CALIFORNIA STATE TRANSPORTATION AGENCY

Transit Transformation Task Force (TTTF) Meeting 4

June 17 , 2024

Welcome to San Francisco

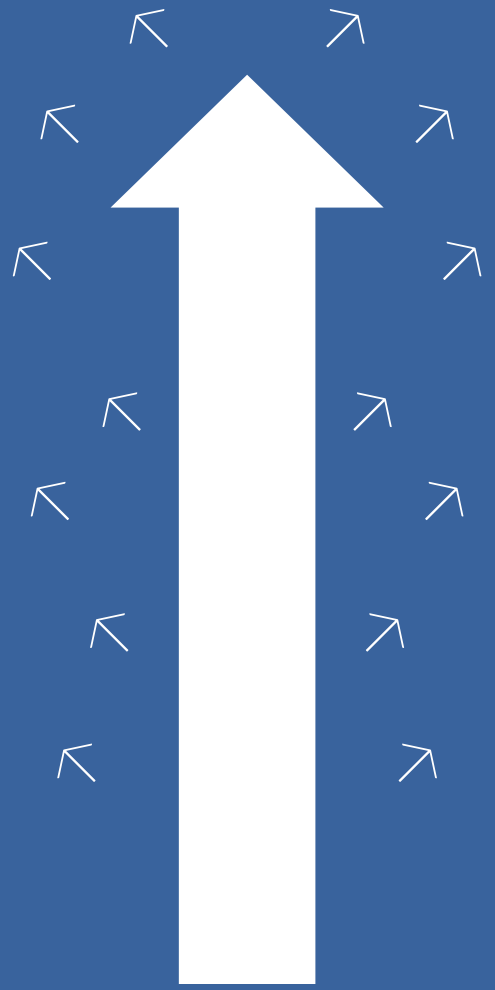
Caption: Aerial view of San Francisco skyline (Windows Spotlight)

Agenda

	Topic
1	**Welcome and Opening Remarks**
2	**Roll Call**
3	**Approval of the TTTF Meeting Minutes for April 15, 2024 (Roll Call)**
4	Discussion of service improvements related to **increasing frequency and reliability through transit prioritization** a Staff & Technical Working Group Presentation b Public comment (2 minutes per speaker) c Discussion
5	Discussion of **fare coordination between agencies** a Staff & Technical Working Group Presentation b Public comment (2 minutes per speaker) c Discussion
6	Discussion of service improvements related to **coordinated scheduling** a Staff & Technical Working Group Presentation b Public comment (2 minutes per speaker) c Discussion
7	Discussion of **safety and cleanliness on and around transit** a Staff & Technical Working Group Presentation b Public comment (2 minutes per speaker) c Discussion
8	**Public comment for items not on the agenda (2 mins per speaker)**
9	**Preview of next steps and topics for future meetings**
10	**Adjourn**

Note: Task Force will break for lunch at noon for 30 minutes

Today, the TTTF advances from the "what" to the “how” – from describing what transformation is to how we can achieve it



TTTF #1 - December	Launched Taskforce purpose, intent, ways of working and goals
TTTF #2 - February	Outlined what “transformational ridership” could look like, in service to California’s sustainability & equity goals
TTTF #3 - April	Described, from a customer’s perspective, what experience is needed to achieve transformational ridership numbers • Transit availability • Speed of journey, relative to car • Frequency and reliability of service • Safety and cleanliness

Today's goal

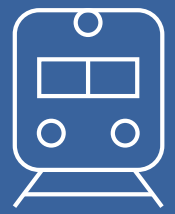
Develop findings and recommendations that will:

- Achieve transformational ridership increases
- Improve operational efficiency
- Allow improvements to be implemented at-scale and at-speed in California

by improving availability, speed, reliability, and frequency via **policy recommendations**

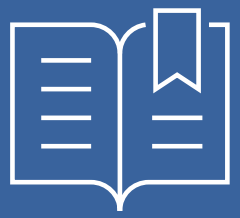
Image caption: Muni light rail vehicle in San Francisco (SF Chronicle)

Today's Objectives



1. **Review case studies** of successful service improvement types that are referenced in SB 125

2. Discuss how we could take inspiration from these case studies to have **similar impacts** on customer experience, ridership and service efficiency in California

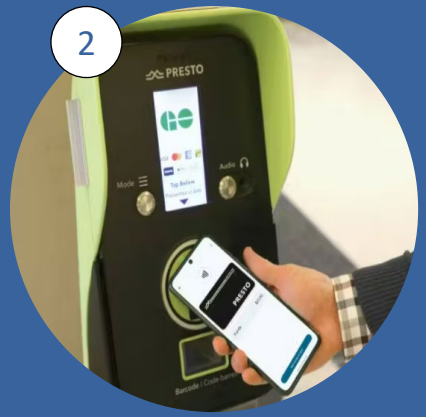


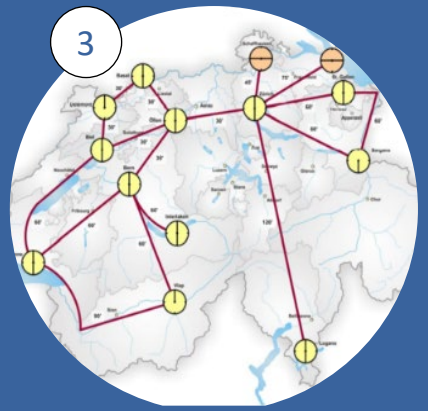
3. Understand how the **TTTF report could facilitate the policies** to advance similar service improvements

- The TWG is forwarding you here **case studies that illustrate the impact** that service improvements have on increasing ridership and enhancing operational efficiency

- Lessons learned from these studies can be used to discuss **how to implement service improvements at-scale and at-speed in California**

