

Modernizing Public Transit



**New Hampshire
Transit
Association**

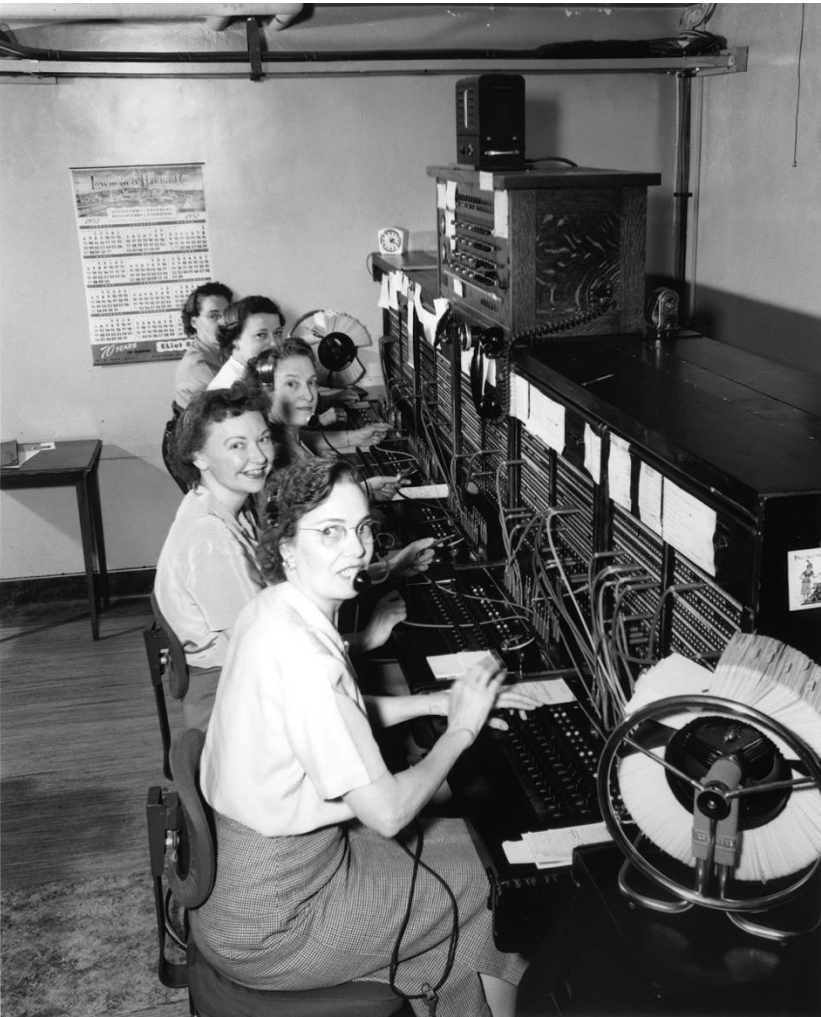


Featuring
Mark Aesch
CEO & Founder
TransPro

More Public Money and More Ridership



Industry Transformation



We've Changed...



...the Style of Our Buses!

