

WEBVTT

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00:00:49.840 --> 00:00:55.770

Jessica Peyton / SPUR Public Programs: But hi, everybody! My name is Jessica Payton, and I am one of Spurs senior associates of public engagement.

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00:00:55.960 --> 00:01:13.540

Jessica Peyton / SPUR Public Programs: Thank you so much for joining us today for this digital discourse to our spur members. Thank you for your support. If you're not a member, I encourage you to join to support spurs, ongoing work and using education, policy, analysis, and advocacy to make our cities and region more prosperous, sustainable, and equitable places to live.

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00:01:13.630 --> 00:01:24.150

Jessica Peyton / SPUR Public Programs: Your financial support enables us to continue our work, including the hosting of programs just like today's you'll find more information about membership online@spur.org slash join.

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00:01:24.860 --> 00:01:46.680

Jessica Peyton / SPUR Public Programs: I also want to quickly call your attention to our next upcoming program scheduled for Tuesday, May Second at 1230 P. M. At the Spur Urban Center. It is how we got a National Park at the Golden Gate. As we celebrate the fiftieth anniversary of the Golden Gate National Recreation area we reflect on the formation of this 82,000 Acre National Park in our midst.

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00:01:46.810 --> 00:01:59.760

Jessica Peyton / SPUR Public Programs: The effort started with, then Spur Executive director, John Jacobs, Sierra Club, President LED. Weyburn, and Volunteer Amy Meyer, who together founded people for a Golden Gate National recreation area supported by college Student Mia and Row.

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00:02:00.490 --> 00:02:08.580

Jessica Peyton / SPUR Public Programs: Here Amy Meyer and Mia Monroe relate how enthusiastic public support smart smart policies, and a little bit of luck changed our region forever.

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00:02:08.860 --> 00:02:16.820

Jessica Peyton / SPUR Public Programs: And now the reason you are all here today. Today's digital discourse is transits changing business model. A look at recent short range transit plans.

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00:02:17.410 --> 00:02:32.390

Jessica Peyton / SPUR Public Programs: The Federal transit administration requires any transit agency receiving Federal funds to have a document that generally plans for transit services and operations over what is usually a 10 year period, a requirement that is administered by the Metropolitan Transportation Commission in the Bay area.

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00:02:32.630 --> 00:02:43.420

Jessica Peyton / SPUR Public Programs: Most recent cycle of reports, this time shortened to a five-year planning term, can serve as an entry point to discuss transit-changing business model for allowing financial resources with customer needs and public priorities.

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00:02:43.450 --> 00:02:51.610

Jessica Peyton / SPUR Public Programs: Today our panelists will highlight shared challenges as well as fundamental differences among individual operators and adapting to a post-covid world.

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00:02:51.970 --> 00:03:13.740

Jessica Peyton / SPUR Public Programs: and before I things before I turn things over to our moderator today, i'd like to remind you that as always, we want this to be interactive. and we plan on spending as much time as possible, engaging with the audience. So please use the chat box to share your thoughts with each other and the speakers. If you have any questions. I encourage you to submit those in the Q. A. Button at the bottom of your screen or the top. If you're on the mobile app

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00:03:14.230 --> 00:03:24.020

Jessica Peyton / SPUR Public Programs: that way. Your questions won't get lost in the chat. and within the next few days we're going to share a copy of the recording, the transcript and the chat with everyone who registered. So be on the lookout for that.

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00:03:24.470 --> 00:03:37.440

Jessica Peyton / SPUR Public Programs: And now i'd like to introduce the moderator of our conversation today. Spurs own Sebastian petty. Who's going to lead the conversation? Sebastian is Spurs transportation policy manager focused on transit governance and regional transit.

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00:03:37.440 --> 00:03:48.630

Jessica Peyton / SPUR Public Programs: His work is centered on exploring how the Bay area's. Regional transit system can overcome institutional fragmentation and financial challenges to deliver the greatest value to transit writers and the public as a whole.

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00:03:48.820 --> 00:03:56.340

And with that i'm going to turn things over to you, Sebastian, to introduce the other panelists and provide us a little bit of context on today's program.

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00:03:58.330 --> 00:04:10.770

Sebastian Petty: Thanks so much, Jessica, and Hello, and thanks for attending today's digital discourse. I like to spend a few minutes framing our discussion today before I introduce our panelists. As you likely read in the news, and

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00:04:10.900 --> 00:04:25.340

Sebastian Petty: many of our transit operators are facing a fiscal cliff, a crisis to the long-standing business model of that that has resulted from ridership, loss, changing travel, markets, inflationary cost increases and reductions and revenue sources

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00:04:25.470 --> 00:04:38.930

Sebastian Petty: noted today's program we'll use the recent round of short range transit plan is completed by 3 of the Bay area's largest transit operators as a jumping off point for a wide ranging discussion about the dramatic changes that are in in transit today.

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00:04:39.020 --> 00:04:43.550

Sebastian Petty: We'll explore some of the reasons why transit old business model is in trouble as well as

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00:04:43.820 --> 00:04:53.290

Sebastian Petty: the that haven't changed. Talk about the importance of differences between systems, and consider what it might take for transit to survive and thrive in the New World

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00:05:03.320 --> 00:05:09.920

Sebastian Petty: by way of brief introduction. As I wind my way around to to in our panelists here today.

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00:05:10.170 --> 00:05:12.020

Sebastian Petty: Many of you who

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Sebastian Petty: follow trans and and and urbanism in general know that government and transit agencies produce quite a few documents and plans and short-range transit lands or srtps, are often not the most

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00:05:25.150 --> 00:05:30.310

Sebastian Petty: public or or glamorous of those documents, but they're very important ones

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00:05:32.190 --> 00:05:49.890

Sebastian Petty: at a high level. Srtps describe how transit agencies plan to grow and sustain their service over usually a a 10 year period, and they also require transit agencies to show how they'll pay for that service through ridership revenues like fares and funding sources.

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00:05:49.960 --> 00:06:07.650

Sebastian Petty: And so because of that, and because they're the standardized regional documents. They they do provide a really useful and interesting, mute and just sort of the integrated picture of transit's business model. Really, how transit produces what we needed to produce, and and the resources, both

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00:06:07.650 --> 00:06:11.300

Sebastian Petty: financial and operational, that are involved in in doing that.

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00:06:11.490 --> 00:06:25.400

Sebastian Petty: And this recent round of Srtps that are as as Jessica noted at the top. There are a Federal requirement, but they're sort of prescribed to the the regional government. Here in the Bay area the Metropolitan Transportation Commission.

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00:06:25.400 --> 00:06:43.830

Sebastian Petty: The the format of those plans changed, acknowledging the tremendous uncertainty that operators are are facing Post Covid related to their finances travel markets mtc shortened the timeframe for planning from a typical 10 years down to 5 years, and they asked operators to really think about

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00:06:43.830 --> 00:06:58.800

Sebastian Petty: how their services and financial strategies like react to various different areas. and because of that they they provide a good opportunity to really start interrogating this question of how our hands its business model is changing.

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00:07:00.410 --> 00:07:10.150

Sebastian Petty: It's as we get going here. It's worth often for a moment. I'm talking about what? Exactly I mean when I talk about trans changing business model.

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Sebastian Petty: Many people it's important to acknowledge very rightfully you transit as a public service, and sometimes that can lead to some discomfort in terms of associating the word business to transit at all.

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00:07:21.200 --> 00:07:36.620

Sebastian Petty: To be clear. Talking about transit's business model is in no way meant to suggest the transit should run like a business, or that it should be privatized in any way. Really, it's a way of describing what you see on the left of your screen, which is thinking about transit as a system

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00:07:36.620 --> 00:07:46.320

Sebastian Petty: where we have mobility, objectives, and customers we want or need transit to deserve. We have broader policy objectives that we hold transit to fulfill.

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00:07:46.560 --> 00:07:56.750

Sebastian Petty: and we need to find a way to relate those things to the financial resources it takes to to produce those outcomes as well as the operational capacity required to do that

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00:07:56.750 --> 00:08:07.350

Sebastian Petty: sort of set in a more concrete way. If we want transit to to change and grow and improve, and we want transit to go to new places, or we want it to reduce greenhouse gas emissions in a new way.

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00:08:07.370 --> 00:08:25.750

Sebastian Petty: We need to think about the financial resources that are required to do that. And we also need to think about whether the systems that exist today have the capacity to be able to do that effectively in the timeframe that we want. We have to bring all of those elements into balance, to have a successful business model for transit.

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00:08:25.950 --> 00:08:41.130

Sebastian Petty: The other element of that that we've seen really dramatically over the last 3 years is the transit is not an island unto itself. That business system of transit exists within a real world, and it's influenced by things like pandemics and inflation.

