



June 8, 2020

The Honorable Jim Spering, Commissioner  
Metropolitan Transportation Commission  
Bay Area Metro Center  
375 Beale St., Suite 800  
San Francisco, CA 94105-2066

Dear Commissioner Spering:

Thank you again for the opportunity to participate in the Metropolitan Transportation Commission's (MTC) Blue Ribbon Transit Recovery Task Force (BRTF). At the request of Commission staff, our agencies have outlined our collective and individual initial near-term recovery strategies, included as attachments to this letter.

It is our intent that this information will help kick off an important and holistic conversation about the future of the region's transit systems, and the steps necessary to ensure their collective recovery from the COVID-19 pandemic. It is important to understand that, while critical, this recovery will not be driven by the actions of operating agencies alone. Agencies will need to:

- Work closely with state and local public health officials to coordinate guidance around lifting of shelter-in-place restrictions, including the timing of changes and guidelines issued specifically for transit. To this end, transit agencies have partnered to develop a Bay Area Transit Public Health and Safety Plan which will be shared with MTC separately.
- Monitor the impacts of the pandemic on overall economic activity, including the resulting demands for service and the resources available to provide it.
- Work together to build and ensure rider confidence in the safety, cleanliness, and efficiency of our regional transit network, so that when people are ready to begin making trips they choose transit to do so.

In response to the shelter in place order Bay Area transit agencies moved quickly to provide reliable, safe, and on-time core services for essential workers and essential trips to grocery stores, pharmacies, and major medical facilities for low income communities and those who don't have other transportation options. We instituted significantly enhanced cleaning protocols for vehicles and stations, adjusted service to support essential trips while maintaining social distancing requirements, and are closely monitoring service levels and making adjustments as necessary to maximize service efficiency.

Our agencies are working closely on topics critical to recovery and have formed subcommittees to address the four key areas referenced in our May 27<sup>th</sup> letter:

- Financial Sustainability
- Public Health and Safety
- Service and Operations Planning
- Communications

Our recovery strategies scale service levels in response to ridership demand and account for the challenges of accommodating increases in demand with vehicle capacities that are limited by the need to maintain physical distancing. Much is still uncertain. How swiftly counties and the region will reopen, the level and timing of the resumption of travel for school, work and shopping and the level of funding that will be available to support transit operations is unclear. What is certain is that coordination of our networks and recovery strategies is essential. A collaborative approach to network connectivity, financial sustainability, and equity is crucial during this continued period of uncertainty as we move toward the recovery and restoration of the Bay Area's transit network.

Our individual agency submittals reflect the information requested by the MTC, including how each of our agencies phase of service recovery, criteria we will utilize to reinstate services, our specific plans to serve transit dependent riders, and how we will address connectivity gaps either within our system or when connecting both spatially and temporally with neighboring operators.

We are committed to providing a core mobility-oriented service to our riders and communities to ensure that transit dependent riders and essential workers can get to where they need to go for jobs and other vital services. We anticipate that ridership demand will return in the coming months and our ability to meet that demand will depend on availability of personnel, equipment, and financial resources.

Despite our diverse modes, geographies, ridership demographics and financial circumstances, the recovery plans highlight a common set of challenges that we will collaboratively be working to address:

- Network Connectivity: Enhancing the ability of riders to transfer between systems seamlessly will be essential to rebuilding regional ridership demand. Accomplishing this during recovery will require careful planning and focused attention to many considerations, including:
  - Coordinated Recovery Phasing: While each agency may have different stages of recovery criteria and operating characteristics, we have a common goal to ensure ongoing dialogue and coordination that focuses on connectivity.
  - Focus on Frequency: We are all operating a core level of service currently, but as more service is brought online, frequencies, duration of service and gradual restoration of the full landscape of mobility options will be needed.
- Equity: Ensuring service to communities and riders that are transit-dependent and provide essential services is an immediate focus. With the region's transit network



operating at reduced frequencies due to lower demand, greater emphasis will need to be placed on providing these riders with mobility options they can depend on.

- Vehicle Capacity: For transit to thrive, we must assume that physical distancing guidelines will evolve. As that happens we will need to work together to determine the best balancing of physical distancing with seating capacity and operating resources to ensure that service is effectively deployed.
- Vehicle Cleaning and Safety Standards: The Bay Area Transit Public Health and Safety Plan will need to present a comprehensive set of guidelines that focus on common standards for vehicle cleaning and safety. Doing this is essential to protecting operators and riders and will build consumer confidence that the regional transit system is safe for them to use.

The challenge of restoring the Bay Area's transit system as the region recovers from the COVID-19 pandemic is substantial. As general managers, we are collectively committed to achieving the goal of a flexible and reliable transit system through working together among our individual agencies and with the Blue Ribbon Transit Recovery Task Force. We look forward to positioning transit to survive this challenge so that our systems can emerge from it stronger and more connected than before.

Sincerely,

Nuria Fernandez,  
General Manager  
Santa Clara Valley  
Transportation Authority

Jim Hartnett, General  
Manager/Executive Director  
San Mateo County Transit  
District/Caltrain

Michael Hursh,  
General Manager  
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Denis Mulligan,  
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Golden Gate Bridge, Highway  
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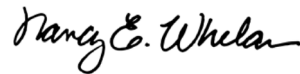
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Nina Rannells,  
Executive Director  
Water Emergency  
Transportation Authority



Jeffrey Tumlin,  
General Manager  
San Francisco Municipal  
Transportation Agency



Nancy Whelan,  
General Manager  
Marin Transit



Michael S. Tree  
General Manager  
Livermore Amador Valley  
Transport Authority

Cc: Members, MTC Blue Ribbon Transit Recovery Task Force  
Steve Kinsey, Facilitator, CivicKnit

AC Transit

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
1) Transit Service: Describe your agency's approach on defining and providing an appropriate level of service for the recovery period. Include the following, to the degree possible:			
a. Phasing and timeframe.		<p>AC Transit has a 12-month service recovery framework starting in March of 2020, from the baseline of the Emergency Service Plan (ESP) that was implemented in late March. The ESP network is similar to AC Transit's Sunday Service network plus additions and is the equivalent to over 65% of pre-pandemic service levels. The framework consists of three phases based on AC Transit's operator Sign-up schedule:</p> <p>Phase 1 (June 14, 2020) - Add more standby service to the ESP network and run two buses at a time on nighttime Transbay trips where over-capacity conditions have been reported under new limited vehicle capacities.</p> <p>Phase 2 (August 9, 2020) - Reactivate some additional service under the August 2020 Sign-up, which would equal an increase in service to 70-80% of pre-pandemic levels. Staff plans to reach those levels by enhancing the ESP currently in operation. This phase will include:</p> <ul style="list-style-type: none"> <li>· Reactivation of Supplementary Service to Schools</li> <li>· Some peak-hour Transbay service where demand is anticipated</li> <li>· Frequency increases on trunk lines to address increased demand</li> <li>· The start of Bus Rapid Transit at 10-minute frequency</li> </ul> <p>Staff will present a detailed list of the limited reinstated service to the Board in July, prior to implementation.</p> <p>Phase 3 (March 2021) - Formalize reduced service network that matches continued reduced operating revenues. Before the conclusion of the 12-month period of emergency service, staff will implement a permanent reduced service network by up to 30% less, similar to the overall level of Phase 2 service levels, depending on available and forecasted revenues. The reduced network will refocus service to where it is needed most. It will include permanent service reductions and eliminations, and new routes that allow AC Transit to preserve productive segments from the pre-pandemic service network. Because this phase of service is no longer part of the ESP and is considered permanent, AC Transit will need to conduct a public hearing in October to approve the new network.</p>	
b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.		<p>The three primary criteria for reinstating service are: ridership demand, affordability and available operators and buses. Ridership demand (with reduced vehicle load capacity) will drive AC Transit's decision to slowly grow service, but we will be limited by our available financial and human resources. At this point, AC Transit has set a service limit of 80% of pre-pandemic service levels based on initial revenue forecasts. The limit could change as AC Transit gains better information on revenues going forward.</p> <p>The primary factor that will allow AC Transit to resume collecting fares is the installation of operator shields. Once shields are installed on every bus in our fleet, we will once again have passengers board through the front door of the bus and require them to pay their fare. Currently, this process is likely to take at least another eight weeks and we don't anticipate collecting fares sooner than August 2020.</p>	
c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.		<p>AC Transit does not expect to reach full recovery of ridership during the 12-month recovery period. A virus vaccine and/or herd immunity are likely needed before riders return to mass transit in pre-pandemic levels. Because of this we are ultimately implementing a 20-30% service reduction. Any continued social distancing protocols on our buses will further limit ridership. Historically, ridership growth and reduction has been commensurate with the growth and reduction of service levels. Any prolonged social distancing protocols would reduce vehicle capacity by 86%.</p> <p>In addition, continued telecommuting could significantly affect Transbay service demand. Transbay ridership is likely also very able to work from home, and so how various companies decide to continue work from home in the long term will affect the return to transit.</p>	
d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).		<p>Service level changes in the 12-month recovery period will primarily be driven by revenue loss. With social distancing protocols in place on our vehicles, AC Transit is not keeping up with demand on many routes. Therefore, we don't expect lack of demand to be a factor on our local routes if social distancing continues. In addition, because the CARES Act funding prevents transit operators from laying off or furloughing workforce, AC Transit has sufficient workforce availability to operate existing service levels and more. As stated above, historically, service levels have dictated ridership. Therefore, AC Transit intends to operate as much service as our revenues will allow.</p>	
e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.		<p>With the anticipated slower return of office workers at a reduced overall level, AC Transit Transbay service will not be as robust as it was pre-pandemic. This is both in the comprehensiveness of the Transbay network and the number of peak trips. Overall, AC Transit's local network will also be less frequent, particularly on coverage routes during nights and weekends. Therefore, outside of the urban core weekday peak, one should expect less connectivity within AC Transit and to other systems such as BART.</p>	

