

National Transit Adaptation Strategy (NTAS)

Rider Interview Plan (updated 1.21.22)

Institute for the Future (ITF)
for
San Francisco Municipal
Transportation Agency (SFMTA)



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1. Research Approach

Ethnographic foresight is a research method used to understand how people are experiencing the present in ways that are likely to grow and have increasing importance in the future.

2. Research Objectives

- Understand participants' **relationship to transit** in both the pre- and post-pandemic contexts.
- Understand the **factors that shape decision making**, whether or not to take public transit and how price, convenience, safety, among other factors matter.
- Understand participants' transit journeys (e.g., planned vs. unplanned) and the various **entry points, turning points**, milestones and interruptions that shape them.
- Understand participants' views on the **major system barriers** that SFMTA will have to overcome in order to increase ridership in the post-pandemic context.
- Understand how participants envision the **future of mobility** in the Bay area.

3. Interview Preamble and Consent

Institute for the Future (ITF) is a nonprofit futures research organization. We conduct research like this virtual group interview to understand how people are experiencing the present in ways that are likely to grow and have increasing importance in the future.

To that end, we are conducting virtual group interviews as part of a research project with the San Francisco Municipal Transportation Agency (SFMTA). We are seeking to understand how people like you make decisions about mobility and use of public transportation. We understand that experiences will differ based on racial identity, geographic region, age, socio-economic status, and other factors.

We want to understand your personal experience and the factors you weigh and the trade-offs you make in decisions regarding your own mobility choices. We also want to learn more about your views about the future and how you're preparing for it and what role your transportation choices may play in this future.

To listen to as many voices as possible, we are speaking to people across the Bay Area — people who may have a unique view into the new realities of using public transportation.

No preparation is required. We are interested in your stories and lived experiences.

The virtual group interview will take about 2 hours of your time. The interview is organized into four parts: we'll ask you questions about:

1. you and your day-to-day experience navigating transit choices
2. your relationship with public transportation, how you approach critical decisions and choices about mobility, and any thoughts you might have on improving the SFMTA system
3. your views about the future, specifically that of the Bay area, changes that you are anticipating in the region, and how you're preparing for it

Although it is not our intention, the conversation may raise memories of difficult or emotional experiences. If this happens, we want to be able to acknowledge these as they come up and give participants the opportunity to take a break before continuing the group conversation.

You filled out a consent form beforehand, that states what I just told you, and outlines the conditions of participation and how we'll use the information we collect. We will never use your actual name or identify you in any way in any publication. [ITF Facilitator] will be your facilitators and a few others on the research team are listening and taking notes.

Please let us know if we have your permission to record this interview by saying “Yes.” Thank you.

- Before we get started, here are some working agreements:
 - Hear from everyone
 - Speak to your experience
 - Help keep us on time; ask to mute when not speaking
 - What is shared in here, stays in here (never share your name/identity)
 - If you’d like to chat, please use the chat feature in Zoom
 - When we say ‘public transportation’ we mean: [Agreed definition]

4. Interview Guide

Part 1: Tell me about yourself

1.1. Tell me more about you— who you are, your family and where you live and so on? (Go around and ask everyone this question at a quick pace)

Probe: Who lives with you? Are there other people around you?

Probe: Who are the people that depend on you? What are your responsibilities?

Probe: Are you currently working? If so, what do you do for work? Do you work from home? (and by work we mean any activity that generates an income including: babysitting, caregiving, hair, nails, gig work, etc.)

1.2. When you're making transportation decisions and navigating the choices you have what single factor is the most important in shaping your decision?

Probe: Ask about: price/cost, convenience, safety, sustainability, etc

If sustainability comes up as an important factor for someone in the group ask: What does sustainability mean to you in the context of transit?

Probe: Why is this important?

Part 2: So now we'd like to learn more about your transit journey and how you approach critical decisions and choices about getting from A to B.

Take 5 minutes to reflect on your mobility journey. Draw or write it out. If you have a daily commute, describe that. If you don't use transit daily, think about a route that you've taken more than once.

Consider: How long does each leg of your trip take? About how long do you generally wait between transfers? Please include all different forms of transit that might play a role including - bikes, scooters, ride-share, buses, trains, public and private transportation options, as well as driving.

2.1. We want to learn more about your transit journey before and after 2020. We are going to ask you several questions about what your transportation experience has been like in the Bay Area. **Describe your transportation journey before the pandemic? What was it like? And, tell us if and how public transportation fits into this journey?**

Probe: When was this transit journey different? Weekends? Special occasions?