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00:08:41.130 --> 00:08:50.880

Sebastian Petty: All of the other kinds of factors that influence other businesses and government agencies in our own lives. The importance of thinking about

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00:08:51.030 --> 00:09:10.720

Sebastian Petty: transit in this sort of way really underscored by the illustrative graph on the right. As many of you know, the State of California and the Bay area set some very ambitious goals for greenhouse gas reduction for equity, mobility, and many of those goals, whether they're expressed through State statute or

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00:09:10.780 --> 00:09:21.040

Sebastian Petty: through regional plans like Plan Bay area, are really predicated on the idea of a growing transit system where it is going. More places and more people are writing it.

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Sebastian Petty: and

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Sebastian Petty: that begs a bit of a question which you can see in the graph is that Pre. Covid, the bears send it a little bit over 3 billiondollars a year. Operate the transit that that operates in the 9 Counties, and about a third of that was coming from their revenue.

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00:09:38.140 --> 00:09:55.340

Sebastian Petty: That mix changed dramatically during over. We were spending a similar amount, much more of it from government subsidy, but carrying far fewer people, as we think about the sorts of objectives the State is laid out for transit that the the region needs us to achieve.

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00:09:55.400 --> 00:09:59.270

Sebastian Petty: It really does imply a much bigger system

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00:09:59.330 --> 00:10:14.810

Sebastian Petty: and and a system that's carrying a lot more people. So that presents a real business challenge when we think about those as our mobility and policy objectives to think about the kinds of financial resource and and the kinds of operational capacity and changes it may take to get there

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00:10:16.660 --> 00:10:39.020

Sebastian Petty: when we're talking about transit business model. It's really important to talk about that in the context of the level of which that model is content is is really effectuated, which is that the individual system will individual transit agencies who are responsible for their own finances, making their own operational decisions are kind of the ones who actually have to put this stuff into practice.

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00:10:39.200 --> 00:10:47.420

Sebastian Petty: And so, as I wind my way towards introducing our panelists, i'm really excited to have folks from Sfmta or some transit here.

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00:10:47.450 --> 00:10:51.140

Sebastian Petty: as you can see on the the graph on the screen.

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00:10:51.250 --> 00:11:04.540

Sebastian Petty: These 3 agencies represent the vast majority of transit in the bay area that we often hear about all the the the many different operators who are in the bay area. They are a varied scales, and between

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00:11:04.680 --> 00:11:26.150

Sebastian Petty: the 3 agencies here they account for more than 80% of the ridership in the bay area pre-coded a significant number of the passenger miles service hours. Many of the metrics we would use to sort of measure the size of the transit system. In fact, these 3 operators, Pre Covid, accounted for more than 30% of all transit rides in the State of California.

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00:11:26.640 --> 00:11:27.840

Sebastian Petty: and so

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00:11:28.920 --> 00:11:37.160

Sebastian Petty: set another way where the businesses of muni and bard and a/C transit goes, so goes the transit system as a whole. And so

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00:11:37.180 --> 00:11:41.480

Sebastian Petty: with that I'm. Very excited to introduce our panelists, for today

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00:11:41.790 --> 00:11:42.830

Sebastian Petty: we've got

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00:11:43.630 --> 00:11:55.320

from Bar Mike Eisman. Mike is the director of financial planning art. He and his team are responsible for the district's revenue budget, long range operating financial plans for policy programs.

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00:11:55.330 --> 00:11:59.200

ridership, reporting and analysis and interagency agreements.

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00:11:59.510 --> 00:12:17.660

Sebastian Petty: Jonathan rers from Muni Sfmta. Jonathan is the chief strategy of the Sfmta and overseeing a team the phone for agency via strategy, execution evaluating strategic risks and opportunities and spearheading initiatives to enhance operational efficiency.

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00:12:17.860 --> 00:12:38.010

Sebastian Petty: introduce innovative services and streamline project delivery. and Chris and Jack, who has been the chief financial officer at the elementary cost of transit and district or a/C transit, since 2,021 Crispy and his career in public transit and capital Budget Department of New York City transit before moving West to work, and they see transit in 2,011.

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00:12:38.280 --> 00:12:40.290

Sebastian Petty: So thank you all for being here.

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00:12:40.390 --> 00:12:52.670

Sebastian Petty: and with that i'll turn it over to Mike Eisen, who will then be followed by our other panelists to give a little bit of an overview of how their systems are thinking about changing business models over the coming years.

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00:12:54.810 --> 00:13:09.100

Mike Eiseman: Thanks, Sebastian. And good. Good Good afternoon, everyone. My. I had a few slides. I was just gonna talk through to give an overview of of parts business model which is certainly changing.

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00:13:09.550 --> 00:13:13.140

Mike Eiseman: and I think we can. We can go to the next 1 min desktop.

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00:13:14.290 --> 00:13:19.650

Mike Eiseman: so I' to start just by sort of summarizing what value Bart offers to the region.



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Mike Eiseman: So our services really connect our region. We have 5 lines of rail service, 50 stations spanning 5 counties.

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00:13:29.300 --> 00:13:40.980

Mike Eiseman: What part offers is, you know, reasonably affordable and accessible mobility over those large distances. And so we're critically important for reducing the vehicle. Miles travel, and emissions in the region.

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00:13:41.590 --> 00:13:44.370

Mike Eiseman: A lot of people use bar to get to their jobs

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00:13:44.700 --> 00:13:51.550

Mike Eiseman: and bar provides more than half of the capacity, the transportation system capacity and that kind of critical transit corridor.

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00:13:52.070 --> 00:14:00.340

Mike Eiseman: And then I did want to highlight. Bart serves as the backbone of the overall regional network. So many bar stations are hubs for local bus service.

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00:14:00.430 --> 00:14:06.890

Mike Eiseman: and about one or 5 bar trips involve a connection with another agency. So on our next slide.

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00:14:07.770 --> 00:14:15.410

Mike Eiseman: so our system carried over 400,000 trips per day on an average weekday in 2,019.

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00:14:15.750 --> 00:14:28.670

Mike Eiseman: So you you may know that barbarians have collapsed in early 2,020 when the pandemic started. you know, and we've had a gradual recovering ridership. But even today we're still at about 40% of our pre-pandemic ridership level.

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00:14:28.910 --> 00:14:35.930

Mike Eiseman: And the the biggest driver of that shift course is the adoption of hybrid remote work for nearly all office based workers

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00:14:36.680 --> 00:14:37.750

Mike Eiseman: next slide, please.

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00:14:39.790 --> 00:14:53.180

Mike Eiseman: Generally the demographics of Bart Riders mass the Bay area as a whole. Most higher income riders did stop using the system in 2,020. But our demographics have have slowly shifted back in the direction of our pre-pend management.

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00:14:53.660 --> 00:14:57.790

Mike Eiseman: More than two-thirds of our trips were for work in 2,018.

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Mike Eiseman: That number has drifted down some, but remains over 60 next slide, please.

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00:15:05.580 --> 00:15:16.410

Mike Eiseman: So with with such big changes in trip volumes, we haven't seen a huge change in the overall pattern of ridership. We have seen meaningful shifts at the margins, though off peak

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00:15:16.420 --> 00:15:25.030

Mike Eiseman: weekend and inter-e stage trips have become more important relative to a smaller PE period of trans. They commute market next slide, please.

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00:15:26.970 --> 00:15:40.450

Mike Eiseman: So this graphic just shows the ridership projection we're using for our upcoming two-year budget. Generally we assume hybrid remote work is here to say, we do assume some gradual continued recovery in transit mode share relative.

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00:15:40.630 --> 00:15:43.390

Mike Eiseman: or for the trips that remain

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00:15:43.760 --> 00:15:45.000

Mike Eiseman: our next slide, please.

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00:15:46.980 --> 00:16:03.250

Mike Eiseman: So this graphic illustrates parts actual and projected revenue sources. The dark blue on bottom of the Graphic is our dedicated sales and property taxes and state transit

assistance. Principally those are revenues throughout the pandemic have been stable, and we expect them to community stable.

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00:16:03.730 --> 00:16:14.640

Mike Eiseman: The light blue is our fares, parking cheese, and other operating revenue. And you can see that those sources collapsed in 2,021, and we're still hundreds of 1 million millions short of where we were.

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00:16:15.230 --> 00:16:28.520

Mike Eiseman: So the green there is our Federal emergency assistance. That's what kept us running, and we expect to use the last of that in some time during our fiscal 25 Thereafter we are projecting deficits north of 300 millionper year

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00:16:29.340 --> 00:16:30.440

Mike Eiseman: next slide, please.

