations and evacuation routes.

Challenges and Opportunities

BAT is actively working towards environmental goals set forth in state, regional, and local plans including fleet electrification transition efforts. Transitioning from combustion engine vehicles to alternative fuel vehicles requires long lead times as it can take two years to procure electric buses. Fleet electrification also requires installing charging infrastructure, which takes careful planning and consideration to incorporate into existing facilities. This also requires coordination with local utility companies, which adds time to the overall procurement and installation process. To date, BAT has five 35-foot electric buses on the road with another seven scheduled for delivery in 2026. These buses will likely be accompanied by additional charging infrastructure, including potential solar canopies and battery storage.

For its efforts, BAT received a Green Fleet award from the National Association of Fleet Administrators and was ranked 48th in the country for environmental investments.

Additionally, BAT has initiated a design and construction program to enhance its green infrastructure at the BAT Centre, parking garage, and administrative offices.

Appendix C Public and Stakeholder Engagement

This appendix provides details from public and stakeholder engagement activities conducted as part of this CRTP update.

Virtual Stakeholder Meeting

- **Topic:** Comprehensive Regional Transit Plan
- **Date and time:** September 4, 2025, 1 PM to 2 PM
- **Location:** Virtually, through Zoom

Attendees

This meeting included stakeholders from organizations, planning groups, COAs, educational institutions, and other groups from the region.

Agenda

- Welcome
- Introductions
- Comprehensive Regional Transit Plan (CRTP)
- Feedback: Live Polls
- Q&A
- Next Steps

Interactive Activities

BAT solicited comments from attendees through two activities: a live poll function and a whiteboard activity.

During the meeting, a live poll with three questions was administered.

Question 1: Participants were asked how important enhanced coordination is between BAT and MBTA services:

- Extremely Important (50 percent)
- Very Important (50 percent)

Question 2: Participants were asked what BAT should prioritize if additional funding becomes available and were able to choose as many answers as they wanted:

- Expanding fixed route service coverage (75 percent)
- Continue free-fare services (92 percent)
- Increasing frequency on existing routes (33 percent)
- Improving coordination with MBTA commuter services (42 percent)
- Developing microtransit or demand response options (58 percent)
- Upgrading bus stops and passenger amenities (67 percent)
- Investing in electric or low-emission buses (17 percent)

Question 3: Participants were asked what type of service expansion would have the most positive impact:

- More evening and weekend service (92 percent)
- More frequent service during peak commute hours (58 percent)
- Expanded coverage to underserved communities (58 percent)
- Partnerships with ride-hailing/microtransit providers (75 percent)

During an interactive whiteboard activity (Figure 43), participants were asked to answer two questions with open-ended responses: "In what ways could BAT promote services?" and "What's the biggest transportation challenge in your community that BAT could help solve?"

Figure 43. Interactive Whiteboard Activity

BAT Whiteboard Activity

Step 1: Click on a sticky note and then click on the whiteboard.

Step 2: Click on the note again to add your comment to be shared within the meeting.

Step 3: Add reactions from the menu to other comments on the board.

Solutions 1

In what ways could BAT promote services?

- Add a comment
- Postings in media outlets in LEP languages
- Social Media
- more clear/visible bus stops
- Online/Social Media to reach younger population
- Flyers in libraries, malls, and other community centers.
- Providing after our services
- Using the Fair Share money
- add tech features

What's the biggest transportation challenge in your community that BAT could help solve?

- Having bus stop proper signs, more pole lights, and proper shelters for the members of our community.
- Expand services to additional surrounding towns.
- provides transportation when no access to automobile.
- Increase service to additional areas of Stoughton.
- Many of our community members struggles holding a job because there is not bus services after 9 pm.
- spread area of Brockton's surrounding towns, getting 'micro transit' access to main service
- The apps aren't working properly
- Provides connection to commuter rail.
- ride share supports and smaller vehicles with more flexible deployment

Stamp reactions

✓ ✗ ❤️ ?

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Answers for the question, "In what ways could BAT promote services?" included:

- Postings in media outlets in LEP languages
- More clear and visible bus stops
- Online/social media to reach younger population
- Social media
- Flyers in malls, libraries and other community centers
- Tech features
- Using Fair Share money

Answers for the question, "What's the biggest transportation challenge in your community that BAT could help solve?" included:

- Proper bus stop signs, more pole lights and proper shelters
- Expand services to additional surrounding towns

- Many community members struggle holding a job because there isn't bus services after 9 PM
- The apps aren't working properly
- Provides transportation when there's no access to an automobile
- Spread to the area of Brockton's surrounding towns, getting "micro transit" access to main service
- Ride share supports and smaller vehicles with more flexible deployment
- Provides connection to the commuter rail

Meeting Discussion

A participant from the Brockton Worker's Alliance said her group was conducting a member survey effort and had heard feedback about a need for bus stop signs and shelters. BAT's staff said BAT's service has historically been a "flag stop" system, with less emphasis on fixed stops. With increasing ridership, BAT is establishing more permanent stops and signage.

Key Takeaways

- Coordination with MBTA is a top priority, signaling a need for continued integration with regional transportation systems.
- Fare-free service and expanded coverage are key priorities.
- Evening and weekend service are critical, especially to support those who need access to transportation to reach jobs that have late hours.
- Visibility and communication need improvement, including clear and visible bus stops and signage, multilingual outreach in traditional and social media, and better technology features and app reliability.

In-Person Stakeholder Meeting

- **Topic:** Comprehensive Regional Transit Plan
- **Date:** September 4, 2025
- **Location:** In person, at BAT's office in Brockton, MA

Attendees

BAT's meeting included Brockton Mayor Robert Sullivan, Brockton Police Chief Brenda Perez, and a representative from the Brockton Department of Public Works (DPW) for a stakeholder meeting to discuss the CRTP and the future of public transit in Brockton.