The Problem



**Consumed
with
Ridership**



**Project
vs.
Performance**



**Compliance
Mindset**

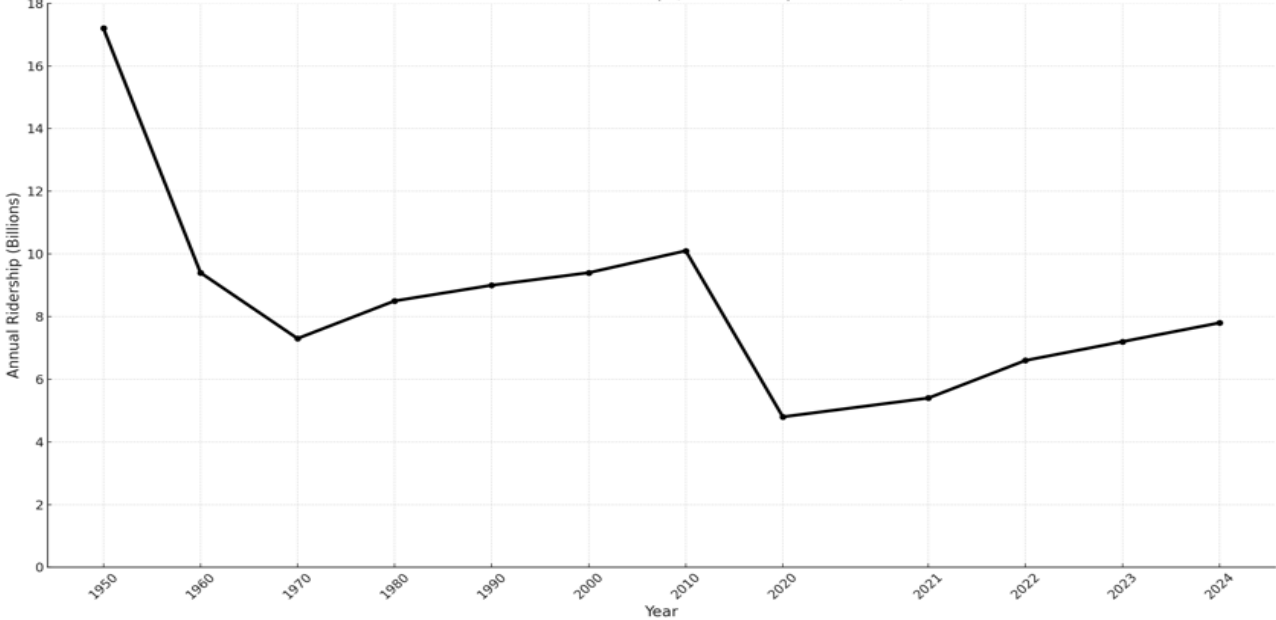


PUBLIC TRANSPORTATION TODAY

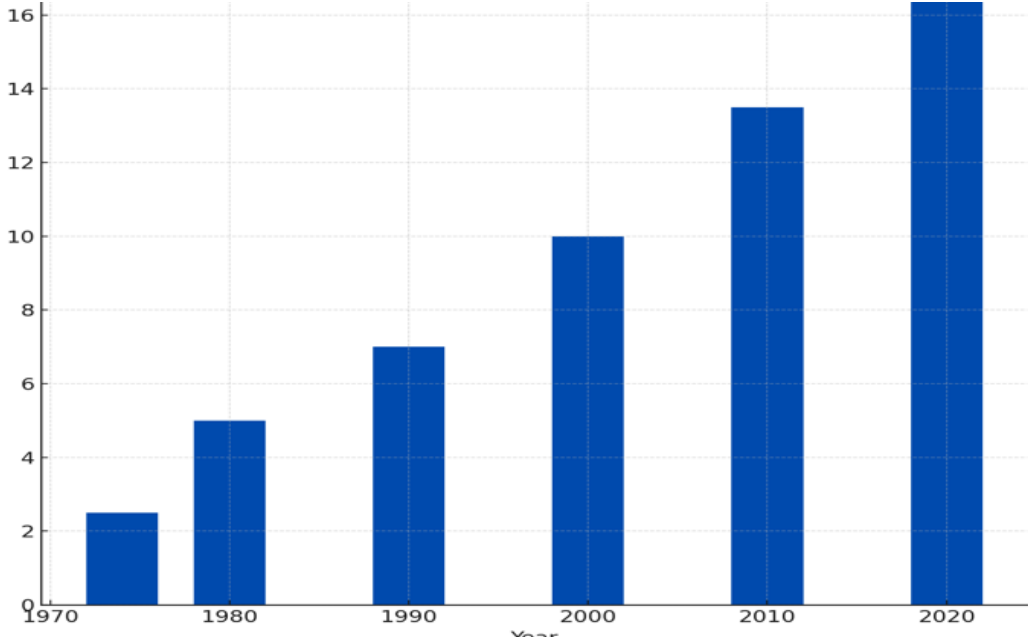
If Ridership is the singular definition of success, we aren't very good at it. Public transportation ridership in America is on a 75-year decline.

U.S. Transit Ridership (Billions of Trips)

U.S. Public Transit Ridership (Unlinked Trips in Billions)



Federal Transit Funding (Est. Billions \$)



Data compiled from APTA, the Federal Transit Administration, and National Transit Database reports, 1950-2024.

