



Item #14

**DATE** June 2, 2021

**TO** Board of Directors

**FROM** Vanessa Rauschenberger, Director of Planning and Marketing

**SUBJECT** Receive Presentation on COVID-19 Recovery Plan – *Draft Strategies Report*

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## SUMMARY

Staff is developing a COVID-19 Recovery Plan to help with the organization's response, recovery, and restoration of services to the community in the coming year. Planning for this has included an employee survey (completed in April), a public survey in 2020, and a review of peer agency best practices. GCTD presented the draft strategies to the Technical Advisory Committee Members at the May meeting. To help GCTD finalize our plan, staff is now seeking input on draft Recovery Strategies from the Board of Directors. Public input on the plan will also be requested.

## BACKGROUND

Last year, the California Transit Association issued recommendations for the “Future of Transit” which included a set of “best practices” for implementation by all of California’s transit agencies as a result of the impact of the COVID-19 pandemic. Using the CTA’s “Future of Transit” recommendations as a framework, along with input from GCTD’s staff and the public, GCTD’s Recovery Plan Strategies are aimed to help our organization’s short-term and long-term recovery, improve the attractiveness of transit, bring back riders and support community wide recovery. While the CTA’s best practices (attached) have been used as a starting point for the development of GCTD’s Recovery Plan, the major source of ideas for this plan came directly from feedback we have received from customers, employees, and transit agency personnel over the past year through public and internal surveys. Using this local feedback ensures that the plan is relevant to GCTD’s service area and helps demonstrate our commitment to including public and employee input in GCTD’s plans.

## RECOMMENDATION

For this item, staff is seeking Board input on the proposed draft recovery strategies, including direction on priority of recommendations. The final plan will be brought back the BOD in in July.

### General Managers Concurrence

**Steven P. Brown**

*Attached - COVID-19 Recovery Plan – Draft Strategies Report*

## GOLD COAST TRANSIT DISTRICT

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## COVID-19 RECOVERY PLAN

### *DRAFT Strategies Report - June 2021*

#### **GOLD COAST TRANSIT DISTRICT**

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# COVID-19 Recovery Plan - *DRAFT*

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## ACKNOWLEDGEMENTS

*GCTD is grateful and so proud of our dedicated team of frontline workers, and those behind the scenes making sure we provide the safest possible service during such challenging times. Thank you.*

## 1. SUMMARY

### PURPOSE

The purpose of this document is to detail Gold Coast Transit District's efforts to assist in the revitalization of the health, social and economic fabric of our community and to have GCTD emerge as a more resilient organization following the COVID-19 pandemic. Our intended audience is Gold Coast Transit District board members, and member jurisdiction staff, employees, customers, community stakeholders and members of the public.

By developing an understanding of public transit needs and vulnerabilities, identify recovery strategies that go beyond service to include community engagement, workforce development and capital improvements, the communities we serve, and our organization will be better positioned to face the future.

The recovery will no doubt require significant efforts within our communities to understand and acclimate to the new conditions and growth opportunities to emerge as sustainable and resilient partners. This recovery plan is intended to assist the community to situate itself to take the best advantage of available resources, increase local resiliency, accessibility, and social equity supported by a robust and responsive public transit system.

### WHAT'S IN THE REPORT?

The report is comprised of two major parts. First, it documents progress implementing recommendations developed by the California Transportation Association (CTA) Recovery Task Force during the summer of 2020. Then the report includes a summary of Action Strategies GCTD staff recommend to make our service and organization more effective. These action strategy recommendations can be grouped in five areas:

1. De Mobilization of Pandemic Activities
2. Operations, Planning & Customer Experience
3. Employee Services & Engagement
4. Capital Projects & Facilities
5. Finance & Future

The selected strategies include specific actions that:

- Fulfill the Mission and Goals of GCTD
- Are based on evidence of COVID-19 impacts
- Build on GCTD plans, programs and progress
- Reflect statewide and national transit industry best practices
- Are timely, feasible and fiscally responsible

## 2. COVID-19 IMPACT TO OUR OPERATIONS

### PLAN OVERVIEW

GCTD developed its recovery plan Fall 2020 while still fully engaged in its response to the on ongoing COVID-19 crisis. This plan is based on many of the best practices and strategies that have been identified throughout the country by FEMA, APTA, CTA, and CDC. In addition, staff looked to other transit agencies including our peers at Monterey Salinas Transit and our neighbors at LA Metro. All of these agencies were reference points for this report.

Last year, the California Transit Association issued recommendations for the “Future of Transit” which included a set of “best practices” for possible implementation by all of California’s transit agencies in response to the impact of the COVID-19 pandemic on transit agencies. The recommendations sought to improve the safety, efficiency, and viability of transit operations during the COVID-19 pandemic and beyond, while establishing a more reliable and resilient public transportation network that expands access to mobility and economic opportunity as transit agencies and the communities they serve recover from the pandemic.

Using the CTA’s “Future of Transit” recommendations as a framework, along with input from GCTD staff and the public, GCTD’s Recovery Plan includes a set of recommended strategies to help our organization’s short-term and long-term recovery, improve the attractiveness of transit, bring back riders and support community-wide recovery.

This plan recognizes that a community is comprised of a variety of partners, including government and non-profit organizations, students, seniors, people with disabilities, business leaders, community and faith-based organizations; each has a significant part to play in the overall community recovery. Transit riders as well as, non-transit riders and GCTD employees are all considered key plan stakeholders.

### APTA HEALTH & SAFETY COMMITMENT

GCTD’s holistic view of a successful recovery goes beyond purely restoring public transit services. A successful recovery also encompasses re-establishing our commitment to meet the diverse needs of the community, including re-establishing trust in using public services.

GCTD submitted its official pledge to APTA and earned the Health & Safety Commitment (HSC) seal. It means we consistently meet the highest industry standards to keep transit safe throughout COVID-19. Transit industry leaders asked more than 2,200 transit users



what would make them feel safe riding public transportation. The responses identified four key areas that transit systems need to successfully address to earn riders' confidence. They are:

- Follow public health guidelines from official sources.
- Protect each other by cleaning and disinfecting transit vehicles and facilities frequently and requiring face coverings and other protection.
- Keep passengers informed and empowered to choose the safest times and routes to ride.
- Put health first by requiring riders and employees to avoid public transit if they have been exposed to COVID-19 or feel ill.

GCTD has met these commitments and earned the Health & Safety Commitment seal by adopting practices and policies that make sense for our transit system, riders and community. Every community is at a different phase in fighting this virus, and we know our community best. Our practices meet the industry's highest standards and addresses the safety needs of our community.

## **ECONOMIC IMPACT**

The World Health Organization declared the COVID-19 outbreak a worldwide pandemic on March 11, 2020. In the weeks that followed, GCTD experienced a dramatic loss in ridership on its fixed route and public ACCESS dial-a-ride services. Immediately following the Ventura County Shelter-in-Place order, weekly passenger boardings fell 50% or more systemwide. As the pandemic progressed, boarding's slowly increased over time on both the fixed route and demand responsive services.

GCTD suspended fare collections from passengers on March 28, 2020 minimizing close contact between GCTD Coach Operators and riders in an effort to prevent the spread of COVID-19. Suspending fares resulted in a steep decline in passenger fare revenue in FY 2020 and FY 2021.

On March 27, 2020, Congress passed, and the President signed the Coronavirus, Aid, Relief, and Economic Security (CARES) Act allocating billions to transit agencies across the nation. GCTD utilized CARES act funds stabilize itself financially in FY 2020 and FY2021. Next year, GCTD will use ARPA American Recovery Plan Act funds to stabilize the Operating budget in FY 21-22.

On the expenditure side, GCTD experienced increased costs on Health & Safety items including Personal Protective Equipment (PPE), HVAC improvements, driver protection barriers, increased sanitization and public information signage.

## WORKFORCE & OPERATIONAL IMPACT

**March 6, 2020:** GCTD provided a memo to all staff informing them of the steps being taken to address the possibility of COVID-19 transmission in Ventura County. At that time zero (0) reported cases were reported locally. Following guidance of the Centers for Disease Control (CDC), we established a multi-disciplinary committee that included staff from all departments and began weekly meetings to prepare and develop preventative measures included taking stock of all supplies and initiating additional cleaning of the Operator compartments within our buses each night. GCTD also reached out to regional counterparts at VCTC and SBMTD to coordinate and share information about what steps each agency was taking.

