# State of Transit

From: MTA ADMINISTRATOR [MTA_Mail@prodigy.com]
Sent: Monday, October 19, 1998 8:00 PM
To: JeffreyHorne@sprintmail.com
Subject: Administrator Reply

Dear Jerome:

Thank you for your recent electronic communication to the Mass Transit Administration (MTA). I am always very happy to write to young people, especially when their interest is in public transporation.

Jerome, it is not too early even now at age 10 to begin to plan your future, and I commend you for setting your sightss on being a future MTA Administrator. Throughout your education, including perhaps a Masters Degree from Morgan University, you will need an extensive background in mathematics, as being Administrator requires your careful balancing of budgets within each department.

You will need experience in public speaking since you will be called on from time to time to speak to groups of employees, legislators and customers. Good writing skills are important too. You must communicate your intentions, your policies and procedures and goals of the organization in clear and concise language.

A grasp of inter-personal skills will enable you to understand the everday needs of your employees and customers. What you say and how you say it must affect the in a positive ay, so that you gain their confidence and support.

At the college level, you will need to enroll in those technical courses that will enable you to understand how bus and train schedules work in the day-to-day operation of a large transit agency. You will also need to learn how to best plan for service where it is need and reduce it in areas where ridership is declining.

As administrator, you will soon learn to depend on key people within your organization for critical information. From their reports, you will make decisions that help to make the MTA a desirable transportation alternative for the tens of thousands of present and potential customers.

Finally, bekind and considerate of everyone. There is no room for pettiness and meaness within your organization. You must earn the respect of otherss by being respectful to them.

Good luck in all of your studies. Do not let your aspirations fade. I wish you every success.