Agenda

- Welcome
- Introductions
- Comprehensive Regional Transit Plan (CRTP)
- Feedback: Live Polls
- Q&A

- Next Steps

Discussion Points

During the meeting, BAT presented slides about CRTP goals and the current state of BAT, including ridership trends, new initiatives, and current and future funding.

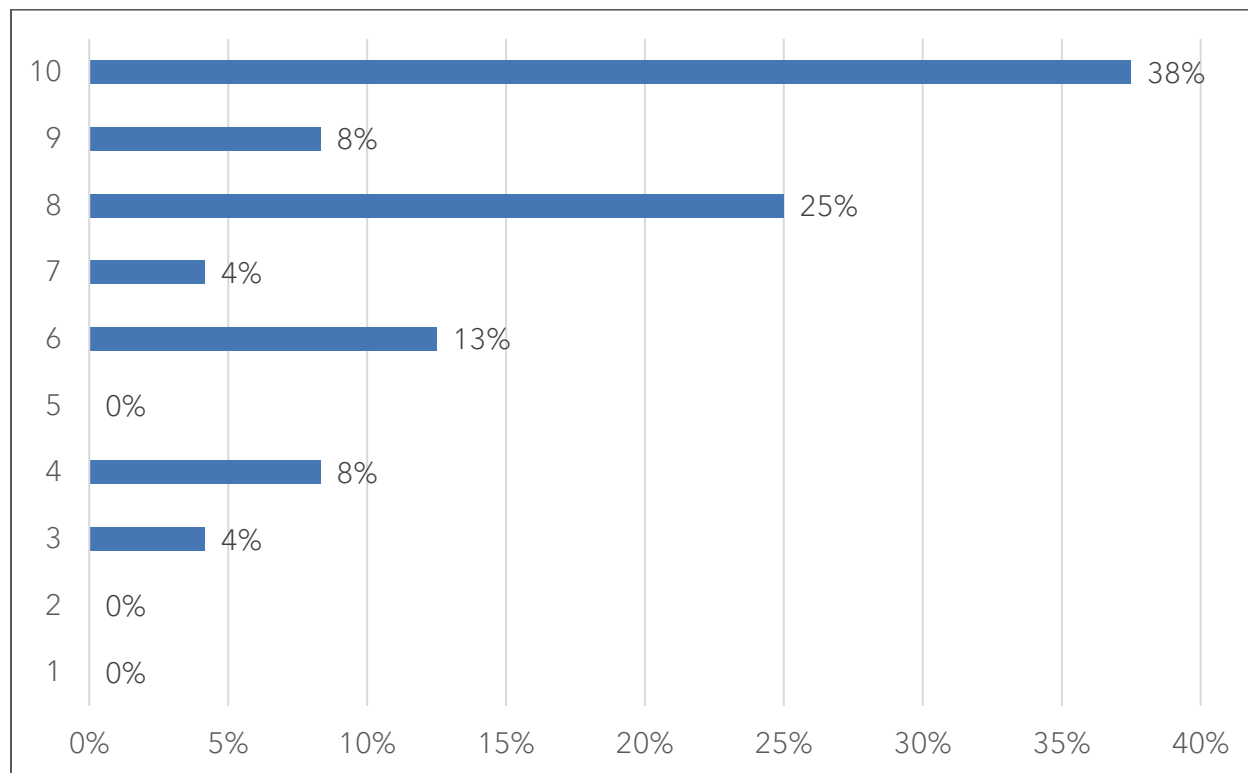
Takeaways

- Mayor Sullivan expressed strong support for BAT's work, noting that BAT provides an essential service to residents. He emphasized the need for more visible and accessible bus stops across the city and praised the fare-free program as a valuable resource for the community.
- Chief Brenda Perez echoed these sentiments, highlighting the importance of maintaining safe and secure bus stops while commending BAT for helping residents access jobs, schools, and critical services. She reaffirmed the Police Department's commitment to working closely with BAT on safety initiatives.

Rockland Public Survey Results

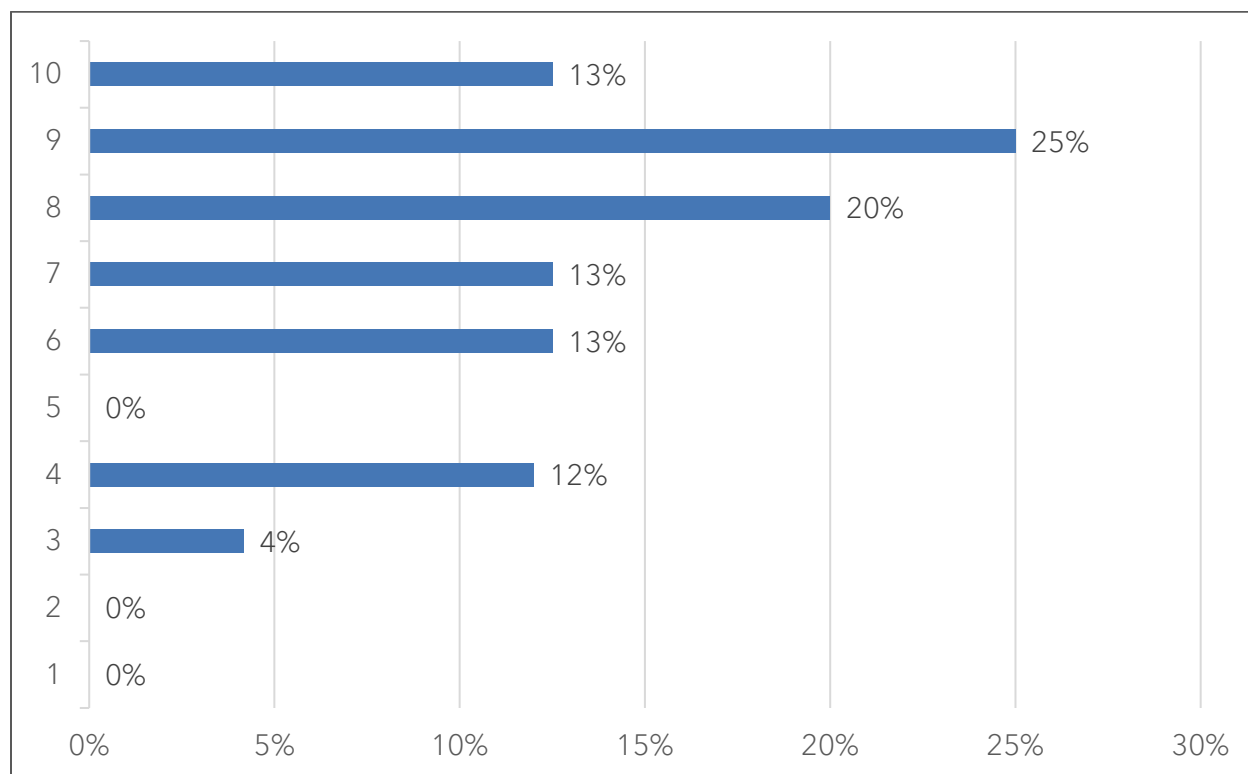
Survey responses on overall satisfaction with BAT Flex Service on a scale of 1 to 10 (Figure 43) reflected the following ratings.