**March 12, 2020:** The Ventura County Public Health Department declared a local health emergency in response to

- 1) the increased spread of novel coronavirus (COVID-19) across the country
- 2) align with the Governor of California's Declared State of Emergency and mass gathering guidance
- 3) an increase of local cases.

At that time, there were currently three travel-related cases in Ventura County. That same day staff posted rider alert flyers and distributed 3,000+ on all revenue vehicles advising passengers to refrain from unnecessary travel, avoid crowds and specifically advising those with symptoms to avoid public areas including public transit.

**March 13, 2020:** GCTD began participating in weekly calls on COVID-19 responses with VCTC and all county transit operators to coordinate and share information.

**March 15, 2020:** Governor Newsom called for home isolation of all residents 65 and older GCTD Human Resources staff began researching options for employees in that category. GO ACCESS demand response dial-a-ride experienced an immediate 40% ridership while fixed-route ridership was down 20% at this point.

**March 16, 2020:** APTA established COVID-19 hotline and email to assist national transit industry coordination efforts. GCTD staff began social distancing within the office, using the Board room for group meetings. MV Transportation, GCTD contractor for GO ACCESS Paratransit services provided GCTD with a robust "Coronavirus Operations Response Plan" which was implemented immediately.

**March 19, 2020:** To minimize interaction and time spent near the front of the bus, GCTD along with all of the transit operators in the region suspended fare collection and moved to rear door boarding when possible. The Customer Service Center was, we closed to in-



person transactions. Information was provided via email and phone. GCTD's main office reception area was also closed to the public except by appointment

**April 20, 2020:** GCTD had 21 employees on leave due to self-quarantine or child-care purposes. Hours at the Customer Service Center were reduced.



**Summer 2020:** Significantly reduced ridership, and the desire to enhance the health and safety of our employees as well as the communities we serve, service levels were reduced to Sunday-service level only 7-days a week. These schedule modifications were uploaded to the GOVCbus mobile app allowing passengers to track service in real time. Safety shields were also installed on all GCTD buses at this time.



**November/December 2020:** As cases continued to peak and GCTD experienced a significant impact on workforce availability. Staff also worked to reinforce the FTA's mask mandates that took effect nationwide.

**January 2021 – present:** As staff returned to work, and work force cases decreased. Service levels on GCTD's core Routes 1 and 6, our two busiest routes, was restored. Staff continued to provide bi-weekly updates to all employees. Passenger limits were relaxed slightly from 14 to 18 in April 2021. Staff launched a marketing campaign to encourage safe use of transit and reinforce GCTD's Safety Commitment.

## **SUMMARY OF GCTD ACTIONS OVER THE PAST YEAR**

- Increased cleaning and sanitation in facilities and on GCTD's fleet
- Implemented rear-door boarding and temporarily suspended fare enforcement
- Received FTA CARES Grant support operations
- Adapted service in response to Safer at Home orders
- Implemented COVID-19 safety customer messaging and signage
- Launched new features in mobile app which gives customers a safe and contactless way to pay
- Partnered with Area Agency on Aging to provide food delivery through ACCESS
- Offered free rides to vaccinations for anyone over age 16
- Provided employees with frequent updates and information on use of FFCRA leave, reporting of COVID-19 cases and provided return to work resources
- Instituted an emergency telecommuting policy to support low-risk workplaces
- Maintained communication with labor unions through weekly and monthly Joint Labor Meetings
- Completed Public COVID Service Impact survey
- Completed COVID Recovery Employee Survey
- Hosted virtual bi-lingual public input meetings using Facebook Live

### 3. RECOVERY PLAN – DRAFT STRATEGIES

While the CTA's best practices (attached) have been used as a starting point for the development of GCTD's Recovery Plan, feedback from customers, employees, and transit agency personnel over the past year through public and internal surveys were the major source of ideas for this plan. The use of local feedback ensures the relevance of plan to GCTD's service area and demonstrates our commitment to including public and employee input in GCTD's plans.

I. DEMOBILIZATION OF PANDEMIC RELATED ACTIVITIES	Priority / Timeframe
<b>1. Reopening Offices</b>	
Reopen the Administration offices for in-person staff meetings starting in June 2021, as the County of Ventura reaches the Yellow Tier, no later than June 15. Resume in person Board Meetings September 2021. Maintain options for remote participation in public meetings to allow for greater public participation, such as online broadcast of meetings.	
<b>2. Reopening Bus Capacity &amp; Masks</b>	
Increase capacity allowed on buses as statewide/local conditions permit, no later than June 15. Continue to require masks as required by the FTA/TSA for public transit vehicles and facilities.	
<b>3. Remote Work</b>	
Update GCTD telework policy permitting staff to continue to telework where feasible. Consider efforts to promote implementing staggered work hours.	
<b>4. Enhanced Cleaning In Route</b>	
Continue to fund enhanced cleaning and provision of masks. Incorporate improved practices into long term processes.	
<b>5. Keeping You Safe on the GO – Marketing Campaign</b>	
The public health literature finds that riding public transit can be relatively safe, with COVID-19 infection risks that are comparable to those for other public settings. Early fears of rampant coronavirus spread via surfaces like poles and bus seats proved exaggerated, as infectious disease experts identified respiration as the primary vector of transmission. Overwhelmingly, epidemiological investigations have found that major spreading events can be traced to venues where there is sustained conversation and/or physical exertion, such as gyms, family gatherings – not transit.	
GCTD launched a marketing campaign called “Keeping You Safe on the GO” to reinforce and convey services are welcoming and safe to use.	

<b>6. Restore Service with a Focus on More Frequent Service</b>	
The top requested service improvement requested in passenger surveys is for more frequent and faster service. Frequent and fast service will encourage more riders to return to using transit. Planning is focused on increasing frequency on core routes where ridership is highest. This includes restoring service on core routes 1, 6, 11, 17, 21, 23.	
<b>II. OPERATIONS &amp; PLANNING</b>	
<b>7. Future Service (Fixed Route)</b>	
<p>As funding allows, seek to explore options to add Express Services on most popular corridors between Oxnard and Ventura, including exploration of a Route 6 – Rapid.</p> <p>Update GCTD Planning &amp; Evaluation Guidelines to set a framework that balances frequency of service vs coverage by routes.</p> <p>Staff should also look to develop a Long Range (10-Year) Plan to help identify opportunities for efficiency and service improvement, along with funding sources such as grant opportunities.</p>	
<b>8. Demand Response Mobility Solutions (Flexible Services)</b>	
<p>Pilot and expand alternative mobility services such as Microtransit and Mobility on Demand. This effort may include partnerships with public, private and community operators for complimentary programming.</p> <p>Examples of innovative mobility solutions GCTD should continue to pilot and expand include Late Night Safe Rides and Heath Zones Rides. Continue to use Demand Response services to support communitywide vaccinations efforts.</p>	
<b>9. Community Awareness &amp; Education</b>	
<p>Increase ridership through education and community awareness efforts. Increase efforts to educate the community about how, what, where you can use the bus, including using transit to reach popular destinations and community events.</p> <p>Every interaction during our customers' journey needs to be seamless and reinforce a consistent message – through our words, our actions, our signage, our vehicles, our app, our website – everything should reinforce a high-quality and welcoming GCTD.</p> <p>In 2015, launched a new brand that included updated bus designs, bus stops signs and logo. Over the last year the re-branding effort has continued, staff has been working to update the GCTD website to offer a more responsive design providing users with information in an accessible format – on mobile or desktop.</p>	