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00:16:31.850 --> 00:16:39.750

Mike Eiseman: so we have managed to get a lot leaner on staffing since this fiscal crisis began. But there's really there are limits to how far down we can push our costs.

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Mike Eiseman: and in particular service reductions really aren't helpful only about a third of our costs scale proportionally with service.

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00:16:47.000 --> 00:16:54.370

Mike Eiseman: and we limit our ridership revenue without getting proportional proportional savings. When we cut service next slide, please.

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00:16:55.820 --> 00:17:02.130

Mike Eiseman: So that's really what we demonstrated in some detail in the short-range transit plans that Sebastian was describing

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00:17:02.380 --> 00:17:16.280

Mike Eiseman: broadly attempting to but balance. Large budget through service cuts would mean only minimal service levels which would in turn trigger a further loss of ridership, and that it which is sometimes referred to in an in in our industry as a death spiral

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00:17:16.980 --> 00:17:24.420

Mike Eiseman: so critically, Bart can't rely on fares to cover most of our operating costs anymore. We'll need to find a new source of public investment.

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00:17:24.440 --> 00:17:30.340

Mike Eiseman: At the same time, Of course, we're looking to balance cost reductions with needed investments in riders.

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Mike Eiseman: Next slide, please.

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Mike Eiseman: so we will be looking to continue to evolve service to the the current needs of writers. So just this morning the Bart Board took up a discussion of a new service plan concept in which each of our 5 lines would have at least 3 trains per hour whenever services open

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Mike Eiseman: and focuses less of the capacity on weekday peaks in order to provide higher quality service in the evenings.

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Mike Eiseman: So that'll be a discussion of the Bart Board as they continue toward the adoption of the upcoming budget.

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Mike Eiseman: Next slide, please.

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00:18:07.470 --> 00:18:20.460

Mike Eiseman: So Bar Mtc and our partner agencies are advancing a transit transformation action plan to make their overall system more integrated, user friendly, and useful. We want to keep focus of that action plan on improving the fair system.

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00:18:21.110 --> 00:18:32.910

Mike Eiseman: So just to highlight a couple of areas of that. Currently, Bart offers a 20% discount through the mutual superstar program to qualifying low income riders. We'll be looking at summer to improve that discount 50%.

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00:18:33.900 --> 00:18:44.760

Mike Eiseman: Bart is helping to launch the region's first, all agency institutional, past product, and then it's. We launched that last year with colleges, universities, and affordable housing development.

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00:18:44.800 --> 00:18:47.780

Mike Eiseman: and the summer will begin to playing with private employers.

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00:18:48.710 --> 00:18:57.060

Mike Eiseman: And then in 2,024. When our next generation flipper system launches, we hope to begin piloting standardized, transfer discounts between all agencies.

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00:18:57.200 --> 00:19:03.350

Mike Eiseman: as well as an open payments, meaning you'll be able to pay for transit with your credit card next slide, please.

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00:19:05.300 --> 00:19:21.860

Mike Eiseman: So just wrap up here, reiterating that in order to continue to serve the region long term, Bart will need a new revenue model with more public investment along with our partner agencies, including me and Ssm. J. We're currently making the case to state legislatures for short term assistance.

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00:19:22.450 --> 00:19:34.280

Mike Eiseman: and we're looking hard at options for local and regional tax measures that could sustain transit service in our region long. So that's all I have, and happy there, looking forward to discussing.

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00:19:36.890 --> 00:19:42.770

Sebastian Petty: Thanks so much, Mike. Now i'll turn it over to Jonathan Rers from.

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00:19:44.300 --> 00:19:46.440

Jonathan Rewers: Thank you, Sebastian.

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00:19:46.560 --> 00:19:47.940

Oh, we're gonna

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00:19:48.060 --> 00:20:01.470

Jonathan Rewers: get this started. A lot of my points were made, and very eloquently by Mike and Sebastian already. But what I tried to do is boil it down to the the key factors of what's going on. And i'm actually

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00:20:01.470 --> 00:20:09.130

Jonathan Rewers: here right now at Mit with a bunch of national transit agencies that are looking at the exact same thing. How do we change the business model.

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00:20:09.150 --> 00:20:25.890

Jonathan Rewers: The fiscal cliff is something that all transit agencies across the United States are facing. I think we're taking it on in the Bay area headfirst like we. We want to set the example for the nation. But this is an important topic that all transit agencies are are dealing with at the moment. So first

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00:20:25.890 --> 00:20:43.040

Jonathan Rewers: the baseline, like the business model, is, is actually pretty simple. It is a subsidy fair model. And so Mike and Sebastian sort of brought that up subsidy to find as as a general public good, the taxpayer is providing revenues

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00:20:43.040 --> 00:21:00.740

Jonathan Rewers: for transit service, so that's property, taxes, sales, tax, gas, tax, etc., some dollars from the Federal Government. We're receiving those right now. So Mike brought that up. The Mta also has some of those Federal relief funds, State funds which we get a State transit assistance today.

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00:21:00.740 --> 00:21:16.310

Jonathan Rewers: some regional dollars and local governments depending on the county. You might live in within the bay area, and then fares are essentially a fee for service, but they're not a true fee for service, because again, we have the subsidy, but it's a component, and the Sebastian showed prior to the pandemic.

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00:21:16.310 --> 00:21:25.410

Jonathan Rewers: about a third for the Mta. And Muni. It's about 20 of our total revenues for Bart, a much larger chunk of their overall revenues.

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00:21:25.410 --> 00:21:39.590

Jonathan Rewers: But those are the those are the factors that we're always measuring against the kind of balancing against within the existing business model for the Mta. Specifically muni, as we're well known, so we are the B Area's largest transit agency in terms of our ridership

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00:21:39.690 --> 00:21:55.090

Jonathan Rewers: in total revenue hours of service, but we also have one of the most diverse funding streams within the bay area. So we do depend on transit for your revenues as as noted. So that's the cash Fair and various passes I'm. In products that we provide.

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00:21:55.090 --> 00:22:14.530

Jonathan Rewers: We get the parking revenues. We're the city's department of transportation. In addition to being the transit agency. So there's a component of the city parking revenues that go towards transit. We get a general fund set aside. So that's just general property sales, taxes. We get a percentage of the city and county of San Francisco's general fund.

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00:22:14.530 --> 00:22:19.750

Jonathan Rewers: and then operating grants mostly in the form of State transit assistance from the State.

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00:22:22.640 --> 00:22:25.300

Jonathan Rewers: so as as noted the Covid.

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00:22:25.370 --> 00:22:27.390

the 19 pandemic kind of

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00:22:27.590 --> 00:22:42.720

Jonathan Rewers: broke that model. Not that it was fully functional before the pandemic, but it really really highlighted the issues that we have this balancing act we need to deal with. So as Mike showed ridership dropped and fair revenue collapse.

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00:22:42.720 --> 00:22:59.160

Jonathan Rewers: and so in that situation, what any transit agency, and what all 3 of us have to do is we have to rebalance between that subsidy and that fair revenue, and in this case we had to increase the subsidy currently. That's in the form of the Federal Government providing the transit Federal relief for a period of time.

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00:22:59.160 --> 00:23:05.150

Jonathan Rewers: and, as Mike said before me, we are now working with the State to try to get that, that is, to get biased time

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00:23:05.250 --> 00:23:19.740

Jonathan Rewers: to attempt to restore the fair revenue at the Mta. That's generating demand getting more riders to show up and pay that component of the fair, but that probably won't be enough, so we will have to look to another source. I mean, we'll have to work on that balancing

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00:23:19.800 --> 00:23:38.870

Jonathan Rewers: prior to the pandemic. What we've learned is employment, trying to get to a job. Travel, time and reliability always key components of transit. And those were the things that drove demand that drove riders to use the system. And then, of course, there's that mobility, competitiveness, right, like pricing in San Francisco bike share

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00:23:38.870 --> 00:23:57.450

Jonathan Rewers: again, people driving, so that that convenience was a factor that drove people to use transit versus using other modes. But now we're in a situation as we talked about where that employment demand that demand that was created by trying to get to your job at a certain time is reduced with work from home.

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00:23:57.510 --> 00:24:09.750

Jonathan Rewers: This is created stresses with regard to fair revenues, those fiscal impacts without those dollars. There's an impact on travel, time and reliability for systems to sustain what they're doing.

133

00:24:09.760 --> 00:24:37.270

Jonathan Rewers: Port transit service equals reduced demand. And then, as Mike noted, we head into a scenario of the transit dust spiral. So we have been constantly monitoring a real time. So what you're seeing before you right now, was the ridership projection. So we're. We're getting just over 400,000 monthly trips again. You'll see above the dash line, reflected where we were prior to the pandemic. So about 700,000.