Case studies





1. Van Ness Improvement Project (1f.1d)[4]

2. Ontario One Fare Program (1f.1a)[4]

3. Switzerland Schedule Coordination (1f.1b)[4]

Image captions: 1. Completed Van Ness BRT lane and 49 bus (SF CTA); 2. Integrated payment system at Greater Toronto train station (Mass Transit Magazine);3. Swiss railway system, in correspondence with its clock-face schedule (Seamless Bay Area); 4. California SB 125

Increasing frequency and reliability through transit prioritization (1f.1d)[1]: The Van Ness Improvement Project

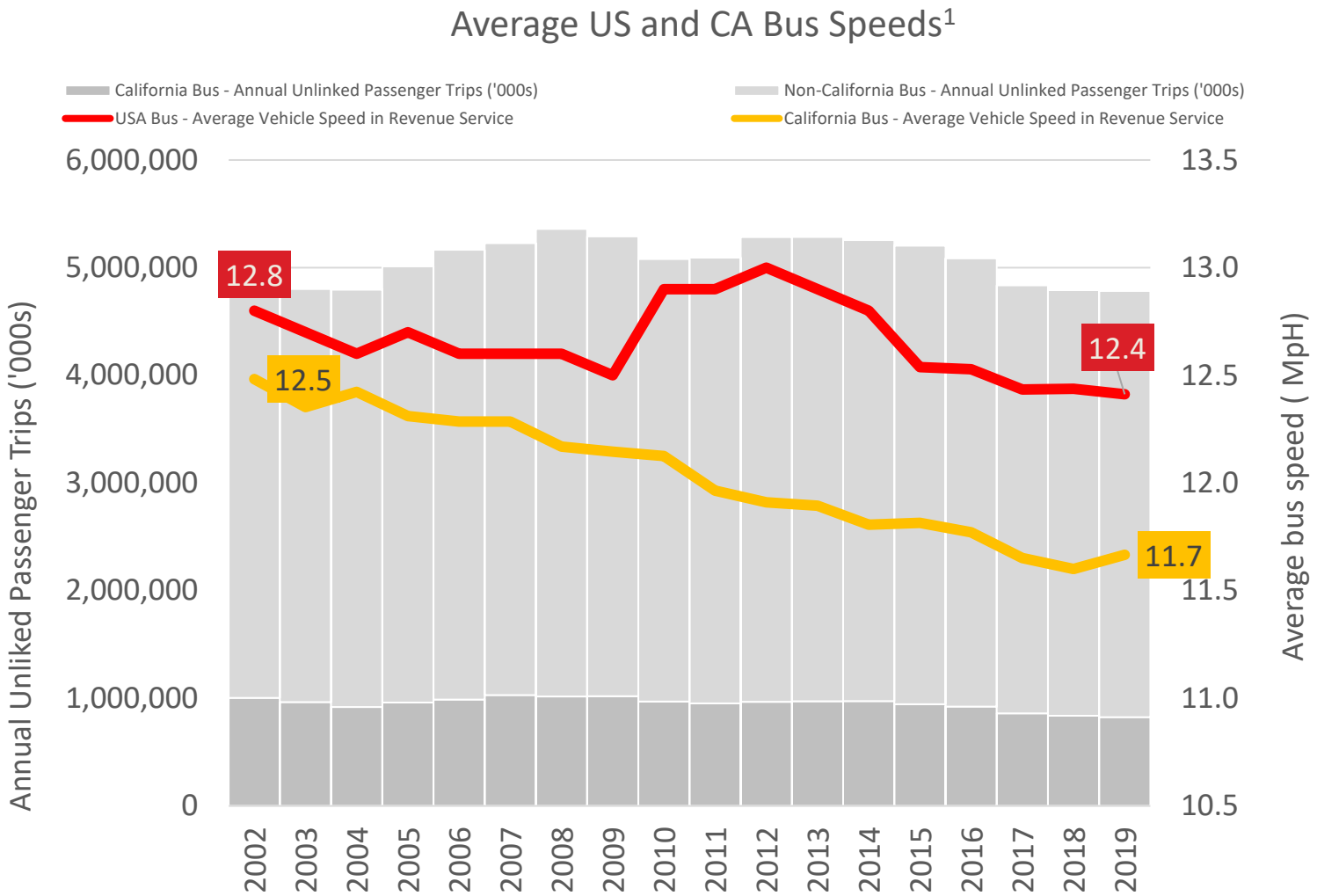
1. California SB 125
Image caption: Van Ness Avenue (SFMTA)

Problem: Bus speeds have been steadily declining – leading to reduced ridership and forcing operators to commit more resources to keep existing frequencies

From **2002 to 2019 the average US bus speed** fell from **12.6 mph to 12.4 mph (-3%). In CA, 12.5 mph to 11.7 mph (-7%)**[1]

Lower bus speed contributed to a decrease in ridership (-18% over the same period in CA)[1]

Slower speeds frustrate riders, and **force transit operators to use additional operational resources** to simply maintain existing service frequencies



1. Federal Transit Administration

Image caption: Line graph of average bus speed compared to ridership between 2002 and 2019 (Federal Transit Administration)

San Francisco case study: Transit operational challenges

Over 80% of San Francisco Muni trips are by bus or surface rail

As a result, congestion heavily impacts service quality and cost

San Francisco case study:
Congestion increases operating costs

As congestion increases in areas where transit does not have traffic priority measures, transit service becomes slower and more expensive to provide.

EXAMPLE: Cost to Provide 10-Minute Bus Frequency, 6 AM – 12 AM, daily

Travel time and cost increase together

Travel Time	Buses Required	Annual Cost
30 minutes	 (3)	$4 million
45	 (4.5)	$6 million
60	 (6)	$8 million
75	 (7.5)	$10 million

Assumes operating cost of $200/hour per vehicle for example purposes only.
Actual costs vary by mode.