Sincerely,

Ronald L. Freeland

HAPPENING THIS MORNING
Working for You 6abc
INDYGO BRINGS NEW HIGH-TECH BUS TO THE CITY

# My Personal Experience

My Personal Experience

5

5

THE END ØF AN ERA

FAREWELL TO COLLEGE DAYS
Rest in Pieces 1891 - 1953
STREETCAR NAMED EXPIRE

1953

2019

IndyGo RAPID

GARAGE

1989

IndyGo RAPID

A NEW ERA BEGINS

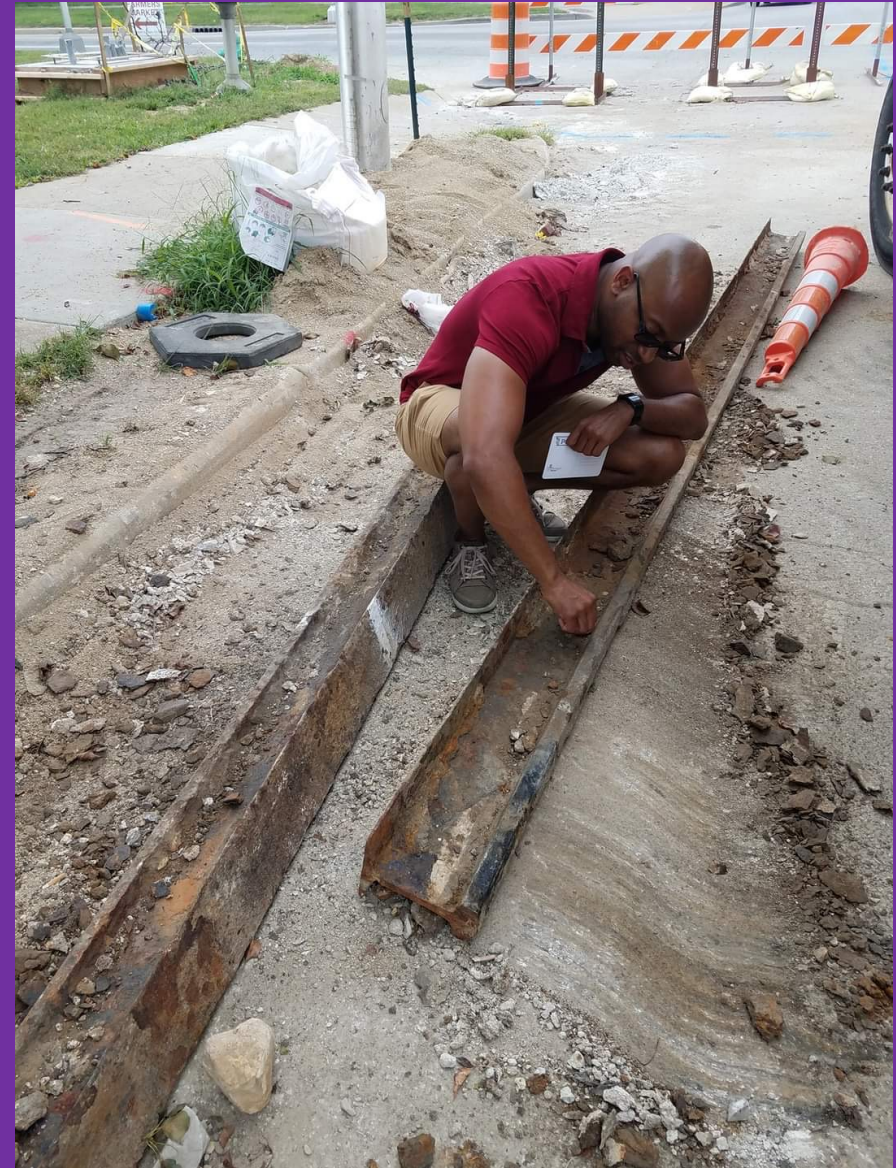RED LINE PATH FOLLOWS OLD ROUTES

NEW DEVELOPMENTS

TransitCenter works to improve public transit in ways that will make cities more just, sustainable, and prosperous.
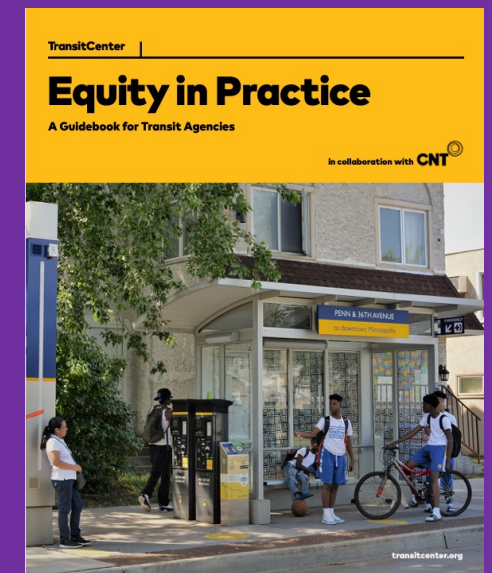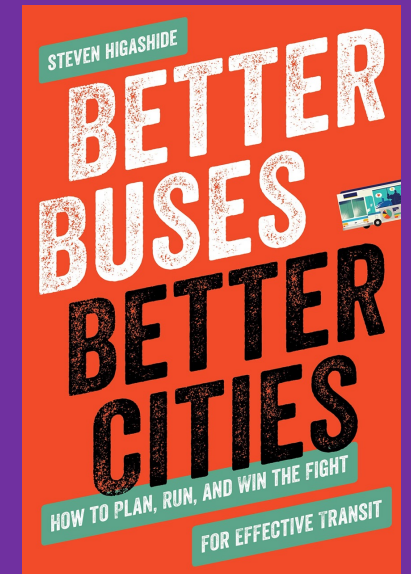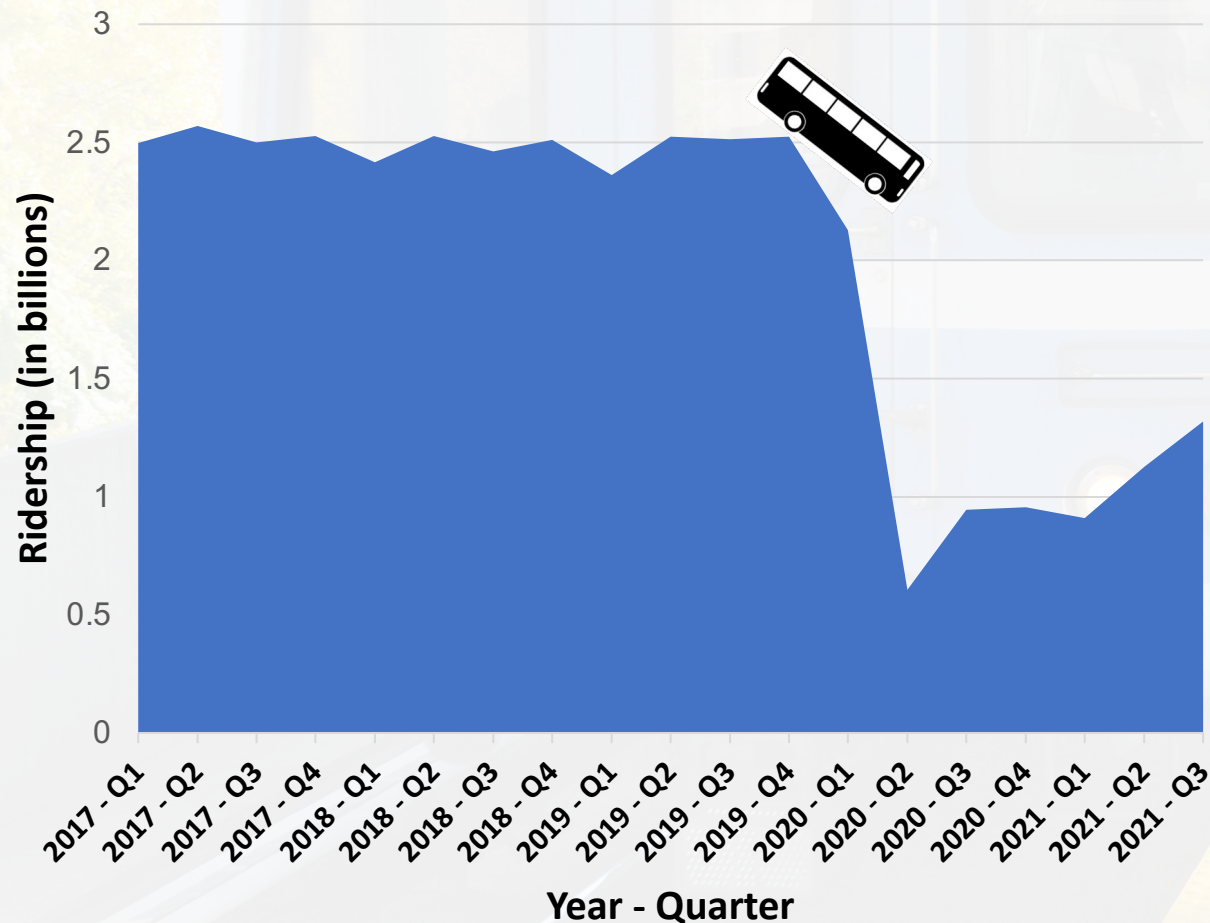
TransitCenter

# TransitCenter

- Policy
- Applied Research
- Technical Assistance for agencies
- Support of Advocacy groups and campaigns
- Leadership Development