Figure 44. How satisfied are you with the BAT Flex Service? Please rank on a scale of 1 (Not at all satisfied) to 10 (Extremely satisfied).



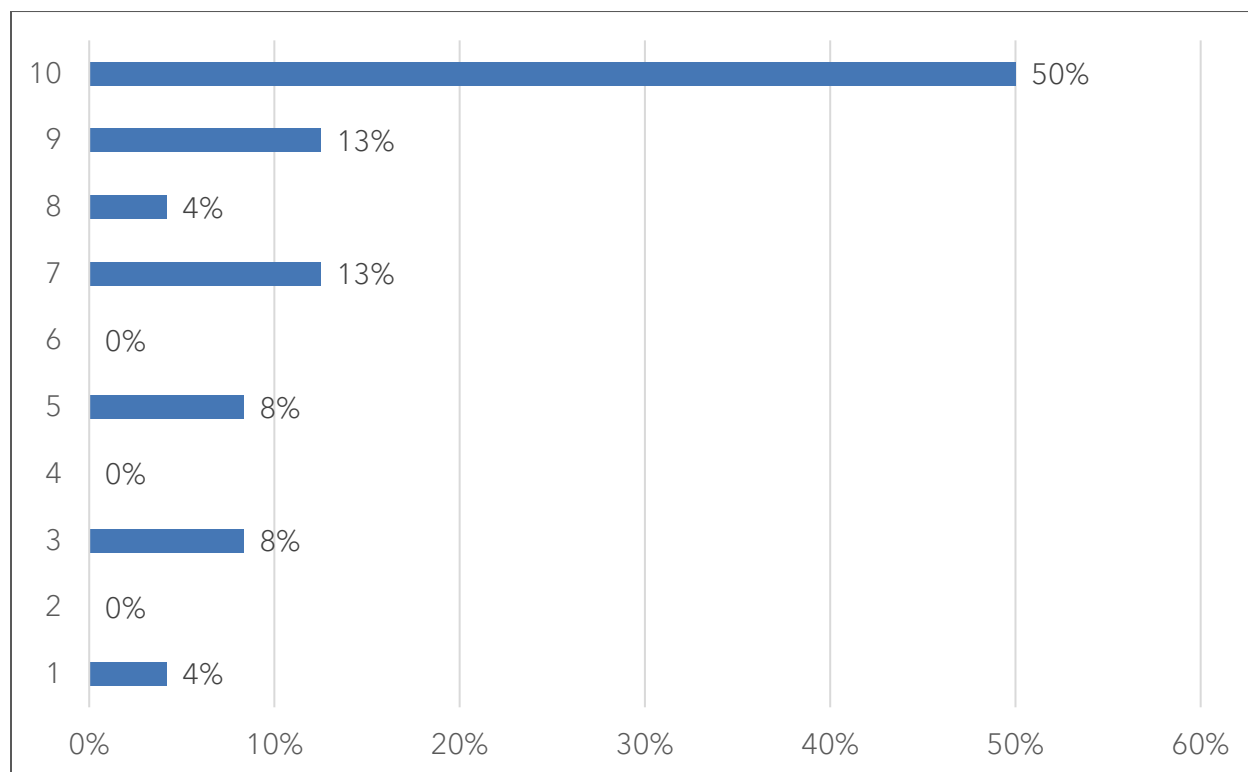
Survey responses for reliability of BAT Flex service on a scale of 1-10 (Figure 44) reflect good satisfaction with BAT Flex reliability.

Figure 45. How reliable is the service? Please rank on a scale of 1 (Not at all reliable) to 10 (Extremely reliable).