San Francisco case study:
The solution – Muni Forward

Transit priority upgrades that deliver *fast*, *reliable* service

Integrated improvements to transit streets, service and customer experience

Supports **Vision Zero** through **safety upgrades** and **mode shift** from driving to transit

Quick-build and iterative approach

Focus on **high-ridership** and **equity priority** routes

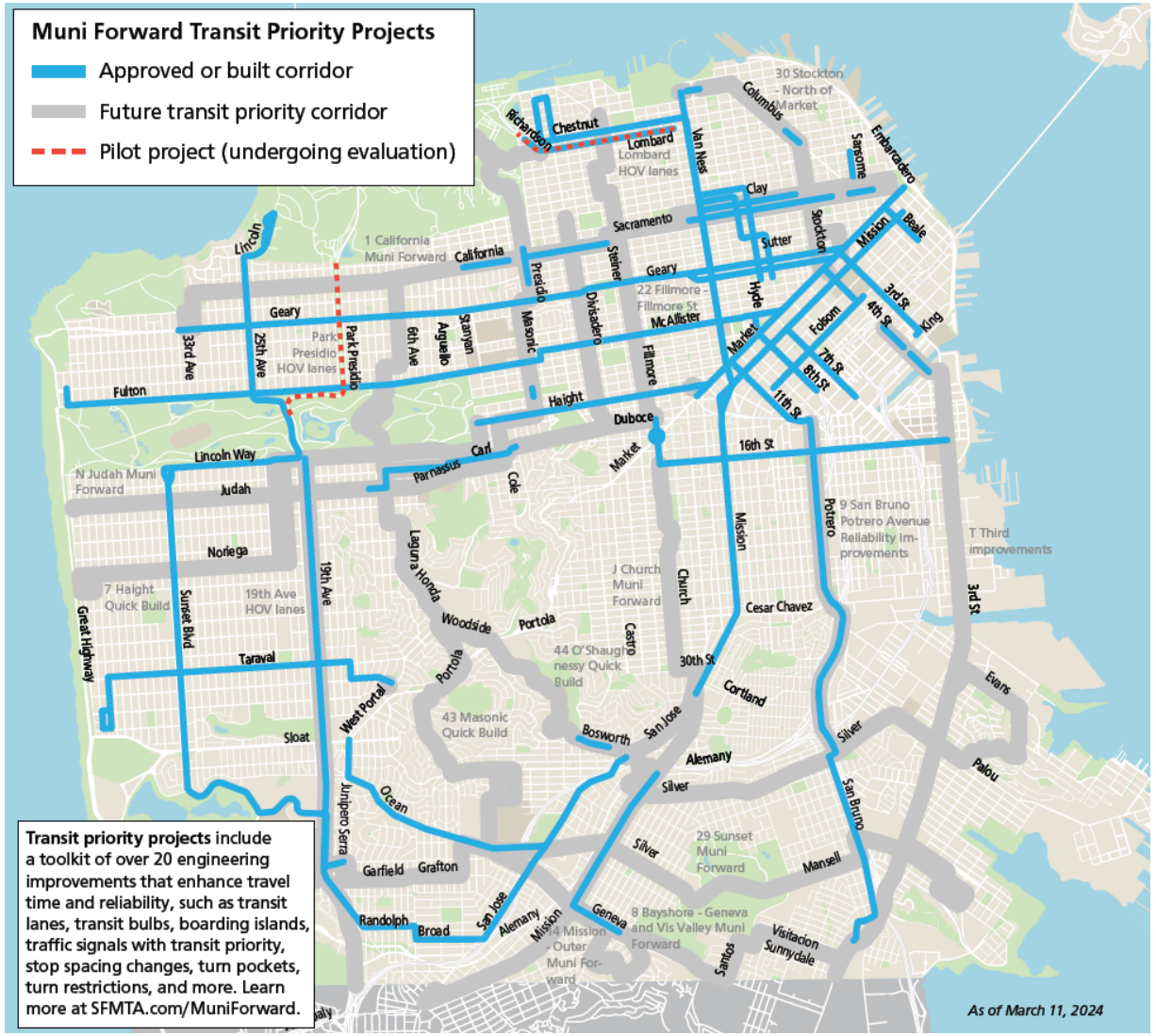
Complementary measures implemented, such as **headway-based management**, **scheduling for 100% service delivery**, and systemwide **all-door boarding**

San Francisco case study: Citywide transit priority improvements

100 miles of transit reliability upgrades built since 2014

Toolkit of 20+ measures to improve reliability and safety, such as:

- Transit lanes
- Transit signal priority
- Transit bulbs and islands
- Updating transit stop spacing
- Turn pockets and restrictions
- Pedestrian bulbs
- Road diets



San Francisco case study:
Driving transit's recovery in San Francisco

Bus lines where we've made major transit priority investments are driving our ridership recovery:

- Van Ness (49*): **131%**
- 16th Street (22/55): **102%**
- Mission (14/14R): **92%**
- Geary (38/38R): **75%**
- Haight (6/7): **75%**
- 19th Ave (28/28R): **74%**
- *Systemwide : **65%***

Data source: September 2019 versus September 2023 average weekday ridership.

**-The 47 Van Ness also ran on Van Ness Avenue prior to the pandemic but is no longer in service. The ridership recovery rate is 100% when including the entire 49-line and boardings on the 47-line that occurred on Van Ness before the pandemic.*

San Francisco case study: Corridor highlight – 14R Mission Rapid

Improvements from 2016-2023

- Transit lanes, bus bulbs, signal priority, bus stop spacing changes
- Increased Rapid and local frequency
- Pedestrian safety upgrades