# Problem Statement

## APTA Public Transportation Total Ridership Report by Qtr
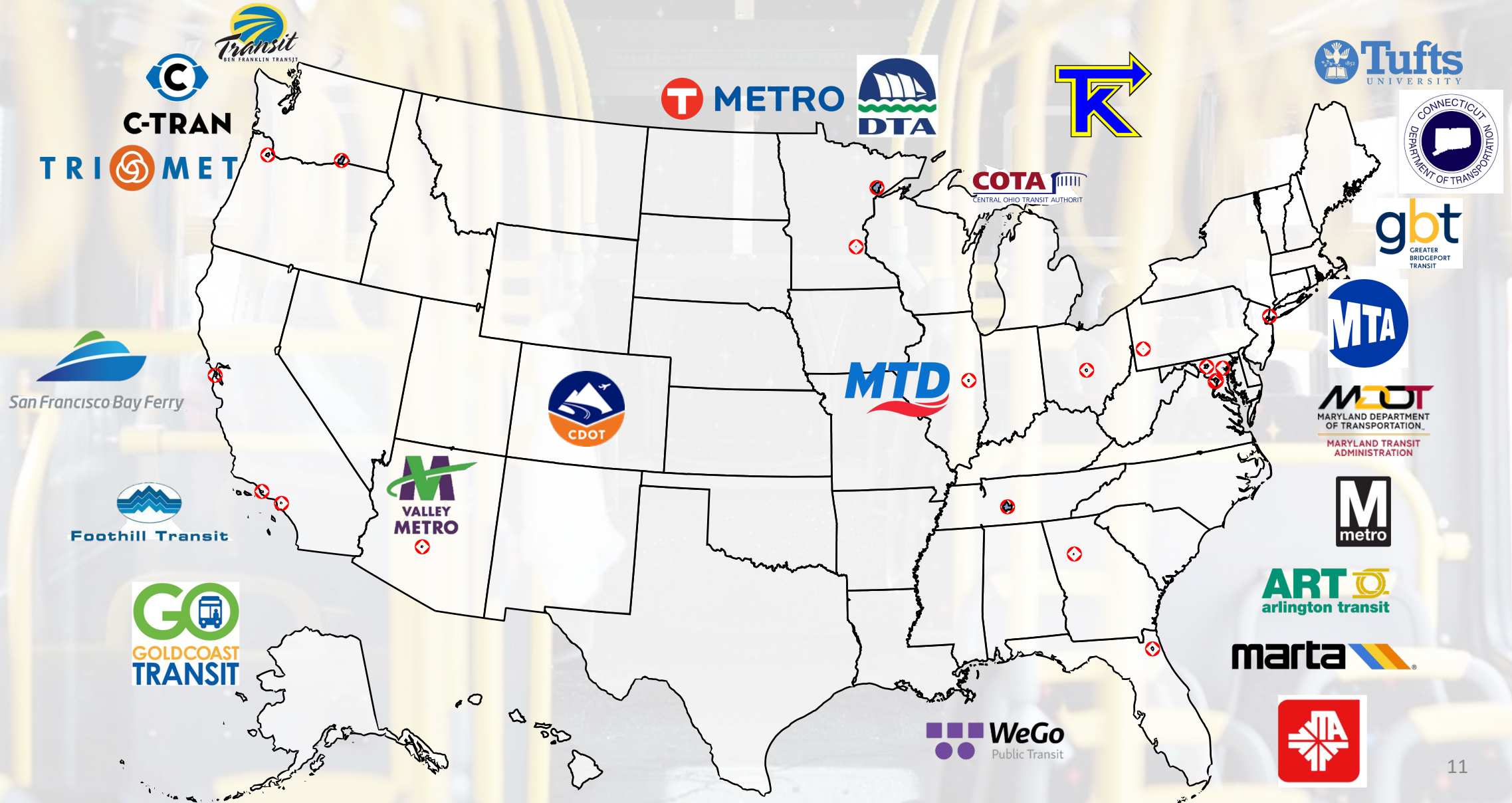### *5 years (in billions)*



- Pre-pandemic ridership sustaining at ~2.5 billion per quarter
- Ridership declined 76% from Q4 of 2019 to Q2 of 2020
- Annual Riders: 9.9 billion → 3.4 billion

# Responding Agencies

# Agency Overview

## 25 survey responses representing 10 different modes
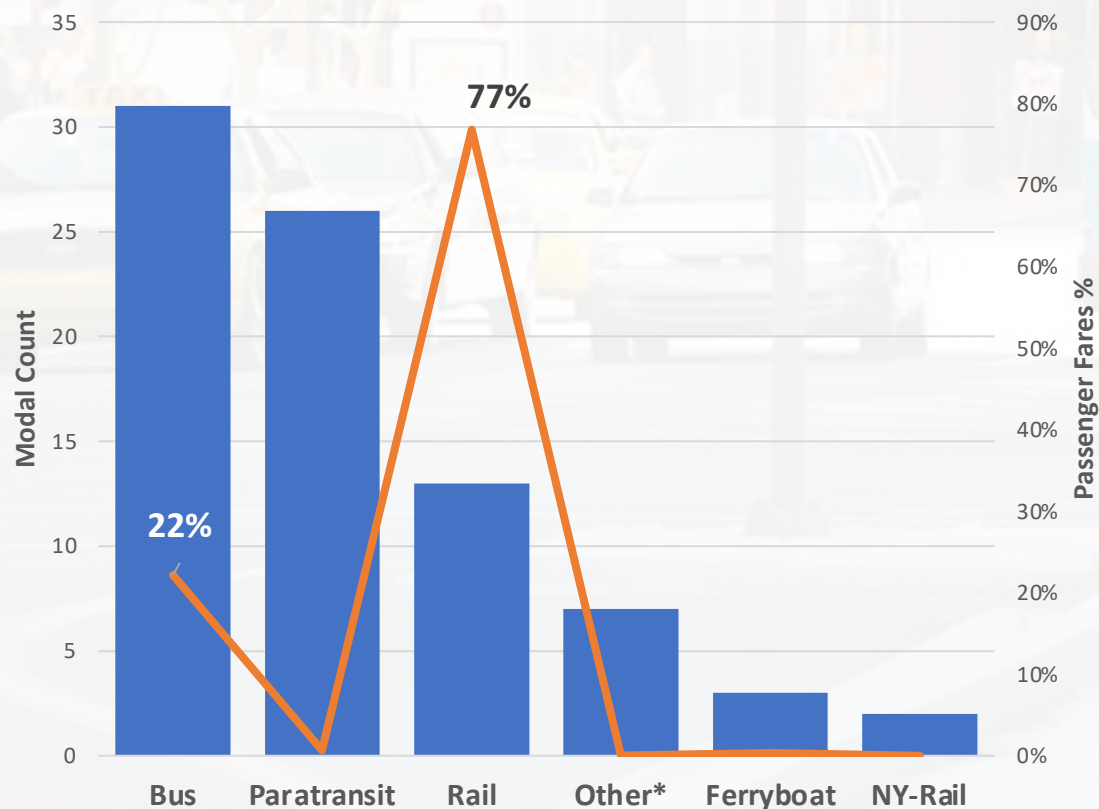
### Percent of Public Transportation Commuters (Means of Transportation to Work)