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
2) Equity/Lifeline Services and Riders			
a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.		AC Transit's most transit dependent riders are on our local service, Supplementary School Service and All-Nighter network. We plan to reactivate our Supplementary Service in August for students to reach schools and we intend to preserve our All-Nighter network for those making essential trips. Most essential trip destinations within the AC Transit service area are along our trunk lines, including: hospitals, doctors' offices, grocery stores and eateries. AC Transit plans to preserve its trunk line network as much as possible. Prior to the pandemic, AC Transit carried the highest concentration of low-income riders of any transit agency in the region. We plan to continue to provide these riders with viable transit solutions by maintaining service levels on our most used routes.	
b. Discuss how their travel needs are being prioritized or factored into your operating plans.		See above. The preservation of these services are included as guiding principles in the framework for AC Transit's 12-month service recovery plan. The board-adopted principles include: preserving as much ridership as possible, ensuring service reductions are fair and equitable, and maintaining a frequent network of trunklines and crosstown routes, as well as lifeline services.	
c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.		AC Transit's ADA Paratransit program is a contract service operated in partnership with BART. Our contract is a cost-plus model and therefore is driven by demand. As a result, we have operated significantly less service during the pandemic due to low demand. As demand for service slowly increases, our Paratransit contractor will also slowly increase the number of trips provided. However, we are anticipating that growth will be very slow since our ridership is some of the most vulnerable during the pandemic. The reduced fixed-route network that AC Transit is planning should have minimal effect on Paratransit coverage.	
3) Financial Strategy			
a. See Attached Document		Submitted Separately	
4) Core Agency Characteristics (Optional)		<ul style="list-style-type: none"> <li>•175,000 daily trips (pre-pandemic)</li> <li>•635 buses</li> <li>•158 bus routes</li> <li>•324 square mile service area</li> <li>•73% minority ridership</li> <li>•65% low-income ridership</li> <li>•42% transit dependent</li> </ul>	

BART



**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
1) Transit Service: Describe your agency's approach on defining and providing an appropriate level of service for the recovery period. Include the following, to the degree possible:			
	a. Phasing and timeframe.	<p>BART has developed a milestone based framework for phasing in service changes. The information presented below is approximate, and actual service levels will be informed by public health guidance and ridership performance.</p> <p>Starting on June 13th, BART will open the San José extension to Berryessa with two-route service to San Francisco and Richmond. The train schedule will continue to operate at 30-minute line headways on all 5 lines, without peak trains, and closing at 9:00 pm. BART will monitor ridership and will add additional trains during commute hours in the 15-minute slots when warranted to ensure safe passenger distancing - and has already done so during the morning and evening peak on one line. This solution of adding or omitting the 15-minute commute trains allows BART to scale service up and down in response to demand.</p> <p>Starting in September, the strategy is to allow the gradual expansion of evening service. BART is planning a train schedule based upon 30-minute line headways seven days a week, with 15-minute commute service weekdays and Saturdays, and service extended to 11:00 pm from Monday through Saturday. BART will balance staffing levels between the priorities of supporting the commute period and adding evening service. Like the June-to-September service, this solution enables adding or omitting the 15-minute commute trains to scale up and down with demand. This strategy will yield the greatest level of service that BART can provide without hiring and training more train operators and maintenance personnel.</p> <p>February 2021 service will reflect need based on ridership data. This could mean a gradual return to pre- COVID-19 service levels. This would likely include 15-minute base line headways on weekdays and 30- minute headways on weekends, with 15-minute peak service on Saturdays, and service until midnight. Expanded service would require a decision be made with sufficient time to allow for hiring and training of staff prior to a crew bid.</p> <p>As ridership rebounds, considerations will be made to ensure equitable distribution of trains, when possible, based on train availability and staffing constraints. Since all 5 of BART's lines are defined as minority per our Title VI program, any additional service on any of our lines would likely benefit our protected riders.</p>	
	b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.	<p>BART intends to provide the maximum service possible within the resources provided to maintain physical distancing. BART will maintain 30 minute headways on all 5 lines until 9pm as a baseline level of service. As demand increases, we expect to scale up service incrementally, adding trains to move toward full 15-minute frequencies by line and extending to an 11pm and then midnight close, beginning with 15 minute headways focused on peak demand periods demonstrated in actual ridership data. Through Phase 3 of the governor's plan to reopen California, BART's goal is to add service as necessary to maintain 6-foot physical distancing, which in some cases may involve expanding service beyond pre-COVID-19 levels (for example, extending the duration of peak service) pending availability of resources to do so.</p> <p>BART fares and fare collection have remained unchanged during COVID-19 service changes. In April 2020, BART reaffirmed commitment to the Means Based Fare Discount Program. BART is also accelerating the rollout of Clipper-only stations to facilitate a contactless trip.</p>	

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:	Response:	Notes:
<p>c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.</p>	<p>BART has developed a scenario- planning outlook with a range of outcomes. BART will continually refresh underlying indicators that could signal a given outcome. Indicators include the Bay Area benchmarks for re-opening (cases, hospitals, testing, tracing, and personal protective equipment (PPE)), the development of therapeutics and vaccines, state and county economic forecasts, surveys of passenger confidence, and work-from-home behavior.</p> <p>BART has developed two scenarios for ridership which relate to a range of epidemiological and economic outcomes. In the “Faster Ramp” scenario, ridership in FY21 averages 50% of pre-COVID-19 levels. In the “Slower Ramp” scenario, it average 15% of pre-COVID-19 levels. These scenarios depict different paths of ramps up and to what degree it eventually recovers.</p> <p>The “Faster Ramp” scenario reflects faster progression through the California Resilience Roadmap and more significant recovery. In this scenario, the Bay Area reaches Stage 4 of the California Resilience Roadmap by September of 2020. To make this possible, the Bay Area would achieve its targets on cases, hospitals, testing, tracing, and PPE - as well as the development of therapeutics. This scenario also reflects the recovery of ridership to an average of 50% of pre-COVID-19 levels in FY21. This scenario relies on public health guidance that allows vulnerable populations to ride public transit, economic impacts no bigger than the Great Recession, and the return of passenger confidence.</p> <p>The “Slower Ramp” scenario reflects slower progression through the Resilience Roadmap and significantly decreased ridership. In this scenario, the Bay Area reaches Stage 4 of the California Resilience Roadmap in June of 2021. This could occur if a viral resurgence returns the region to Stage 2 of the Recovery Roadmap in the fall. This scenario reflects a limited recovery in ridership to an average of 15% of pre- COVID-19 levels in FY21, driven by guidance for vulnerable populations to avoid public transit, unemployment twice as high as the 2009-2010 Great Recession, and a durable reduction in passenger confidence.</p> <p>BART intends to provide all 10-car trains (the maximum length in the system) to maximize physical distancing. BART car/train capacities under various scenarios are outlined below:</p> <ul style="list-style-type: none"> <li>- 6 foot distancing: 30 people per car, 300 people per 10-car train</li> <li>- 3 foot distancing: 60 people per car, 600 people per 10-car train</li> <li>- Unrestricted capacity: 180 people per car, 1,800 people per 10-car train</li> </ul>	
<p>d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).</p>	<p>BART intends to scale service in response to ridership demand and observed crowding in excess of physical distancing standards, provided sufficient resources exist to do so. In the short term, BART is monitoring ridership data by train to determine loading levels per car, and will add service within resources to ensure 6-foot physical distancing. The medium to long term service scenarios and assumptions presented here represent a balance of essential service, cost containment, and staffing (including an increase in absenteeism).</p> <p>Under current budget and staffing assumptions for FY21, system service and staffing will be able to quickly respond to changes in demand should an increase outpace the anticipated schedule. Conversely, should ridership fall short of expectations, BART could revert to the minimum 30 minute headways and 9pm close, though the required cost savings would be realized through furloughs / reductions in force, making it more difficult to scale back up quickly if and when demand returns. BART estimates that should staff be furloughed, it could take 6-12 months to hire and train staff that would be needed to expand service.</p>	
<p>e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.</p>	<p>BART continues to provide service on all lines to all stations. While it is extremely difficult to adjust the BART schedule to match those of all connecting operators given the restrictions inherent to the design of the BART system, by committing to maintain 30 minute base headways throughout the network, the BART schedule can act as a consistent baseline for other operators to develop connections to as their service is revised and reinstated.</p> <p>As demand increases, however, 30 minute headways will not be able to provide the service quality or capacity needed in the region as the basis for an economic recovery, particularly should distancing requirements continue.</p>	