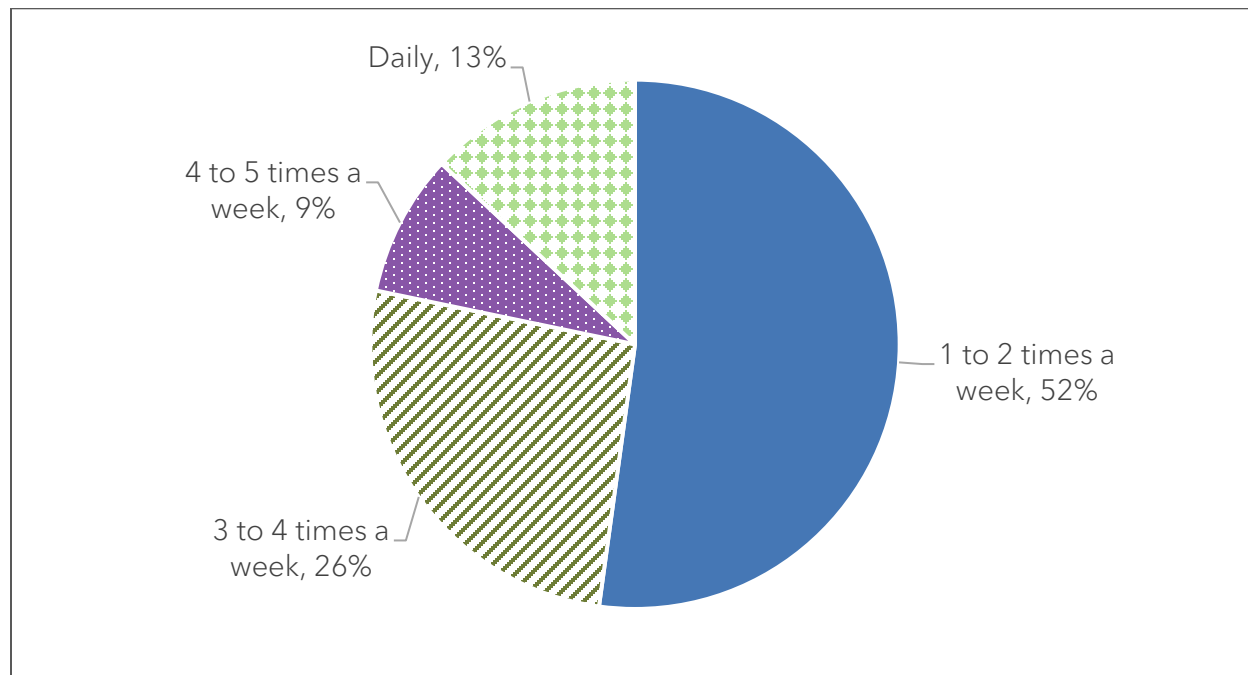
Survey responses on ease of booking a ride in the system on a scale of 1-10 (Figure 45) reflected strong satisfaction with ease of booking, the highest-rated aspect of BAT Flex service.

Figure 46. How easy is it to book a ride using the current system? Please rank on a scale of 1 (Not at all easy) to 10 (Extremely easy).



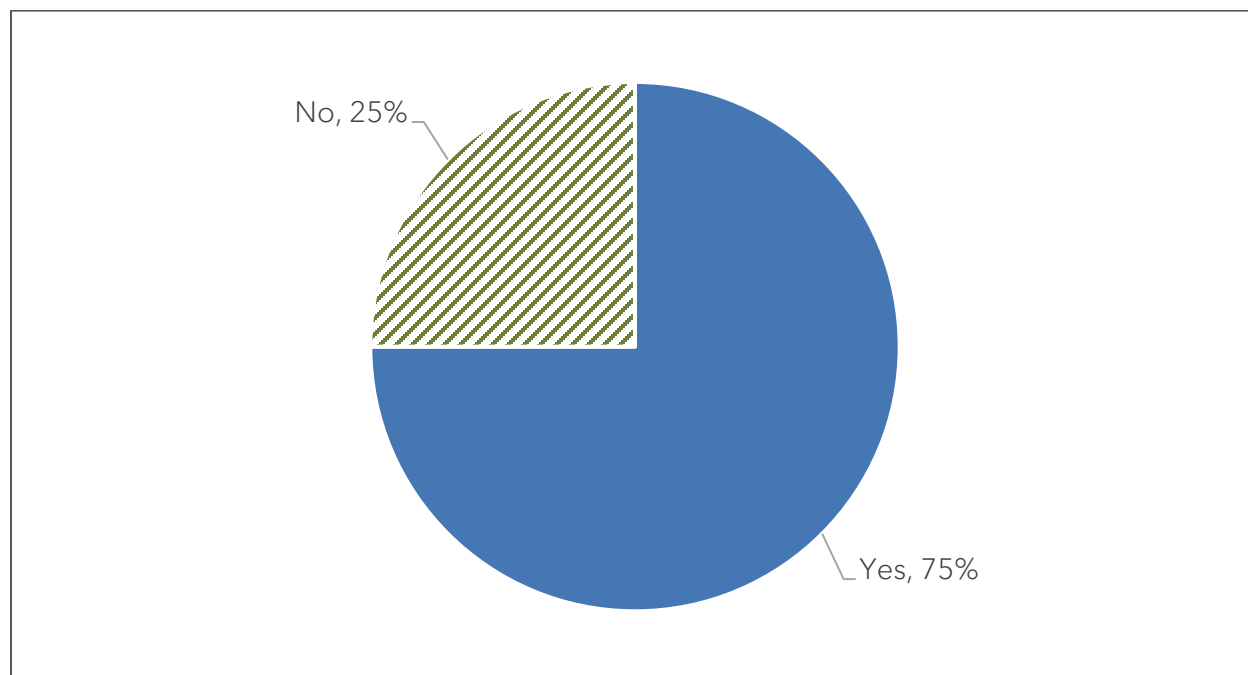
Survey responses for frequency of use of the BAT Flex service in a week (Figure 46) reflected frequent weekly usage of BAT Flex service.

Figure 47. How often do you use BAT Flex in a typical week?



Survey responses for if the current hours for BAT Flex meet needs (Figure 47) reflect that 75 percent of respondents answered yes and 25 percent answered no.

Figure 48. Do the current service hours (7:30 AM – 6:30 PM) meet your transportation needs?