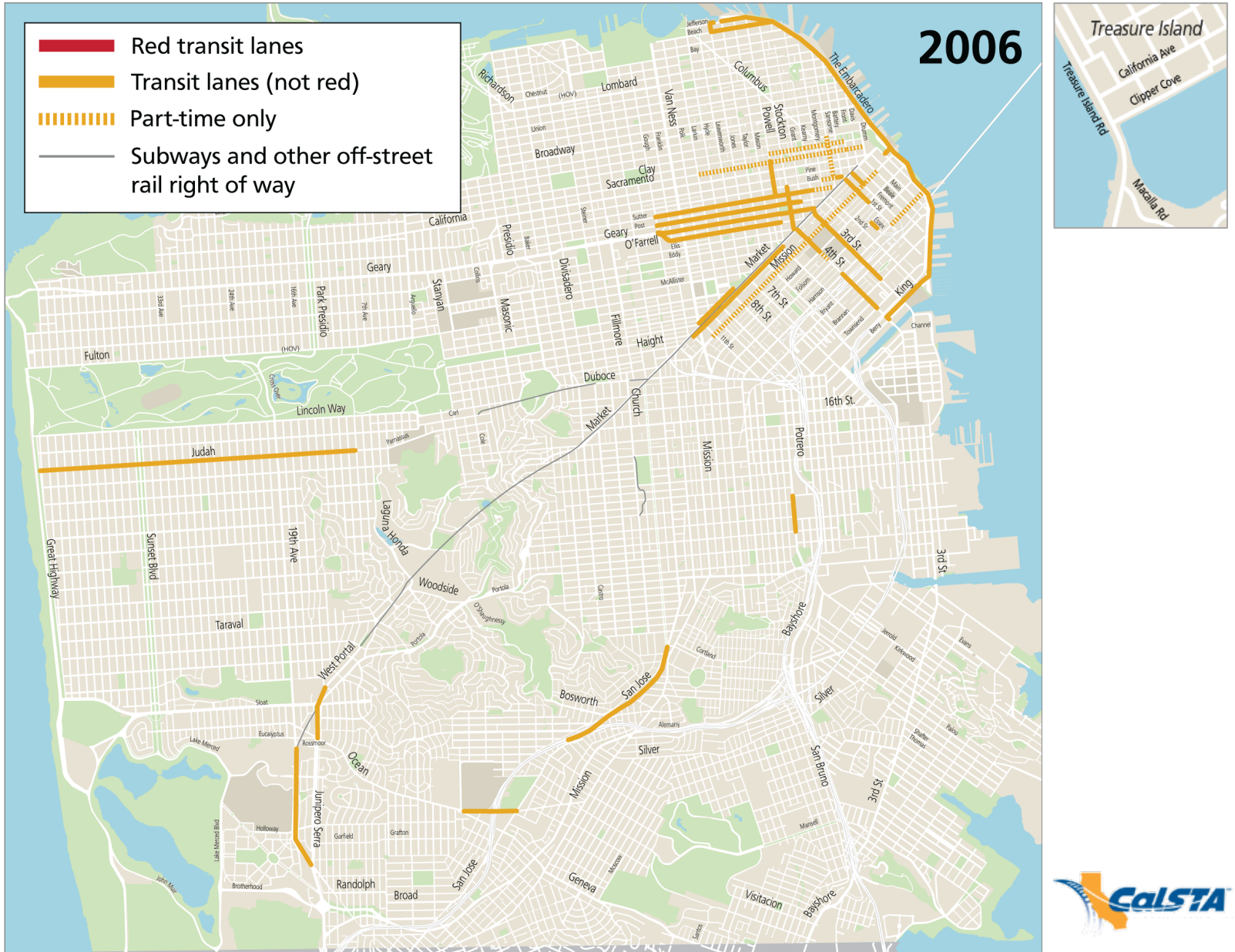
Results

- 19% ridership increase (2015-2019)
- 92% ridership recovery compared to pre-pandemic levels (2019-2023)
- Overall travel time on 14 local reduced 9% (2015-2023)
- Travel time in SoMa reduced up to 31% after bus lane added in 2021
- 33% reduction in pedestrian injury collisions in Inner Mission since 2016

San Francisco case study: Transit lane network

San Francisco has over **75 miles of transit lanes**

We've **expanded transit lanes by over 33%** since 2020



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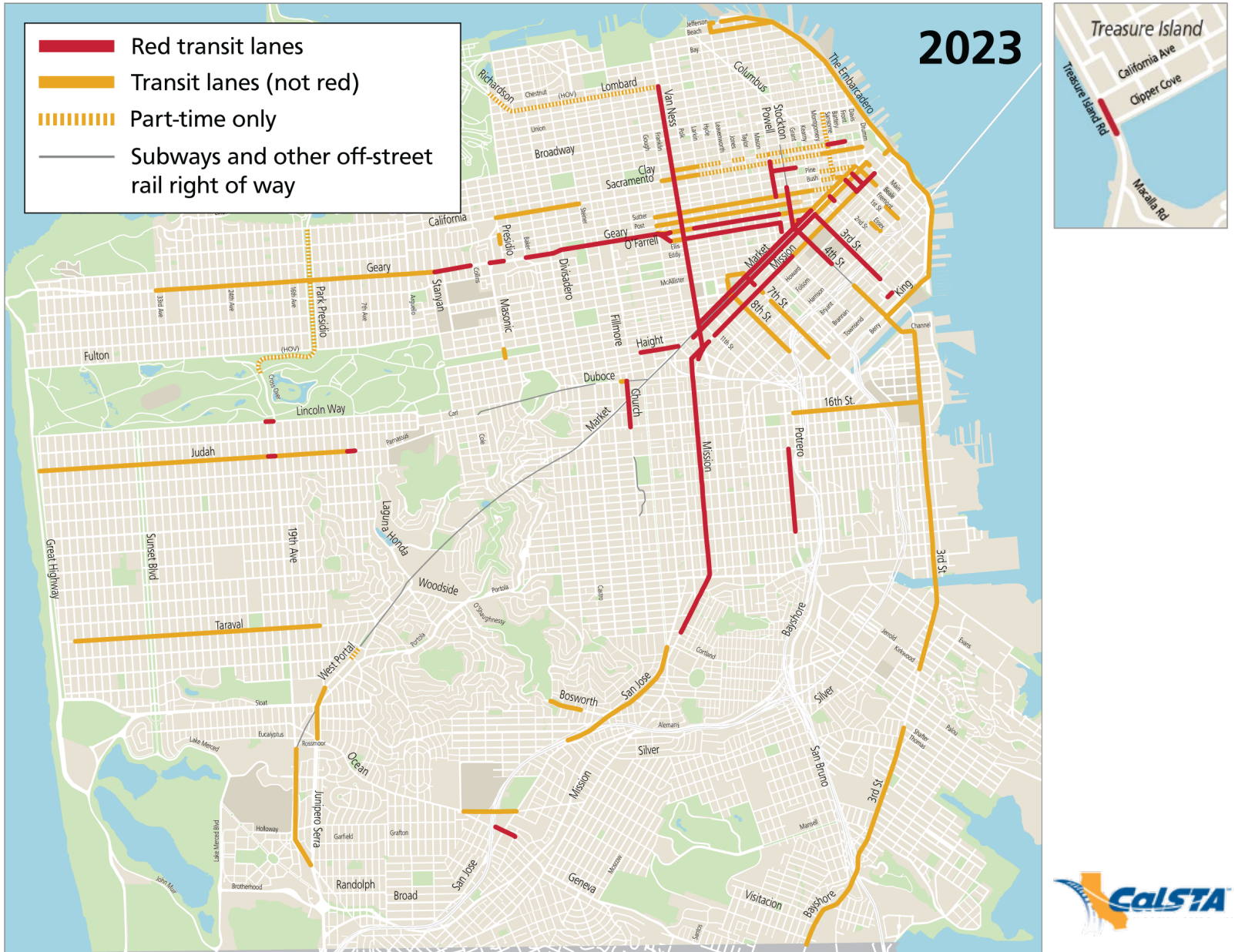