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
2) Equity/Lifeline Services and Riders			
a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.		<p>With the exception of the shift from a midnight close to a 9pm close, BART service has continued to be reliably available and with high on-time performance, albeit on a 30 minute headway (rather than 15 minute headways, pre COVID-19), for transit dependent riders and others making essential trips. All lines and all stations remain open and operating.</p> <p>BART's highest ridership stations have changed to reflect higher transit dependence in some of the communities that BART serves. For example, Richmond Station, Coliseum and Fruitvale in Oakland and Civic Center in San Francisco are now among the highest ridership stations, retaining 15% to 25% of their pre COVID-19 ridership. According to BART's 2015 Station Profile Study, stations are considered low-income if they are at or exceed the systemwide average of 18%. Richmond, Coliseum, Fruitvale and Civic Center are in the top 5 of BART's low-income stations, with 35%-45% depending on the station. Conversely, stations like Lafayette, Orinda, and Dublin/Pleasanton have retained only about 3-4% of their pre COVID-19 ridership, and also are considered non low-income stations, representing 3 of the top 7 highest income stations.</p>	
b. Discuss how their travel needs are being prioritized or factored into your operating plans.		<p>BART continues to provide service on all lines to all stations at 30 minute headways. Many stations with a high proportion of transit dependent riders, including those who have continued traveling for essential purposes during the COVID-19 pandemic, are served by two or three lines, resulting in service that is effectively higher - up to every 10 minutes between Lake Merritt and Bay Fair stations, as an example.</p> <p>As resources allow, BART intends to scale up service frequency to 15 minute headways and extend operating hours later into the evening in response to actual changes in demand through 2021, as detailed previously.</p>	
c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.		<p>Both BART and AC Transit jointly operate the East Bay Paratransit Consortium (EBPC) to provide ADA Paratransit as required by the Americans with Disabilities Act. EBPC covers the two transit agencies' overlapping service area using three contract providers/brokers. Since the Shelter-in-Place order took effect, East Bay Paratransit service was reduced transporting riders with "Essential Trips", such as dialysis or chemotherapy. The order closed most locations and operations served by EBPC, including the forty locations utilized by the Regional Center of the East Bay, which account for 30% of service. Paratransit ridership reduced by about 85% but saw a slight rise after paratransit fares were no longer collected beginning 4/27/2020.</p> <p>EBPC is maintaining our pre-March 16th service area and hours by weekday, Saturday and Sunday for "essential trips". Free fares were implemented on April 27, and in-person certification was suspended with new applicants receiving phone interviews. Referrals to EBPC, due to path of travel or distance to the nearest stop, are determined on a case-by-case basis and individuals are granted temporary eligibility.</p> <p>Regional Trip coordination is of particular concern for BART and EBPC because of our regional extent and geographical location in the center of the Bay Area. Paratransit trips which need to cross the service areas from the adjacent agencies often have a large part of the trip provided by EBP. These trips require transfers of passengers between vans and drivers which increases exposure. Early coordination with Regional Center is needed as high trip generating program locations are prepared for reopening.</p>	

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
3) Financial Strategy			
	a. See Attached Document	Submitted Separately on 6/1/2020	
4) Core Agency Characteristics (Optional)			
		<p>BART service forms the backbone of transit for the Bay Area, serving 5 counties via 50 stations in 25 cities and directly linking 16 other bus and rail systems.</p> <p>Prior to the beginning of the COVID-19 pandemic, the system served approximately 400,000 riders on a typical weekday, with a core market consisting of commute trips to downtown San Francisco and Oakland. Pre-COVID-19, our ridership was 64.5% minority and 20.1% low income (based on Customer Satisfaction Survey 2018). Since the implementation of shelter-in-place orders throughout the Bay Area, systemwide ridership is down about 90%, although many stations, particularly those in transit dependent communities or communities with lower average household incomes, retain over 20% of pre-pandemic ridership - numbers that have remained steady over the past two months. Our riders also continue to transfer to and from other agencies, and travel across multiple jurisdictions. These riders represent people making trips to essential employment, services, and other destinations across jurisdictions and service areas.</p> <p>BART has prioritized providing reliable, safe, and on-time service for those who must make essential trips, including providing service that allows for maximum physical distancing and public health for system employees and those on board. This availability and reliability is a critical base from which to build back up both BART and other regional transit service operations and ridership as public health orders are revised to be less restrictive and people begin to return to work, school, and other activities.</p> <p>Providing safe, reliable, and convenient transit across the region remains key to attracting riders back to transit as activity increases while maintaining physical distancing standards, preventing potentially severe traffic congestion and its related environmental impacts. Because of the diversity of our riders, BART prioritizes equity in its decision-making processes. As a connector of the region's communities and transit systems, BART service will play a key role achieving these goals.</p>	

Caltrain

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
1) Transit Service: Describe your agency's approach on defining and providing an appropriate level of service for the recovery period. Include the following, to the degree possible:			
	a. Phasing and timeframe.	<p>Starting on June 8, Caltrain will begin an initial expansion from its current minimal weekday service level of 42 all-local trains. The expansion will retain the existing local train service but will layer in skip-stop trains during commute hours to provide additional capacity and the option of faster trip times for riders. The skip-stop stopping pattern has been developed in a manner that attempts to balance expected passenger demand evenly across trains and will result in most stations along the line effectively receiving a 30-minute service in both directions during peak hours (6:00am-9:00am, and 4:00pm to 7:00pm) and hourly frequencies during the off peak. Weekday service span will run from approximately 5:00am to Midnight. Saturday and Sunday service remain unchanged. Caltrain has the ability to stage and operate supplemental trains if needed to ensure appropriate social distancing at all times.</p> <p>Over the next several months, Caltrain plans to engage in an intensive observation and recovery-planning effort resulting in the implementation of a revised service in early fall. This revised service will involve adjustment of service patterns and distribution and may involve further expansion of overall service volume. Service will be adjusted to more closely match observed rider demand overall and across specific times and OD pairs as well as to match any new public health guidance. This timeframe allows for additional planning and refinement to achieve greater regional coordination, alignment with evolving mid- and longer term plans and board and stakeholder involvement.</p> <p>Caltrain plans to again revisit its service offering in early 2021 for further refinement based on ongoing public health considerations, observed ridership patterns and the financial status of the agency. This could result in either a further increase of service toward pre-COVID levels, a contraction of service, or simply an adjustment of service patterns and distribution.</p>	
	b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.	<p>There are several factors that make adjusting service levels on the Caltrain corridor complicated. Prior to the COVID crisis, Caltrain provided express, limited and local services on its line- differentiating service into 30 different individual stopping patterns. This approach to service evolved over the last fifteen years, but is reflective of an underlying reality that the corridor has a very large number of tightly spaced stations and a ridership base with complex, bi-directional and multi-polar origin / destination patterns. Purely local trains provide comprehensive coverage but have end-to-end travel times that are slow and are not competitive with auto travel. Conversely, express trains provide fast trips between major origins and destinations but skip a many stations and origin / destination pairs. Prior to COVID, passenger demand has not been evenly spread across all trains and some trains have tended to be much more crowded than others. In addition to the inherent complexity of the market, Caltrain is a primarily 2-track railroad and has a number of ongoing construction projects that require "single tracking" on parts of the corridor throughout the day, further constraining how service can be operated. Expanding or reducing service within the context described above means that Caltrain cannot simply add or reduce the number of trains operated. Instead, some degree of rethinking the service pattern is required each time the service is changed. With this in mind, Caltrain has established initial objectives for the initial "re-opening" service planned for June 8 in a manner that is mindful of a number of objectives, including;</p> <p>(A) Managing train capacity and balancing train loads to ensure safe social distances at all times (accomplished through specific stopping pattern design on skip-stop trains, increased peak service and operation of longer, 6-car trains when possible) (B) Ensuring full coverage of all regularly served stations and origin-destination pairs within the system (accomplished through both stopping pattern design on skip-stop trains as well as continued provision of hourly local service) (C) Provision of riders with an option providing reduced travel times (accomplished through introduction of skip-stops trains) (D) Several secondary objectives including the simplification of service pattern (accomplished through consolidation of total daily service patterns from 30 to 5), the improvement of the connection with BART at Millbrae and other key transit connections and the ability to provide ongoing, strategic support of construction and maintenance activities.</p> <p>Caltrain is still collecting fares, however the agency has forgone scheduled increases to its products that were previously approved to become effective in April 2020 (a planned reduction in the Clipper discount currently offered) and July (a planned increase to the base fare). Like other operators in the region, the agency has also been delayed in the implementation of the regional means-based fare program. Caltrain will evaluate future changes to fares as it proceeds with recovery planning.</p>	
	c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.	<p>Caltrain has not developed formal ridership projections at this time (although we are engaged in a set of ridership trend analysis related to mid- and longer term planning work as described subsequently). Instead, we are monitoring ridership on a daily basis and are engaging in a variety of surveying of our business customers and riders to understand their plans and preferences around future travel. Based on our observations and engagement with employers and riders, we believe that Caltrain ridership will return relatively slowly. We have translated this assumption into a nominal, and conservative, set of ridership assumptions that we have used for the purposes of financial planning for fiscal year 2021.</p> <p>Although the ridership outlook remains challenged overall, we have seen a slight uptick in riders during late May and we believe that there will be a gradual increase in ridership during the summer and into the fall as SIP orders are increasingly relaxed or lifted and as some workers return to the office. This trend has prompted the decision to transition to an initial "re-opening" service on June 8th so that we can ensure social distance on all trains and to provide a more attractive service to returning riders above the minimum essential service we have offered over the past two months.</p> <p>Staff has set a standard of 40-50 passengers per train car as the maximum that can be accommodated within a car at one time while ensuring social distancing. At the planned "initial opening" level of service, staff estimates that this can accommodate a maximum of 3,600 passengers per hour during peak times, equating to the equivalent of 42% of pre-COVID ridership levels throughout the course of a weekday. Service will be continuously monitored to ensure that social distancing standards are maintained at all time, with the ability to stage extra trains if needed and to assign longer train consists to more crowded trains or add additional service over time as demand levels warrant.</p>	