Probe: What were the factors that contributed to your decision to use public transit over other modes of transportation at that time?

2.2. How would you describe your relationship to public transportation?

Probe: Did you grow up taking public transit?

Probe: Have you taken public transit in the Bay area before?

Probe: For what purpose?

2.3. How has your transit experience/journey changed since the pandemic? How? Why did it have to change?

Probe: Has your lifestyle shifted significantly? Have your habits changed? Describe.

Probe: What are your top concerns with riding transit during this pandemic? [Reference the factors discussed in Part I]

Probe: Was there a period where you stopped using transit entirely?

2.4. What role does technology play in your transit experience? These could be devices apps that you use to plan and map your commute. This could also be devices or apps that you use while riding the bus or train for entertainment. What are the technologies and apps you use?

Probe: What do you usually do when commuting?

Probe: What would I see you doing?

2.5. Now let's talk about how you make mobility decisions around certain travel occasions and how does your transit journey change or stay the same? Tell me about how you would get to...

- The grocery store? Walk me through your decision making process? What factors matter the most? Is your transit journey different or the same? In what ways?
- A doctor's appointment?
- Dinner with friends on a Saturday night?
- Pick up your kids from school?

2.6. In which instances do you take alternate modes of transit? (i.e. drive, walk, bike, scooter, taxi, ride hail app (Uber, Lyft, Cruise AV), carpool with friends/family)

Probe: In which instances would you never take public transit?

Part 3: Transit Opinions / Feedback on the system

Now let's take a moment to reflect on your experience getting around both in and outside of the Bay Area.

3.1. Tell me about a **memorable** experience of getting from one place to another.

Probe: Was it positive? Why?

Probe: Was it negative? Why?

Probe: What is your preferred mode of public transportation? Why?

Probe: What is your least favorite mode of public transportation? Why?

If responses are skewing in one direction (positive or negative), the interviewer should prompt responses reflecting the alternative.

Now we'd like to shift to asking some questions about the SFMTA/Muni system specifically.

3.2. What discourages you from using the SFMTA system/using the system more often?

Probe: (Assuming that safety is a factor) ... Let's talk more about this issue of safety. What do you mean when you say safety? What does a "safe" transit system look like to you?

3.3. Do you see yourself using the public transportation system in the future? Why/why not?

Probe: What changes would you need to see in order to use the system?

Probe: What should be the priorities of SFMTA as they seek to improve the system?

Part 4: Tell me about your views on the future, what you're anticipating, and how you're preparing

4.1. Let's fast-forward, jump ahead and think about the future 10 years out to 2032. Let's think ten years out from now, keeping in mind potential shifts in jobs, the economy, technology, the environment, society and politics.

Think about the world around you, your family, your community, you'll be 10 years older. **What will the future be like? What are you anticipating and preparing for?**

Probe: What do you imagine the Bay Area to be like? Who are the people here? If/how has the built environment of the city changed? What is the role of public transportation in this vision?

Probe: Do you like the vision that you've come up with? What do you like/dislike about it?

Probe: What do we/SFMTA/SF need to do to prepare for the future you anticipate?

Probe: What do you anticipate will change? What will remain the same?

Probe: Given the changes you anticipate, what's the single most important impact on your transit journey in 2032?

4.2. Now that you've laid out what the world and the Bay Area might look like in 10 years, let's discuss your place in these possible futures. What do you imagine your life to be like? Describe how you're making a living and what you're doing for work? How did you get there? How do you get around in this imagined future?

Probe: Do you still live in the Bay Area? If so, in what part of the Bay? What factors might impact whether or not you stay in the area?

4.4. Now let's talk about the future overall. Can you tell me about an experience or story that triggers your worst fears about the future? The story can be your own or from a trusted source.

Probe: Share your experience or story. Who? What? Where? When? How? Why?

Probe: What can you do now to avoid these fears from becoming reality?

4.5. Tell me about an experience or story that gives you hope for the future of the Bay area and perhaps the world more broadly. What are the things you hope will change?

Probe: Share your experience or story. Who? What? Where? When? How? Why?

Probe: What can you do now to ensure positive long-term change and outcomes?

Conclusion

Thank you for your time and participation. Thank you for sharing your incredible stories. We will be following up with each of you and share the results of our work with you. Again, thank you and with gratitude we wish you well. Stay safe.