ON THE INDUSTRY

Operating Cost

▲ 12%



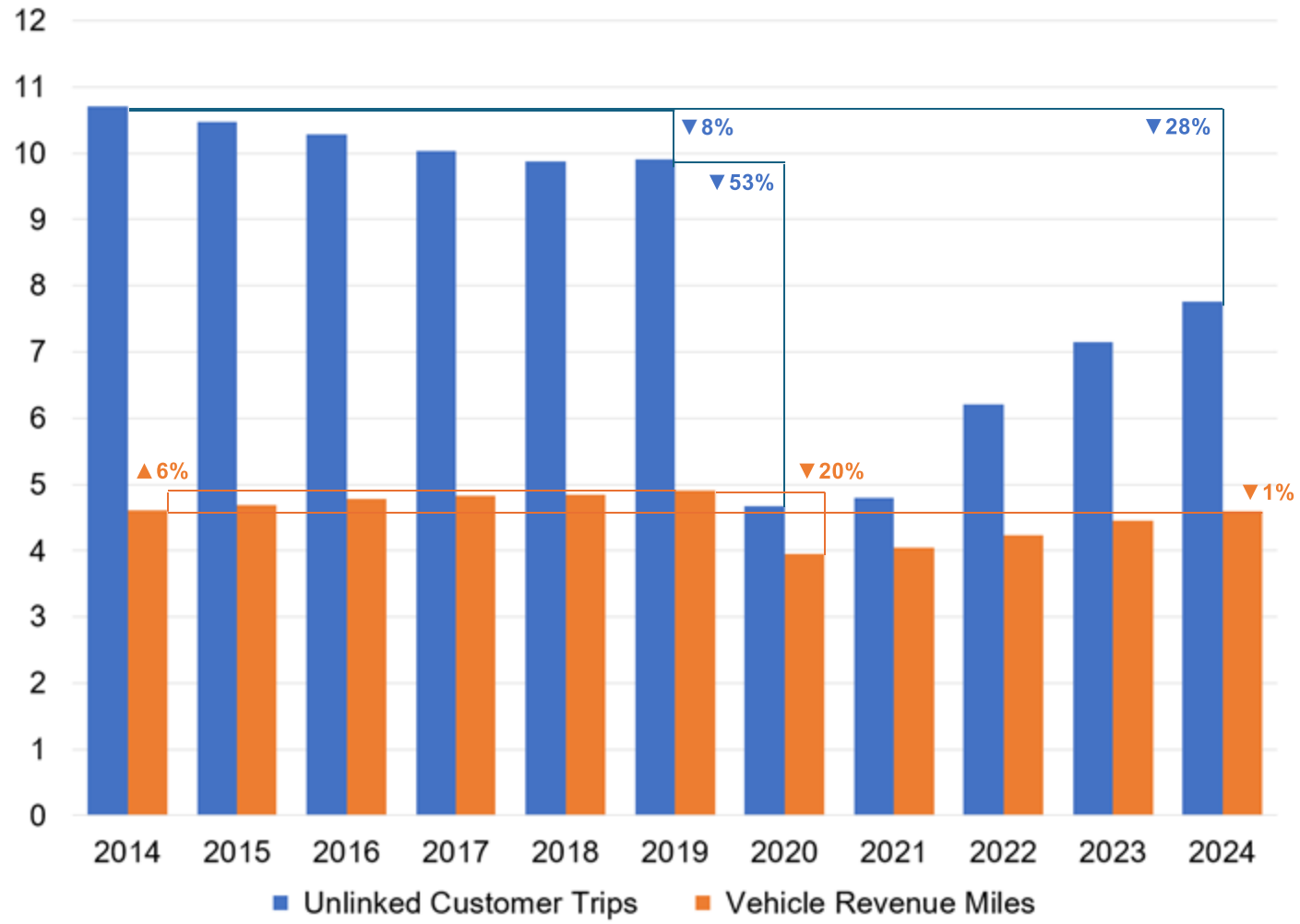
Fares Subsidy

(in billions of 2023 dollars)