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
	d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).	As discussed above, the driving factor behind near-term service changes include the provision of sufficient capacity to allow for social distancing along with the goal of improving service to better address rider needs and promote ridership recovery over time. Planning work on recovery continues and as Caltrain shifts focus to the summer and fall a comprehensive effort will be undertaken to plan for the next round of service adjustments with multiple factors weighed and considered. Under the guidance provided with the CARES Act, Caltrain has not undertaken staffing reductions or lay-offs. The service provided and contemplated allows Caltrain to control costs as best as possible and provides capacity to add additional service as needed to accommodate social distancing requirements. As the pandemic continues and Caltrain's focal range for planning extends, cost and revenue analysis will necessarily become an increasingly important consideration in service planning decisions alongside service policy objectives.	
	e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.	There are no known gaps in network coverage associated with Caltrain's near-term plans for service restoration. We are focusing on better managing connections at key transfer points (particularly BART in Millbrae). As we move into the summer and plan for service revisions in early fall, we plan to adopt a more comprehensive approach to connectivity and coordination with the goal of further ensuring connectivity between our system and other operators.	
2) Equity/Lifeline Services and Riders			
	a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.	Caltrain staff has performed an analysis of transit dependent riders on its system using demographic and rider information collected in our fall 2019 Triennial Survey including identification of riders who do not drive, do not own a car or had indicated that Caltrain was their only option for making a trip. Of the 5501 total respondents, 1351 (25%) were classified as potentially transit dependent. Further analysis of this dataset has shown that there is a not a substantial difference in the observed trip patterns (boarding stations and origin destination patterns) of these individuals relative to the population of Caltrain riders as a whole. Caltrain has addressed equity needs in its initial planning by orienting its service towards ensuring comprehensive coverage and basic frequencies at all stations and across all origin and destination pairs within the system. We have done this by providing regular local trains and by designing a skip-stop pattern that emphasizes peak hour increases in service across all stations (rather than just a subset). Caltrain also plans to restore its span of service on weekdays to ensure coverage of basic service from early morning until midnight. As noted previously, we have also deferred a round of previously approved and scheduled fare increases.	
	b. Discuss how their travel needs are being prioritized or factored into your operating plans.	Looking forward over the next several months, Caltrain plans to leverage the equity assessment analysis conducted as part of its business plan to identify additional service planning and policy interventions that could be implemented in the near-term to address the needs of transit dependent riders and essential works. We are contemplating the development of a recovery, growth, equity and connectivity strategy adapted from our Business Plan analysis that could be used to provide near-term policy guidance to these efforts. In parallel, we are considering the potential for increasing the fare discount provided as part of our participation in the regional means-based fare program.	
	c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.	Paratransit service is provided by our partner transit agencies in San Francisco, San Mateo and Santa Clara counties	
3) Financial Strategy			
	a. See Attached Document	Submitted Separately	
4) Core Agency Characteristics (Optional)		Pre-Pandemic, Caltrain operated 92 trains per weekday between San Francisco and San Jose with a smaller subset of trains providing service south to Gilroy. Historically, Caltrain's service has been predominantly focused on a commuter market and the railroad has operated a mixture of express and limited-stop trains during traditional peak commute hours, supplemented by a lower frequency local service during non-peak times and on weekends. Caltrain operates across a 77 mile corridor that includes 32 stations and traverses 21 local jurisdictions. Caltrain's governing body, the Peninsula Corridor Joint Powers Board (JPB), owns and manages the rail corridor between San Francisco and San Jose and is responsible for accommodating tenant services including freight as well as ACE and Capital Corridor trains. Service south of San Jose is operated by Caltrain on Union Pacific owned tracks. The railroad is engaged in a number of major, active construction projects including a rebuild of the South San Francisco Station, the grade separation of 25th Avenue in San Mateo and, most notably, the electrification of the corridor from San Francisco through San Jose. When completed in 2022, the electrification project will transform Caltrain's diesel operation- allowing for more frequent peak and off-peak service and laying a foundation for the long term, sustainable growth of rail traffic in the corridor. Prior to the pandemic, Caltrain typically carried between 60,000 and 70,000 riders each weekday- making it the 7th largest commuter railroad in the US. Caltrain typically self-generated revenues covering more than 70% of its operating costs from fares, parking and other sources. While Caltrain's has had one of the highest cost recovery ratios of any commuter railroad in the US, it has also relied on robust fare box support out of necessity. Caltrain lacks a dedicated source of funding and the balance of its operating budget not covered by fares is primarily made whole by contributions from the system's three member agencies (VTA, SamTrans and the SFMTA) that must be negotiated on an annual basis. In recent years these contributions have been constrained and even in booming economic times Caltrain has had to rely heavily on robust ridership growth and fare increases to balance its budget.	

## County Connection



**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
1) Transit Service: Describe your agency's approach on defining and providing an appropriate level of service for the recovery period. Include the following, to the degree possible:			
a. Phasing and timeframe.		Since the first SIP order in March, County Connection stopped operating service to schools. Between March and May, County Connection developed and implemented a hierarchy of routes prioritizing essential needs, with minimal express service. As the County transitions beyond Stage 1, express service will begin to be deployed. The Summer bid will continue a similar trajectory of incremental service deployment, as needed. Fall bid will be largely predicated on any guidance from our County and the CDC around physical distance requirements. Any service adjustments beyond the Fall bid are TBD.	
b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.		As mentioned in 1a. service is being deployed at an incremental pace as the County moves beyond Stage 1 to meet new demands. Fare collection has not resumed. The goal is to have a coordinated effort for fare collection amongst adjacent bus operators.	
c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.		It is difficult to make any valid assumptions at this point. Since the March SIP, ridership dropped 80% and has only recovered a couple of percentage points in the last couple of weeks. Given our incremental service deployment, we have managed to maintain physical distancing protocols, to date. As office workers return to work, peak local service and express service will be monitored.	
d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).		Initially, service was largely dependent on workforce availability, thus driving essential needs hierarchy. Current service levels prioritize the essential service, but also incorporate health measures as recommended by the County and CDC. Due to reduced BART frequencies and cleaning requirements, field reliefs are currently not possible. Future service levels will be largely dependent on County/CDC health requirements and available funding sources.	
e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.		As mentioned above, BART not only impacts field reliefs, but 30-min frequencies also impact connections between bus and rail. Moving forward, once schools are back in session, we foresee a competing demand between meeting BART trains and school bell times, while also maintaining physical distancing protocols.	
2) Equity/Lifeline Services and Riders			
a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.		The essential needs hierarchy developed in March maintained as much local coverage as possible, with a focus on preserving service to transit-dependent populations, major medical facilities, pharmacies, and grocery stores.	
b. Discuss how their travel needs are being prioritized or factored into your operating plans.		The essential needs hierarchy will continue to be prioritized in future service planning efforts.	
c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.		Passengers that have been traveling are taking essential trips only such as needed medical trips. In an effort to prevent hardship to the community LINK has been providing immediate presumptive eligibility to use the service as well as a ninety (90) day extensions for passengers whose eligibility expired during the pandemic. Additionally, the Authority intends to maintain social distancing protocols on the paratransit vehicles limiting the number of passengers to 3 per trip. Unfortunately, this means productivity will drop as demand rises increasing the cost to provide service in the short term.	
3) Financial Strategy			
a. See Attached Document		Submitted Separately	
4) Core Agency Characteristics (Optional)			
		<p>County Connection provides fixed-route and paratransit bus service throughout the communities of Concord, Pleasant Hill, Martinez, Walnut Creek, Clayton, Lafayette, Orinda, Moraga, Danville, San Ramon, as well as unincorporated communities in Central Contra Costa County. County Connection operates a fleet of 125 fully accessible transit buses and 63 paratransit vehicles. We operate local, express, weekend and service oriented to school bell times. Our service area encompasses 7 BART stations (6 in Contra Costa County, 1 in Alameda County), 1 Amtrak station, 1 ACE station, various park and ride lots, a couple of transit centers, community colleges and universities, County hospital and VA clinic and 2 major employment centers in Walnut Creek and San Ramon.</p> <p>In March 2019 County Connection implemented a major fare and service restructure in an effort to increase ridership and revenues. As of February 2019, ridership had increased by 13% (year-over-year) and revenues were expected to be over budget. It is the agency's goal to continue to promote these goals as the economy rebounds in the coming months/years.</p>	

Golden Gate Bridge, Highway, and Transportation District (Golden Gate Transit/Golden Gate Ferry)