San Francisco case study:
Transit priority projects on California's highways at three different scales

Quick-build pilot

HOV lane pilot

- Transit/HOV-2+ lanes
- Pilot (evaluation underway)
- Standalone project (separate from any state of good repair projects)

Standard transit priority projects

Lombard St. Safety Project

- Transit and pedestrian bulbs
- Stop consolidation
- Transit signal priority
- Coordinated with utility work and repaving

19th Avenue Project

- Transit and pedestrian bulbs
- Stop consolidation
- Transit signal priority
- Coordinated with utility work and repaving

Full BRT

Van Ness BRT

- Center-running transit lanes and stations
- Stop consolidation
- Transit signal priority
- Pedestrian bulbs
- Streetscape enhancements
- Full curb-to-curb rebuild of street and utility infrastructure

Van Ness BRT

Buses on Van Ness Avenue faced heavy local and interregional congestion[1]

The Van Ness BRT project aimed to reduce travel times by over 30% on Van Ness[1] in conjunction with SF's citywide plan for transit priority

Initiatives implemented[1]

SB 125 policy area: Transit prioritization (1f.1d)[2]

Introduced dedicated center-running bus lanes

Implemented **dedicated station platforms**

Employed **all-door boarding and Transit Signal Priority** (TSP)[3]

Eliminated most left turn for cars, reducing traffic friction

Customer experience elements addressed

Speed ↑ **Frequency** ↑ **Reliability** ↑ **Availability** ↑

1 SFCTA; 2. California SB 125; 3. SFMTA

Van Ness BRT
Outcome accomplished

Outcome (ridership) | Enabler (customer experience elements)

Van Ness BRT is the first full BRT project in San Francisco, and achieved significant increases in ridership, travel time, and reliability as part of a broader transit priority program

Elements	Outcome accomplished
Ridership	**Ridership on the 49 Van-Ness Mission line is at 130%** of pre-pandemic levels[1]
Speed	**Reduced trip times by 36%[1] northbound (up to 9 minutes per trip) and 26% southbound (up to 6 minutes per trip)** on weekday trips[1]
Reliability	**Variability of travel time improved by to up to 45%** on weekdays[1]
Availability	**Introduced San Francisco's first full BRT corridor[2],** improving performance on the trunk of a key city bus network line and for regional bus services

1. SFMTA (April 2024 versus April 2019); 2. SFMTA
Image caption: Rendering of Van Ness BRT stations (Medium)

Van Ness BRT
Potential challenges to scale across California

High cost and long timeline may make it difficult to replicate similar BRT improvements in San Francisco and California, at-scale, and at-speed

Potential challenges	Details
Risk of extended timelines	**Took nearly 20 years to complete**[1], with ~13 years[2] for pre-construction planning, design and environmental review, and 6 years for construction
Complex approval process	Required approval from multiple agencies (e.g., SFMTA, SFCTA, SF Board of Supervisors, Caltrans, FTA)
Expensive implementation costs	**High implementation costs (e.g., $170M+ for Van Ness BRT[4])** makes full-scale BRT difficult to replicate across California
Challenging community buy-in	**Community input process was time-intensive** (e.g., 100+ community meetings); utility construction impacts often conflated with BRT scope

1. SFCTA; 2. Work on the Feasibility Study and Environmental Impact Report (EIR) began after passing of Proposition K (2003) and finished with the EIR final report submission (2013); construction was from 2016-2022 (City and County of San Francisco) 3. SFMTA, June 2021 Grand Jury Report; 4. SFMTA (cost only includes transportation scope, excludes coordinated utility state of good repair work, e.g. sewer/water line rehabilitation, etc.); Image caption: Construction workers continuing to work on the Van Ness Implementation Plan through the pandemic (SFist)

Van Ness BRT
From SF MTA – Lessons learned and potential improvements

Lesson learned

Pursue less capital-intensive transit priority projects for most corridors to reduce cost and deliver benefits sooner and with fewer impacts to communities

Adopt an iterative and incremental approach to project implementation, delivering interim improvements that can be upgraded over time instead of waiting for the perfect "gold plated" project

Where possible, join existing utility projects instead of serving as the project lead, with public messaging focused on overall state of good repair and safety benefits of the project, which are often responsible for the largest construction impacts

Use SB 922 CEQA streamlining process whenever possible to reduce environmental review burden

Van Ness BRT
The Technical Working Group developed a set of actions for the TTTF to consider

Proposed options

Consider making state funding more flexible to secure long-term support for capital projects

Reevaluate permitting regulations, with some entity having the power to say “yes”

Create standardized BRT guides to lower costs and streamline implementation, e.g.:

- Standardized TSP specifications
- Bus shelter design standard

Evaluate opportunity for Caltrans to build BRT-specific elements (e.g., bus shelters) on its assets, and potentially act as a project manager/builder for non-Caltrans roads

Public comment

For discussion

What would need to change to implement transit prioritization at a scale and speed sufficient to achieve the transformational ridership goals laid out in SB 125?