	2023	10-Year Change
Operating Costs	\$10	▼45%
Fares	\$55	▲40%

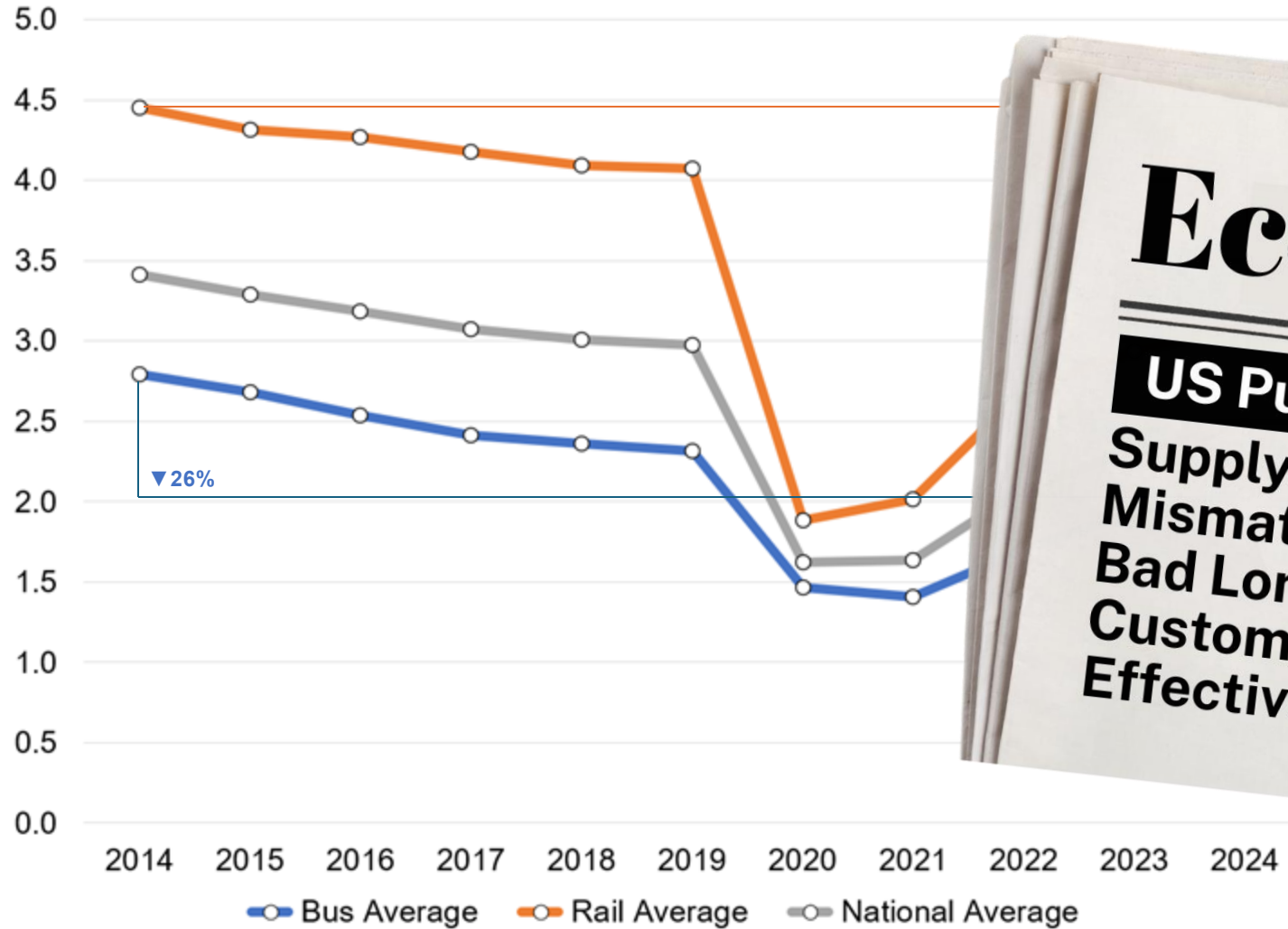
Supply and Demand

(in billions)