Staff should utilize the launch of GCTD's new website to promote easier methods of trip planning such as using GOVCbus App and new contactless options for fare payment. Increase information on fare payment options, discounts and promotions.	
<b>10. Explore Future Alternative Mobility Partnerships</b>	
<p>Many cities in California, particularly Ventura County promote biking as an alternative to driving, both during and after the pandemic. An example of this is the closure of Downtown Main Street in order to provide a dedicated walking and biking space. A bike share system operated by/or in partnership with the Transit District could potentially encourage passengers to use bike share as a natural first-last mile connection.</p> <p>GCTD should consider seeking grant funding to study partnership options with local jurisdictions on bike share or other micro mobility programs. Two options GCTD should consider studying: Feasibility of GCTD becoming the "micro-mobility" operator / plan to develop a business partnership to manage the program for member jurisdictions which could provide a mutually beneficial revenue stream.</p>	
<b>11. Partnership with Social Services to Address Homelessness</b>	
<p>Over the past year, GCTD has seen an increase in drug use and loitering at bus stops and transit centers. Research shows that enforcement alone is not effective in addressing homelessness or drug use in the community. Transit agencies cannot solve the problem these issues pose alone but deal daily with the impacts. The presence of an increasing number of unhoused riders taking nonessential trips on the bus limits the capacity for seating on buses and can pose an increased risk to the public health and comfort of riders. The right combination of policies, partnerships and programs can create a safer and more comfortable environment for all.</p> <p>Staff should seek to expand social service contacts and partnerships, to better connect unhoused riders on the GCTD system with services and housing, and/or addiction services. This effort would include, posting of information and eventually partnerships to help support local outreach to unhoused individuals at Transit Centers and bus stops.</p>	
<b>12. Building Transit-Supportive Communities</b>	
<p>To support connecting pedestrians with transit use staff should continue working with jurisdictions reviewing land use and development plans, providing input on street design and infrastructure to encourage pedestrian safety.</p> <p>The recently completed Building Transit Supportive Communities Plan contains recommendations that should be used as an educational tool to conduct outreach to member cities, community groups and committees. Staff should</p>	

seek out opportunities to present these concepts and plans to community groups.	
<b>III. EMPLOYEE SERVICES &amp; ENGAGEMENT</b>	
<b>13. Professional Development / Enhancing Staff Capacity</b>	
<p>GCTD has a committed and talented workforce. Greater internal staff capacity can improve services and programs. Benefits include overall cost savings, additional internal capacity/ knowledge, improved reliability and consistent work. Professional development is a top request from employees. GCTD should seek to use in-house staff as much as possible, while maintaining the use of consultants for specialized tasks, handle surges in work or when a specific benefit or need is required.</p> <ul style="list-style-type: none"> <li>• Develop internal succession planning plan (build staff capacity)</li> <li>• Reassess departmental staffing needs as part of annual budget</li> <li>• Provide staff with ongoing consistent training, developmental reviews and coaching to increase capacity</li> </ul>	
<b>14. Transit Ambassadors Program</b>	
<p>Consider utilizing GCTD bus operators and other employees to serve as periodic ambassadors to encourage safe riding and promotion of GCTD services. This program would build the brand of customer service and provide opportunities for bus operators and staff to engage with the public outside of the transit vehicle or office.</p>	
<b>15. Increase Public &amp; Employee Engagement</b>	
<p>This recommendation seeks to enhance public engagement in all GCTD's programs, initiatives, and projects and to help GCTD prioritize feedback from our customers, employees and under-represented populations.</p> <p>Public engagement is a framework for guiding strategies and approaches that are tailored to each unique effort or community. This includes continuation surveys of customers, seeking input from community and stakeholders who may not traditionally interact with the public transit system, and employees.</p> <p>A whole community approach to engagement is critical for planning services that meet the community needs and gain communitywide support.</p>	
<b>IV. CAPITAL PROJECTS &amp; FACILITIES</b>	
<b>16. Green Jobs and Infrastructure / Zero Emissions Transition</b>	



<p>Complete a Zero Emissions Strategic Transition Plan that provides a road map for the transition to meet the CARB requirement of having a 100% zero emissions fleet by 2040. Seek ways to incorporate zero emissions into purchases and provide job training in zero emissions maintenance. Continue membership with Zero Emission Bus Resource Alliance, or ZEBRA to stay updated on industry best practices and trends.</p> <p>Consider engaging with regional partners to host a Zero Emissions Summit at GCTD to provide education on Zero Emissions Technology to the community. In future budgets, GCTD may consider incorporating a Zero Emissions Capital Planning dedicated position to assist the District in developing the capacity to prepare for this transition, identify and apply for funding and lead project implementation.</p>	
<b>17. Transit Center and Bus Stop Amenities</b>	
<p>To benefit essential riders, bring riders back to the transit system and encourage more people to use its services, GCTD must focus on improving the customer experience. One of the primary challenges to a better customer experience is the lack of amenities at bus stops and transit center. Basic amenities like lighting, shelters, trash cans and seating all contribute to an overall better passenger experience.</p> <p>GCTD does not own or maintain amenities, but it provides funding to member jurisdictions through the annual budget process. Staff can work with member jurisdictions to improve bus stops by developing a Bus Stop Improvement Plan to help identify where investments are needed.</p>	
<b>V. FINANCE &amp; FUTURE</b>	
<b>18. Business Systems Upgrades</b>	
<p>Update payroll and financial systems to streamline manual processes and support improved business practices.</p>	
<b>19. Property Development</b>	
<p>GCTD should continue efforts to utilize district owned real property (such as former facility site) for use as transit-oriented development.</p>	
<b>20. Long Term Revenue Sources</b>	
<p>Explore other potential revenue sources that could fund needed transit operation improvements and explore potential incentives that encourage car-free or car-light households. Engage in the public in discussions of potential options and conduct polling to determine which options, if any, that are best positioned to move forward.</p>	
<b>21. Regional Coordination</b>	

<p>Continue coordination with regional and municipal operators, by participating in the use of the new regional fare payment system with VCTC and other operators. GCTD's schedules and trip information is already available on VCTC GOVCbus app as well as SoCal511. 511 is the federal standard for traveler information, and SoCal 511 provides multimodal transportation information across five counties (Los Angeles, Ventura, Orange, Riverside and San Bernardino).</p> <p>Looking to the future, VCTC is in the process of conducting a Countywide Transit Integration &amp; Efficiency Study (TIES). A strategic planning session with the Board on this topic would enable the Board to discuss shared goals of the District members and help provide direction to staff who are participating in this study.</p>	
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## 4. PLAN IMPLEMENTATION

As we prepared this report, Ventura County was approaching a year since COVID-19 triggered Safer at Home orders in March 2020. Staff have continuously monitored the impacts of COVID-19 on transportation and mobility in Ventura County to ensure that our recommendations are supported by data. As new evidence emerges, staff will continue to adjust its response to the pandemic and its approach to implementing the strategies in this report.

Once this plan is approved, staff will focus on implementing recovery recommendations. When implementation of individual recommendation reaches a point that requires action by the Board of Directors, they will be brought to the board, with opportunity for public comment.

## APPENDIX

- COVID-19 Public Survey Results (Summer 2020)  
<https://www.goldcoasttransit.org/about-gct/programs-a-projects/planning>
- Employee Survey on Recovery (April 2021)  
[https://www.goldcoasttransit.org/images/2021\\_BOD\\_Reports/April/Item14\\_BODApril2021.pdf](https://www.goldcoasttransit.org/images/2021_BOD_Reports/April/Item14_BODApril2021.pdf)
- CTA Future of Transit Best Practices  
*attached*



# TRANSIT IS ESSENTIAL

Recommendations for the Future of Transit



Prepared by COVID-19 Transit Crisis Relief Task Force  
July 21, 2020

# COVID-19 TRANSIT CRISIS RELIEF TASK FORCE MEMBER AGENCIES

Representatives from these public transit system member agencies participated on the Task Force:

Alameda-Contra Costa Transit District

Central Contra Costa Transit Authority

**Golden Empire Transit District (Chaired by Karen King, CEO; and Vice Chair, California Transit Association)**

Long Beach Transit

Los Angeles County Metropolitan Transportation Authority

Monterey-Salinas Transit

Orange County Transportation Authority

San Diego Metropolitan Transit System

San Francisco Bay Area Rapid Transit District

San Mateo County Transit District

Santa Maria Area Transit

Victor Valley Transit Authority

## OVERVIEW

The California Transit Association's recommendations for the "Future of Transit" are presented in this report as elective "*best practices*" for consideration and possible implementation by California's transit agencies. The recommendations seek to improve the safety, efficiency, and viability of transit operations during the COVID-19 pandemic and aim to establish a more reliable and resilient public transportation network in the future that expands access to mobility and economic opportunity to all Californians.

**The elective nature of the recommendations explicitly and purposefully recognizes that some transit agencies may struggle to implement these "best practices," even if agency leadership fully agrees with the recommendations, whether due to insurmountable resource limitations or local community priorities.**

The recommendations in this report were developed and finalized by the Association's COVID-19 Transit Crisis Relief Task Force in spring-summer 2020 based on survey data collected from members of the following Association standing committees and other groups:

- Operations Committee
- New Mobility Task Force
- State Legislative Committee
- Federal Legislative Committee
- Business Member Advisory Group

The survey data reflects responses, from 40 survey participants, to various proposed measures impacting transit operations, technology and land-use. Association staff identified the proposed measures, as informed by research published by policy think tanks, transportation consultancies, news articles and industry guidance documents. See the report's **Appendices** for a list of the proposed measures, a summary of the initial survey data, a summary of the prioritization survey conducted by the COVID-19 Transit Crisis Relief Task Force, and an overview of the resources staff analyzed to cull the initial options.