Left chart (Modal Count / Passenger Fares %):
- Bus: ~31 (22%)
- Paratransit: ~26
- Rail: ~13 (77%)
- Other*: ~7
- Ferryboat: ~3
- NY-Rail: ~2

Right chart (Percent of Public Transportation Commuters):
- Bus: 46.3
- Subway: 37.7
- Commuter Train: 11.8
- Light Rail: 3.1
- Ferryboat: 1.0
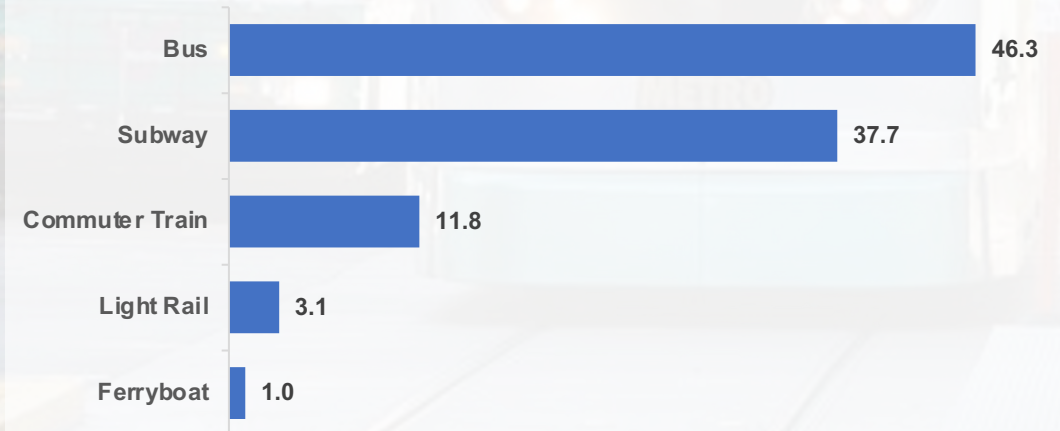
Source: US Census Bureau, 2019 ACS Survey

[1] Rail includes Heavy Rail, Commuter Rail, Light Rail
[2] Other includes Streetcars, Van Pools, and Guideway
Source: NTD 2019 Passenger Fares Data
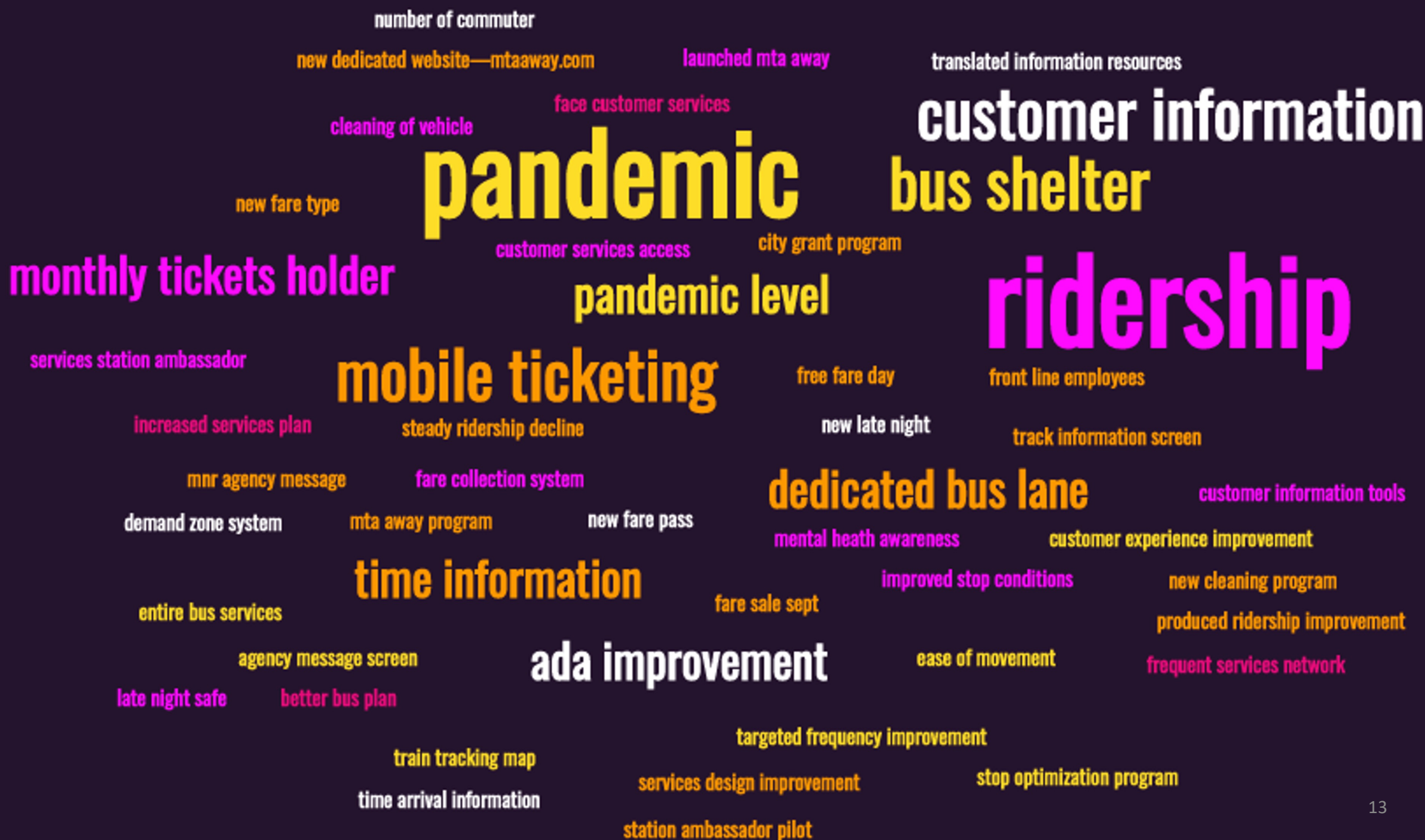
# Customer Satisfaction & Experience