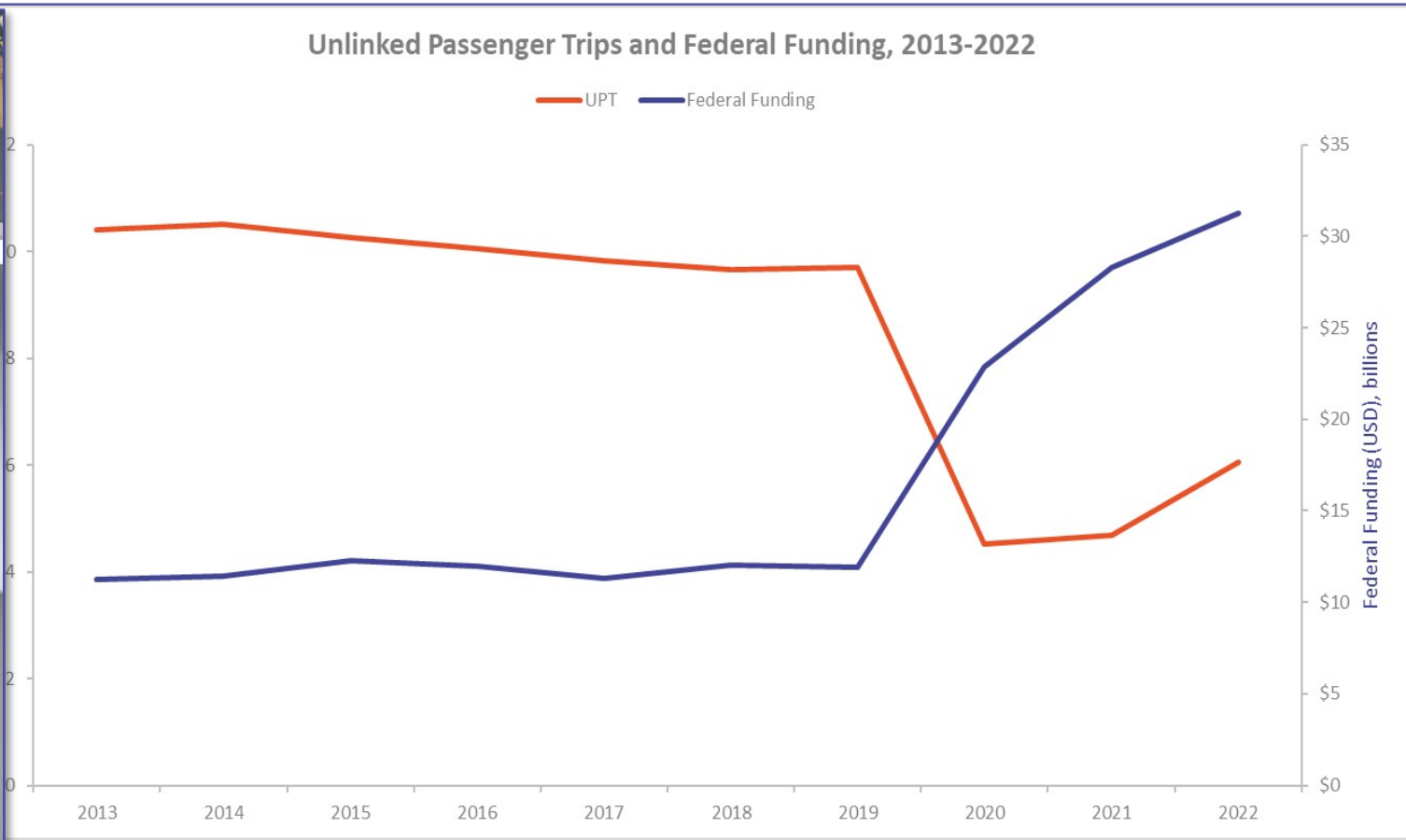


Service Effectiveness: All Agencies

(in unlinked customer trips per vehicle revenue mile)



Ridership at Lowest = Revenue at Highest



Elected Officials Saw Something We Have Been Unable to Communicate

**How are we going to
prove they were right?**







Keep measuring success
by **ridership alone.**



Tie transit success to **what
actually matters—
economic impact,
job access, and measurable
performance.**

America's Public Transportation is in Crisis

The Washington Post

Philadelphia transit hits 'death spiral.'
More cities could follow.



Today's message from transit agencies:
"Fund us or we face the fiscal cliff."



Clearly, unless you're Tom Cruise,
it's time to change course.

WHY?

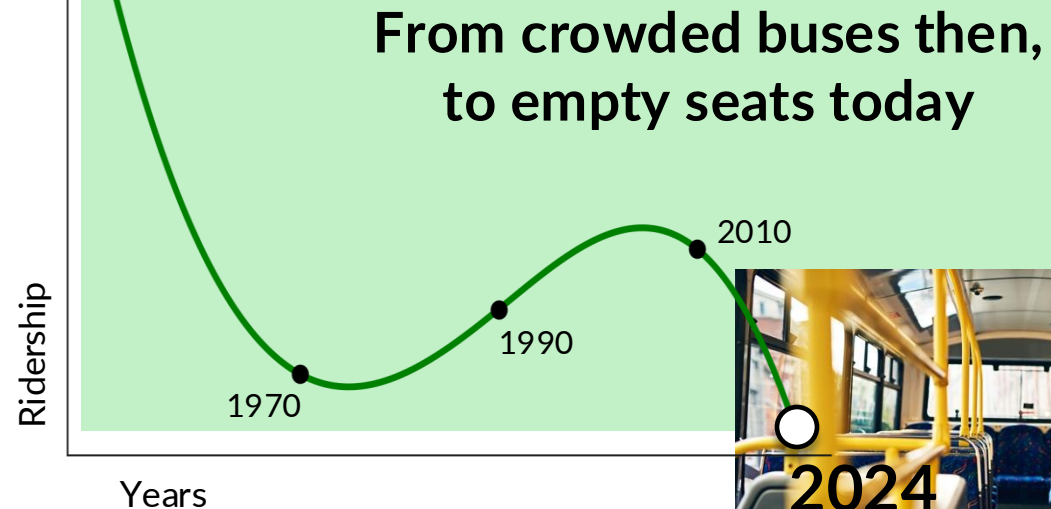
The Real Reasons for Transportation's Death Spiral:

- Incentives flawed behaviors
 - Revenue Miles
 - Unlinked Passenger Trips
- Measures Compliance vs Value
- Happy Buses vs Happy Customers