5. Recruitment Strategy and Matrix

Given the nature of this project, we anticipate screening up to 80 individuals who will be recruited by email through a wide-range of channels, including Craigslist, community organizations, and SFMTA networks. IFTF and SFMTA will send the recruitment email to their respective networks. The recruitment copy can be found in **Section 6**.

Interested participants will be directed to complete a Screening Survey (found in **Section 8**). Answers from the Screening Survey will assist our team in selecting a subset of those 80 respondents for further screening via phone interviews. Ultimately, we will select about 30 individuals to participate in three group interviews of 5-8 people each. As respondents often tend to skew female, the team will take gender into account when selecting final participants to achieve a balance of representation across the groups. Across the total 25 participants, we will optimize for the following criteria:

Table: Group Interview Recruitment Matrix

Category	Goal Number
Geography	
San Francisco residents	20
Non San Francisco residents	5
Public transportation use	
Occasional user (at least once a month OR in the last 6 months)	10
Non-transit user (have not used public transportation in the last 6 months OR no public transportation use at all)	15
Dependence on public transportation	
Dependent riders	3
Non-dependent riders, defined by having access to a car	22
Commute modality and count (pre-pandemic and 2022)	
Commuted before the pandemic, and no longer commutes	10
Used multiple transit modalities on a typical one-way commute trip, pre-pandemic	5
Plans on using multiple transit modalities on a typical one-way commute trip, 2022	5

**Group interviews will focus on occasional and non-transit users. Individual interviews will be held with frequent users to complement the research.*

Additional Screening Demographics:

- Age
- Gender
- Race
- Diverse Income
- Language
- Disability
- Resided in a legacy transit city

Interview recruitment will aim to balance a number of factors beyond demographics and include individuals with varied relationships to public transportation.

6. Recruitment Copy

Addressed to the General Public

The Institute for the Future (www.iff.org) is a Bay Area nonprofit futures research organization that helps individuals and organizations think systematically about the future. We conduct research to understand how people are experiencing the present in ways that are likely to grow and have increasing importance in the future.

To that end, we are conducting virtual group interviews as part of a research project with the SFMTA. We are seeking to understand how Bay Area residents make decisions about public transportation use and their transit journeys. We want to understand the factors you weigh and the trade-offs you make in decisions regarding your choice of transportation, specifically public transportation. We also want to learn more about your views about the future and how you're preparing for it and what role your transportation choices play in reaching your goals. "Your voice will help shape the future of transportation in San Francisco."

No preparation is required. We are interested in your stories and want to understand the experience you've had with public transportation in San Francisco.

During the interview, we'll ask you questions about:

1. you, your day-to-day experience
2. your relationship with public transportation, how you approach critical decisions and choices about mobility, and any thoughts you might have on improving the SFMTA system
3. your views about the future, specifically that of the Bay area, changes that you are anticipating in the region, and how you're preparing for it

If selected, you will participate in a 2-hour group interview online via Zoom with up to 8 people total on a date in January or February to be determined. The compensation is \$150 for your participation.

If you would like to participate, please complete this brief survey.

Addressed to CBO Leaders, Organizers, and Staff

The Institute for the Future (www.iff.org) is a Bay Area nonprofit futures research organization that helps individuals and organizations think systematically about the future. We conduct research to understand how people are experiencing the present in ways that are likely to grow and have increasing importance in the future.

To that end, we are conducting a series of virtual group interviews as part of a research project with the SFMTA. We are seeking to understand how current Bay Area residents get around in their daily lives. More specifically, we want to delve deep into the decision-making processes that surround their transit journeys to understand how they negotiate choices related to moving through the Bay Area. We also want to learn more about their views about the future - how they're preparing for it and what role their transportation choices will play in reaching their goals.

I have attached a flyer to this email that includes all of the relevant details for potential interview participants. We would greatly appreciate it if you could share this with your communities to support our recruitment efforts and help us gain the most robust insights possible.

7. Consent Form Copy

REQUEST FOR YOUR PARTICIPATION IN RESEARCH IFTF Ethnographic Futures Interviews | Consent Form

INTRODUCTION

A team of researchers led by [NAME, TITLE], at the Institute for the Future is conducting a series of group interviews as part of a research project. You were selected as a possible participant in this study because you expressed a willingness to share your first-hand experiences and decisions about mobility and use of public transportation. Your participation in this research study is voluntary.

The Institute for the Future (IFTF) is the world's leading strategic foresight organization. We conduct research to understand how people are experiencing the present in ways that are likely to grow and have increasing importance in the future. This study is being funded by the San Francisco Municipal Transportation Agency (SFMTA).