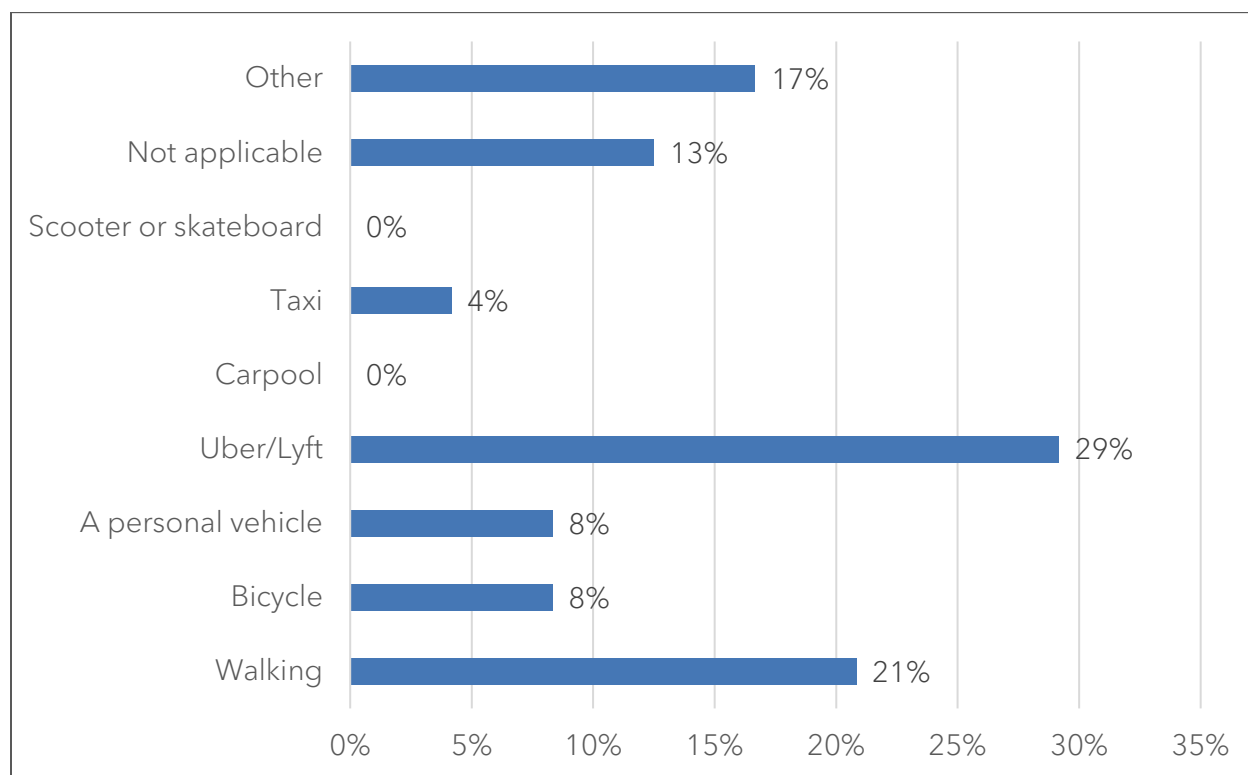
Respondents were asked what hours would better serve their transportation needs and answered with the following write-in responses:

- 6 AM

- Until 8 PM
- At least until 10 to 11 PM
- 6 AM to 8 or 9 PM
- 6:30 AM to 8:00 PM
- They should be available until at least 10 PM

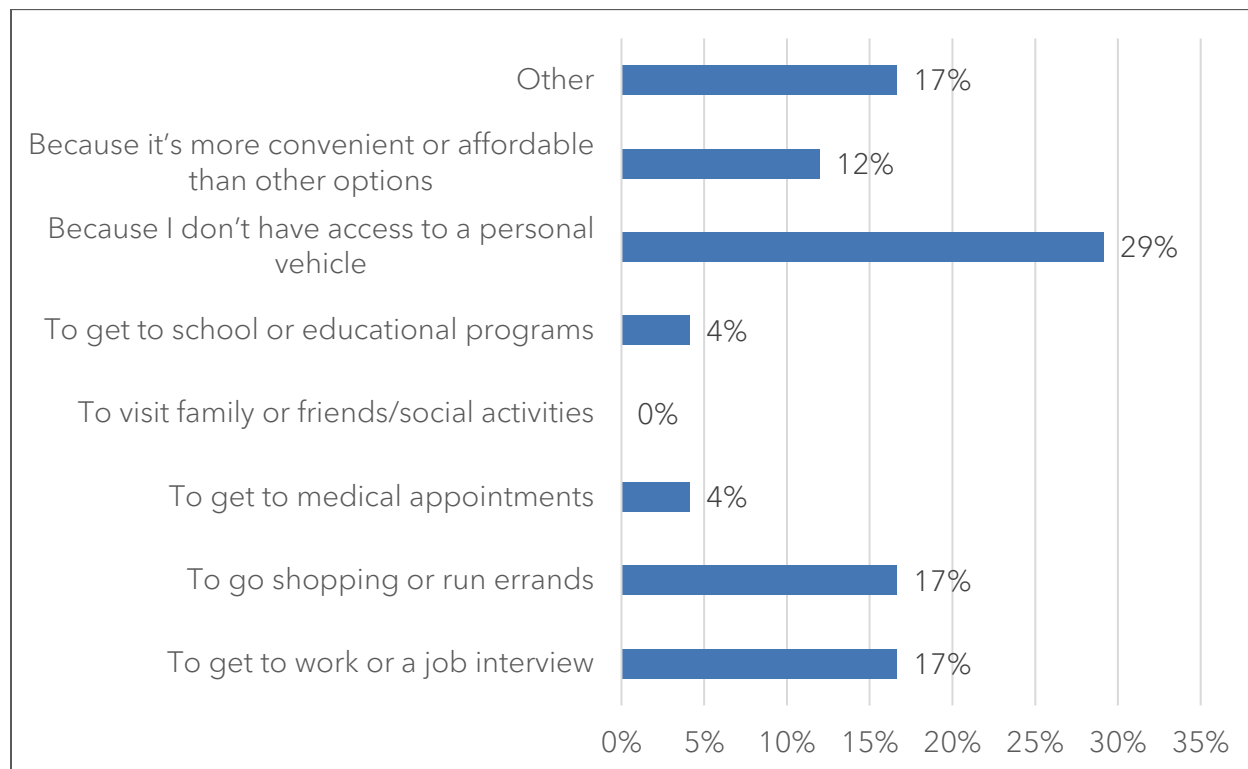
Survey responses for what method of transportation riders use outside of BAT Flex hours (Figure 48) reflected that Uber/Lyft, which are similar to Flex service, was the most common choice. Significantly, use of a personal vehicle was selected by only 8 percent of respondents, showing the importance of public and active transportation options for travel.