- 13 agencies: Dedicated customer experience staff
- 22 agencies: Surveyed riders on customer satisfaction
- Common themes from those surveys:
  - Safety/Perception of Safety
  - Reliability of Service
  - Cleanliness
  - Desire for more frequent service
  - Desire for Longer spans of service/more weekend service

| INGRESS | STATION | STATION | UNPAID AREA | TICKETING/ | PAID AREA | VERTICAL | PLATFORM |
| EGRESS | APPROACH | ENTRANCE/EXIT | CIRCULATION | FARE GATES | CIRCULATION | CIRCULATION | ON TRAIN |
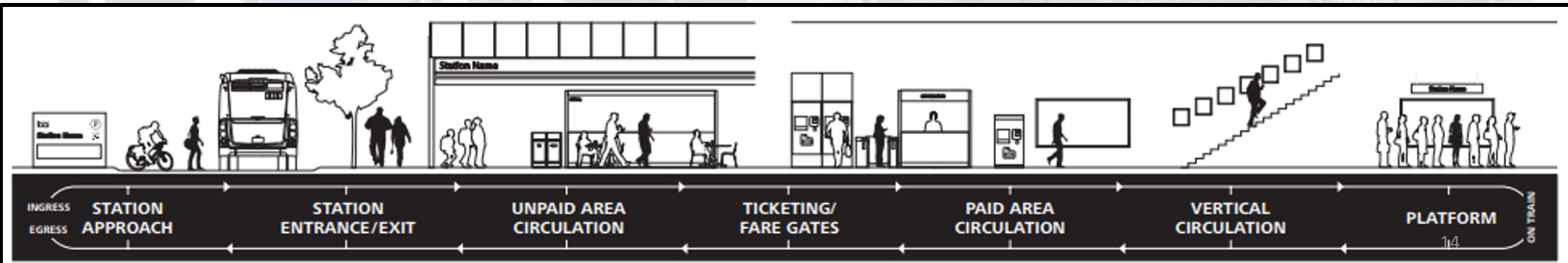
# Pandemic Service Level Demands

## 2019 Ridership by Mode
*(in thousands)*

| Transportation Mode | Ridership | % of Total |
|---|---|---|
| Bus | 4,638 | 47% |
| Heavy Rail | 3,798 | 38% |
| Commuter Rail | 510 | 5% |
| Light Rail | 505 | 5% |
| Paratransit | 202 | 2% |
| Other | 188 | 2% |
| Trolleybus | 81 | 1% |
| **Total** | **9,922** | **100%** |

Source: American Public Transportation Association Ridership Quarterly and Annual Totals by Mode