PURPOSE

We aspire to understand your personal experience and the factors you weigh and the trade-offs you make in decisions regarding your own mobility choices. We also want to learn more about your views about the future and how you're preparing for it and what role your transportation choices may play in this future. We understand that experiences will differ based on racial identity, geographic region, age, socio-economic status, and other factors.

PROCEDURE

The group interview will be conducted virtually on a video application called Zoom. It will take about 2 hours of your time. No preparation is required. There will be up to eight people per group interview. We are interested in your stories and lived experiences. With your permission, you will be audio and visually recorded to produce a transcript. We will not disclose any identifiable information. You can also choose to turn the video off during the interview and/or change your name on the Zoom platform if you prefer.

The interview is organized into four parts. We'll ask you questions about:

1. you and your day-to-day experience navigating transit choices
2. your relationship with public transportation, how you approach critical decisions and choices about mobility, and any thoughts you might have on improving the SFMTA system
3. your views about the future, specifically that of the Bay area, changes that you are anticipating in the region, and how you're preparing for it

POTENTIAL RISKS

Although it is not our intention, the conversation may raise memories of difficult or emotional experiences. If this happens, we want to be able to acknowledge these as they come up and give participants the opportunity to take a break before continuing the group conversation. You have the right to refrain from answering any question, or ask the researcher to shift to a different topic. Otherwise, the conversations with the researcher offer no more risk than that experienced in everyday conversations.

POTENTIAL BENEFITS

In the past, interviewees have expressed their appreciation for the opportunity to reflect and share their experiences. The results of the research may inform SFMTA's future strategic work.

COMPENSATION

Upon completion of the interview, a compensation of \$150 will be issued.

CONFIDENTIALITY

Your identity will not be discussed or revealed in publications or presentations that result from this research. Your conversations will be recorded, and transcribed. Excerpts from the audio recording will be used for communicating results of the research but will not be associated with any identifiers of you or other participants. Instead publications will present information in aggregated or protected form. Exceptions can be made by mutual agreement.

PARTICIPANT RIGHTS

Your participation in this study is completely voluntary. You can refuse to participate in the entire study or any part of the study without any negative effects on your relations with the Institute for the Future. You also have the right to skip any question you do not wish to answer. This consent form is not a contract. It is a written explanation of what will happen during the study if you decide to participate. You will not waive any rights if you choose not to participate, and there is no penalty for stopping your participation in the study.

QUESTIONS OR PROBLEMS

You are encouraged to ask questions at any time during this study.

- For further information about the study, please contact [NAME]. Her email is [EMAIL].
- Complaints about the research may be presented to Marina Gorbis, Executive Director, Institute for the Future. For questions about participants' rights or if you feel you have been harmed in any way by your participation in this study, please contact Executive Director Marina Gorbis at mgorbis@iftf.org

ADDITIONAL RESTRICTIONS

SIGNATURES

Your signature indicates that you voluntarily agree to be a part of the study, that the details of the study have been explained to you, that you have been given time to read this document, and that your questions have been answered. You will receive a copy of this consent form for your records.

Participant Signature*

_____	_____	_____
Participant's Name (printed)	Participant's Signature	Date

* Verbal review of the contents of the consent form and a verbal granting of participant consent is acceptable if that review and acknowledgement are recorded.

Researcher Statement

I certify that the participant has been given adequate time to learn about the study and ask questions. It is my opinion that the participant understands his/her rights and the purpose, risks, benefits, and procedures of the research and has voluntarily agreed to participate.

_____	_____	_____
Researcher's Name (printed)	Researcher's Signature	Date

8. Online Screening Survey Copy

Notes for team: Once the questions and copy are finalized, this will be deployed as a Google Form/Survey.

SURVEY TITLE: Make your voice heard on the future of public transportation

The Institute for the Future (<https://www.iff.org/home/>) is a Bay Area nonprofit futures research organization that helps individuals and organizations think systematically about the future. We conduct research to understand what people are experiencing in the present in order to understand and possibly shape what experiences might be like in the future.

We are conducting virtual interviews as part of a research project with the San Francisco Municipal Transportation Agency (SFMTA) exploring the future of public transportation. Through these interviews, we are seeking to understand how people like you make decisions about mobility and use of public transportation. We understand that experiences will differ based on racial identity, geographic region, age, socio-economic status, and other factors.