Figure 49. What method of transportation do you use if you need to travel outside of the current service hours?



Survey responses on the main reason riders use BAT Flex (Figure 49) reflected that, as noted above, lack of access to a personal vehicle is the largest reason for using BAT Flex.

Figure 50. What is the main reason you use BAT Flex?



Respondents were asked what would make them use BAT Flex more in the future and responded with the following write-in responses:

- More buses and drivers
- For it to be free because there are people out there that are disabled. They should not be charging for my grandson he is only three years old.
- If they would go to other towns like Abington, Norwell, Weymouth
- If I could order it in Abington and not have to walk all the way to T station to order the bus
- Go to Massasoit Community College and book from the app.
- Make it free, like the fixed route service or the MWRTA catch connect, as it is also a microtransit service, but is free.
- More stops in the Brockton area, such as Westgate, Courthouse, Walmart
- I am not needing it as often.
- Get to work
- More buses
- It's a great service. I'll continue to use it.
- By extending the service areas you can travel to.
- Better hours
- I'd like it to go to Weymouth and Norwell for my doctor's appointments.
- I believe the car seat rule is frustrating when transferring to the Brockton BAT bus. The Brockton BAT bus doesn't need car seats and expecting families with multiple children

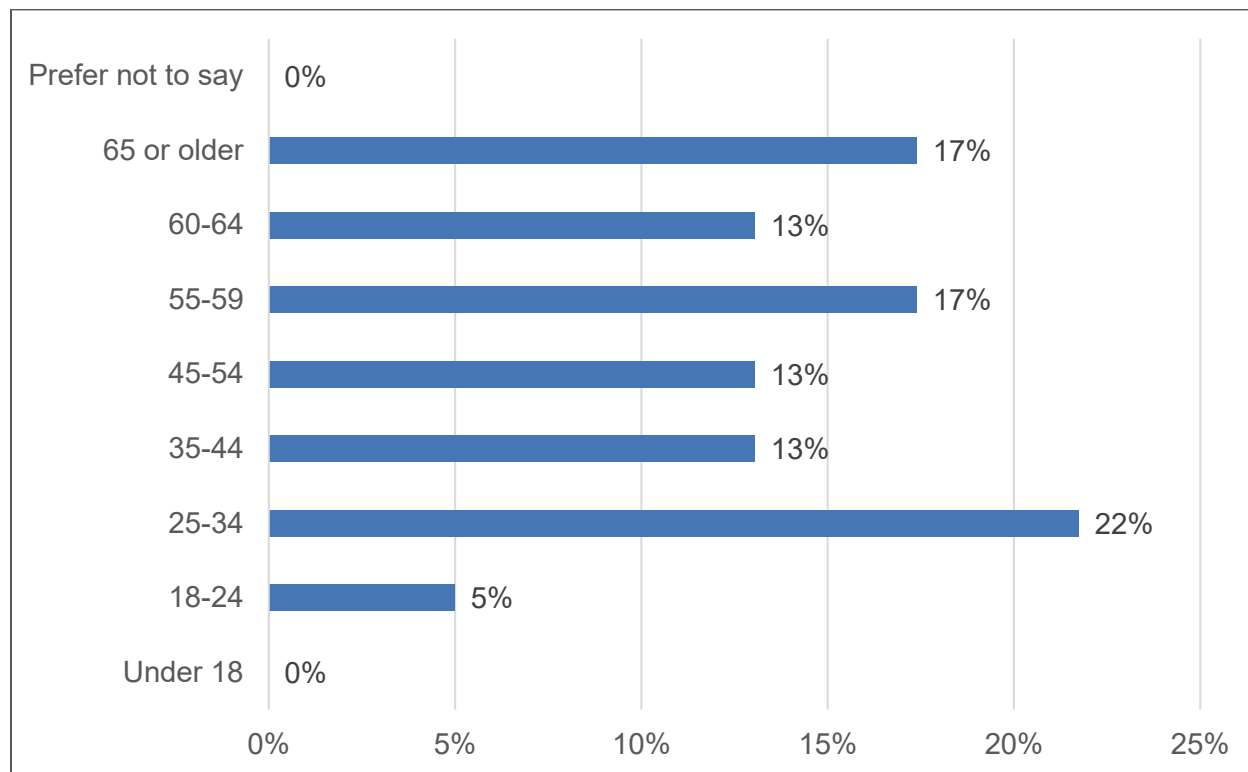
to carry seats on bus - it makes things harder and easier to Uber. I think this situation needs to have a better solution.

- Later hours, more
- It's a great service; I'll continue to use it as long as it's available.
- If I was healthier and more fit.