134

00:24:37.270 --> 00:24:51.850

Jonathan Rewers: You'll see typical seasonality. You we've kind of seen that that pattern restore the purple bar reflects our ridership in the prior fiscal year. The dark blue was our projection up until our board workshop in January, and you will see

135

00:24:51.850 --> 00:25:06.260

Jonathan Rewers: that the original was the gray line, and we did an update which is that dark black line now in January, and the light blue reflects the actual. So the actuals are hitting generally what our projection was, but we're seeing a flattening.

136



00:25:06.350 --> 00:25:24.160

Jonathan Rewers: So you know we've done what we can. The ridership has returned, but clearly people's choices during the pandemic and just changes in the nature of work and mobility and trips are starting to settle in. So we're seeing a settling, and you'll see much like Bart's projections. We're kind of

137

00:25:24.160 --> 00:25:29.750

very slightly growing in that period of time, but we'll we'll see what the remainder of the fiscal year looks like.

138

00:25:30.220 --> 00:25:34.260

Jonathan Rewers: So now that that post pandemic world's becoming a little more clear.

139

00:25:34.270 --> 00:25:48.470

Jonathan Rewers: What we've taken away is lessons learned, and what we've implemented during the pandemic is, we do need to think more broadly about trips. So a lot of our systems and a lot of legacy systems across the United States we're focused on getting people to work.

140

00:25:48.520 --> 00:25:52.520

Jonathan Rewers: Destinations are clearly a key.

141

00:25:52.520 --> 00:26:13.060

Jonathan Rewers: People do need to get to important locations. During the pandemic our baseline service was really focused on getting people to immediate jobs, getting people to education, getting people to health care, those essential needs that San Francisco had, and it is clear that people are still traveling, but to certain destinations. So in San Francisco.

142

00:26:13.060 --> 00:26:22.680

on the non downtown lines on many of them, we're seeing ridership getting close to pre-pandemic levels on certain lines they're exceeding pre-pandemic levels of ridership.

143

00:26:22.820 --> 00:26:33.510

Jonathan Rewers: We've also focused on the limited resources we have because we are financially strained focusing those dollars on the quality of the service as we've added it back

144

00:26:33.670 --> 00:26:46.090

Jonathan Rewers: and remaining flexible and dynamic, based on demand. So when we see crowding, or we're seeing access gaps, meaning people are coming back to the system. That's where we've been. Slowly and steadily increasing our service.

145

00:26:46.090 --> 00:26:59.110

Jonathan Rewers: At the same time we implemented many miles of transit, only lanes. Throughout San Francisco. We invested in our new customer information system, so constantly working on getting better information to our customers.

146

00:26:59.110 --> 00:27:07.720

Jonathan Rewers: focusing on save clean and reliable transit. So we significantly increase the number of car cleaners and staff supporting the overall transit system.

147

00:27:07.840 --> 00:27:26.150

Jonathan Rewers: focusing on core infrastructure. So we did a lot of repairs in the tunnel. We did a lot of repairs to our system. Our over headlines related to our trolley lines, so the disruption that people had in day to day transit before the pandemic. They are not experiencing that now, largely because of some of those investments we made.

148

00:27:26.150 --> 00:27:28.950

and then constant evaluation of the service. So

149

00:27:29.220 --> 00:27:39.850

Jonathan Rewers: where Muni and the Mta is sort of in between Bart and in between. A/C transit is, we have a very robust bus service dynamic. We could be flexible around that much like easy transit.

150

00:27:39.900 --> 00:27:57.940

Jonathan Rewers: but we also have a major subway system in the form of the Muni Metro. Much like Bart is fixed, hit certain locations, so we can't be as dynamic as that service as we can with our bus service. So we've been constantly evaluating ridership demand crowding access, and we've been making adjustments over time based on that.

151

00:27:59.730 --> 00:28:19.250

Jonathan Rewers: So kind of what? What are we doing about it? So they're kinda I know there was words. Oh, there it is. It just took a while to show up. So one thing we're doing, and why i'm here in Cambridge today is the Mta. Is leading a national transit adaptation, strategy. This was money that Muni got from the Federal Government from the Fta.

152

00:28:19.250 --> 00:28:42.370

Jonathan Rewers: To really look at that question like, how do we get that demand back? How do we not only get our old ridership back, but how do we get new riders to show up to the system? So we just completed our first phase, which was a future scenario report. That kind of looked out at 10 years much like the short range transit plan. And what does what are 5 to 6 potential futures for public transportation. Like.

153

00:28:42.370 --> 00:29:00.430

Jonathan Rewers: what will it look like in the future? So that's phase one phase, 2 is focused on kind of different riders and their particular needs. So, looking just beyond the commuter, and we're working with our partners on that. Now. So that's one thing we're doing now to adjust to this new world. Second, we launched transportation 2,050.

154

00:29:00.430 --> 00:29:18.180

Jonathan Rewers: So much like Mike said. We have to come up with the new revenue sources like the business model didn't work before. And now you know, one of the 3 legs of the stool has been permanently shortened. It's looking like. So we've been constantly working with the community of San Francisco to say, Where do we really need to focus our resources

155

00:29:18.180 --> 00:29:32.310

Jonathan Rewers: to improve the service? Get people back so that's investing equitably fast and convenient transit, focusing on port, infrastructure and improving safety and access. And we have been serving and talking to San Francisco to figure that out.

156

00:29:32.390 --> 00:29:51.300

Jonathan Rewers: and to give you a little bit of a preview at next Tuesday's Mta. Board meeting, we will talk about the data from a community survey Scientific poll writer survey that was recently done on City Services Survey. That is, showing that those investments in quality have been working.

157

00:29:51.300 --> 00:29:59.960

Jonathan Rewers: and that we have statistically seen a steady increase in service. We know where we know what the demand is. We know where people want to go.

158

00:29:59.960 --> 00:30:19.750

Jonathan Rewers: and we are committed to continually invest in those specific things, because we are seeing that it works so our Board will be looking at what San Francisco think of our service, what they think about the Mta, what are important investments for them, and how we

can continuously improve to again build that ridership back, but also what are people willing to pay for.

159

00:30:19.830 --> 00:30:33.540

Jonathan Rewers: Mtc. Recently did a poll to look at the region on possible sources. We're working at the State. The Mta is also looking at options locally to see how we can close that gap and provide the

160

00:30:33.560 --> 00:30:37.980

Jonathan Rewers: outstanding service that San Francisco's expect us to provide them. So

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00:30:38.130 --> 00:30:40.570

Jonathan Rewers: with that I'm. Handing it back to Sebastian.

162

00:30:42.110 --> 00:30:45.800

Sebastian Petty: Thanks, Jonathan, and finally we'll hear from Chris.

163

00:30:46.510 --> 00:30:55.270

Chris Andrichak: Well, good afternoon, everyone. We are all going to the and I, smiling face, you know, make it much, but a chance to put slides together for this. But I think

164

00:30:55.520 --> 00:31:12.150

Chris Andrichak: one of the reasons we have. Michael and and Jonathan go first is because they they're very good speakers and put together nice slides. And he because there is a there's a difference between the 3 agencies. So on in one hand, you have part, which is the, you know, fully rail Agency

165

00:31:12.190 --> 00:31:28.710

Chris Andrichak: and Sfnta is kind of. In the middle they have a large bus component, and then they also have the fixed rail. A/C transit is kind of on the other end. We are just the bus agency. We don't know we are the third largest bus only agency in the country and the largest in the State.

166

00:31:28.860 --> 00:31:32.620

Chris Andrichak: But we have the fleet around over 600 buses.

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00:31:32.630 --> 00:31:41.260

Chris Andrichak: free pandemic. We were carrying 200,000 people a day. Now we're down, by the way, about 120,000, so we we have similar

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00:31:41.610 --> 00:31:48.850

Chris Andrichak: a similar ridership recovery characteristics as Muni. We have seen a lot of our writers come back to you

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00:31:48.960 --> 00:31:51.160

Chris Andrichak: anywhere near where we'd like to be.

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00:31:51.250 --> 00:32:08.020

Chris Andrichak: and I think a/C transit as as a bus on the agency. They're kind of on basically we're on the the large end of the whole group of operators through throughout the region state that are bus only, and have, you know, a a similar charge and a similar

171

00:32:08.070 --> 00:32:10.350

Chris Andrichak: set. This my thing up a similar like business. Now

172

00:32:11.570 --> 00:32:18.450

Chris Andrichak: the differences, you know, They say all politics is local. They're all transit some degree as well. But we have different geography. We have different

173

00:32:18.830 --> 00:32:36.690

Chris Andrichak: populations. We have different sort of governance structures and things that people want from our agency. So a/C. Transit in particular, we essentially kind of run 2 types of service. We have our local service, which serves commuters it search a large school time population.