○ 1940s

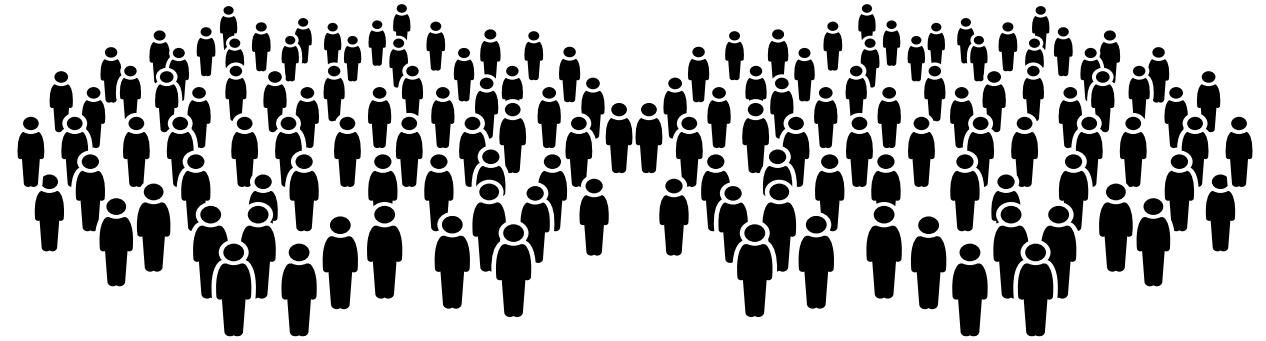
U.S. Transit Ridership 1940s - 2020s



○ 2024

Federal Policy has *Literally* Created the **Fiscal Cliff**

Why is Public Transportation Worth Modernizing?



85%

of Americans view transit as a **public good**:

- Provides Access to Jobs
- Mobility for Seniors and Disabled
- Opportunities for Low-Income Households

4%

of Americans use public transit.

RTD Overall System Ridership



Year	Ridership (M)	Change (%)
2019	105.82M	
2020	52.62M	↓ 50.3%
2023	65.18M	↑ 23.9%
2024	65.23M	↑ 0.1%

RTD added a grand total of
55,000 riders
in 2024

At this rate, it will take **738 years** for ridership to recover to 2019 levels

A wide-angle photograph of a modern train station platform. The platform is covered by a large, white, curved, ribbed canopy structure. In the background, the historic Union Station building with its arched windows is visible. Modern glass skyscrapers rise in the distance under a blue sky with light clouds. The platform has yellow safety lines and several people are walking.

6% of Denver Uses Transit

86% of Denver Finds Value in Transit

Which one is correct?

NEED FOR REFORM

MEASUREMENT



MANAGEMENT



MONEY



There's no **requirement**...nor **incentive**...for an organization to
IMPROVE

MEASUREMENT

64% of American Transit on Top 8 Systems

Literally *everyone* has a different methodology for measuring customer satisfaction

Federal Requirements

- ✓ State of Good Repair
- ✓ Mean Distance Between Failures
- ✓ Useful Life and Age of Vehicles

Customer Satisfaction



64%+

0

of U.S. transit trips are delivered by 8 agencies

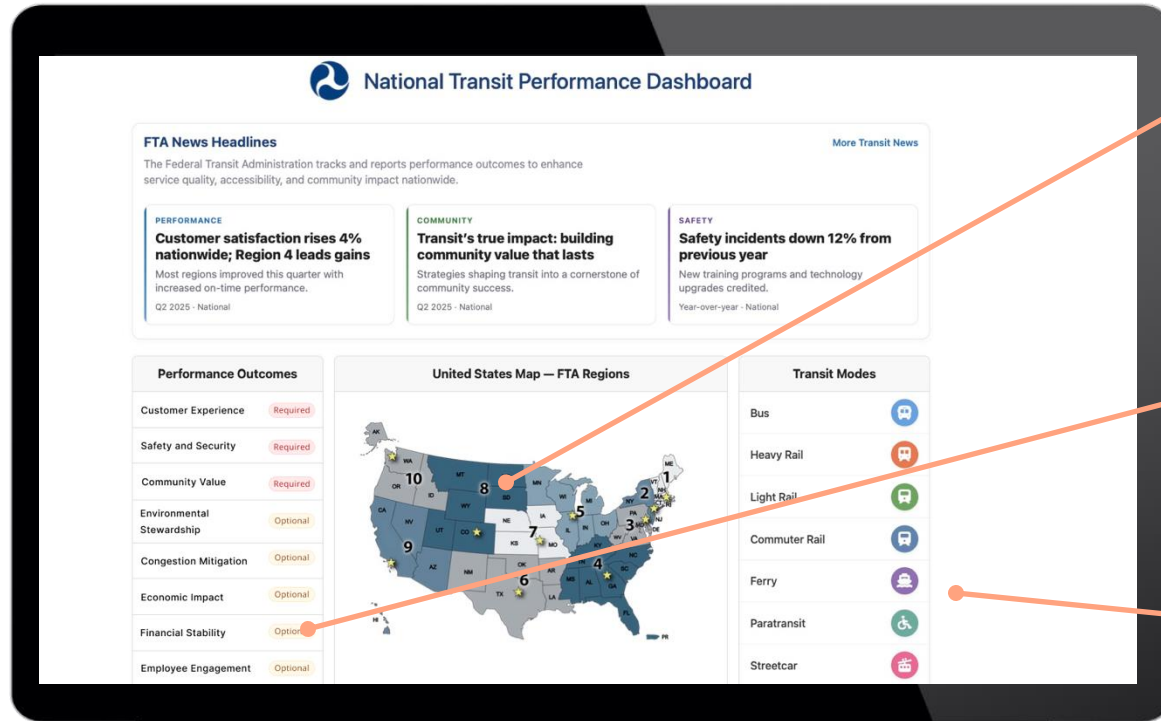
Shared standards exist to monitor public transit