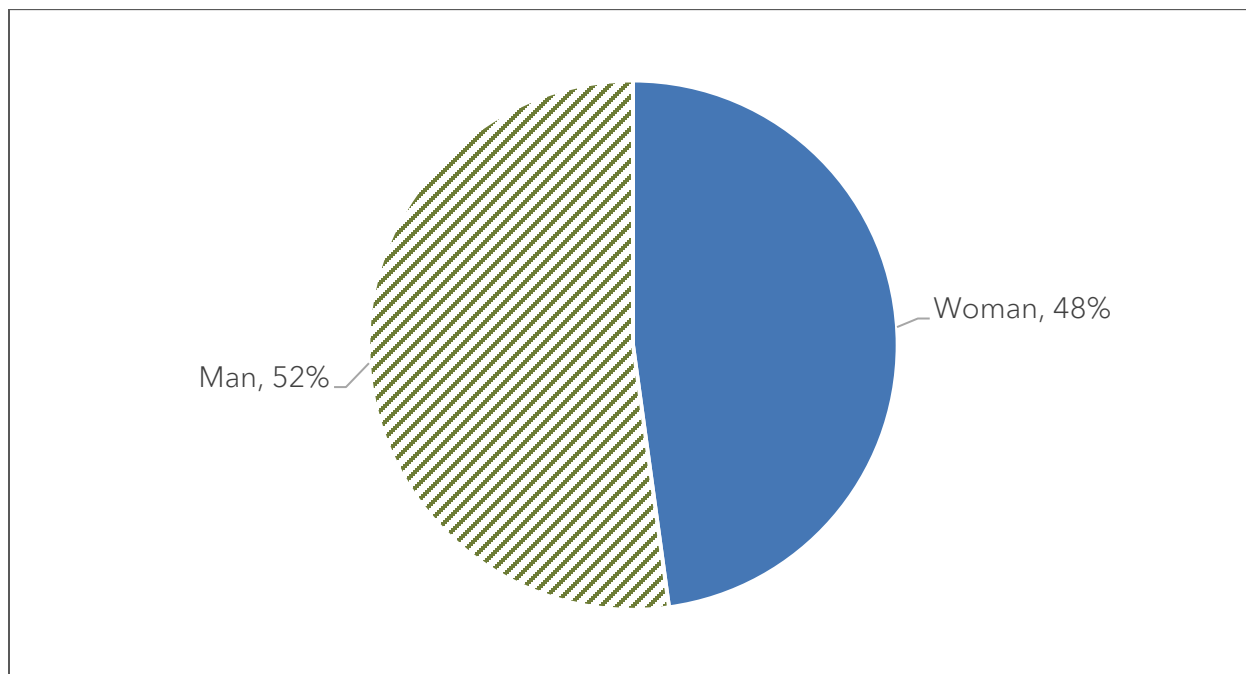
Survey Demographics

Survey responses on rider age (Figure 50) reflect a diverse range of ages using the service.

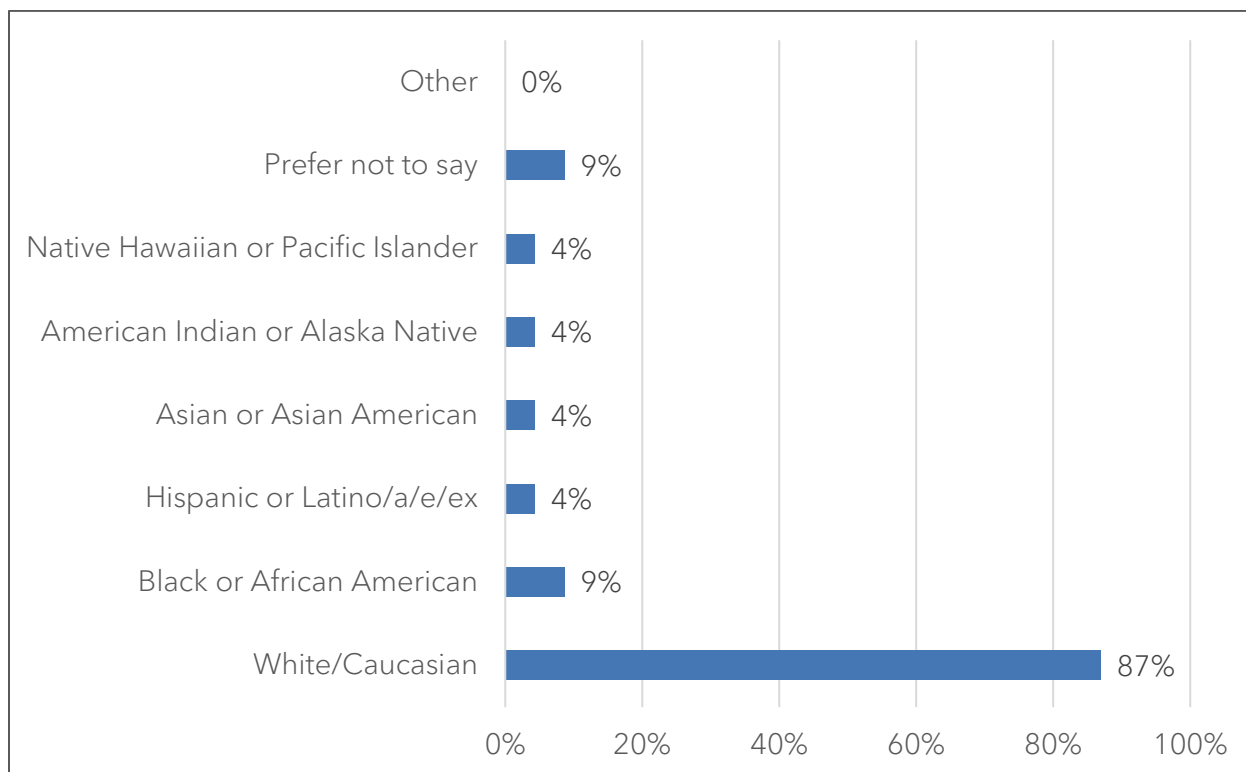
Figure 51. What is your age?