174

00:32:36.690 --> 00:32:40.240

Chris Andrichak: We have a very, very large.

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00:32:40.280 --> 00:32:55.580

Chris Andrichak: relatively large, and for an agency transit dependent population. During the pandemic we did some some polling, some on board pulling. Almost 50% of our riders do not have access to a fault or the during the pandemic. Anyway, we've not been. We've been up a little bit.

176

00:32:55.990 --> 00:33:07.330

Chris Andrichak: The other part of our service was trans big. We're in the East Bay. We cover from Richmond a little bit north of Richmond in the north, all the way down to 3 months, 364 square miles

177

00:33:07.490 --> 00:33:19.260

Chris Andrichak: basically I will be East Bay, and we had a a significant component of our service that was across mostly the Bay bridge into downtown San Francisco. So what commute focus suits we've quite transparent.

178

00:33:19.480 --> 00:33:20.920

Chris Andrichak: and that

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00:33:21.470 --> 00:33:29.240

Chris Andrichak: along with the bard service and and some of the mud is more work for focus Service has really seen the largest rocket that

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00:33:29.300 --> 00:33:32.580

Chris Andrichak: we've. We've seen more people returning to our local. So

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00:33:32.910 --> 00:33:41.380

Chris Andrichak: West people's we have transmitted, in fact. like P. P. Pandemic we had about 28 trains, bay lines right now, we're only running about 16

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00:33:41.600 --> 00:33:42.340

Chris Andrichak: one.

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00:33:42.360 --> 00:33:47.490

Chris Andrichak: We've brought back some of our service locally. We've got the frequency stuff.

184

00:33:47.590 --> 00:33:51.180

Chris Andrichak: We've seen the ridership there, but with Trans Bay it's really

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00:33:51.600 --> 00:33:59.260

Chris Andrichak: we are sort of stuck in a bit of a chicken and an in an egg program. We want to bring service back. We just don't see the ridership, but we also know that

186

00:33:59.330 --> 00:34:08.590

Chris Andrichak: some people aren't writing because the service isn't there. So it was as far as our sort of business model. I think we are.

187

00:34:10.170 --> 00:34:16.780

Chris Andrichak: Our change in business model is probably going to be the the least, because we have so much local ridership.

188

00:34:16.880 --> 00:34:30.590

Chris Andrichak: and that there is still this basic need for people to get around the region to take these trips that they're within within the cities, between the cities, without cars that transparent part of our businesses is a bigger question.

189

00:34:30.590 --> 00:34:38.909

Chris Andrichak: sort of parallel or not really duplicate. We run similar service to what Bart does to get you from the East Bay or other

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00:34:38.949 --> 00:34:49.409

Chris Andrichak: other parts into San Francisco. So what is it that a regional sense Does it make sense for us to be doing as much as we were before. What do we do versus part?

191

00:34:49.510 --> 00:34:56.030

Chris Andrichak: How do we? Is there a way we can better connect with Florida to connect with other agencies, to make those regional trips

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00:34:56.060 --> 00:35:02.590

Chris Andrichak: at least more financially efficient for all of us. So we have the we need to running the regulations and and more efficient for

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00:35:02.620 --> 00:35:07.610

Chris Andrichak: customs. You know the transfers and and different pair structures that the

194

00:35:09.980 --> 00:35:11.340

Chris Andrichak: I think

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00:35:11.380 --> 00:35:12.930

Chris Andrichak: it's here.

196

00:35:14.460 --> 00:35:21.860

Chris Andrichak: The other Jonathan, I believe, touch on this also. Maybe, Sebastian, you know, the State has the very

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00:35:22.320 --> 00:35:31.480

Chris Andrichak: big plans for how to reduce greenhouse gas emissions. and a lot of those depend on moving people to transit.

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00:35:31.610 --> 00:35:43.250

Chris Andrichak: And so we are all in this position now of we know that we are part of the solution, but we are all faced with and declining revenues, and the possibility of having to cut service.

199

00:35:43.360 --> 00:35:46.370

Chris Andrichak: and we've already we're at about 88,

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00:35:46.590 --> 00:35:53.540

Chris Andrichak: and towards 85 of our prior service levels. I know that the other agencies are not not at not at what they were at their P.

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00:35:53.640 --> 00:36:00.350

Chris Andrichak: So when you look at a state trying to achieve its climate, goals get a big part of the solution, for that

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00:36:00.430 --> 00:36:04.230

Chris Andrichak: is is struggling, and may not be able to really sort of hold up.

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00:36:04.270 --> 00:36:08.380

Chris Andrichak: It's end of the bargain. There's a there's a you know to me there's a big question of

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00:36:09.160 --> 00:36:18.330

Chris Andrichak: You know. What is it that where is our position within the state and how the state supports achieving its climate goals versus what we are doing locally.



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00:36:18.490 --> 00:36:20.090

Chris Andrichak: now that I,

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00:36:20.200 --> 00:36:28.960

Chris Andrichak: others may have mentioned that we're all, you know, working, trying to get the State to at least provide us some sort of temporary funding to fill in the gaps. Once we

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00:36:29.050 --> 00:36:38.050

Chris Andrichak: we used up the Federal funding until we get to a point where we are able to get the ballot measure. Something that you know allows us to sort of stand on our own again

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00:36:38.370 --> 00:36:39.120

a moment.

209

00:36:39.280 --> 00:36:42.230

Chris Andrichak: acy transit as a bus on the agency.

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00:36:42.380 --> 00:36:50.180

Chris Andrichak: We we are on the lower end of what we get from a fair dollar to the pandemic. It was maybe 15% of dollar revenues that phone fares.

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00:36:50.360 --> 00:37:00.510

Chris Andrichak: And now it's about 5%. So you know, there, there's other things going on there. But essentially we've lost about 10% of our revenue. It doesn't sound like a huge amount.

212

00:37:00.520 --> 00:37:15.260

Chris Andrichak: It for us. It it it's up 40, 50 milliondollars, so it's definitely. It's not something we can ignore, and we can cut service to get down there. We have the flexibility as a bus agency, but we don't want to do that, or riders don't.

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00:37:15.350 --> 00:37:24.090

Chris Andrichak: and it doesn't help the state's climate goals. It increases congestion on the roadways. So that's you know, for us. That's really out at the last

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00:37:24.130 --> 00:37:24.860

Chris Andrichak: what?

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00:37:24.890 --> 00:37:28.640

Chris Andrichak: Even as a bus agency, we have a lot of fixed cost.

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00:37:28.740 --> 00:37:30.920

Chris Andrichak: The largest thing for us is, neighbor.

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00:37:31.120 --> 00:37:40.920

Chris Andrichak: that's the bus drivers lots of mechanics, and then there's beyond that. There's a bunch of fixed costs within our expenses, and so we.

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00:37:42.220 --> 00:37:49.180

Chris Andrichak: if we're not cutting service, we have limited limited ability to reduce our budget to match the the lower revenue.

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00:37:49.770 --> 00:37:50.550

Chris Andrichak: So

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00:37:51.190 --> 00:37:56.080

Chris Andrichak: but there is for us also. We are dealing with this this cliff situation.

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00:37:56.120 --> 00:38:10.760

Chris Andrichak: maybe not as bad as as the the 5 fair box that Mike was dealing with, and not my or a pair of box and other fees that that Jonathan's agency was dealing with, but it is, it is still an issue, and we are kind of representative of bus agencies throughout

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00:38:10.880 --> 00:38:11.750

Chris Andrichak: the State.

223

00:38:11.870 --> 00:38:17.720

Chris Andrichak: where fairbox was not a mean revenue source. But it's everything is important. We

224

00:38:17.920 --> 00:38:21.310

Chris Andrichak: We tend to say that the operating dollars are very precious.

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00:38:21.550 --> 00:38:29.630

Chris Andrichak: They don't new ones. Don't come easily, and we really need to hold on them to the ones we have. So when you lose 10% of them that's a that's a big hit.

226

00:38:29.750 --> 00:38:31.310

Okay on it.

227

00:38:31.530 --> 00:38:36.180

Chris Andrichak: You know we're trying to adjust to new ridership patterns. We are

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00:38:36.230 --> 00:38:37.500

Chris Andrichak: basically in the past

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00:38:37.990 --> 00:38:47.210

Chris Andrichak: couple of months. We've kicked off a realign, a service 3 alignment project that is gonna go over the next year year and a half or so

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00:38:47.260 --> 00:38:53.580

Chris Andrichak: quickly in the summer of 2024 you're starting to implement whatever service changes we can

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00:38:53.880 --> 00:39:12.100

Chris Andrichak: with during this process, but we know that people's commute patterns have changed right. Certainly, San Pablo Avenue or international Boulevard. They they have not gone away. Those the destinations there, the hospitals, these things have not really moved, but the way people are traveling, the who's traveling.