Additionally, this report includes several policy recommendations, which reflect various policy priorities already adopted by the Association, in documents such as its [2020 State Legislative Program](#) and [2020 Federal Legislative Program](#), and which have gained new urgency in the aftermath of the pandemic.

Beyond their intended use by California transit agencies, the recommendations in this report will be provided to the American Public Transportation Association for consideration by its Mobility Recovery & Restoration Task Force as well to the California State Legislature and the United States Congress.

*The recommendations in this report are not intended to override any federal, state or local laws, regulations or guidance.*

# RECOMMENDATIONS TRANSIT OPERATIONS



# 1. DIRECT RIDERS TO WEAR FACE COVERINGS

## Justification

Directing transit riders to wear face coverings on transit vehicles and at transit stations and stops, consistent with guidance from the California Department of Public Health, helps reduce the rate of COVID-19 transmission between riders and helps maintain a safe work environment for transit operators.

## A Snapshot from California

California transit agencies began to direct transit riders to wear face coverings as early as April 2020.

In June 2020, the California Department of Public Health issued new guidance requiring Californians to wear facing coverings when they are in “high-risk situations,” including waiting for or riding on public transportation or paratransit or while in a taxi, private car service, or ride-sharing vehicle; and driving or operating any public transportation or paratransit vehicle, taxi, or private car service or ride-sharing vehicle when passengers are present.<sup>1</sup> This guidance is further reflected in the State of California’s COVID-19 Industry Guidance: Public and Private Passenger Carriers, Transit and Passenger Rail, developed by the California Department of Public Health (CDPH), Cal/OSHA and the California State Transportation Agency.<sup>2</sup>

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<sup>1</sup> California Department of Public Health, [“Guidance for the Use of Face Coverings.” June 18, 2020.](#)

<sup>2</sup> California Department of Public Health, Cal/OSHA, California State Transportation Agency, [“COVID-19 Industry Guidance: Public and Private Passenger Carriers, Transit and Passenger Rail.” July 2, 2020.](#)

## 2. SUPPORT INSTALLATION OF PROTECTIVE BARRIERS FOR OPERATORS, WHERE FEASIBLE

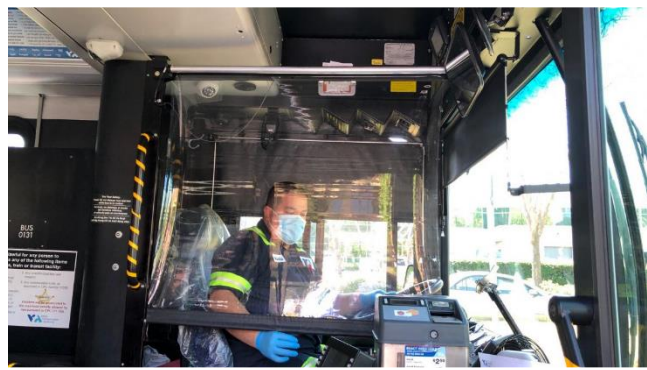
### Justification

Installing barriers in transit vehicles to protect transit operators, where feasible, can provide added protection against COVID-19 transmission to operators and riders alike.

### A Snapshot from California

The Antelope Valley Transit Authority just authorized the purchase and installation of 57 barriers to help protect bus operators and riders during the ongoing COVID-19 pandemic.<sup>3</sup>

Meanwhile, staff in the Overhaul and Repair Division of the Santa Clara Valley Transportation Authority repurposed old pull-down sunshades from decommissioned buses to quickly outfit VTA's bus fleet with new and economical protective barriers.<sup>4</sup>



<sup>3</sup> Antelope Valley Press, [“Protection Barriers Coming to AVTA's Bus Fleet.” May 2020.](#)

<sup>4</sup> Mass Transit, [“Santa Clara VTA workers rise to challenge, find creative solution to protect their own.” May 2020](#)

### 3. UPDATE VENTILATION SYSTEMS OR IMPROVE AIR FLOW IN TRANSIT VEHICLES

#### Justification

Research into the impacts of ventilation systems on the spread of COVID-19 is limited; however, transit agencies across Asia are taking precautionary steps to enhance HVAC filtration and increase natural ventilation – as complements to more comprehensive public health strategies – to reduce the risk of infection on transit vehicles.

Furthermore, guidance released by the American Public Transportation Association this summer acknowledges that “adequate ventilation and air filtration of HVAC systems can reduce the likelihood of airborne exposure,” but stops short of recommending any technology, treatment, or method until further research is conducted.<sup>5</sup>

#### A Snapshot from California

Researchers at Fresno State, in partnership with the Fresno County Rural Transit Authority, have begun to study airflow on transit buses and strategies for mitigating potential virus circulation and infection through HVAC systems.<sup>6</sup>

Results from that study are expected to be released in 2021.

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<sup>5</sup> American Public Transportation Association, [“Cleaning and Disinfecting Transit Vehicles and Facilities During a Contagious Virus Pandemic,” June 2020.](#)

<sup>6</sup> ABC30, [“Fresno State team researching how viruses spread in buses.” June 2020.](#)

## 4. ADOPT AND PUBLICIZE ENHANCED CLEANING METHODS

### Justification

Transit agencies around the world have responded to the pandemic by announcing expanded cleaning schedules for transit vehicles, transit stations, administrative offices and operational facilities; making hand sanitizer dispensers and hand-washing stations available; and, equipping drivers with antiseptic wipes and PPE to help reduce coronavirus transmission rates. Publishing these current and new cleaning methods and hygiene protocols through various media channels can help build trust with riders and the broader public that transit vehicles are safe for use.

### A Snapshot from California

In May 2020, BART published its “15-Step Plan to Welcome Riders Back,” which outlines new measures, protocols and technologies the agency is implementing to restore, and promote trust in, its service. The plan, which was promoted heavily on BART’s Twitter account, highlights that BART is using “hospital-grade disinfectants in stations and on-board trains” and “electrostatic foggers on train cars that spray disinfecting mist that coats and clings to surfaces,” and is “evaluating a variety of new cleaning procedures such as ultraviolet disinfecting.”<sup>7</sup>

The Orange County Transportation Authority (OCTA) has promoted its cleaning protocols and safety messages using exterior ads, bus interior cards, on its website, in videos and with brochures.



<sup>7</sup> BART, [“BART’s 15-Step Plan to Welcome Riders Back,” May 2020.](#)

## 5. PRIORITIZE SERVICE RESTORATION IN HIGH RIDERSHIP CORRIDORS

### Justification

Prioritizing service restoration in high ridership corridors can help transit agencies maximize the mobility benefits of limited operating budgets and help maintain physical distance between riders.

In many California communities, the corridors with the highest ridership are also home to economically and environmentally disadvantaged communities, allowing service restoration in these corridors to immediately benefit the communities most in need of high-quality public transportation.

In the long-run, this recommendation, which complements efforts routinely conducted by transit agencies to revamp their service through comprehensive operational analyses and in response to changing local demographics, geospatial shifts in the housing-jobs balance, and other emerging trends affecting transit ridership, will increase the efficiency of transit service.

### A Snapshot from California

In the weeks following the Bay Area's shelter-in-place order, the San Francisco Municipal Transportation Agency (SFMTA) used travel data to make targeted service reductions. Now, as more San Franciscans return to work and demand for transit increases, SFMTA is using data on shifting customer travel patterns and Muni's Equity Strategy to restore service.<sup>8</sup>

As the economy has improved, Golden Empire Transit District has begun to put "shadow buses" into service in corridors with high ridership. These buses, which trail lead buses running on GET's Saturday schedule, allow operators to cap the capacity of lead buses to facilitate social distancing while not diluting GET's overall capacity or the quality of their passengers' customer experience. As ridership continues to return, GET will build more of these shadow buses into their bus schedule, increasing frequency on the busiest routes.

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<sup>8</sup> SFMTA, ["A Data-Driven Transportation Recovery."](#) May 26, 2020.

## 6. RESTORE MORE FREQUENT SERVICE

### Justification

Restoring more frequent transit service can help transit agencies stay ahead of demand, allowing riders to maintain physical distance while also avoiding overcrowding on transit vehicles.