## Bus vs. the World



15
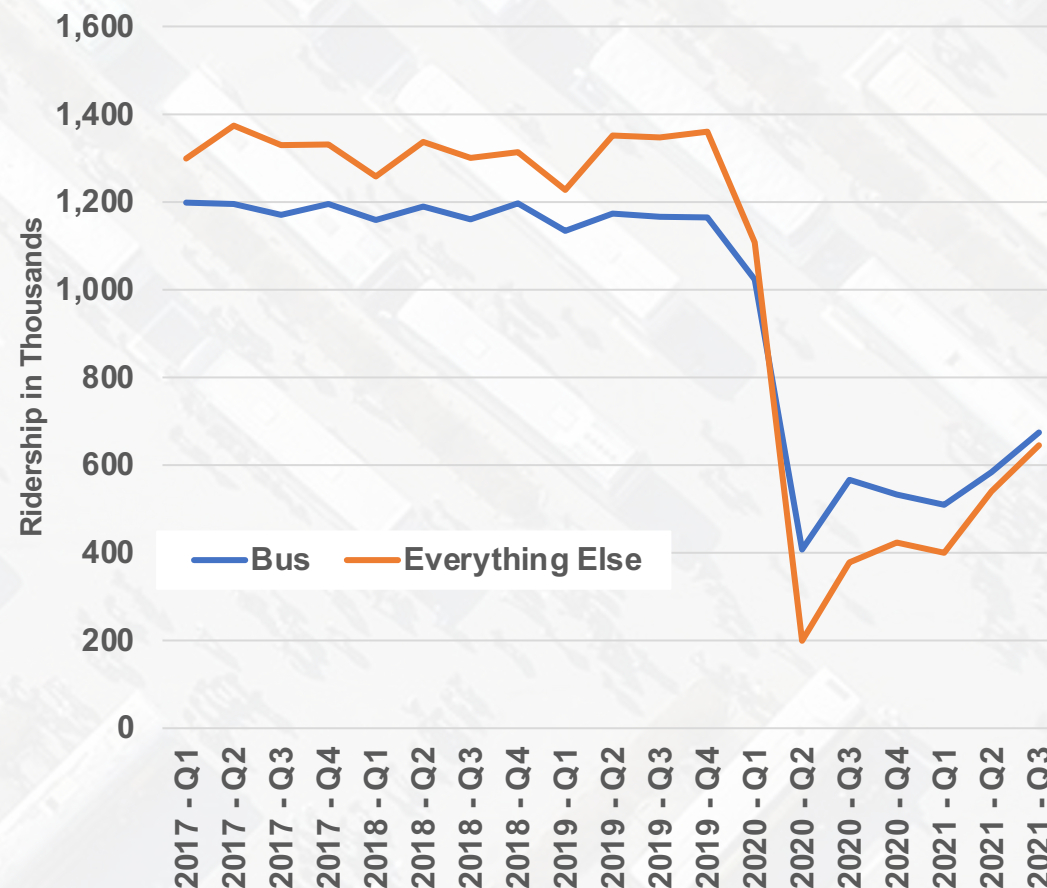
# Making Fares Fair $$$

- Flexible Fare Options
- Reduced Fare Programs
- Fare Integration
- Fare Capping
- Fare Free
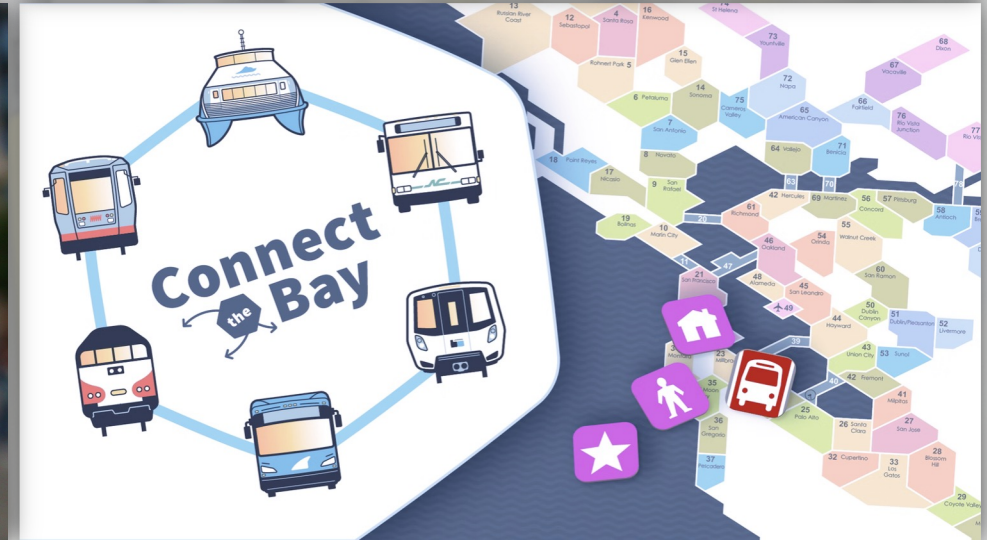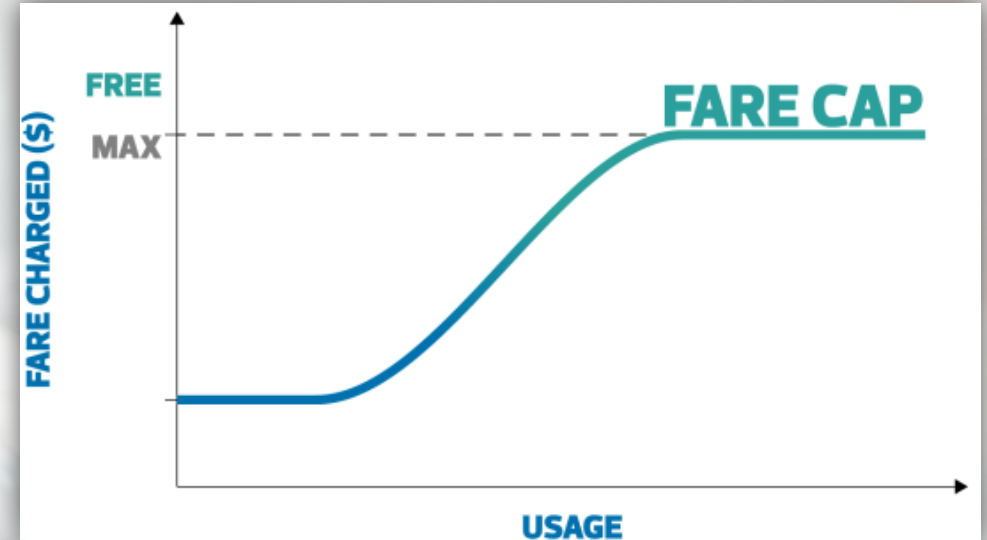
# Defining Equity