232

00:39:12.100 --> 00:39:23.960

Chris Andrichak: what hours they're traveling. These things we know have changed. We've seen that weekend ridership is for us is actually almost back to month. It's probably at 80 to 90% of what it was.

233

00:39:24.140 --> 00:39:27.570

Chris Andrichak: where we also used to go rid of this.

234

00:39:29.310 --> 00:39:30.280

Chris Andrichak: So

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00:39:30.300 --> 00:39:36.970

Chris Andrichak: we're in the, you know, at the beginning of this effort to try and figure out. Where do people want to go? What should we do with our lines?

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00:39:37.110 --> 00:39:52.560

Chris Andrichak: And we, you know, do we spend the our resources on covering all our areas that we spend all our resources on having service. That's more focused and more frequent on trunks, not between the the major destinations, and

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00:39:52.630 --> 00:39:57.950

Chris Andrichak: part of this is a is a major outreach efforts, and we have a survey on the

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00:39:58.040 --> 00:40:04.030

Chris Andrichak: go to our website. There's a link to a survey. We'd love feedback from anyone you know in or

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00:40:04.070 --> 00:40:12.360

Chris Andrichak: around, or who used our service. And even if you don't happen to live in our service area, we we know the feedback, and through our survey

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00:40:12.370 --> 00:40:14.580

Chris Andrichak: we are doing a a lot with the

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00:40:14.840 --> 00:40:19.520

Chris Andrichak: a lot more than we have in the past doing. These types of exercises with

242

00:40:19.990 --> 00:40:23.670

Chris Andrichak: working with community-based organizations. We're going to have a

243

00:40:23.720 --> 00:40:40.700

Chris Andrichak: they sort of learned experience counsel that we're putting together people from all different parts of the of our service area, so we can get more put up on the ground. Info about what's happening. Now that when you do public participation work.

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00:40:40.730 --> 00:40:47.260

Chris Andrichak: there's a group of people who are very easy to get to, very active, always going to tell you what they what they think.

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00:40:47.300 --> 00:41:06.720

Chris Andrichak: And then there's a whole lot of people who are busy. They have lives, they have things going on, and they would probably love to share their opinion, but they can't make your meeting at 20'clock in the afternoon in downtown, both in cigarette. We're putting a lot of effort into trying to get out in part of communities and speak to the people who ride the bus and to live there, and and

246

00:41:06.720 --> 00:41:22.280

Chris Andrichak: you find out what it is. They really need some, some so as far as our shifting business model. It's. It's not a major shift, but it's really the pandemic has changed them, and we need to react to that.

247

00:41:22.360 --> 00:41:24.090

Chris Andrichak: And if we're 19,

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00:41:24.220 --> 00:41:29.850

Chris Andrichak: get back to the grow. Our ridership. We need to be as nimble as possible.

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00:41:29.980 --> 00:41:35.240

Chris Andrichak: and then make those changes that that would get people back from the bus

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00:41:35.440 --> 00:41:45.110

Chris Andrichak: like, I think, mentioned the Transformation Transit Action plan. This is a regional effort. And so we are very involved at at the reasoning level, too.

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00:41:45.650 --> 00:41:53.940

Chris Andrichak: and making sure that that you're coordinating with our new home. neighboring transit agencies and part in the other regional

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00:41:54.120 --> 00:42:03.470

Chris Andrichak: transportation agencies to you know, to make sure that not only we're serving our local population, but it's as easy as possible for people to use transit throughout the region.

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00:42:03.610 --> 00:42:08.010

Chris Andrichak: And I. This was an effort that basically kicked off at the beginning of the pandemic.

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00:42:08.070 --> 00:42:19.190

Chris Andrichak: and it it's really as time is going on to some degree it is. It makes more sense what we're going through, because we all need to work together to try, and

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00:42:19.220 --> 00:42:21.510

Chris Andrichak: we get transit ridership.

256

00:42:22.040 --> 00:42:24.330

Chris Andrichak: but locally, but also regionally.

257

00:42:24.660 --> 00:42:39.200

Chris Andrichak: back to what better than in this regional coordination, I think, is something that we've been, you know, lacking for a while. We've done it and fits and starts. And then, you know, we certainly as agencies talk to each other and coordinated on things. But

258

00:42:39.300 --> 00:42:44.760

Chris Andrichak: but if you're really going to attract the either span, if we have them, we get a good value for them

259

00:42:44.790 --> 00:42:47.320

Chris Andrichak: easy to to get around and

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00:42:47.550 --> 00:42:54.040

Chris Andrichak: and kind of the fares the reasonably we doing this on the regional level that people

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00:42:54.450 --> 00:42:55.490

you can get, that

262

00:42:56.820 --> 00:42:58.520

Chris Andrichak: no one It must be a

263

00:43:00.240 --> 00:43:01.860

Sebastian Petty: thanks. So much, Chris.

264

00:43:03.140 --> 00:43:15.800

Sebastian Petty: mindful of of time. I'm. Going to suggest we go to the Q. And a. Because I saw some good ones up there that I think are a a great basis for discussion. One of the the broader ones i'd i'd pick out is.

265

00:43:15.890 --> 00:43:26.540

Sebastian Petty: Can you offer some thoughts on incentivizing writers through carrots versus sticks. I think all of you talked a little bit about kind of how you're seeing your your writer

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00:43:27.060 --> 00:43:37.100

Sebastian Petty: sort of patterns change, and I think that's a really interesting question, and in it and I I would sort of expand upon it to say both things the transit agencies could do. But

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00:43:37.120 --> 00:43:47.320

Sebastian Petty: maybe it's also things that other actors could do, whether it's municipal governments. Mtc: the State local employers. I'd love to hear your thoughts about that question.

268

00:43:48.740 --> 00:43:49.720

Chris Andrichak: Give me

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00:43:50.060 --> 00:43:56.930

Chris Andrichak: something, Sebastian. You know the first thing that comes up to me when you look at Carrots really is sort of fair.

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00:44:02.640 --> 00:44:07.460

Chris Andrichak: and we all struggle with what is it that is a good level, fair

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00:44:07.590 --> 00:44:16.300

Chris Andrichak: discount? Is there something here at the regional level? There is a fair integration program going in right now. And I think that's really

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00:44:17.260 --> 00:44:26.660

Chris Andrichak: It's good. It's all focused on trying to make the system easier and more to to pay for not

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00:44:26.830 --> 00:44:29.650

Chris Andrichak: within the local level and region

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00:44:29.880 --> 00:44:42.380

Chris Andrichak: it's. It's great if it's really easy to get around within your local city. But if we want to get people out of far, as you know, the best congestion in the webways. Then you have to make it easy for them to get around region of.

275

00:44:42.530 --> 00:44:44.290

Chris Andrichak: and having a more

276

00:44:44.840 --> 00:44:51.080

Chris Andrichak: coordinated. And i'm doing a fair structure because one of the bigger carrots that's sort of being.

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00:44:58.890 --> 00:45:09.420

Jonathan Rewers: Yeah, I I'd agree with Chris. I some things we did during the pandemic was, we made muni-free for all youth. So now any youth can ride transfer for free in San Francisco

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00:45:09.470 --> 00:45:15.530

Jonathan Rewers: we I I encourage all employers to consider the bay past when it becomes wide.

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00:45:15.540 --> 00:45:25.510

Jonathan Rewers: That's good for Bart and any agency within the region. So if you want to impact. Ghg: and and you want your employees to get to work. However many days they show up.

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00:45:25.780 --> 00:45:36.040

Jonathan Rewers: Pre. Buy those passes for your employees, so we'll see how how that goes. That's an example of an innovative fair program. I think also, considering the change.

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00:45:36.080 --> 00:45:55.690

Jonathan Rewers: we used to have a very attractive monthly past, our our meaning fast pass, and it's just people Aren't buying it. So we considered like 10 trips for \$20 again giving people the discount, but allowing them to take and use the trip. So, being a little more dynamic, you know, realizing that maybe people don't want to pay for unlimited.



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00:45:55.690 --> 00:46:06.430

Jonathan Rewers: but they're going to need a certain amount of trips, and, as Chris said, kind of giving them a price carrot to pre-purchase those trips. So I think that's something. You know that that we've looked at.