In the long-run, more frequent transit service, which routinely ranks as the top priority for existing and potential transit riders, can help transit agencies maintain and expand their transit ridership.<sup>9</sup>

### A Snapshot from California

According to its “15-Step Plan to Welcome Riders Back,” BART is monitoring ridership data on its train and will increase service frequency if they measure more than 30 riders per car consistently during peak hours.<sup>10</sup>

OCTA has been adding unscheduled trips when needed, based on passenger loads to allow for social distancing. In June, service was restored on many of the routes where unscheduled trips were taking place, addressing the increased demand.

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<sup>9</sup> Transit Center, [“Who’s On Board,” 2016](#); [“Who’s On Board,” 2019](#).

<sup>10</sup> BART, [“BART’s 15-Step Plan to Welcome Riders Back,” May 2020](#).



## 7. ENGAGE MAJOR EMPLOYERS AND OTHER STAKEHOLDERS TO DEVELOP POLICIES TO EXPAND STAGGERED WORK HOURS AND SMOOTH PEAK DEMAND

### Justification

Increased passenger loads during peak commute times can overwhelm transit agencies reeling from reduced operating budgets. Engaging major employers and other stakeholders, like universities and schools, to encourage them to establish staggered work hours and work (or bell) start times can help smooth passenger loads, allowing riders to maintain physical distance without requiring transit agencies to significantly increase their levels of service.

### A Snapshot from California

LA Metro has begun to engage major employers, agencies and other stakeholders to develop a regional pact to expand telecommuting and implement staggered work hours, where feasible.<sup>11</sup>

During the month of July, OCTA is conducting a statistically valid survey of adults in Orange County to develop an understanding of how COVID-19 has altered public attitudes, working arrangements, travel behaviors and mode choice. In addition, feedback is being sought from employers through a qualitative online survey. The data will help shape discussions with employers and other stakeholders regarding telecommuting.

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<sup>11</sup> LA Metro's Recovery Task Force, ["A Path Forward – Progress Report 1," June 2020](#).

# RECOMMENDATIONS TECHNOLOGY

## 8. INTRODUCE DIGITAL TICKETING AND CONTACTLESS PAYMENT SYSTEMS

### Justification

Introducing digital ticketing and contactless payment systems can help transit agencies maintain physical distance between transit operators and riders; limit contact with shared surfaces and objects; speed bus boarding; increase fare collection by expanding payment options; allow transit agencies to resume fare collection, where currently waived; and help lay the foundation toward greater system integration in the future.

To be clear, this recommendation works toward a goal pursued by transit agencies the world over, irrespective of the recent health pandemic. The growing body of epidemiological knowledge about how COVID-19 spreads may only be adding to and heightening focus on the many good reasons that already existed for transit to move towards these new technologies.

### A Snapshot from California

In 2019, BART eliminated the sale of paper tickets at five of its stations.

Now, in the face of COVID-19, BART is accelerating its expansion of the number of stations where the reloadable Clipper card is the only fare product available for purchase. This action will help BART create a more contactless and sanitary system.<sup>12</sup>

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<sup>12</sup> Mass Transit, [“BART expanding Clipper-only sales at stations through 2020.” June 2020.](#)

## 9. EXPAND NEW MOBILITY OPTIONS WHERE MORE COST-EFFECTIVE THAN RESTORING TRADITIONAL TRANSIT SERVICE

### Justification

Transit service that was reduced or eliminated due to the COVID-19 pandemic can be restored with new mobility options and other demand response services that, in some cases, are more cost-effective and more convenient than the traditional transit service they replace. If cost savings are significant, agencies can use them to increase service levels on high ridership lines.

### A Snapshot from California:



GET introduced its RYDE microtransit service in the southwest portion of its service area in April 2019. In response to the Governor's stay-at-home order, ridership dropped dramatically on all modes. RYDE, which is ADA accessible, has rebounded quicker than other modes. Riders indicate they feel safer riding with only one or two other people on the vehicles than

they do on the big bus and that they don't have to wait at bus stops or stations with other people. As a result, GET has plans to expand its microtransit service to other areas of town where requests for this service have increased dramatically and fixed route demand has not returned.

# RECOMMENDATIONS LAND USE

## 10. WORK WITH LOCAL AND REGIONAL PARTNERS TO IMPLEMENT DEDICATED BUS LANES

### Justification

Dedicated bus lanes can help improve transit travel times, making transit service that was once slow or inefficient in mixed traffic competitive with single occupancy vehicle travel. To establish dedicated bus lanes, transit agencies, which are often separate entities from the entities that control local rights of way, must work with local and regional partners.

This recommendation also represents the best thinking in the transit industry, a trend that was also well underway before the COVID-19 pandemic struck. Public transportation agencies need the policy and funding support from all levels of government to actualize the promise of dedicated lanes.

### A Snapshot from California

LA Metro has partnered with the City of Los Angeles to make improvements for those using 5<sup>th</sup> and 6<sup>th</sup> Streets in downtown Los Angeles. The goal is to enhance mobility and safety for the thousands of people who walk, bike, roll, ride transit or drive in the area.<sup>13</sup>

In order to protect people who rely on transit from increased exposure to COVID-19 on slow or crowded buses, SFMTA is fast-tracking temporary emergency transit lanes. These lanes will support bus routes where the benefits are greatest, on current ridership, travel time data and prioritize routes that serve neighborhoods with high percentages of people of color and low-income households. Moving forward, SFMTA is using travel time data to evaluate additional locations where adding temporary emergency transit lanes would achieve the biggest time savings and provide the greatest benefit.<sup>14</sup>

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<sup>13</sup> LA Metro's Recovery Task Force, ["A Path Forward – Progress Report 1." June 2020.](#)

<sup>14</sup> SFMTA, ["Fast-Tracking Transit Lanes to Help the City's Recovery." June 26, 2020.](#)



## 11. WORK WITH LOCAL AND REGIONAL PARTNERS TO INSTITUTE TRAFFIC SIGNAL PRIORITIZATION

### Justification

Traffic signal prioritization at intersections, when coupled with other efficiency measures, like dedicated bus lanes, can reduce transit travel time and increase schedule reliability, helping to make public transit more attractive for customers and less expensive to operate.

The gains in transit efficiency from traffic signal prioritization can help maintain and expand transit ridership during the pandemic while delivering lasting benefits to transit service.<sup>15</sup>

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<sup>15</sup> Federal Highway Administration, [“Traffic Signal Timing Manual,” 2017.](#)

# RECOMMENDATIONS FUNDING AND POLICY

## 12. PROVIDE EMERGENCY FUNDING TO TRANSIT AGENCIES

### Justification

The California Transit Association's most recent analysis shows that the funding shortfall faced by transit agencies statewide – after fully accounting for emergency funding from the federal Coronavirus Aid, Relief and Economic Security Act – now exceeds \$3.1 billion.

Another round of emergency funding is critical to preventing significant and permanent reductions in transit services in communities throughout the state. Without additional funding, it could take years for public transit to recover from today's crisis, resulting in the elimination of important mobility options for millions of Californians and the unnecessary delay of California's economic recovery.

Read more at [Caltransit.org](https://caltransit.org).

### 13. INSTITUTE NEW LOCAL GOVERNMENT FUNDING OPTIONS TO SUPPORT TRANSIT AND INFRASTRUCTURE NEAR TRANSIT

#### Justification

California's transit agencies will likely face persistent funding shortfalls and depressed ridership for some years to come, as a result of the COVID-19 pandemic. The state can help address these challenges by empowering local governments to advance new funding options to maintain and expand transit service and promote infrastructure, including affordable housing, near public transit. These tools could come in the form of changes to Infrastructure Financing District law, California Environmental Quality Act (CEQA) incentives for development closer to transit stations, lower voter-thresholds and sub-regional initiatives for local sales tax measures, authority for transit agencies to develop projects on their own property, and the inclusion of transit-oriented development projects in existing or new programs otherwise focused on housing.

## 14. EXPEDITE TRANSIT PROJECT DELIVERY

### Justification

According to an analysis by Holland & Knight, published in 2013, public infrastructure is the most frequent target of CEQA lawsuits, and within this category the most frequent litigation target is transit projects, which are often challenged by groups with the intent of stopping, delaying or modifying transit infrastructure.<sup>16</sup>

The state can help stop CEQA abuse and expedite the delivery of transit projects by exempting certain transit project types from CEQA altogether. This policy change would not only save project costs and support the build out of new infrastructure that reduces greenhouse gas emissions but would also strengthen the role that public transit can play in the state's economic recovery.