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:	Response:	Notes:
1) Transit Service: Describe your agency's approach on defining and providing an appropriate level of service for the recovery period. Include the following, to the degree possible:		
a. Phasing and timeframe.	<p>Between March 17, 2020, when Shelter in Place (SIP) orders were imposed and July 12, 2020, GGT suspended some individual commute trips and ferry shuttles with low ridership. To the greatest extent possible, GGT focused its resources on its Basic Service (Routes 30, 40, 70 and 101), which is where the majority of the ridership exists and continues to grow. Overall, however, service levels and where service was provided daily have been largely dictated by bus operator attendance and the size of the Extraboard, which is composed of drivers not assigned to a regular run.</p> <p>For GGT Bus, July 2020 Baseline service levels will be approximately 65% of what was operated prior to the COVID-19 crisis. The service changes are driven by two primary factors: 1) Growing the Extraboard to maximize service flexibility, and 2) focusing resources on Basic Routes, which operate nearly 24 hours a day, seven days a week throughout the day and carry primarily transit-dependent customers. Basic service will be augmented to address growing demand while social distancing is still urged by the CDC. Commute service, on the other hand, which operates primarily during peak hours, will be decreased by over 50%. System span and coverage will also be impacted in favor of focusing resources where ridership is highest to meet both demand and ongoing safety needs.</p> <p>Subsequent GGT Bus service changes this Calendar year, which will occur on the 13th of September and December of 2020, will continue to focus on maintaining service flexibility by maintaining a relatively large Extraboard; meeting growing ridership demand by augmenting service where needed (mainly on Basic Service Routes), and; maintaining health and safety standards recommended by the CDC (i.e. maintaining passenger capacity caps). We expect the need to adjust travel/running times based on expected growth in traffic congestion, as well as the need to encourage commuters to shift to ferry service to/from San Francisco until such time that passenger capacity can increase onboard buses.</p> <p>For Golden Gate Ferry, service was reduced at the beginning of April, with Larkspur service having only one ferry providing service throughout the day at 90 to 120 minute intervals (instead of the usual three ferries providing 30 minute intervals during peak periods), limited peak hour trips on a combined Tiburon/Sausalito/San Francisco route, and a suspension of all special event ferry service. Weekday ferry service levels are currently about 20% of what was operated prior to Covid-19. These service levels are expected to continue in the beginning of the recovery phase due to low ridership levels. Any expansion of service on these ferry routes would be predicated on an increase in demand.</p>	
b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.	<p>The service plan during the recovery phase reflects a measured approach, operating a limited core service until demand returns. Because of the importance of GGT's basic route network as a means of mobility for transit dependent residents, the initial service emphasis during the first 90 days of recovery will be with that basic route network. Beginning in July, commute service will only be offered on a very reduced basis, with a shorter span of service and a reduced frequency than previously was available. Commute routes will see a greatly reduced number of trips, with eight routes suspended entirely. As ridership returns and buses begin to fill up, additional trips could be added to the busier routes, on an as needed basis, and subject to financial and driver resources. One of the challenges with the opening up of the economy juxtaposed against social distancing capacity limits on buses has been the emergence of a greater number of passenger pass ups due to a bus being at its capacity limit, notably on the basic routes. For Golden Gate Ferry, four scenarios have been developed that start with the limited service being offered today and build service in response to increasing demand. Larkspur service would see the initial expansion in service to two ferries in operation instead of one, with later evening service with restored weekend Larkspur and Sausalito service added in the third phase. The forth phase would have a full restoration of service on all routes. A survey of bus and ferry passengers is currently underway to help guide service reinstatement decisions. The results of that survey and any other customer comments received will aid in that process. This same rationale will be applied to Golden Gate Ferry, where a much-reduced level of service as described in Section (a) has been provided through the shelter in place orders. For GGT, performance metrics including ridership/trip, overloads and pass-ups/bus stop will be used to determine where service should be increased. No GGT or GGF fare changes have taken place during the SIP orders and regular fares have been collected.</p>	
c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.	<p>Reinstating service will not be considered until it has been determined that there is sufficient demand to do so for both bus and ferry service, as described under section (a). At the current time, it is very difficult to estimate of when ridership will return. The District has estimated that GGT bus ridership will only be at 20 to 37% of normal through September 2020, rising to about 43% of normal by December. Through June of 2021, bus ridership is estimated to increase, but still only be at 55% of normal levels<sup>1</sup>. For Golden Gate Ferry, the District has estimated that ridership will be 10% of normal by July 2020, rising to 34% of normal by September and 42% through October and into February 2021. By June 2021, Golden Gate Ferry was estimated to reach 51% of normal ridership<sup>2</sup>. It should be noted that these numbers were prepared during April 2020 as part of the District's budget process and it could be that they are very optimistic given more recently-observed travel patterns. Because the Golden Gate Transit (GGT) and Golden Gate Ferry service have traditionally been oriented largely toward weekday commuters, it is not known whether these workers will continue to telecommute, may shift to driving, or may shift from bus to ferry due to the greater seating capacity of the ferries. Because of those uncertainties, as described above, GGT and GGF will be operating a very limited framework of core service that may be added to as demand emerges. Revenue losses and losses in operating funds from Bridge Tolls will be an important part of that equation, and it is entirely within the realm of possibilities that service could be reduced in response to lower demand and a worsening financial situation. For GGT, the availability of bus operator staffing will also significantly influence service levels.</p> <p>Towards the beginning of the pandemic in mid-April 2020, GGT established capacity limits of eight passengers per bus for 40-foot buses and ten passengers per trip for 45-foot coaches. These capacity limits were raised to nine and eleven passengers, respectively in May 2020. The District hopes that by requiring passengers to wear face coverings while onboard, physical distancing requirements will be relaxed by December 2020 to allow bus capacity to increase to 50% of seated capacity, which would be 19 on 40-foot buses and 28 on 45-foot MCI commuter coaches. In the meantime, GGT is assigning higher capacity commuter coaches, which are normally placed on commute routes that have now been suspended, to Basic Routes for minimizing the number of customers left behind at bus stops. For Golden Gate Ferry, capacity limits have been established at 25% of capacity or approximately 100 passengers per trip.</p>	<p><sup>1,2</sup> These projected ridership levels are preliminary and are from the DRAFT FY 2020-21 Fiscal Year Budget document, which went to the GG8HTD Finance/Auditing Committee on Thursday, May 28, 2020, and will go to the full Board of Directors for adoption on June 26, 2020.</p>

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
	d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).	Service restorations as described in (c.) will largely be driven by available revenues and demonstrated demand. Service will not be expanded until trips that are in operation begin to exceed capacity, subject to resources being available to add trips. Bus operator staffing levels will also influence service levels.	
	e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.	Neither GGT nor GGF expect any major gaps in service as a result of operating an interim service plan as the economy reopens, as many basic , commute bus and ferry routes will continue to operate, albeit on a limited basis in some cases. However, there are eight commute bus routes that will be suspended in the interim service plan and service alternatives were identified and will be communicated to affected passengers. For some riders, existing GGT basic service would provide a service alternative, while in other cases partner local transit agencies would provide an alternative that will connect to other GGT bus or GGF services. For some commute bus riders, their service option would involve driving to a different pickup location on a different route as well. While in some case there will be a reduction in service frequency that will necessitate longer connection times, the interim network will not preclude most transit-dependent passengers making a trip on the basic route network that they made previous to the pandemic.	
2) Equity/Lifeline Services and Riders			
	a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.	Transit dependent riders typically use the GGT basic route network over commute bus or Golden Gate Ferry. GGT's basic route network serves as an important means of mobility for transit dependent residents. The initial emphasis in restoring service will be with that basic route network, operating a core level of service to the extent resources allow. One of the challenges with the opening up of the economy juxtaposed against social distancing capacity limits on buses has been the emergence of a greater number of passenger pass ups due to a bus being at its capacity limit.	
	b. Discuss how their travel needs are being prioritized or factored into your operating plans.	On the bus side, staff will be monitoring any passenger pass ups, particularly on the basic route network, which carries a greater share of transit-dependent riders, essential riders and service workers. Subject to availability, additional operating resources may be made available to the basic route network, through providing back-up buses, thereby increasing the total number of seats available. These resources will be redeployed from GGT's commute service to the Financial District, where a significantly reduced number of routes and trips will allow existing resources to be focused on the core basic route network. As ridership returns and buses begin to fill up, additional trips may be added to busier routes, on an as needed basis. This same rationale will be applied to Golden Gate Ferry, where a much- reduced level of service has been provided through the SIP orders.	
	c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.	Paratransit riders also tend to be lower income and transit dependent. The contractor for local Marin and GGT intercounty paratransit has been given additional funding to maintain their labor force during the SIP orders so that drivers will be available for that service once the economy opens up. No challenges are expected with regard to vehicles nor drivers once the economy further reopens. Discussions have taken place with our local partner in Marin County (Marin Transit) as to how to generally accommodate riders with disabilities, especially riders with disabilities who are using GGT fixed route basic buses and could potentially be subject to a pass up. Possible actions that have been considered include using TNC-type services provided by Marin Transit (Marin Connect) as another service alternative.	
3) Financial Strategy			
	a. See Attached Document	Submitted Separately	
4) Core Agency Characteristics (Optional)			

LAVTA

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
1) Transit Service: Describe your agency's approach on defining and providing an appropriate level of service for the recovery period. Include the following, to the degree possible:			
	a. Phasing and timeframe.	Our average weekday ridership during the week of March 2 was approximately 7,000. After the Shelter in Place Orders took effect on March 17, our ridership hit its lowest point during the week of April 6 when the weekday average ridership was 660. A slight rebound has happened, with average weekday ridership hitting 935 the week of May 11. Moving forward, as ridership continues to climb, service can be restored incrementally as needed to maintain safe operating capacities.	
	b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.	LAVTA's goal is to match service levels with actual and expected ridership and the need to maintain social distancing. In mid-March, we implemented rear door boarding and went to fare-free operation in order maintain the CDC recommended distance between our passengers and our drivers. Moving forward, we plan to install barriers adjacent to the driver compartment to offer a level of separation from passengers as front door boarding and fare collection resumes.	
	c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.	This has been a challenging exercise but in collaboration with Nelson\Nygaard, LAVTA has developed three service scenarios (worst case, best case, and most likely) that will be presented at the June Board meeting. These scenarios take into accounts the decrease in fundings, BART service levels, school reopening, and office/retail reopening. In the best case scenario, we were able to reallocate resources between the different services in order to accommodate anticipated demand and have a balanced budget. In the most likely scenario, in order to accommodate demand while maintaining social distancing, significant additional resources will be needed, resulting in a sizable budget deficit.	
	d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).	The drive force behind service level changes during the pandemic has been ridership. Going into next fiscal year, the two main factors that will influence service levels will be demand and funding availability.	
	e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.	LAVTA does not have any known connectivity gaps at this time. Adjustments will be made to routes which connect to BART and ACE services as needed until more frequent train service is restored.	
2) Equity/Lifeline Services and Riders			
	a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.	The first COVID-19 related service reductions made on March 26 and the second round on April 6 included several routes with extremely low productivity. On May 1, LAVTA expanded the Go Dublin program to also include the cities of Livermore and Pleasanton and rebranded the program Go Tri-Valley. Go Tri-Valley provides a safety net level of mobility to all persons throughout our service area by subsidizing half the cost of Uber and Lyft rides up to a maximum of \$5.00. Additionally, since the start of the pandemic, one of LAVTA's main priorities has been to maintain routes that serve essential workers. As a result, all routes serving hospitals, health care facilities, and grocery stores have remain unchanged.	
	b. Discuss how their travel needs are being prioritized or factored into your operating plans.	As noted earlier, LAVTA's goal is to match service levels with actual and expected ridership and the need to maintain social distancing. Moving forward, we foresee a competing demand for resources between the BRT/local routes and the supplemental (school tripper) routes as a result of the County/CDC requirements and guidance.	
	c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.	In an effort to prevent hardship to the community, LAVTA has been providing immediate presumptive eligibility to use the DAR service as well as a ninety (90) day extensions for passengers whose eligibility expired during the pandemic. Additionally, in order to maintain social distancing, shared rides are currently not being provided.	
3) Financial Strategy			
	a. See Attached Document	Submitted Separately	
4) Core Agency Characteristics (Optional)			