283

00:46:06.450 --> 00:46:26.240

Jonathan Rewers: you know, again in the carrots we've been really investing in reliability like just making the service better. So the recent city survey of San Francisco. Muni was the only service that actually went up among city services in San Francisco. So that's something we're we're pretty proud of, and and we hit a level

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00:46:26.240 --> 00:46:41.160

Jonathan Rewers: that we hadn't hit in, you know, at least since 2,013, 2,017. So again, it's just an indicator that some of those investments in the quality of the service have been paying off. So again, where we can do that, we're we're definitely doing that.

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00:46:43.960 --> 00:46:54.120

Mike Eiseman: And I this echo? What I said I. What what? My colleagues here, said I, 1 one nuance I want to put on the fares. Discussion is

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00:46:54.200 --> 00:46:58.250

Mike Eiseman: first of all. I appreciate the function they pass. Everyone get excited, for they past

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00:46:58.360 --> 00:47:11.160

Mike Eiseman: fair programs are can be helpful. But I think all of us recognize that fares are transit. Ridership is sort of in elastic with respect to fares. Big changes in fares tend to generate marginal change in, and ridership

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00:47:11.390 --> 00:47:18.450

Mike Eiseman: worth exploring All these programs for sure. But I just, you know, along with what Jonathan said.

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00:47:18.540 --> 00:47:35.480

Mike Eiseman: The best incentive to get people on transit is, you know, high quality, frequent, reliable service. and I think that's where all of our priorities have been. as far as you know, sticks that sort of outside of our our department, mostly as operators, I think probably the most

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00:47:35.750 --> 00:47:49.730

Mike Eiseman: impactful thing that gets people on transit is limited and or expensive parking. Probably one of the reasons downtown San Francisco is a very high, least historically. It's been a very big generator of transit trips.

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00:47:51.730 --> 00:47:59.600

Mike Eiseman: and you know that that's a that's a it's generally falls into the realm of your city policy and developer decision making. But

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00:48:04.480 --> 00:48:08.680

Sebastian Petty: thanks another question from our audience.

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00:48:08.910 --> 00:48:19.900

Sebastian Petty: and I apologize to folks. I'm sort of picking and choosing, and we'll we'll get to as many as we can, but i'm trying to hit ones. That sort of are our general in nature first, but I thought this was a really interesting one.

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00:48:20.700 --> 00:48:38.860

Sebastian Petty: Can you offer any thoughts on whether transit agencies should focus on attracting certain segments of writers, and perhaps giving up on trying to serve or attract other segments. I think that's it's a really interesting question. Transit agencies. Don't always think in those terms, and so i'd love to to hear the the panel slots on that.

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00:48:40.350 --> 00:48:51.250

Jonathan Rewers: That is literally why I'm. Here in in Cambridge again, part of what we're doing with the national transit adaptation, strategy is to answer that exact question. So

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00:48:51.710 --> 00:48:57.770

Jonathan Rewers: transit across America again. Since you know, the early 19 hundreds has focused

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00:48:57.780 --> 00:49:05.570

Jonathan Rewers: on i'm trying to move somebody to their job like that has been the focus. And so we do tend to just say the ridership.

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00:49:05.580 --> 00:49:23.160

Jonathan Rewers: assuming what everybody needs is the exact same thing, or their trip purpose tends to be the same thing, and we design around that. So we are looking at. You know somebody who's only going to use transit when they're going to a warriors game like, what are some carrots and incentives

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00:49:23.160 --> 00:49:28.090

Jonathan Rewers: that, hey? You know what you can get to other destinations other than a warriors game? Did you know that?

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00:49:28.100 --> 00:49:36.990

Jonathan Rewers: So, for example, a lot of people knew how to get to work on transit, but they had very little understanding of where the rest of the system could take them

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00:49:37.110 --> 00:49:53.540

Jonathan Rewers: so like. This is a concept that airlines often use like. Did you know you could get to Tahiti? We just created this new line, you know, to Wahaka, Mexico kind of taking that concept and and kind of those people who want to get to a certain destination. This might be a convenient way.

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00:49:53.540 --> 00:49:57.560

Jonathan Rewers: kind of looking at different, very specific personas

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00:49:57.700 --> 00:50:11.780

Jonathan Rewers: and trying to grow the ridership in those specific areas. So we're looking at that we will share it with every transit agency in America. It's our intention to do that. One of the things we're doing here at Mit is they're helping us with some machine learning.

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00:50:11.780 --> 00:50:23.660

Jonathan Rewers: looking at ridership patterns across the United States, so we can see kind of what the clusters Why, people are using the system where they're trying to go. So whoever had that question it's a great one. It's something we're working on.

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00:50:25.930 --> 00:50:29.560

Chris Andrichak: This is interesting because

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00:50:29.820 --> 00:50:40.920

Chris Andrichak: we we and and other transit agencies Other, you know, the world in general have been developing more than an equity focus in the past few years.

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00:50:41.090 --> 00:50:45.210

Chris Andrichak: and you know that that could be thought of as looking at

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00:50:45.280 --> 00:50:54.260

Chris Andrichak: certain segments and not others. But we we always have to try to keep in mind that it's not. It's not this or that. We we would like

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00:50:54.590 --> 00:51:03.210

Chris Andrichak: as many writers as we can from this, as many different segments or slices of the population that are, you know, depending on what metrics you're looking at?

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00:51:03.310 --> 00:51:04.160

Chris Andrichak: None.

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00:51:04.500 --> 00:51:08.600

Chris Andrichak: you know. It comes down more to Where do we focus the resources.

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00:51:08.610 --> 00:51:25.110

Chris Andrichak: and that you know this sort of trans bay question for us is is really the the big one, and we don't want to abandoned trans very riders we bike on trans-based service. We think it serves up with population. But how much, how much of a focus should it be? For

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00:51:25.340 --> 00:51:29.760

Chris Andrichak: we. you know a lot of our outreach, and this coming planning

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00:51:29.890 --> 00:51:45.160

Chris Andrichak: process is to try, and we get the opinions of people who ride, but may not, you know, say, come into our third meetings and comments, or the name of it, sending anyone to the agency, or submit a custom of comment or something like that. So

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00:51:45.820 --> 00:51:53.630

Chris Andrichak: it it's not really so much about changing when we serve, but trying to actually get the opinions of the people, who

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00:51:53.990 --> 00:51:56.770

Chris Andrichak: we certainly may not have given them to us before.

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00:51:56.970 --> 00:52:03.240

Chris Andrichak: And again, you know, trying to get as many people. many seconds as we can.

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00:52:03.320 --> 00:52:08.760

Chris Andrichak: Somebody and I just recently said something to the effective.

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00:52:09.110 --> 00:52:17.310

Chris Andrichak: You can judge a city by its transit system and being from from the New York area. One of the great things about New York is everywhere.

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00:52:17.640 --> 00:52:18.580

Okay.

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00:52:19.120 --> 00:52:22.200

Chris Andrichak: So that's that's kind of what the goal you want to.

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00:52:22.280 --> 00:52:27.430

Chris Andrichak: I'm going to just you. We can help it to sort of in section one

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00:52:33.730 --> 00:52:37.270

Sebastian Petty: switching gears a little bit.

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00:52:37.570 --> 00:52:50.010

Sebastian Petty: Here's a a question that gets more at sort of the operational capacity side of the equation. And and Peter asks our operators, considering increased roles of shuttles, vampoos, and carpool options

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00:52:50.020 --> 00:52:54.370

Sebastian Petty: also more first and last mile infrastructure. And so really interested in.

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00:52:54.480 --> 00:53:04.840

Sebastian Petty: you know, as we're thinking about the the future of transit, At what point does transit start thinking about using different tools. So would love to to hear your your thoughts on that one.

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00:53:08.400 --> 00:53:11.320

Jonathan Rewers: Well, i'll go only because i'm a.so.

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00:53:11.570 --> 00:53:17.120

Jonathan Rewers: Yes, because i'm the San Francisco Municipal Transportation Agency. So

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00:53:17.280 --> 00:53:24.150

Jonathan Rewers: we do all the the bicycle pedestrian, and and we we manage the parking so

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00:53:24.390 --> 00:53:42.480

Jonathan Rewers: Yes, only because it's our jobs. I think we are always considering that I think we did a a pilot around the Trans base center, a mobility pilot for kind of that last mile connection to a grant we got from Mtc: so we are, I think

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00:53:42.480 --> 00:53:45.880

Jonathan Rewers: again, destination is a huge focus.

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00:53:45.940 --> 00:54:01.890

Jonathan Rewers: So where a barrier to getting that destination is last mile. We will definitely take a look at that again. We want to. We want to bring back the demand. We want to tell people where they can get to. We want to make sure they can get to essential services. And so that would definitely be a component of doing that

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00:54:04.530 --> 00:54:07.290

Chris Andrichak: question. I think this is a tricky question for us.