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<sup>16</sup> Holland & Knight, [“In the Name of the Environment,” 2013](#).

## 15. INCREASE FUNDING FOR ZERO-EMISSION BUSES AND CHARGING/REFUELING INFRASTRUCTURE

### Justification

In December 2018, the California Air Resources Board adopted the Innovative Clean Transit regulation, requiring all California transit agencies to fully convert their bus fleets to zero-emission technology by 2040.<sup>17</sup>

While transit agencies have been enthusiastic partners in implementing the regulation, the funding shortfalls faced by transit agencies today, as a result of the COVID-19 pandemic, present new compliance challenges that were unforeseen during the promulgation of the regulation. The state and federal governments must help transit agencies overcome these challenges by increasing funding for zero-emission buses and charging/refueling infrastructure through, among other programs, the state's Cap and Trade Expenditure Plan, the federal Low or No Emission Vehicle Program, and by earmarking funding for transit agencies in the California Air Resources Board's Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project and the California Energy Commission's Clean Transportation programs, which support the deployment of zero-emission heavy-duty vehicles and the buildout of charging/refueling infrastructure.

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<sup>17</sup> California Air Resources Board, ["Innovative Clean Transit Regulation Fact Sheet," May 2019.](#)

## 16. AUTHORIZE OPERATION OF TRANSIT BUSES ON HIGHWAY SHOULDERS

### Justification

“Bus on shoulder” (BOS) describes the limited use of designated highway shoulders for low-speed transit bus operations, primarily during peak commute periods. BOS is a low-cost strategy employed by public transit agencies across the United States, as well as in Canada, to improve bus performance and reliability, bolster customer satisfaction and attract patronage. In the aftermath of the pandemic, further authorizing bus on shoulder operations in California can help transit agencies win back riders and limit the rise of single occupancy vehicle miles traveled.



## 17. CONTINUE TO MOVE PROJECTS THROUGH CAPITAL INVESTMENT GRANT PIPELINE, ESTABLISH CAPACITY FOR NEW PROJECTS

### Justification

The Capital Investment Grant (CIG) program provides discretionary grants to transit agencies to fund capital projects, including heavy rail, commuter rail, light rail, streetcars and bus rapid transit. In recent years, the United States Department of Transportation (USDOT) has been slow to process grants in the “CIG pipeline” and has, at times, established new process barriers that slow the advancement of critical infrastructure projects. To help the economy recover from the pandemic, the federal government must fully fund existing Full Funding Grant Agreements (FFGAs), support new FFGAs, and establish capacity in the program for new projects. The California Transit Association supports legislative actions to direct USDOT to expeditiously execute FFGAs and administer the CIG program, as intended by Congress.

## APPENDIX A – INITIAL SURVEY RESULTS

Table 1: Support for Proposed Measures

Proposed Measure	Support
Introduce digital ticketing and contactless payment systems	84%
Work with local and regional partners to implement dedicated bus lanes	79%
Direct riders to wear face coverings	77%
Work with local and regional partners to institute traffic signal prioritization	76%
Adopt and publicize enhanced cleaning methods	67%
Restore more frequent service	64%
Prioritize service restoration in high ridership corridors	59%
Expand new mobility where more cost-effective than restoring traditional transit service	58%
Engage major employers and other stakeholders to develop policies to expand telecommuting and staggered work hours	56%
Work with state to institute congestion pricing	50%
Update ventilation systems or improve air flow in transit vehicles	46%
Require transit agencies to develop GTFS feeds	45%
Establish maximum passenger loads	44%
Work with state to relax land-use restrictions, allowing for greater mix of mid- and high-rise buildings near transit	39%
Require spacing in, or install barriers between passengers	26%
Reduce or eliminate fares at off-peak times	23%
Require rear-door boarding	15%
Support installation of protective barriers for operators, where feasible	N/A
Introduce capacity management systems for ride/trip reservation and real time passenger loads	N/A
Update mobile apps to include vehicle retrofit status	N/A

Source: California Transit Association, Future of Transit Survey, May 2020.