SamTrans

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
1) Transit Service: Describe your agency's approach on			
	a. Phasing and timeframe.	<p>In light of the discussions of loosening shelter in place restrictions, SamTrans is focusing on the next opportunities to make service changes – June and August 2020.</p> <p>For June 2020, SamTrans is opting to maintain the current service levels, which were implemented in April. SamTrans will continue to address heavy passenger loads with the use of standby buses. The reason for maintaining service levels in June is the service change would only last six weeks, until August, and SamTrans staff will take the additional time to consider where to fully restore service in August. Additionally, how swiftly the County moves into the opening stages remains unclear, and SamTrans wanted to maintain flexibility as conditions change. The current level of service provides meaningful transportation to the community so those who must travel are able to do so; this includes maintaining essential services such as ECR and lifeline routes within the community where necessary, and also providing quality service in high-equity need areas.</p> <p>For June, continuing to address heavy passenger loads with the use of standby buses allows Operations to have flexibility if and when maximum passenger loads can be increased. Social distancing recommendations will influence how many passengers can be safely transported on the buses, and ongoing conversations with the Union are occurring. CDC recommendations and guidelines are being closely monitored.</p> <p>For August 2020, staff are developing a service plan that restores additional service back into the system. This includes increasing the frequency of headways on routes and/or adding capacity where standby buses are consistently being used. The service plan is focusing on building up frequency in high- equity need areas in the County, including areas where there is limited access to vehicles and low income communities. The August service plan will restore pre-COVID service levels to several core routes, including the ECR, and will attempt to keep resources in reserve to support school-related services; however, the plans of the schools (bell times and schedule) may not be known until mid-July. The service plan will also strive to maintain a 35% extraboard workforce reserve; an extraboard workforce is a reserve workforce in place to cover unexpected absences and vacations. The agency is striving to have a 35% workforce reserve which accounts for expected COVID-related workforce absences.</p> <p>Beyond August 2020, staff are looking at several scenarios from both a service and finance perspective – it's possible if there isn't a second wave of COVID this fall/winter, a full restoration of pre-COVID levels of service can be achieved by January 2021. However, if there is a second wave, SamTrans could remain in a reduced service scenario for 12-18 months. The maximum number of passengers that are safely allowed on our buses is also a major factor in the system's ability to address increasing ridership demand and may ultimately suppress the return of ridership until social distancing can be relaxed.</p>	
	b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.	Currently, between 6-10 passenger groups are allowed onboard depending on the vehicle size. Families and people traveling together are considered one passenger group.	
	c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.	SamTrans has looked at how ridership may return - With 42% of SamTrans trips for accessing jobs, and with lower-income persons at higher risk for unemployment, there will potentially be a long-term impact to SamTrans ridership. However, several core routes that serve high-equity need populations retained nearly half of their ridership after the pandemic hit, indicating the demand for transportation for essential trips. Over half of SamTrans riders are within households earning less than \$50,000 annually, and 29.3% of workers at this income level can work from home. School-related trips account for 22% of SamTrans trips and we have already heard that community colleges will continue with distance learning through the end of the 2020 calendar year, and K-12 plans remain unknown at this time. The number of school riders on the system may remain low until in-person learning normalizes and confidence returns.	
	d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).	SamTrans will scale service levels in response to ridership demand and the need to maintain proper social distancing. Service levels will be closely monitored and adjusted as necessary to maximize service efficiency.	
	e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.	SamTrans does not have any known connectivity gaps at this time. Adjustments will be made to routes which connect to BART and Caltrain services as needed until more frequent train service is restored.	



**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
2) Equity/Lifeline Services and Riders			
	a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.	Equity considerations have been front-and-center in the COVID-related service planning. During the initial service change development for April, providing meaningful lifeline transportation so that those who must travel are able to do so was foundational in the decision making framework. Staff carefully considered the impacts of the service change on low-income and minority communities and carefully weighed costs and benefits in developing the final package. Routes that serve homeless shelters, hospitals, grocery stores, and clinics were also considerations in determining service change. To better reach our diverse ridership, service changes were communicated in Spanish and Simplified Chinese. In addition, COVID-19 related press releases were available in Spanish, Chinese, Tagalog and Vietnamese. After the April service change was implemented, deploying standby resources to alleviate heavy passenger loads has been key in the safe movement of passengers; many of those heavy passenger loads are occurring in high-equity need areas and therefore many of those communities will see additional service restored in August.	
	b. Discuss how their travel needs are being prioritized or factored into your operating plans.	In addition to looking at where heavy passenger loads are occurring, SamTrans staff is looking at ridership patterns during COVID and how they relate to the high-equity need communities in our service area, and are using these considerations in the restoration of service for August 2020. In August, staff is proposing to restore 20-25% service back into the system and a focused will be placed on service restoration in high-equity need communities. With almost all routes falling under SamTrans Major Service Change definition, further equity analyses will need to be completed before determining permanent changes.	
	c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.	Over 7,600 individuals are eligible to use SamTrans paratransit services, Redi-Wheels and RediCoast. Over 60% of riders are age 70 or older; approximately 20% of customers use a wheelchair or other wheeled mobility device; 12% have a visual disability; and in FY 2019 approximately 41% of trips were by low-income customers.  During the shelter in place, SamTrans asked paratransit customers to take only essential trips such as trips to dialysis, medical appointments, grocery stores and pharmacies. The District's contract operator is managing the service to limit the number of people on board the vehicle to allow for social distancing.  As the shelter in place is lifted, Redi-Wheels and RediCoast have sufficient resources to respond to increases in demand and will continue to manage the service to ensure social distancing.	
3) Financial Strategy			
	a. See Attached Document	Submitted Separately	
4) Core Agency Characteristics (Optional)		SamTrans operates 76 routes with a fleet of 310 buses. SamTrans also provides the ADA complementary paratransit service with a fleet of 67 vehicles.	

SFMTA

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
1) Transit Service: Describe your agency's approach on defining and providing an appropriate level of service for the recovery period. Include the following, to the degree possible:			
a. Phasing and timeframe.		<p>SFMTA's Transit Recovery Plan (TRP) includes a series of levels that coincide with future allowances of economic activity based on guidance from the state and from our local public health officials. For each level, there are associated service and operational strategies that assume an increase in permitted activities to result in increased demand for travel. We will expand Muni service intentionally to address past problems, like subway crowding. It is a data-driven plan that actively responds to ridership and community input and feedback. For the first few levels, the TRP maintains the current Core Service routes with increased capacity and frequency.</p> <p>The plan will function as a living document that will be adjusted based on evolving health conditions, new transportation data and input from stakeholders including direct community feedback. It meets changing transportation needs driven by the health crisis while addressing longstanding problems and helping us plan for longer term recovery efforts; in short, it allows transportation to return better than before. By recovering from this crisis purposefully, the SFMTA will be better positioned to better serve our customers and help support economic recovery.</p>	<p>In the process of recovery, the TRP addresses the following challenges while meeting the core objectives:</p> <ul style="list-style-type: none"> <li>· A quick return of traffic congestion, potentially above pre-COVID levels, as Bay Area residents resort to driving in order to gain physical distance on their commute.</li> <li>· Resourcing and budgetary issues as we are called upon to move an increasingly larger number of people, despite health precautions requiring several times more space per person, while contending with reduced revenues caused by a depressed economy.</li> <li>· Staffing shortages that could make it difficult to keep pace due to both COVID-related absenteeism and new operational realities such as an acute need for car cleaners.</li> <li>· Muni service levels depend on the availability of operators, car cleaners, maintenance staff and other key personnel to operate the system while adhering to public health orders, including for cleaning and physical distancing, which have increased demands on our resources.</li> <li>· Concerns about personal health and safety, like exposure to COVID-19 and/or increased assaults on staff, are an existential threat to service if employees are afraid of coming into work and stay home en masse.</li> <li>· Physical distancing means that Muni's potential capacity is cut approximately in half from pre-COVID-19 levels.</li> </ul>
b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.		As noted above, reinstatement of service follows a series of levels that coincide with future allowances of economic activity by guidance from the state and from local public health officials. For each level, there are associated service and operational strategies that assume an increase in permitted activities to result in increased demand for travel. Service levels also depend on the availability of operators, car cleaners, maintenance staff and other key personnel to operate the system while adhering to public health orders, including for cleaning and physical distancing. Muni fares and fare collection have remained unchanged during the COVID-19 crisis.	
c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.		Physical distancing means that Muni's potential capacity is cut approximately in half. The TRP does not have assumptions about how quickly ridership will return, it instead is aligned with economic recovery from the current state to full return of activity and ridership.	
d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).		<p>Public demand drives service levels. Our ability to meet service demand is constrained by our ability to provide more space per person while facing reduced revenues and resource restrictions.</p> <p>When school resumes, we anticipate an increased demand for travel citywide. Subsequently, there will be a return to downtown as workers return to working onsite. To meet that demand, we plan to add back rail service concurrent with this uptick in demand. In addition to increasing capacity to and from downtown, rail service will also free up buses to be used to increase service on routes that serve schools. The restarted rail service will be configured to reduce crowding.</p>	
e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.		<p>To address unmet needs for seniors or people with disabilities who may not be able to walk to Muni's core network or for whom walking arther or paying for other transportation for essential trips is not possible, we have introduced the Essential Trip Card. The program supports the Core Service plan by paying for door-to-door service by providing approximately two to three round trips per month at 20% of the cost of a regular cab ride fare. It will be continued through the Transportation Recovery Plan and will be considered for longer-term continuation.</p> <p>Muni service planning staff are in regular communication with the other transit operators in San Francisco (BART, Caltrain, SamTrans, Golden Gate Transit) to coordinate network connectivity. SFMTA has already partnered with Golden Gate Transit to provide pick up and drop off service along shared routes where previously GGT only provided drop-off service.</p>	