FEDERAL POLICY—
Vehicles First, Customers Last

Picture This...

A National Public Transportation Performance Dashboard



Agencies Regionally Grouped

Outcomes Clearly Displayed

All Transportation Modes Participate

MEASURE

MANAGE

MONEY



National Requirement



CUSTOMER EXPERIENCE



SAFETY & SECURITY



COMMUNITY VALUE

All 3 National Outcomes are Required

Core Principles

- Common Definitions
- Required Methodologies
- Produce Results Faster



Local Empowerment



ENVIRONMENTAL STEWARDSHIP



ECONOMIC IMPACT



CONGESTION MITIGATION



FINANCIAL STABILITY



EMPLOYEE ENGAGEMENT

2 of 5 Local Outcomes are Selected

We must move to **measuring outcomes** vs inputs

MANAGEMENT



Performance Matters



Recognize Results



Executive and Agency Performance

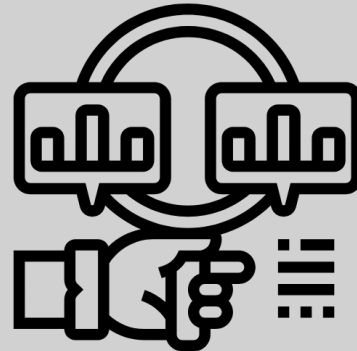
MONEY

Moving from **REVENUE** to **REFORM** mindset....

OUTCOMES



PERFORMANCE



LEADERSHIP



...RESULTS MATTER

An Industry That Changed the Metrics + Changed The Game = MODERNIZED RESULTS

	Metrics	Manage	Money
Traditional	<ul style="list-style-type: none">• Home Runs• Stolen Bases	Instinct	The Yankees Mindset
Modern	<ul style="list-style-type: none">• On Base Percentage• Batter Patience	Runs Scored	The A's Mindset



MLB's Billy Beane

If the Oakland A's could modernize Baseball—so can public transportation.

US Government: Moving from Volume to Value Mindset— Patient Satisfaction and Quality of Care Matter



	Metrics	Manage	Money
Traditional	See More Patients	Throughput	Patient Billing
Modern	<ul style="list-style-type: none"> • Cleanliness • Attentiveness • Patient Satisfaction 	Healthy outcomes	Happy, Healthier patients



If the Affordable Care Act could **modernize** Medicare—so can **public transportation**.

Great News!

Agencies across the nation are **ALREADY** operating like this!

Measuring What Matters



**Do you know who has
the happiest customers
in the nation?**



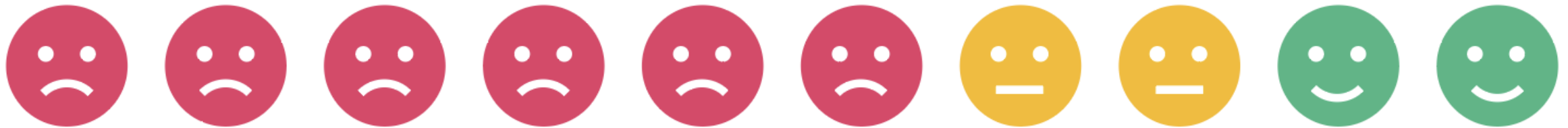


VIA



VIA Ranks Tops in Customer Satisfaction Ratings

NPS = 1 Score



$$\text{NPS} = \% \text{PROMOTERS} - \% \text{DETRACTORS}$$



DETRACTORS

PASSIVES

PROMOTERS

THE SIMPLE FORMULA

(NPS = % Promoters - % Detractors)