How could the SB 125 report be used to facilitate these changes?

Fare coordination or integration between transit agencies (1f.1a)[1]: Ontario One Fare Program

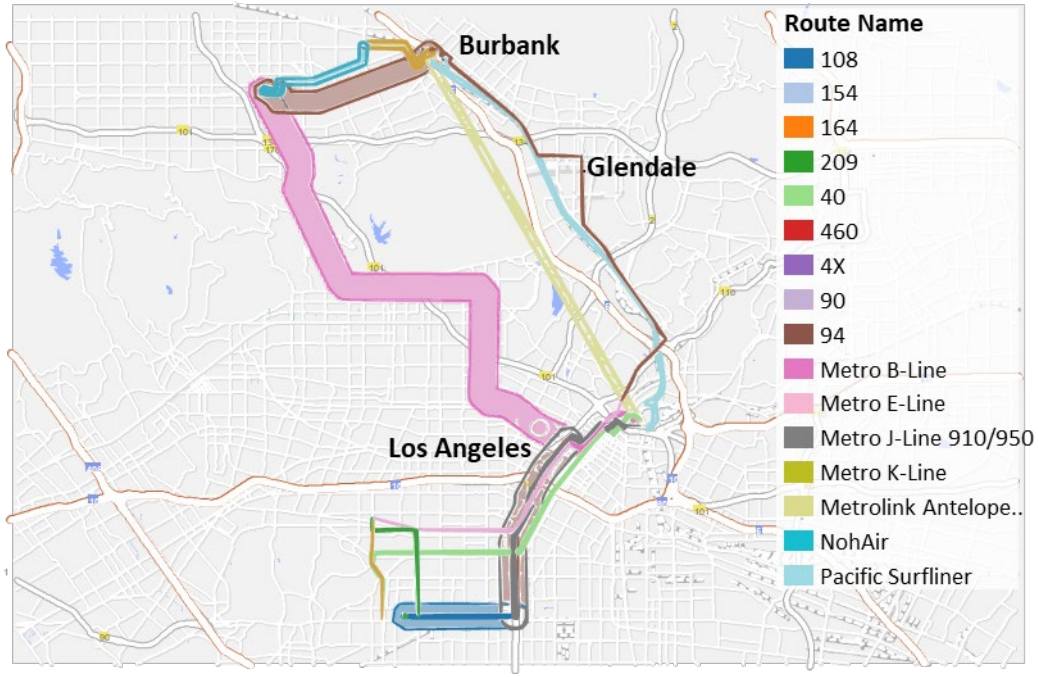
1. California SB 125
Image caption: Passenger using PRESTO system (Mass Transit)

Problem: Riders can save time by choosing routes that cross agencies boundaries, but can be discouraged by multiple/higher fares

Travelers using multiple transit systems **incur higher costs from separate fares** for each segment, discouraging public transit use

Price-sensitive riders often opt for longer, less convenient trips to reduce travel expenses

Transit costs **disproportionately affect low-income travelers**; these customers may choose to take slower, less direct routes and further exacerbating inequities in access to efficient transportation



Travel Time	Transfers (systems)	Fare
103 min	3 (1, Metro)	$1.75
108 min	4 (2, Metro and Burbank Bus)	$2.50
91 min	4 (2, Metro and Metrolink)	$3.75-$5.50[1]
98 min	2 (2, Metro and Amtrak)	$9.75

1. Rider must know to purchase Metrolink ticket before boarding LA Metro bus for lower fare

Image caption: Map displaying three different public transit routes to travel from Burbank to South Los Angeles with varying fare prices and transfers required

Ontario One Fare Program

Transit riders faced different fare structures in the Greater Toronto and Hamilton Area (GTHA)

The Ontario One Fare Program allows transit agencies to **keep their existing fare structures** while **eliminating multiple-fare charges** for riders transferring between systems[1]

Initiatives

SB 125 policy area: Service and fare coordination (1f.1a)[3]

Implemented a key element of unifying travel across participating transit agencies in the Greater Toronto & Hamilton Area[1]

Eliminated multiple charges for transit riders transferring between participating transit systems[2]

Was built on **deploying unified payment methods** as part of broader roadmap to integrate elements of transit fares

Customer experience elements addressed

Speed – **Frequency** – **Reliability** – **Availability** –

1 Metrolinx 2041 RTP; 2.Metrolinx One Fare; 3. California SB 125

Ontario One Fare Program
Outcome accomplished

Outcome (ridership) | Enabler (customer experience elements)

Effectively integrated fares across the Greater Toronto Area, facilitating access to intraregional and interregional trips, increasing affordability and ridership

Elements	Outcomes accomplished
Ridership	Facilitated over **5M transit system transfers** in two months[1] Expected to increase ridership by **8M rides per year[2]**
Speed	**Decreased total trip time** by enabling riders to take the most efficient combination of transit services for their trip on a single fare[3]
Availability	**Increased affordability of transit**: riders[4] save $1,600 in fares per year[2] based on 5 cross-boundary trips per week **Encouraged new riders** to use public transit