If you would like to be considered for an interview, please complete the following survey by Tuesday February 8, 2022. A member of the IFTF team will begin contacting individuals for further screening beginning February 4, 2022. Selected individuals will receive \$150 for participating in the interview. Please note that not everyone who completes the following survey will be selected for an interview. Thank you for your understanding.

CONTACT INFORMATION:

First and Last Name: _____

Phone Number: _____

Email: _____

Preferred mode of contact:

- Call
- Text
- Email

Have you ever participated in a research interview?

- Yes
- No

AVAILABILITY:

1. Group interviews will take place on the following dates. Please select all the dates that you are available:

- Thursday, February 10, 3:00pm - 5:00pm PT
- Monday, February 14, 9:30am - 11:30am PT
- Wednesday, February 16, 2:00pm - 4:00pm PT
- Friday, February 18, 2:00pm - 4:00pm PT
- I am not available on any of the dates listed

INTRO:

2. Are you a Bay Area resident?

- Yes
- No → Survey will end. We are only interviewing Bay Area residents.

3. In which Bay Area county do you live?

- Alameda
- Contra Costa
- Marin
- Napa
- San Mateo
- Santa Clara
- Solano
- Sonoma
- San Francisco → skip to 5

4. What is your home zip code or zip code of where you reside, if no fixed address ? _____

TRAVEL CHOICES

5. Do you own a car, or have regular access to a car through family or friends?

- Yes – own a car → Ask 5a
- Yes – have regular access to a car through family/friends
- No

5a. Did you purchase the car during the pandemic (March 2020 - now)?

- Yes
- No

6. How would you describe your *current* public transportation use?

- I use public transportation frequently (at least once a week)
- I use public transportation occasionally (at least once a month)
- I have used public transportation in the last 6 months
- I have NOT used public transportation in the last 6 months →Skip to 14
- I do not use public transportation at all → Skip to 14

7. What is the primary reason for your use of public transportation?

- Work
- School
- Shopping/Errands
- Out to Eat/Social/Entertainment/Recreation
- Home
- Dropping someone off
- Health appointments
- Other (specify)

PANDEMIC'S IMPACT ON TRAVEL & WORK

Next, we will ask you a few questions about the pandemic's influence on your travel choices.

8. Please select your level of agreement with the following question: The pandemic disrupted my mobility patterns?

- Strongly Disagree
- Disagree
- Neither Disagree or Agree
- Agree
- Strongly Agree

9. How did the pandemic affect your employment status?

- I have started to work from home
- I have received a pay cut
- I am now unemployed due to this situation
- It did not affect my employment status

10. What is your workplace zip code? _____

- Do not work
- Work from home
- Variable work location

11. Did you regularly commute to work or school before the pandemic began?

- Yes -> About how many days a week? _____(type in #). Ask 12

- No → Skip to 15

12. How did you usually commute before the pandemic? (Select all that apply). note: these should be all modes used on a **typical one-way trip**

- Drove alone
- Drove with others
- Drove car share
- Uber or Lyft
- Regular taxi
- Muni
- BART
- Caltrain
- Ferry
- Other Public Bus
- Private bus or van, including corporate shuttle, campus or university shuttle, or similar
- Bicycle
- Walk
- Motorcycle
- Standup e-scooter
- Other (specify)

13. Do you think you will be regularly commuting to work or school sometime later this year (2022)? If you are already commuting, please select yes.

- Yes → About how many days a week? _____ (type in #). →Ask 14.
- No → Skip to 15

14. How do you think you will be commuting later this year? (Select all that apply) note: these should be all modes used on a typical one-way trip

- Drove alone
- Drove with others
- Drove car share
- Uber or Lyft
- Regular taxi
- Muni
- BART
- Caltrain
- Ferry
- Other Public Bus
- Private bus or van, including corporate shuttle, campus or university shuttle, or similar
- Bicycle
- Walk

- Motorcycle
- Standup e-scooter
- Other (specify)

DEMOGRAPHICS

The following demographic questions are intended for screening purposes only. The responses, which will be kept fully confidential, will help us make decisions about our outreach efforts to ensure interview participants represent the full diversity of the Bay Area.