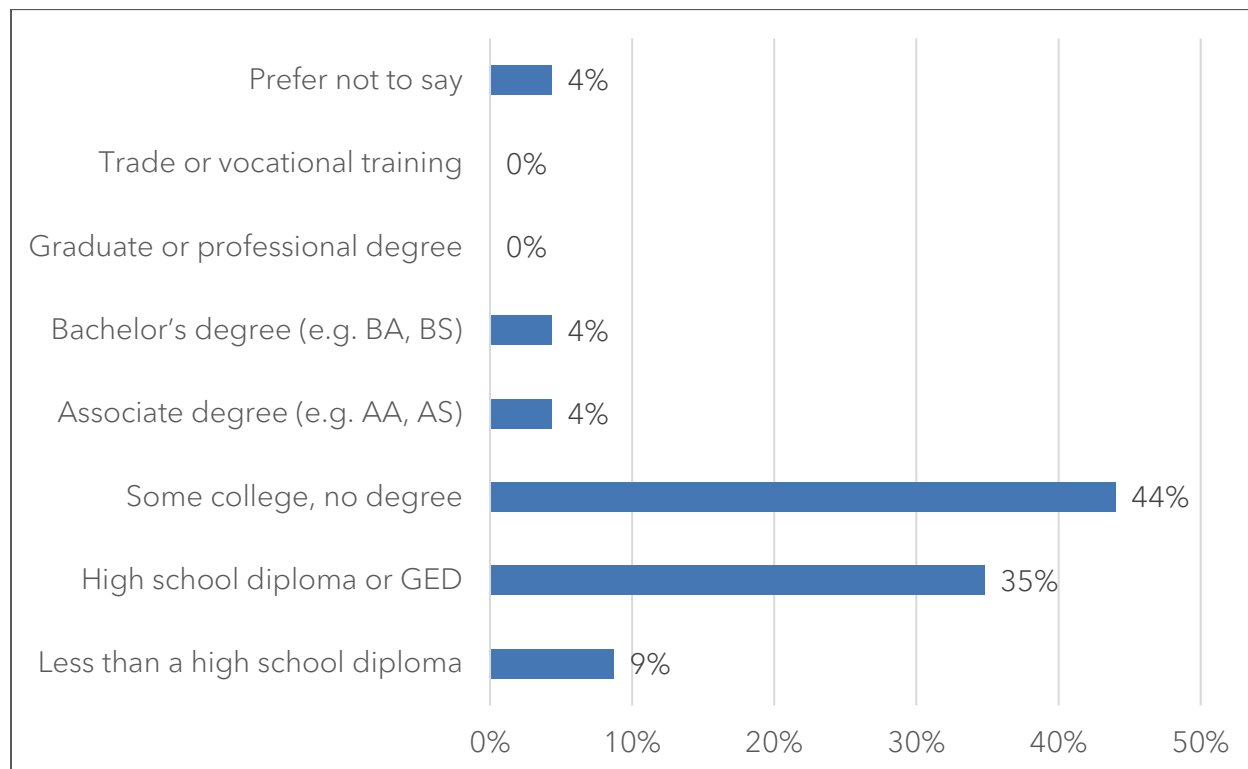
Survey responses for rider gender (Figure 51) reflected that 52 percent of respondents were men, and 48 percent were women. No respondents selected "non-binary" or "prefer not to say."

Figure 52. What is your gender?

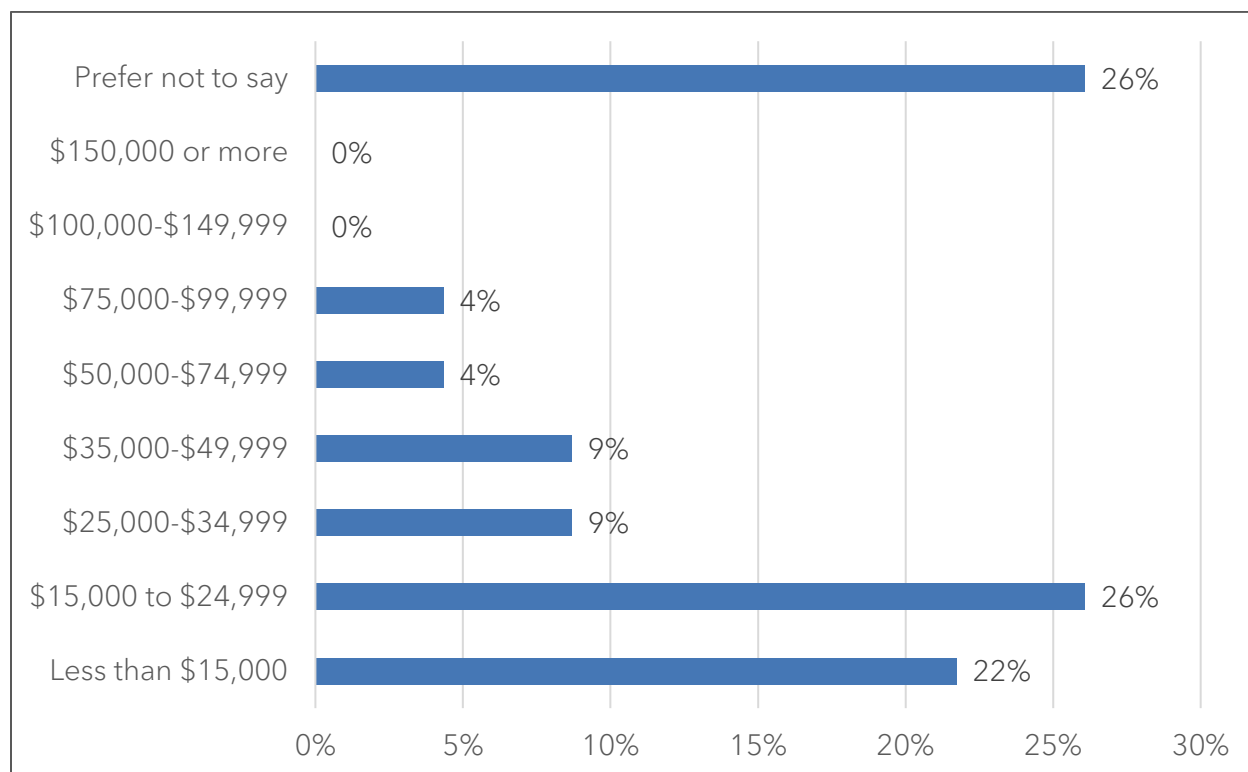
Survey responses on race/ethnicity (Figure 53), where respondents could select multiple answers, reflect the following demographics.

Figure 53. What is your race/ethnicity? (Select all that apply)

Survey responses on highest level of educational attainment (Figure 53) reflect that users tended to have less than a post-secondary degree.

Figure 54. What is your highest level of educational attainment?

Survey responses for annual household income (Figure 54) reflected the importance of BAT Flex to lower-income individuals.

Figure 55. What is your annual household income?

Survey responses for how many vehicles rider's households had access to (Figure 55) reflected that 67 percent of respondents had no access to vehicles, 21 percent had access to one

vehicle, 8 percent had access to two vehicles, and 4 percent had access to three or more vehicles.

Figure 56. How many vehicles does your household have access to?