1. Intelligent Transport; 2. Ontario Newsroom; 3. PRESTO; 4. Defined as an adult who commutes to work 5 days per week

Image caption: Rider paying for transit using a contactless PRESTO card (PRESTO social media)

Ontario One Fare Program
From Ontario MTO[1] – Lessons learned and potential improvements

Lesson learned

Recognize that fare standardization and unification across agencies is a long-term goal; implement changes incrementally, beginning with agencies that opt-in to fare integration

Acknowledge the mandate transit agencies have toward riders in their locality rather than the broader region and address agencies' concerns over a loss of autonomy

Offer incentives to transit agencies to encourage participation in fare coordination, particularly for lost fares resulting from free transfers; recognize the long-term investment required to support increased ridership from fare coordination

Create community buy-in by **highlighting the multiple benefits of fare standardization and unification**

1. Ministry of Transportation

Ontario One Fare Program
Challenges to scale in California

California, like Ontario, faces challenges implementing fare integration due to the **diverse priorities of transit agencies across the California** and the **resource alignment** required for integration

Potential challenges	Details
Limited coordination	**Limited incentive at local level** to harmonize fare policies unless prioritized across multiple agencies
Legacy Technologies	Need to enable transfers across regions with **different fare payment suppliers** without fully integrating payment technology
Ongoing operating subsidies	**Lost fare revenues from free transfers** would need to be made up from other sources to maintain transit agency revenues

Image caption: Fare integration in California (Intelligent Transport)

Ontario One Fare Program
The Technical Working Group developed a set of actions for the TTTF to consider

Proposed options

Establish "responsible entity" to ensure fare and revenue coordination (short-term) and standardization (long-term)

Promote short-term fare standardization at a regional level before larger statewide scaling|
Example: Standardized $2.75 interagency transfer discount, providing free local transfers, launching soon across the Bay Area. (Funded for 18-24 months as pilot).

Ensure acceptance of open-loop (credit / debit / mobile wallet) payments – even while legacy systems are in place

Condition funding on long-term participation in standardized, open payment infrastructure and simplification

Public comment

For discussion

What would need to change to better integrate fare policy in California?

How could the SB 125 report be used to facilitate these changes?

Lunch

30 minutes

Coordinated scheduling, mapping, and wayfinding between transit agencies (1f.1b)[1]: Switzerland

1. California SB 125
Image caption: Clock in Swiss railway station (Open)

Problem: Riders face inconsistent transfer times and long waits due to delays on many desired routes

Ideal
Delayed

Riders are often **required to transfer** due to **service area boundaries and journey distance**

Challenges in schedule coordination and issues with service reliability often result in **long transfer penalties** for many preferred journeys

Many public transit systems treat transfers as the **norm rather than the exception**, to support the needs of a **diverse set of riders**

Illustrative - Time penalty for delays along Capital Corridor-BART route[1]

Capital corridor → BART (Southbound)

Arrival: 7.36am at Richmond using Capital Corridor
Target transfer: BART Orange Line (final destination: e.g., San Jose)

	Delay	Transfer time[2]	Transfer penalty[3]
Scenario 1	No delay	6 min	-- --
Scenario 2	7 min	19 min	+13 min

BART → Capital Corridor (Northbound)

Arrival: 5.17pm at Richmond via BART Orange Line
Target transfer: Capital Corridor (final destination: e.g., Sacramento)

	Delay	Transfer time[2]	Transfer penalty[3]
Scenario 1	No delay	15 min	-- --
Scenario 2	16 min	1 hour	+45 min

1. BART; 2. Total amount of time waiting for transfer; 3. Increase in transfer time caused by but not including delay time

Switzerland Schedule Coordination

Switzerland faced **decreasing transit ridership** as **personal cars gained popularity**[1]

Switzerland implemented **coordinated scheduling and an integrated fare structure** on a national and regional scale[2]

Initiatives

SB 125 policy area: Coordinated scheduling (1f.1b)[4]

Created **national & regional integrated timetable** using a "pulse"[3] schedule to align transfer times across agencies, facilitating anywhere-to-anywhere travel across systems and geographies

Planned capital investments required for expansion of the integrated timetable

Created coordinated, tiered process among many agencies to oversee implementation of joint timetable and fare structures[2]

Customer experience elements addressed

Speed ↑ **Frequency** ↑ **Reliability** ↑ **Availability** ↑

1. Seamless Bay Area; 2. MTC; 3. Trains arrive and depart at fixed intervals (e.g., 30 minutes after the hour); 4. California SB 125

Switzerland Schedule Coordination
Outcome accomplished

Output (ridership)

Improvement (customer experience elements)

Integrated schedule contributed to a more efficient network, resulting in reduced transfer times and a significant increase in ridership throughout Switzerland

Elements	Outcome accomplished
Ridership	**129% increase in ridership** on Zurich S-Bahn within 4 years of opening with coordinated scheduling[1]
Speed	**Average train speed increased by more than 23%** from 1994 to 2010[2]
Frequency	Reduction in headways **from 1 hour to 15-30 minutes**[3]
Availability	**96% increase in rail service** in Zurich from 1990 to 2012[4]

1. Science Direct; 2. Switzerland HAL; 3. Swiss Study Delegation of San Francisco; 4. MAUTC
Image caption: ZVV logo on the door of S-Bahn (Switzerland mobility)

Switzerland Schedule Coordination
Potential challenges to scale in California

Financial and cross-agency collaboration obstacles could make adoption of a similar effort difficult in California

Potential challenges	Details
Cross-agency model	**Lack of pre-existing operating or organizational model** for cross-agency collaboration
Data quality and availability	**Limited data availability and different data requirements** across agencies may inhibit integration
Prioritized investment	**Need to prioritize infrastructure investment required** to upgrade specific routes to align with a coordinated schedule rather than other priorities

Source: MTC

Image caption: Swiss and US representatives (US Embassy)

Switzerland Schedule Coordination: The Technical Working Group developed a set of actions for the TTTF to consider

Proposed options

Organized process is necessary among MPOs[1], State of California, County Transportation Commissions, Operators, other stakeholders to oversee joint timetable implementation, facilitate agency collaboration, and provide guidance/standards on balancing local and regional operations (e.g., holding bus/trains at a given transfer point if one is late)

Agencies need common data collection, analysis, and publication standards (e.g., use mobility data standards accepted by Google Maps and Apple Maps) to inform schedule decisions and better support cross-agency collaboration

1. Metropolitan Planning Organization

Public comment

For discussion

What would need to change to integrate schedules in California? Where should the schedules be integrated?