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00:54:07.570 --> 00:54:23.570

Chris Andrichak: partly because, unlike Jonathan, we are 2 counties, 13 cities, unincorporated areas. So when it comes to these these other mobility services. They often tend to be an even smaller geography or city based, or something like that. So it's a

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00:54:23.570 --> 00:54:40.820

Chris Andrichak: just logistically. It's a much larger problem for us to try and work with those services. Now that, said one of the things we are are really looking at in this planning process that we have is, what are people going to tell us about those other services, and how

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00:54:40.820 --> 00:54:44.010

Chris Andrichak: either they think we should be doing something different.

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00:54:44.030 --> 00:55:01.910

Chris Andrichak: or, you know, could integrate with something else. And this the whole sort of Orca micro transit that ran off went down. But we just come in. Come out. You know that there's there's a lot of changes there, and that's that also makes that sort of integration a little bit different, but it's.

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00:55:01.960 --> 00:55:12.600

Chris Andrichak: I I don't think it's we can't ignore the rest of the mobility landscape, even though it's not the business. We've been up now, so it to the extent that we can make people's trips

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00:55:12.640 --> 00:55:17.370

Chris Andrichak: as as good and as seamless as possible. But it's not a that can only benefit.

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00:55:20.710 --> 00:55:35.350

Mike Eiseman: I think we're probably stand in the train business. Mostly we're not going Micro Mobility, you know we do. This is not a post pandemic thing where it is always put a lot of effort into trying to do station access planning. Make sure that the connections that

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00:55:35.600 --> 00:55:43.860

Mike Eiseman: you know, especially on a, on the on the San Francisco side, Sfmga does most of the work there, but at our our

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00:55:44.000 --> 00:55:50.870

Mike Eiseman: especially our East Day and missile stations, you know, there's a lot of work to do to try to get connectivity with the local street network.

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00:55:51.170 --> 00:56:00.270

Mike Eiseman: etc. And you know we we have bus transfer centers. Anyway, that work continues as always, the you know, one

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00:56:00.590 --> 00:56:09.190

Mike Eiseman: area we are working as far as the the first last mile connections is getting those standardized transfer discounts so that it's, you know, more

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00:56:09.410 --> 00:56:16.280

Mike Eiseman: affordable and some simple to take the bust of art. so i'll just leave it there.

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00:56:20.570 --> 00:56:33.020

Sebastian Petty: We've got a lot of great just questions in the the chat. Unfortunately, we're we're coming toward the end of the program. So i'm gonna take the Moderator prerogative to ask kind of one final question. I give you the opportunity to sort of sum up

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00:56:33.270 --> 00:56:41.470

Sebastian Petty: your your thoughts. But as you think about what might be a more sustainable business model for your agency and for transitive general.

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00:56:43.040 --> 00:56:54.720

Sebastian Petty: what what would help you get there, and who can help you get there? I know that there's a lot. The transit agencies control themselves, but there's a lot that you don't control. and so

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00:56:55.540 --> 00:56:59.690

Sebastian Petty: just would love to get your closing thoughts on. Kind of

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00:56:59.990 --> 00:57:11.360

Sebastian Petty: how do you need help, and how can we? As a region? You know, John, I think you mentioned the recent polling or region that supports transit a lot. Help ensure that our our systems are thriving.

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00:57:16.630 --> 00:57:19.480

Jonathan Rewers: Mike, you want me to plug the bait pass again.

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00:57:20.310 --> 00:57:23.160

Jonathan Rewers: like hey? I mean really

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00:57:23.540 --> 00:57:27.890

Jonathan Rewers: one successful business model that did work for Cal Train



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00:57:27.890 --> 00:57:50.800

Jonathan Rewers: before the pandemic was having an employer-based program where the business community is making an investment in transit, and is making, you know, a social statement that they want to reduce congestion. They want to reduce Ghg. That it was important for them. That is how they can step up to the region, so where we can partner

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00:57:50.800 --> 00:58:08.700

Jonathan Rewers: with businesses and with universities and other organizations. To do that. I think every agency in the region is willing to open up and have those conversations right now, because, again, what we have found is when people like the service we provide, once they use it right, we gotta get people back.

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00:58:08.860 --> 00:58:23.260

Jonathan Rewers: And then that that message spreads and people can figure out where they can get to. They get to meet their friends, you know. They they get to have dinner together like we. That is why we exist. We exist to get people to where they need to go and see people they need to see.

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00:58:23.260 --> 00:58:32.710

Jonathan Rewers: And so I would say that that's definitely one complete like Mike did not pay me. But yeah Bay past definitely something when we launched that and do that. And

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00:58:32.960 --> 00:58:42.920

Jonathan Rewers: again, you know, I, Sebastian, you and I have had this conversation like, there's an assumption that the prior business model worked, and it didn't

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00:58:42.940 --> 00:59:01.150

Jonathan Rewers: like we've had to go back to the voters. Bart had to do it to invest in its infrastructure, or it was going to have major problems right? Chris has gone to the voters, and they have chosen to continuously subsidize and reduce that fair dependence, because that service was important to those riders who need it.

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00:59:01.150 --> 00:59:11.050

Jonathan Rewers: We are going to go back in San Francisco to the voters. We all might need to go to the region, and so, you know, to the voters and residents of San Francisco.

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00:59:11.510 --> 00:59:14.490

It's tough times, but as we know

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00:59:14.700 --> 00:59:24.340

Jonathan Rewers: this is in our DNA. These are our values. Right? Ghg: Social equity Transit is the way to get there. So we're going to ask for the State for more time.

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00:59:24.920 --> 00:59:36.050

Jonathan Rewers: Some of us are all of us are going to come to the voters of the Bay area, and we need you to make a statement that that you support transit because we are ready to deliver. But

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00:59:36.060 --> 00:59:39.240

you know we we've done what we can. We we need help.

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00:59:39.970 --> 00:59:47.100

Jonathan Rewers: and I didn't get paid to say, Well, I did get paid to say that. But you know I ask all all barrier residents to help us out.

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00:59:49.240 --> 00:59:56.050

Mike Eiseman: I don't have a lot to add to that. Actually, I second all of the points that Jonathan made there, I think partnerships with business. Yes.

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00:59:56.080 --> 01:00:07.910

Mike Eiseman: and I think actually through the Bay Pass. We're trying to make it easier than we have in the past. We haven't they haven't given give business a great way to to directly by buy into the trans system. So we're trying to trying to get the better at that.

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01:00:08.120 --> 01:00:13.830

Mike Eiseman: And yeah to the voters and to our elected representatives. I second, when Jonathan said.

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01:00:15.060 --> 01:00:17.370

Mike Eiseman: The only thing I would add, Sebastian, is that

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01:00:17.630 --> 01:00:27.090

Chris Andrichak: you know a a/C transit and a lot of other agencies we are. We are not a city or not like I mentioned. We're not a city in county, or something like that. There's 13 of them, plus others.

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01:00:27.110 --> 01:00:28.400

Chris Andrichak: so

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01:00:28.630 --> 01:00:38.490

Chris Andrichak: I would say one. What we really need is if we, you know we need the support of those cities, not only to do our operations and to make the improvements, telling me it needs but also to you know.

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01:00:38.820 --> 01:00:49.520

Chris Andrichak: I'm sure they all think that the transit service that we provide is important for their residents, for their in their constituents and things like that. But now, sort of more than ever, we, we need to have

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01:00:49.600 --> 01:00:51.690

Chris Andrichak: that understood as the State.

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01:00:51.870 --> 01:00:56.570

Chris Andrichak: We need the support of the localities when we go asking for.

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01:00:56.640 --> 01:01:00.560

Chris Andrichak: and then he can escape to help us through the at least some part of this crisis

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01:01:00.580 --> 01:01:03.590

Chris Andrichak: that you know. Listen it's not just plus

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01:01:03.790 --> 01:01:15.370

Chris Andrichak: all the people who live in our service area really value the service, and they don't it's gonna be a it's gonna be bad for the region for the area for the city to you know whatever scale and look at. If if people aren't able to get around

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01:01:19.200 --> 01:01:21.050

Sebastian Petty: all right. Well.

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01:01:21.340 --> 01:01:39.970

Sebastian Petty: thank you all for being here. Unfortunately, that's all we have time for today, but I I so appreciate your time. I appreciate the insightful questions from our audience and apologize. We didn't have the the bandwidth to get to all of them. But we hope that we'll see you all again sooner. This per program.

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01:01:41.160 --> 01:01:42.260

Sebastian Petty: Thanks, everyone.

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01:01:43.030 --> 01:01:44.540

Jonathan Rewers: Thank you. Sebastian.