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
2) Equity/Lifeline Services and Riders			
a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.		<p>The TRP relies on Muni's Service Equity Strategy to provide services to San Francisco neighborhoods with high percentages of households with low incomes and people of color, seniors and people with disabilities. Paratransit service continues to operate as normal so that customers can travel for essential needs. Taxis and accessible transportation services fill key gaps in our transportation system and help seniors and people with disabilities take essential trips, while minimizing crowding on Muni.</p> <p>We have implemented strict cleaning procedures for taxis and paratransit and has begun introducing physical barriers in taxis to reduce risks for both drivers and passengers. Additionally, several programs are in place to support essential workers, people with disabilities and older adults:</p> <ul style="list-style-type: none"> <li>•Essential Trip Card: Supports the Muni Core Service Plan by helping to pay for door-to-door service for seniors or people with disabilities, who may not be able to walk to Muni's core network, for whom walking farther or paying for other transportation for essential trips isn't possible. The card provides about two to three round trips per month at 20% of the cost of a regular cab ride fare. It will be continued through the Transportation Recovery Plan and will be considered for longer-term continuation.</li> <li>•Shop-a-Round: A convenient, low-cost shuttle or subsidized taxi ride that makes it easier to go grocery shopping. This SFMTA service offers registered seniors and people with disabilities personalized assistance and a ride to/from the grocery store. A customer does not have to be ADA-paratransit eligible to use the service. The service takes customers to select supermarkets in San Francisco to shop and the driver helps carry groceries on and off the shuttle/taxi. We are currently evaluating how to expand this program to include more people and other types of essential trips.</li> <li>•Essential Worker Ride Home Program: The City's new Essential Worker Ride Home program supports essential employees in San Francisco impacted by public transportation reductions. The program offers a taxi ride home from work to qualifying participants. To be eligible, individuals must commute to work via a sustainable mode of transportation and commute home between the hours of 9:00 p.m. and 8:30 a.m.</li> </ul>	<p>Muni still currently serves approximately 100,000 passengers a day -- getting essential workers to their jobs and essential trips for the transit dependent. SFMTA has been operating the COVID-19 Core Service Plan since April 8 and adding service incrementally as resources become available, in response to staffing shortages related to the pandemic, to provide frequent Muni service that minimizes crowding whenever possible, and to keep 90 percent of San Francisco within a mile of a transit stop. This approach allows Muni to continue to serve San Francisco's medical facilities and focuses on equity to ensure service for our customers most reliant on transit.</p> <p>Muni Service Equity Strategy: <a href="https://www.sfmta.com/projects/muni-service-equity-strategy">https://www.sfmta.com/projects/muni-service-equity-strategy</a></p>
b. Discuss how their travel needs are being prioritized or factored into your operating plans.		When providing, cutting, and adapting service, we have attempted to provide coverage across the city, and have relied on data on where ridership is highest, the Muni Service Equity Strategy to prioritize transportation for those with the fewest options, and locations of essential services like hospitals and grocery stores. Travel data shows that even with very limited resources, Muni has been able to accommodate essential trips and minimize crowding on most lines by increasing frequency on routes with crowding.	
c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.		Paratransit service continues to operate as normal so that customers can travel for essential needs. Taxis and accessible transportation services fill key gaps in our transportation system and help seniors and people with disabilities take essential trips, while minimizing crowding on Muni. The SFMTA has implemented strict cleaning procedures for taxis and paratransit and has begun introducing physical barriers in taxis to reduce risks for both drivers and passengers.	
3) Financial Strategy			
a. See Attached Document		Submitted Separately	
4) Core Agency Characteristics (Optional)		<p>The San Francisco Municipal Transportation Agency (SFMTA) is a department of the City and County of San Francisco responsible for the management of all ground transportation in the city. The SFMTA has oversight over the Municipal Railway (Muni) public transit, as well as bicycling, paratransit, parking, traffic, walking, and taxis. The SFMTA is governed by a Board of Directors who are appointed by the Mayor and confirmed by the San Francisco Board of Supervisors. The SFMTA Board provides policy oversight, including budgetary approval, and changes of fares, fees, and fines, ensuring representation of the public interest.</p> <p>Muni connects with a number of regional transportation services, including BART, SamTrans, AC Transit, and Golden Gate Transit. Based on ridership, Muni is the eighth largest system in the United States and the Bay Area's largest and most heavily used public transit system, transporting approximately 45 percent of all transit passengers in the region. Prior to the COVID-19 crisis, Muni averages approximately 700,000 weekday boardings (totaling in excess of 225 million trips per year). Muni's fixed route network consists of 50 motor coach lines, 14 electric trolley bus lines (i.e. rubber-tired vehicles that operate on electricity provided from overhead wires), six light rail lines that operate above ground and in the City's Market Street subway tunnel, three cable car lines and two historic streetcar lines. Muni also provides paratransit service for passengers who are unable to use fixed route service through a service contract.</p>	

VTA

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
1) Transit Service: Describe your agency's approach on defining and providing an appropriate level of service for the recovery period. Include the following, to the degree possible:			
a. Phasing and timeframe.		<p>In March, VTA implemented a series of emergency service adjustments to respond to changing conditions related to the COVID-19 pandemic, including a 80% drop in ridership and significant shortage of operators. VTA has developed a Service Recovery Plan that will guide our return to sustainable operating and service practices. The plan is comprised of two phases and will guide a gradual ramp-up of service.</p> <p>Phase 1, where we are now, is a series of iterative service adjustments that will be made through the end of 2020 in order to respond to changing conditions and guide a very gradual ramp-up of service levels in anticipation of ridership demand increases. The first adjustment to service occurred on June 8 and comprised of the restoration of weekend light rail service plus a number of other minor service adjustments). The second adjustment to service is planned for August 10 and will include a number of significant service increases, including the restoration of limited school-oriented service, the restoration of most routes that were suspended in March, an expansion of service hours, and some frequency increases on high-demand routes. The August sign-up will bring the agency's total service level from 62% to approximately 73% of regular service. Finally, the third and final adjustment to service during Phase 1 is planned for October 12 and will include minor service adjustments (not yet determined) but hold the total service level relatively constant.</p>	
b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.		<p>VTA has one primary criteria for restoring service: ridership demand. Ridership demand has persistently remained at 80% down from normal since March, however we project a very gradual ramp-up in ridership demand over the next 12-24 months, beginning this summer. We anticipate ridership demand will cross a milestone this August, when schools start back up (although with less in-person activity) and general economic and employee commute activity picks back up. We anticipate the ramp-up in ridership demand to be very gradual due to COVID-related measures and a general apprehension to riding on public transit. For these reasons, we anticipate that ridership demand for 2021 will probably not exceed 80% of pre-COVID levels.</p> <p>In March, we implemented rear-door boarding and stopped collecting fares to protect our riders and operators. To return to normal fare collection practices, we are installing shields on our buses that will protect our operators and riders. The installation of the shields is a prerequisite and the primary driver of our return to fare collection.</p>	
c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.		<p>Ridership is down 80% since March and has held consistent at that level. We have no precedent for projecting ridership demand in this situation but have developed a series of assumptions that will guide our service restoration. We assume ridership demand returns very gradually over the course of 12-24 months, generally following economists' projections of the ramp-up in general economic activity. We anticipate the ramp-up to begin this summer, with the start of fall school service (in whatever form it takes) and the associated change in employee commuting practices as a major milestone. We are confident our service levels through 2020 will be more than enough to meet ridership demand. For 2021, we are planning for a total service level of 75-80% of regular, which we assume will be sufficient to meet ridership demand. We do not yet have any projections for 2022.</p> <p>As a mass transit operator, we are not planning to operate with reduced rider capacities due to physical distancing protocols beyond the short-term. We are installing operator shields on our fleet to protect operators, allow front-door boarding (and fare collection), and a return to normal capacities. We would not be able to accommodate increases in ridership demand while still under reduced capacities for physical distancing. We are, however, planning to continue running longer train sets (2-car trains instead of 1-car trains) into the future, to best allow social distancing where possible.</p>	
d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).		<p>There are three primary criteria that guide service restoration: operator availability, ridership demand, and operating budget constraints.</p> <p>Operator availability was a constraint and challenge during the latter half of March and early April, however this has not been a constraint since mid-April and it doesn't guide our future plans for 2020 or 2021.</p> <p>Ridership demand initially fell by 70-80% and has remained consistently low at that level. We are in unknown territory with the pandemic, shelter-in-place orders, and public apprehension regarding riding transit, which makes our projections of ridership demand very uncertain. However, we are assuming a gradual ramp-up of general economic activity, travel, and demand for transit over the next 12-24 months. We do not yet know if ridership levels will return to pre-COVID levels anytime in the near future, so we anticipate adjusting our long-term service level assumptions in response to the "new normal" that emerges.</p> <p>Changes to our operating budget may also constrain our network as we head into 2021. At this point the impact is unknown and the 2021 network service level will be lower primarily due to projected ridership demand and not fiscal constraints.</p>	
e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.		<p>At reduced service levels, we have a number of challenges related to gaps. The most significant gaps are related to the lower frequency of service. At lower service frequencies, transfers become more onerous because wait times can increase significantly. Facilitating passenger connections between VTA and Caltrain, BART, SamTrans, and AC Transit neighboring services is more difficult due to limited frequencies. However, service planning teams from bay area operators communicate regularly to coordinate schedules and will continue to do so through this dynamic time. Along the same lines, facilitating connections between VTA routes (both bus and light rail) is also difficult at low frequencies.</p> <p>In addition to the impact of lower frequencies, we have a small number of geographic service gaps. We are currently not providing service to a few community colleges because they suspended in-person instruction; we are planning to restore minimal levels of service this fall to accommodate the limited return of in-person instruction. We are also currently not providing supplemental school service to our middle and high schools for the same reason. We are staying in touch with the schools but they haven't determined their plans for the fall yet.</p> <p>Finally, we have a challenge related to the various service change calendars of each transit operator. Bay area transit operators each have their own service change processes and timelines, so service planning teams from each operator are in continuous communication with each other to ensure service is as coordinated as possible for passengers.</p>	