How could the SB 125 report be used to facilitate these changes?

What prevents integrated scheduling today?

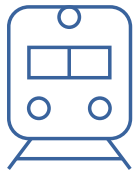
Providing a safe and clean ride for passengers and operators (1f.1c)[1]

1. California SB 125
Image caption: Japanese station (Japan Up Close)

TTTF prioritized a safe and clean ride for passengers and operators

Categories for consideration by TTTF4

Workforce safety



Riders' safety

Coordination with Health & Human Services

Shelters, wayfinding, security, & communication systems

Objectives of this section

1. Discuss ways to address SB 125 recommendations on providing a safe and clean ride for passengers and operators (1f.1c)[1]

2. Understand how the TTTF report could facilitate the adoption of these improvements

1. California SB 125

Technical Working Group and key transit leaders proposed a number of ways to address safety and cleanliness (1/2)

Priority	Description	Possible actions
Workforce safety	Ensure physical security of frontline transit workers	✓ Install protective doors for bus operators ✓ Work to create unified legal frameworks in routes that cross jurisdictions, to ease enforcement of safety measures
Riders' safety	Ensure physical security, comfort, and perception of safety for transit riders with special attention paid to priority populations (e.g., women, elderly, people with disabilities)	✓ Create safety ambassador program ✓ Use PA systems[1] at operator stations to increase perceived oversight and comfort for riders ✓ Facilitate collaboration between legal system and transit agencies to improve enforcement (e.g., share follow-up on prosecutions)

1. Public address (PA) systems are electronic systems that consists of loudspeakers and microphones and are used to convey announcements or messages on a bus or at a station

Technical Working Group and key transit leaders have proposed a number of ways to address safety and cleanliness (2/2)

Priority	Description	Possible actions
Coordination with Health & Human Services	Improve coordination with H&HS Agencies to ensure comprehensive health-related safety and security responses	✓ Prioritize services for populations with health needs that are riding the transit system
Shelters, wayfinding, security, & communication systems	Improve lighting, provide shelters, wayfinding, and security systems to enhance rider safety	✓ Construct emergency call boxes ✓ Improve existing security camera quality and increase quantity across stations/stops ✓ Standardize information presented on signage at transit stops, shelters & stations (e.g., platform labels, transfer stop directions) to improve customer experience

Public comment

For discussion

What would need to change to improve safety, security, and cleanliness on transit systems in California?

How could the SB 125 report be used to facilitate these changes?

Problem: Lack of first- and last-mile connections to transit networks

SB 125 policy area: Strategies to provide first- and last-mile access to transit (1f.1e)[1]

Despite higher transit availability[2], car ownership is increasing, and transit ridership is decreasing, in dense urban neighborhoods

- **A lack of safe access to existing transit networks** (e.g., safe pedestrian paths and crossings) may be inhibiting ridership

First/last mile challenges are **most acute in suburban and rural areas**

- **90% drop in transit** use when riders must **walk more than a half-mile[3]**
- Safe active transportation infrastructure and mobility hubs (e.g., bicycle-share) can **expand the range of fixed-route transit**

1. California SB 125; 2. University of California; 3. Coalition for Urban Transitions

Image caption: Protected bike lanes on Balboa Blvd in Granada Hills (LA Streets)

Next steps

Thoughts on the below topics are appreciated:

1. Discussion of service improvements related to Strategies to provide first- and last-mile access to transit (1f.1e)[1]
2. Implications of these service enablers on labor and labor spend (e.g., addressing workforce recruitment, employee engagement, retention, and development challenges)
3. Implications of these service enablers on maintenance and maintenance spending (e.g., designing strategies to achieve fleet and asset management goals and needs)
4. Additional feedback you have on today's discussions (e.g., other initiatives to investigate)

A separate follow-up to gather your responses will be sent by June 28th, which will inform the work of the Technical Working Group (TWG) and content for TTTF meeting 5 (scheduled for August 29th, 10:30AM-3PM PT, Southern California Association of Governments (SCAG) Main Office)

1. California SB 125

If you would like to share any reports, data, studies, and/or surveys which might be relevant to this work, please send them to SB 125Transit@calsta.ca.gov

Themes

Diagnostic phase Design phase

	Theme	Date	Location	Duration
1	**Introduction**	Dec 19, 2023	Virtual	2 hours
2	**What outcomes does transit need to achieve** in order to meet California's mandates?	Feb 29, 2024	Sacramento, CA	2 hours
3	**How would the customer experience need to change** to meet California's goals?	April 15, 2024	San Diego, CA	4 hours
4	What **service improvements** do these outcomes require?	June 17, 2024	San Francisco, CA	3 hours
5	What does this level of service imply for **OpEx spend, workforce development, and employee engagement?**	Aug 29, 2024	Los Angeles, CA	3 hours
6	What does this level of service imply for **CapEx spend?**	Oct 28, 2024	Salinas / Monterey, CA	3 hours
7	How can this level of OpEx and CapEx be **funded?**	Dec 10, 2024	Clovis (Fresno), CA	4 hours
8	What **prioritized topics** and draft decisions should be included in the report?	Early Feb 2025	Riverside, CA	4 hours
9	**Draft report review**[1]	April 2025	Sacramento, CA	4 hours
10	**Final report briefing before submission**[1]	Sept 2025	San Francisco, CA (TBD)	4 hours

1. Final report due to legislature October 31, 2025