15. Have you ever lived in any of the following cities? Select all that apply.

- San Francisco
- Chicago
- Philadelphia
- Washington D.C.
- New York City
- None of the above

16. What is your age?

- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 - 74
- 75 or over
- Prefer not to answer

17. What is your gender?

- Female
- Trans female
- Male
- Trans Male
- Genderqueer / Gender Non-Binary
- Prefer to describe: _____
- Prefer not to answer

18. What race and/or ethnicity do you identify with? Select all that apply.

- Asian
- Black and/or African American
- Hispanic and/or Latina, Latino, or Latinx
- Middle Eastern and/or North African

- Native American
- Pacific Islander
- White
- Prefer to describe: _____
- Prefer not to answer

19. What language(s) do you speak at home? Select all that apply.

- Chinese (incl. Mandarin, Cantonese)
- English
- Spanish
- Tagalog (inc. Filipino)
- Prefer to describe: _____
- Prefer not to answer

20. Do you have a disability or health condition that affects your ability to use the public transportation system in San Francisco?

- Yes
- No
- Prefer not to answer

21. What is the total annual income (before taxes) of everyone in your household?

- \$0 - \$9,999 annually
- \$10,000 - \$34,999 annually
- \$35,000 - \$69,999 annually
- \$70,000 - \$99,999 annually
- \$100,000 - \$199,999 annually
- \$200,000 or more
- Prefer not to answer

22. How many people are in your household? _____

23. Do you have a disability or health condition that affects your ability to use the public transportation system in San Francisco?

- Yes
- No
- Prefer not to answer
- Don't know

24. Are you a parent?

- No
- Yes → Ask 24a
- Prefer not to answer

24a. If yes, do you take public transit with your child/children?

- Yes
- No

Do you have any comments you wish to share with the research team: _____

9. Phone Screen Guide

Goal: Confirm survey answers and assess ability to talk about the topic

Time: 5-7 minutes

Items from the survey to verify on the call:

- Bay Area resident (what specific city/county?)
- Gender
- Race/ethnicity
- Age
- Have you been to SF and/or taken public transportation in the past 30 days?

Test conversational ability and interaction level:

- Describe your relationship to public transit – how often do you take public transportation in the Bay Area?
 - Pre-Covid and currently?
 - What's your preferred mode of
- How would you describe public transportation in the Bay Area?

Try to understand their tech infrastructure/capability to join and participate:

- Do you feel comfortable participating in a group interview conducted in English?
- Do you feel comfortable using Zoom? Can you find a quiet place to be in the interview?
- Do you feel comfortable being recorded? We will not share your name or likeness externally.

Logistics:

- Can you accept the honorarium payment with either a physical mailed check, a wired check to your bank, or a PayPal payment?
- Are you available on **XX** dates for **XX** minutes?

About Institute for the Future (ITFF):

ITFF is the world's leading futures organization. For over 50 years, businesses, governments, and social impact organizations have depended upon ITFF global forecasts, custom research, and foresight training to navigate complex change and develop world-ready strategies. ITFF methodologies and toolsets yield coherent views of transformative possibilities across all sectors that together support a more sustainable future.

10. Proposed Schedule

RECRUITMENT: Starting week of January 24, 2022; Ending February 8, 2022

Aiming for recruitment to start the week of Jan. 24; closing on Feb. 8:

- IFTF will meet Feb. 4, 11am and Feb. 9, 9:45am to review the recruitment list and select participants for screening.
- Screening phone calls will take place Feb. 4-11.
 - After participants are selected, [Nathalie or Alyssa] will send an onboarding email, which will include: date and time of interview, consent form, what to expect/prepare, Zoom information, etc.

VIRTUAL GROUP INTERVIEWS: February 2022

The non-rider group interviews and rider interviews will be accomplished during the first three weeks of February.

- Four 2.5 hour holds on Sabrina, Georgia, and Nathalie's calendars. *(Please note that interviews will last 2 hours, with the remaining 30 min. scheduled for an internal group debrief.)*
 - Interview 1 - Thursday, Feb.10, 3:00pm - 5:30pm PT
 - Interview 2 - Monday, Feb. 14, 9:30am - 12pm PT
 - Interview 3 - Wednesday, Feb. 16, 2:00pm - 4:30pm PT
 - Emergency Slot - Friday, Feb. 18, 2:00pm - 4:30pm PT
- Individual interviews with riders will be self-scheduled between selected rider and Sabrina, Georgia, or Nathalie's individual availability

INDIVIDUAL INTERVIEWS: February 2022

Once the group interviews are concluded:

- Sabrina, Georgia, and Nathalie will have a 90-minute huddle to review learnings on Wednesday, Feb. 23, from 9:30am – 11:00am PT.

OUTPUT FROM INTERVIEWS: March 4, 2022

Once all interviews are concluded:

- Sabrina, Georgia, and Nathalie will work on the rider interview memo. To be completed by Friday, March 4, EOD.