- Equity Defined
- Equity in Transit
  - Procedural Equity
  - Distributional Equity
  - Structural Equity
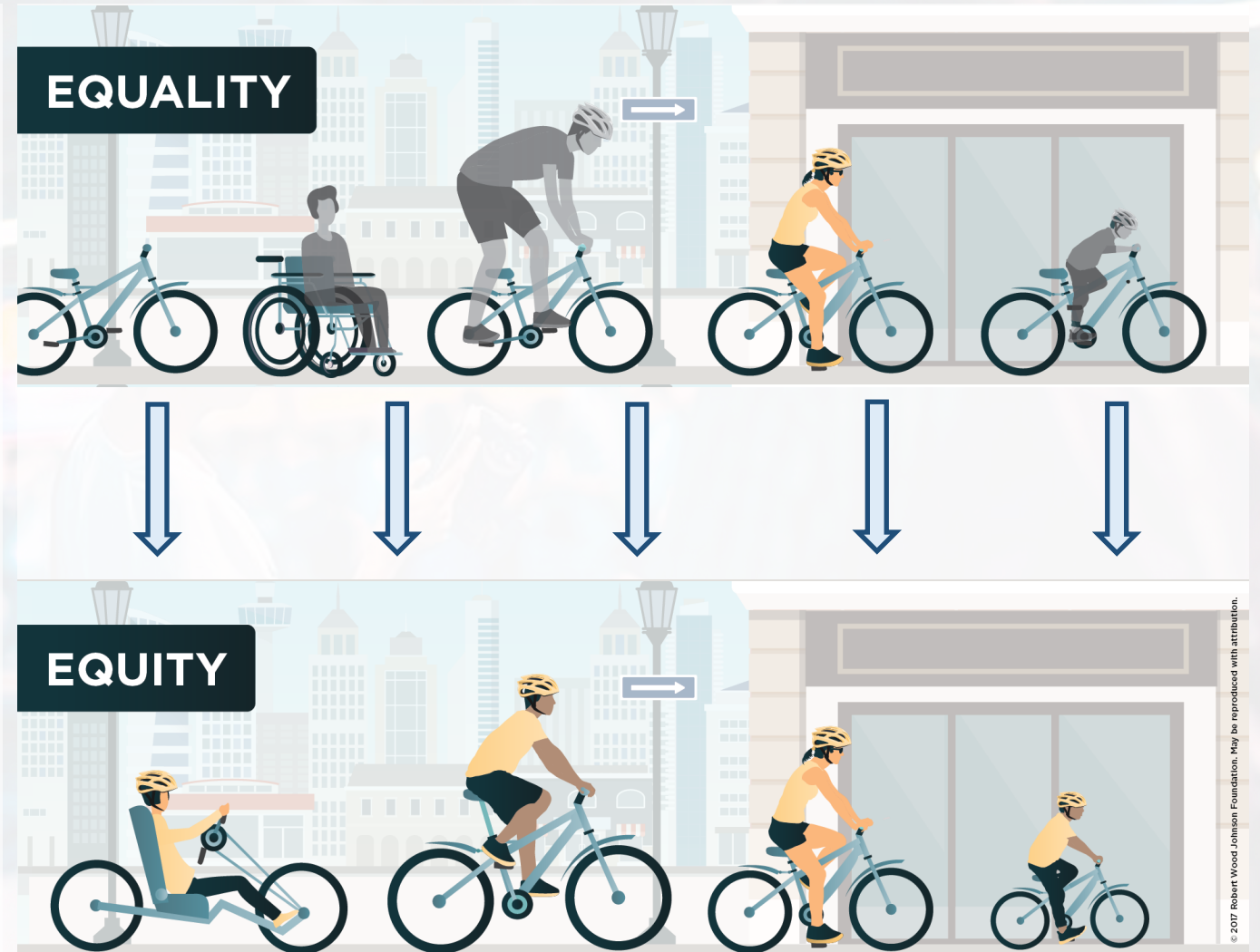


Image Source: Robert Wood Johnson Foundation

# Operator Shortfall

## Problem
- Absenteeism
- Retention
- Attrition
- Bad environment
- Operator assault

## Potential Solutions
- Dignity and Respect
- Changed hiring requirements
- Increased advertising
- Signing/recruitment bonuses
- Increased pay for new/existing operators



TransitCenter

**Bus Operators in Crisis**

The Steady Deterioration of One of Transit's Most Essential Jobs, and How Agencies Can Turn Things Around