**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
2) Equity/Lifeline Services and Riders			
	a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.	As we've made service adjustments for the COVID-19 emergency, we've followed a number of guiding principles. We avoided suspending entire routes, and all but one of those that were suspended will return this August. We follow this principle so that we provide at least a minimal amount of service to as much of our service area as possible. When we made significant service reductions in March, we aimed to preserve as much service to hospitals, grocery stores, food banks, and other essential locations. We are also expanding our hours of service to facilitate trips for service and other workers that don't have 9-5 schedules. As such, we'll be operating earlier in the morning and later in the evening starting this August. The suspension of fare collection also helped our most economically vulnerable residents, plus we initiated a broad campaign to ask riders not making essential trips to stay off the system to allow space for essential trips and riders.	
	b. Discuss how their travel needs are being prioritized or factored into your operating plans.	We assume that our core ridership during the pandemic will remain and that employee commute ridership activity will return very gradually. As such, we plan on maintaining a robust all-day network and de-emphasizing our commute services because the demand for them will take years to recover. Our network will emphasize essential trips to essential places.	
	c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.	VTA's paratransit system has seen a decreased ridership of approximately 85% since the shelter in place was put in effect mid-March. There has not been much fluctuation with these numbers to date. Paratransit did NOT modify service times or service areas. The service areas and times match the service areas and times with pre-COVID-19. Fixed route changes would have impacted some passengers that had no means of transportation, and therefore were grandfathered into receiving transportation. To ensure social distancing measures, VTA has put in effect capacity limits for their fleet. VTA has a mixed fleet of Cutaways buses, minivans, and priuses. Cutaways - limited to two (2) riders at a time. Minivans - limited to one (1) rider at a time. Priuses - not currently used do to lack of social distancing. Paratransit riders continue to be Fare Free. Once VTA establishes direction on collecting fares, Paratransit is ready to re-establish fare collections. We anticipate ridership to nearly double once the shelter-in-place is lifted. This will still be 70% ridership less than pre-covid-19. With agencies and workshops adjusting to 6ft social distancing, we see challenges for agencies to re-open at the same levels and thus a slow ramp-up in ridership over the 6-12 months. ADA Access Paratransit is contracted to a 3rd party contractor. This contractor has been compensated to keep employees on payroll to be ready for ramp-up in ridership. No drivers were laid off, or terminated.	
3) Financial Strategy			
	a. See Attached Document	Submitted Separately	
4) Core Agency Characteristics (Optional)			
		Pre-COVID: - 87,000 average weekday bus ridership - 27,000 average weekday rail ridership - 47 bus routes - 3 rail routes - 351 peak bus pullout	

WETA



**PART II: Recovery Strategy and FY 2021 Operating Financial Assessment**

Requested Information:		Response:	Notes:
1) Transit Service: Describe your agency's approach on defining and providing an appropriate level of service for the recovery period. Include the following, to the degree possible:			
	a. Phasing and timeframe.	WETA's service recovery is structured to allow a return of ferry operations where services can be introduced at a low level to preserve anticipated limited operating revenue resources and gradually enhanced with minimal disruption to the established schedules, passengers and crews. The goal would be to eventually bring ferry service back to the FY 2020/21 levels originally planned for in fall of 2019. The initial service offered in the recovery period will be sized to respond to a greatly diminished level of demand with an uncertain immediate future. WETA service will be introduced in "stages" to match the State of California's definition as well as the likelihood of reduced operating revenue, demand for ferry service and vessel capacity.	
	b. Outline criteria for reinstating any service or reversing fare reductions that have been developed or undertaken.	WETA significantly reduced its service consistent with the Health Orders issued on March 17 and decreased demand. WETA will continue to monitor the State's reopening stages and local Health Orders issued in the five counties we serve to act as a guide for reopening services. Service will restart at minimum levels to match expected reduced demand. To set initial service and enhance existing services, staff will monitor ridership and general travel activity in the Bay Area and bridge corridors and will provide monthly updates on ridership and service performance to the Board over the course of the next year. As ridership builds, staff will rely on existing service performance policies as adopted by the WETA Board in 2015. Those policies state that when ridership reaches a level of 80 percent of the available peak hour capacity, service can be enhanced by adding frequency or using larger vessels. There is also policy that guides the inverse trend, when ridership is low and demand appears to be weak. In those cases, WETA policy states that a minimum of 50 percent occupancy during the peak hour is necessary to maintain current service levels.  WETA has temporarily suspended cash fare collection while offering limited services, encouraging contactless payment of fares. This practice will be eliminated in June and July as WETA works to restore baseline services on the majority of its routes. However, WETA will continue to encourage contactless fare payment media. WETA was prepared to implement a new 5-year fare program that would implement annual fare increases across the system beginning on July 1, 2020. With the COVID-19 pandemic emerging in March 2020, the WETA Board deferred action on this fare program and agreed to revisit the program in FY 2020/21.	
	c. Assumptions and rationale regarding how quickly and to what level ridership will recover, including vehicle capacity necessitated by physical distancing protocols.	WETA is currently assuming a ridership range of between 15 percent and 50 percent of 2019 levels. In order to achieve social distancing of 6 feet between passengers, WETA is currently assuming that only 25 percent of the vessel capacity will be available during Stage 2 recovery. WETA has reached out to other ferry operators in the country to better understand how they are maintaining social distancing and will be working to evaluate our ability to modify social distancing protocols over time to improve operating efficiencies.	
	d. Discuss the driving force behind service level changes (revenue loss, anticipated demand, workforce shortages, etc.).	The WETA Service Recovery Plan was created with both limitations and constraints in mind. Limitations will certainly be a much lower level of operating revenue available from WETA's two primary sources of operating revenue: bridge tolls and fare revenue. Social distancing will limit the capacity of vessels, especially in Stage 2 and initial stages, to just 25 percent of normal levels. And finally, demand is still unknown at this time. While Vallejo ridership is seeing signs of increasing demand, it is too early to fully understand how much demand there will be for this and other services in the coming months. However, providing an attractive baseline level of service will be important. Regarding opportunities, there is a feeling among many ferry riders and policy makers that the ferry is uniquely able to offer a safer environment than other modes.	
	e. Describe any known network connectivity gaps (within your system and connections with other systems) associated with changes in the level of service being provided.	Local feeder bus service to WETA terminals is inconsistent and, in some locations, non-existent. To attract a broader cross-section of riders – including transit-dependent populations – feeder bus service will need to improve. WETA has a free transfer arrangement with AC Transit, allowing a bus fare to be reimbursed for riders that take the bus to or from the ferry and use a Clipper card. The program is under-utilized despite being a good value for commuters. Poor connection schedules and limited service are two clear reasons why the public is not choosing to take the bus to the ferry. There is no local bus service to Alameda Main Street, WETA's highest ridership terminal. The new terminal in Alameda, Seaplane Lagoon, will only offer connecting bus service to Oakland, not residential portions of Alameda. Advocacy and coordination with local bus providers will be pursued as WETA looks to expand its market. WETA coordinates with transit operators in the North Bay that serve the Vallejo terminal and offer reciprocal discounts for transfers. In many cases, north bay transit operators design feeder service around the Vallejo ferry schedule. In South San Francisco, the terminal is served by shuttles from commute.org as well as private or public employer shuttles.	
2) Equity/Lifeline Services and Riders			
	a. Identification of the most transit dependent riders on your system and how you are addressing their travel needs, including provision of service for essential workers.	WETA's ferry services predominantly provide peak-period trips for workers around the Bay Area to travel into downtown San Francisco and South San Francisco. The WETA service area includes five counties in the San Francisco Bay Area and disadvantaged communities live within close proximity to many of our terminals, with the largest communities being in Vallejo, Oakland and Richmond. During the shelter at home orders, WETA has continued to provide limited service from Vallejo, Oakland and Alameda for essential workers who need to travel to San Francisco for work. WETA is working closely with the City of Richmond and Contra Costa Transportation Authority to re-activate Richmond service in June to support the transportation needs of the community.	
	b. Discuss how their travel needs are being prioritized or factored into your operating plans.	WETA has developed a plan to serve a broad range of passengers across all income groups as we emerge from the shelter orders and re-start and grow services to meet the needs of essential workers and others returning to work. This includes: 1) adjusting services to fit varied work schedules from employment sectors such as the service and construction industries; 2) continuing the fare increase holiday that deferred a fare increase that should have taken effect in July 2020 while committing to participate in the regional means-based fare program when it is ready; 3) improving connectivity with local bus operators to increase representation from transit-dependent populations, and; 4) outreach to our local communities, including disadvantaged communities, with targeted marketing and promotion plans.	
	c. Discuss how your agency is coordinating with or adjusting for Paratransit needs.	WETA vessels and facilities are all designed with Universal Design. WETA is advocating with local transit and paratransit providers to improve connectivity to WETA's regional service.	
3) Financial Strategy			
	a. See Attached Document	Provided under separate cover.	
4) Core Agency Characteristics (Optional)			
		WETA was created by the State Legislature to plan, build and operate a regional public transit ferry system and coordinate and operate emergency response ferry services during a disaster. WETA is working to maintain its highly trained, specialized crews during this time of limited revenues and services so that we are ready and able to serve both missions as the situation evolves.	