## APPENDIX B – PRIORITIZATION OF SURVEY RESULTS\*

Chart 1: Direct Riders to Wear Face Coverings

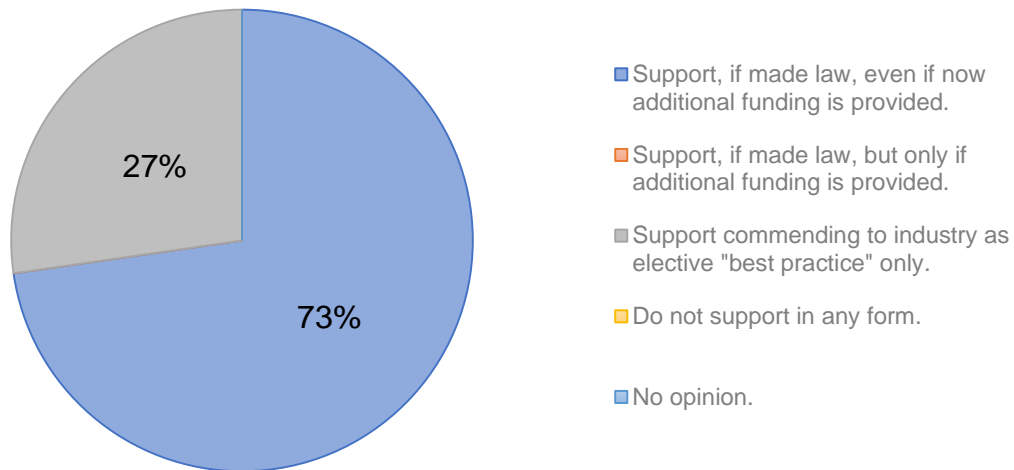


Chart 2: Adopt and Publicize Enhanced Cleaning Methods

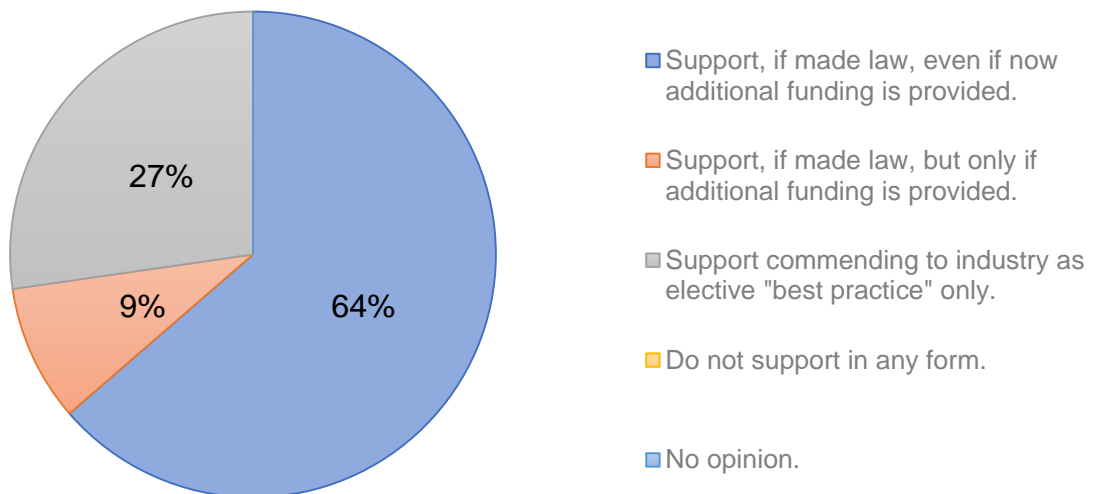


Chart 3: Restore More Frequent Service

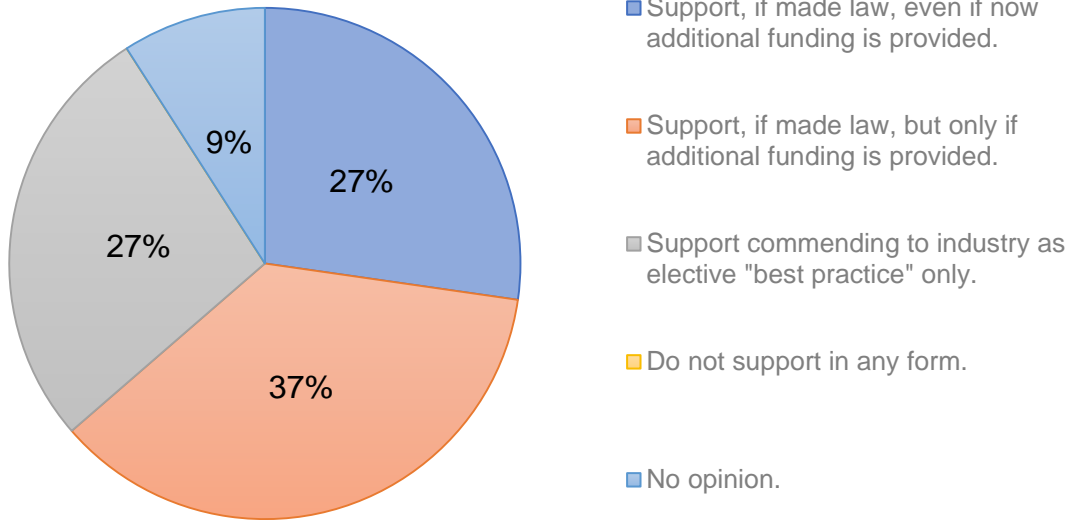


Chart 4: Prioritize Service Restoration in High Ridership Corridors

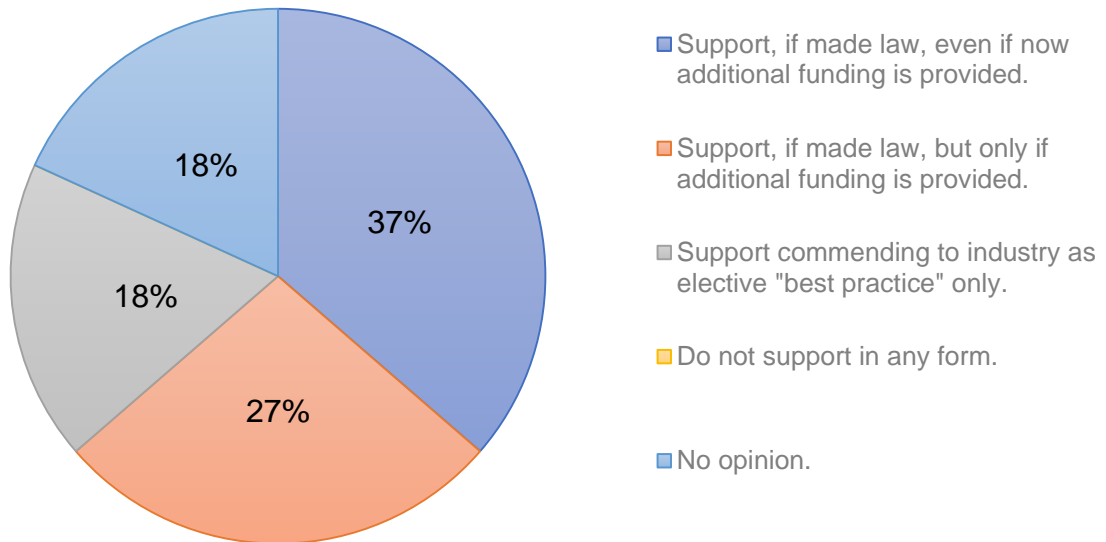


Chart 5: Engage Major Employers and Other Stakeholders to Develop Policies to Expand Telecommuting and Staggered Work Hours