NOT IN SERVICE

transitcenter.org

HOT MESS!
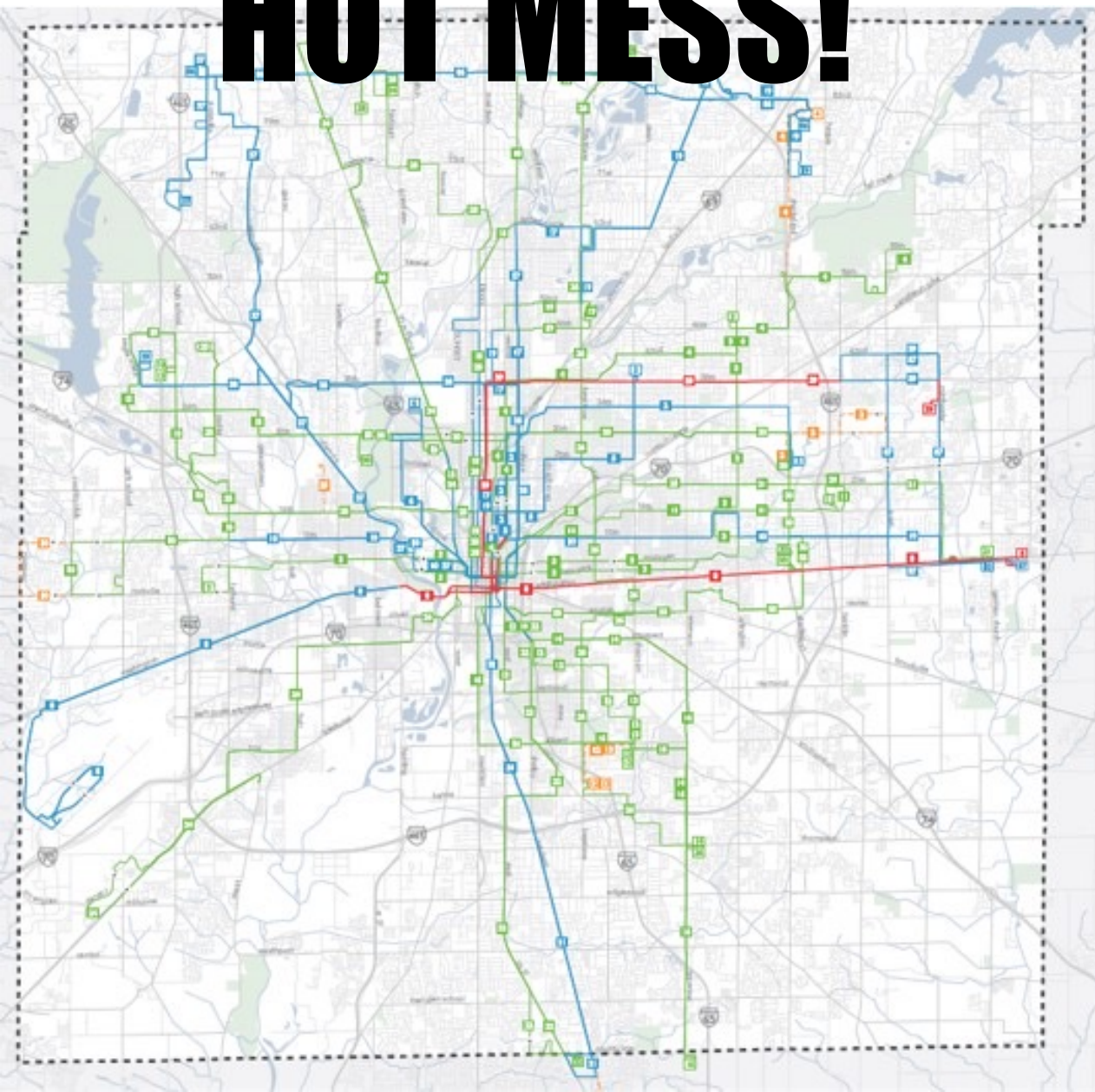
SEXY LINES!

Actual Public Meeting!

# Meet People Where They Are



HELP MOVE TRANSIT FORWARD AS AN **INDYGO TRANSIT AMBASSADOR!**

**VOLUNTEER WITH INDYGO!** JOIN OUR TRANSIT AMBASSADOR TEAM!

# Commuter Rail to Regional Rail





❌

- Infrequent Peak Only Service
- Higher fares
- Not equitable (Less Access)
- Waste of infrastructure



✅

- Frequent All Day Service
- Lower fares
- More equitable (More Access)
- Good use of existing infrastructure

# Leadership Is Influence

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
**-John Quincy Adams**

# Leadership

- Leaders are NOT only CEOs
- Inclusive decision maker
- Growth-oriented towards those they lead
- Change Agent
- Responsive to rider perspective and broad public interest
- Effective at what they do
- Representative

# STOP TRYING TO REINVENT THE SUBWAY

## What the Actual Shit Was That

Michael Ballaban
12/19/18 5:15pm · Filed to: THE BORING COMPANY ∨

f   🐦   ✉   🔗

# Technology Does Not Change Geometry!

- Autonomous Vehicles are going to save us!
- Everyone can just take an Uber or Lyft
- You get an electric car!



Space Required To Transport 48 People

Car | Electric Car | Autonomous Car

METRO COACH TURN

tarc STOP ridetarc.org

BUS STOP

NO PARKING BUS STOP

BUS STOP

BUS STOP

IndyGo

ZONE LINE

RED

IndyGo

Addison

BUS STOP

WESTERN

Green line trains

pace BUS STOP 532

metrobus

70 S2 S2 Alighting 79

A Red Line trains

IndyGo 39 E. 38th St 635-3344

NEXT STOP: PROGRESS. TRANSIT DRIVES INDY.

IndyGo 635-3344

IndyGo BLUE LINE ELECTRIC CIRCULATOR BOARD HERE

Rail ('L') System Loop

80

Little Flower Neighborhood Association

MARYLAND

metro 635-3344

COTA 3 18

BOARD METRO HERE INFORMATION 635-3344

NO P BUS STOP

Bus Stop

Orange Line

cta bus stop

cta bus stop

BOARD ALL EXPRESS ROUTES AND ROUTE 8 HERE metro 635-3344

RULE YOUR RUSH HOUR FREE Wi-Fi

18 86 26

Brown Line

14 Jeffery Express

BOARD ALL LOCAL ROUTES HERE EXCEPT ROUTE 24 metro 635-3344

TROLLEY

BOARD ALL LOCAL ROUTES HERE metro 635-3344

Blue Line

Clark/Division

60 Blue Island 20th

Belmont

marta Bus Stop

BUS STOP 39 Royal Roads 48 Happy Valley 52 Bear Mountain 52 Millstream 61 Sooke

RED LINE FREE

37 WESTERVILLE EXPRESS

COTA INFORMATION (614) 228-1776

I 18 86 26

PARK & RIDE

NO P BUS STOP

Indy Express bus

IndyGo 635-33

PARK & RIDE

marta Transit Station

INDYGO 9810 IndyGo

CTA T TARC Trolley T TARC Trolley

MOVING B-Line

PARK & RIDE METRO

BOARD METRO HERE INFORMATION 635-3344

40 49 46 47 48

BLUE LINE DOWNTOWN CIRCULATOR

101A 102A 103A EXPRESSBUS

770-

# Thank You!

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- @TransitCenter on Twitter