Net Promoter Score



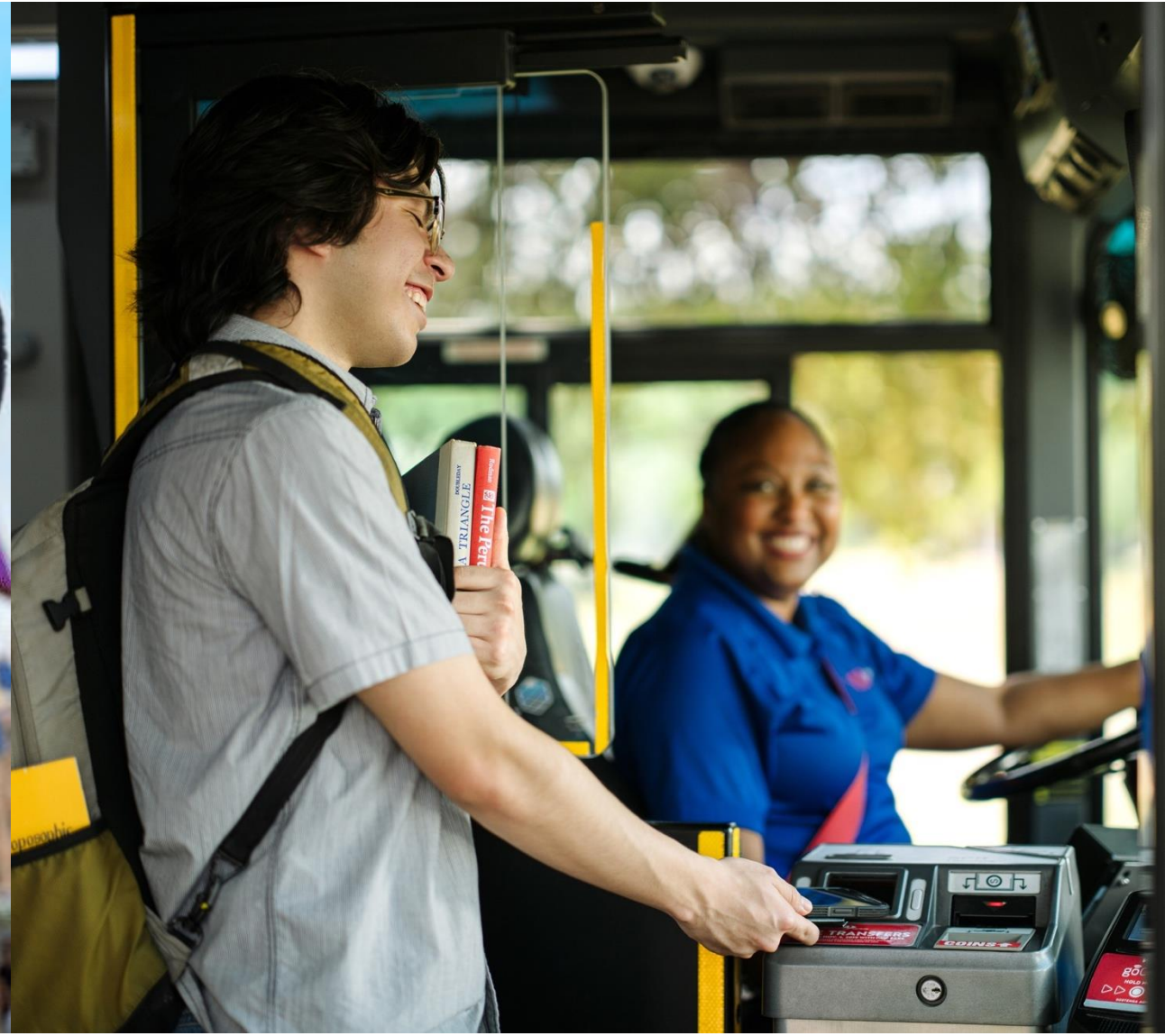
52



49



57



2020

TARTA

TAKING YOU PLACES

- **70% On-Time Performance**
- **3% of Population Uses Transit**
- **Steady Ridership**



They said TARTA was “underfunded”



TAKING YOU PLACES

**Maumee council rejects resolution allowing
TARTA expansion**

2022

Voters Pass TARTA Measure with New Funding Structure

3%

Ridership

40%

**Above Average
Customer
Satisfaction**

91%

**Community
Value**

**Choose Where You
Want To Be Great.**



Is it ridership?



**Higher customer satisfaction?
Greater community value?
Engine of economic growth?**

The World is Changing, We Are Not



This will either happen...
at us
or
by us!

From Volume to Value: Modernizing Transit

Questions?



Mark Aesch
CEO & Founder
TransPro
mark@transproconsulting.com