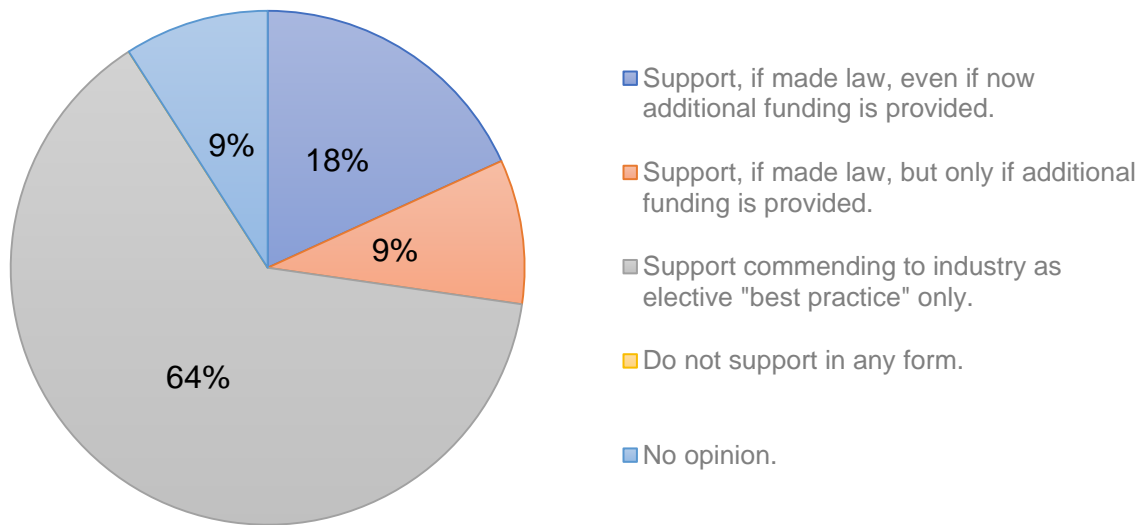


Chart 6: Update Ventilation Systems or Improve Air Flow in Transit Vehicles

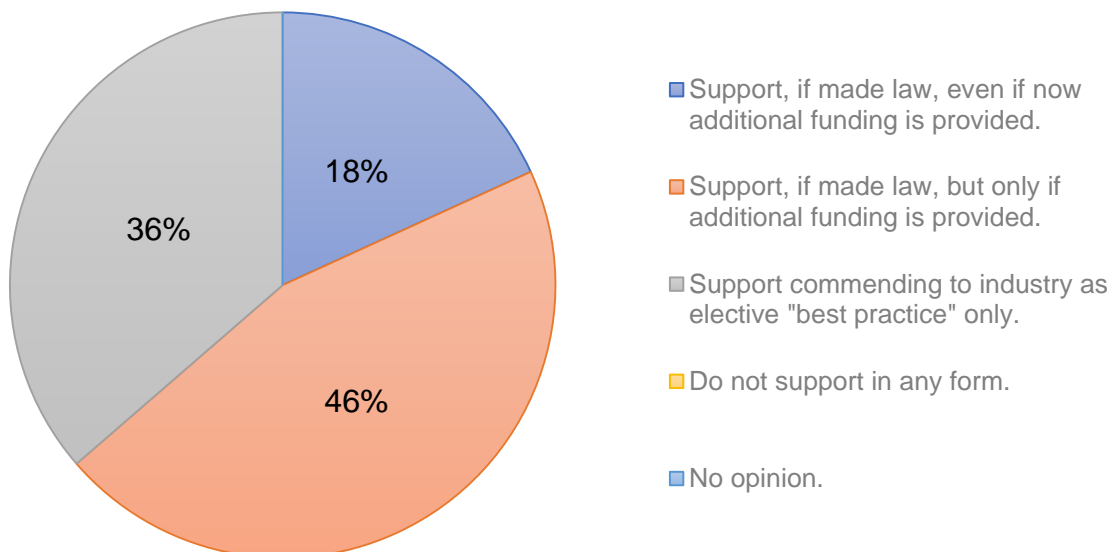


Chart 7: Require Spacing in Seating or Install Barriers Between Passengers

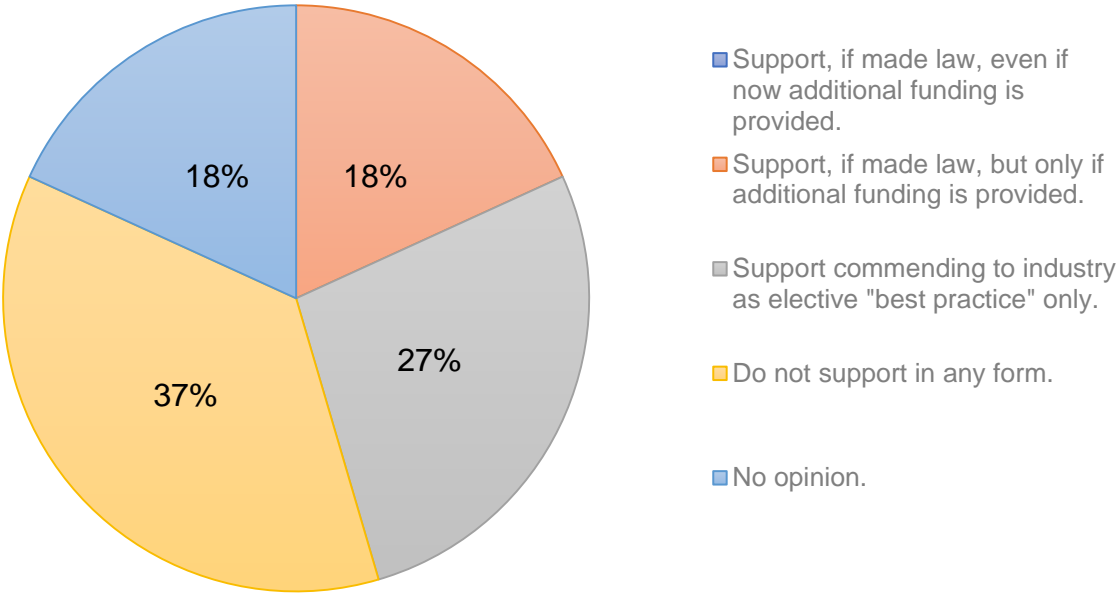


Chart 8: Reduce or Eliminate Fares at Off-Peak Times to Spread Out Commute Times

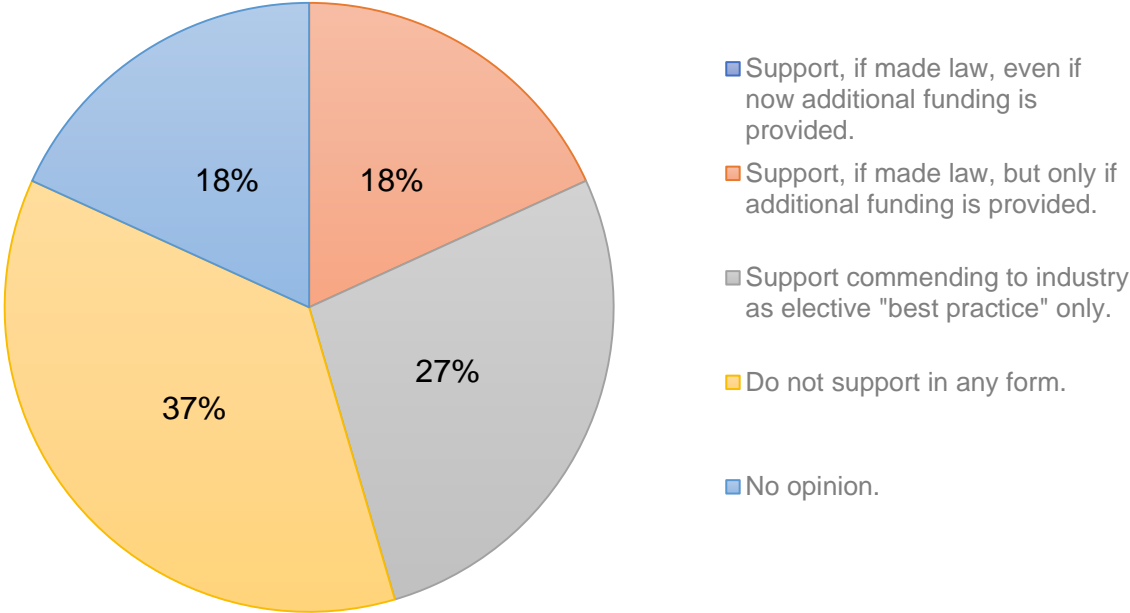


Chart 9: Require Rear-Door Boarding

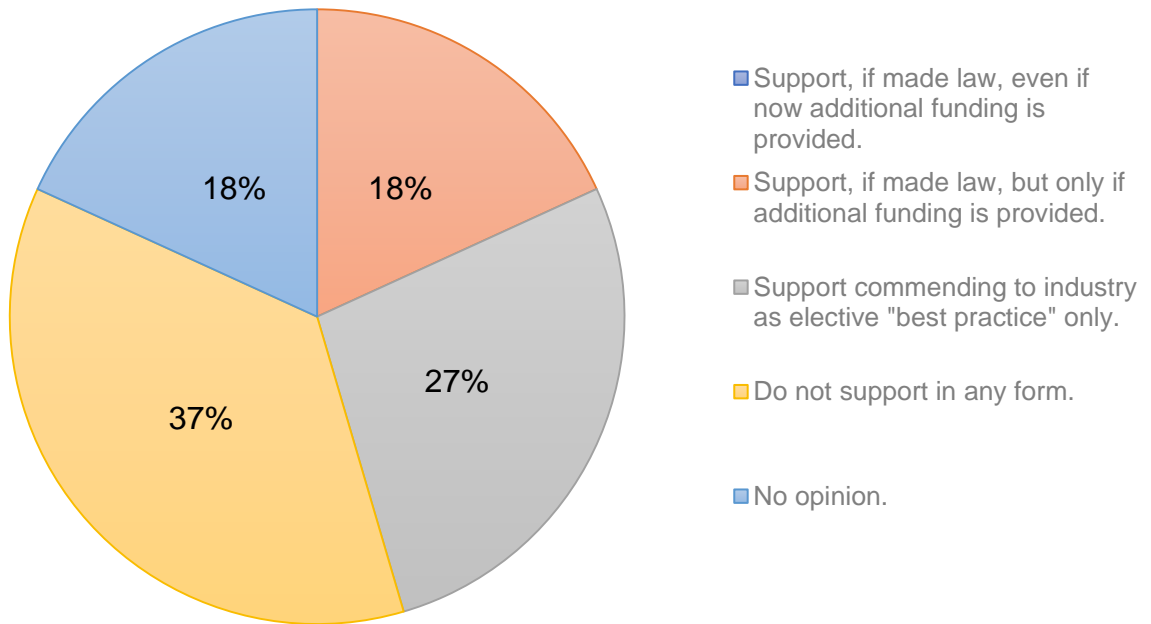


Chart 10: Support Installation of Protective Barriers for Operators, Where Feasible

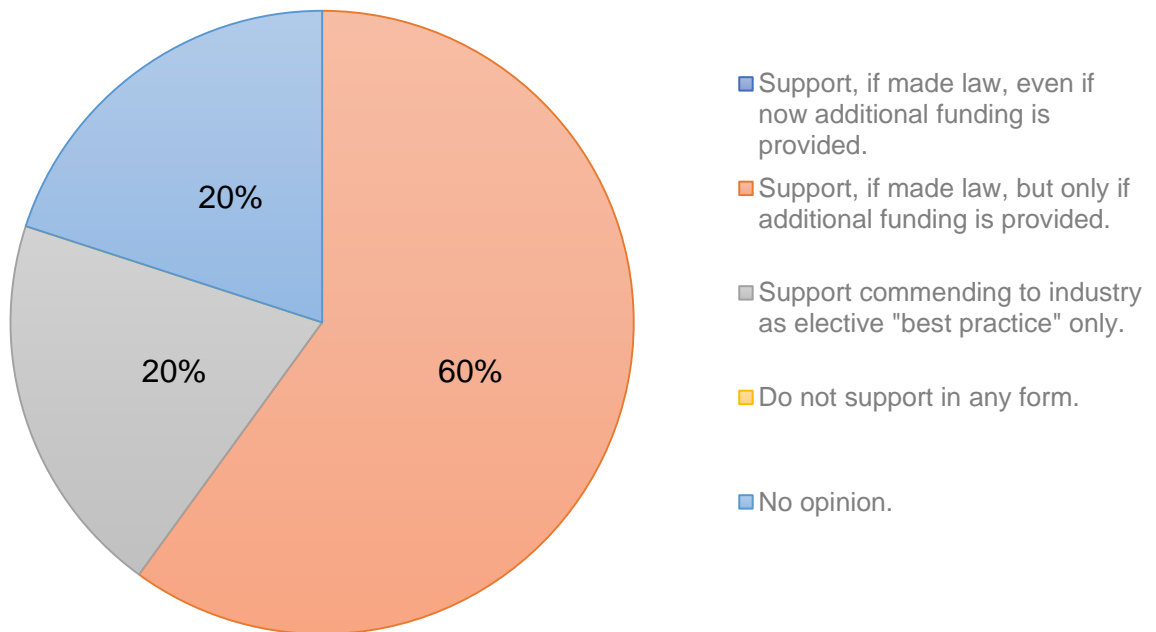




Chart 11: Introduce Digital Ticketing and Contactless Payment Systems

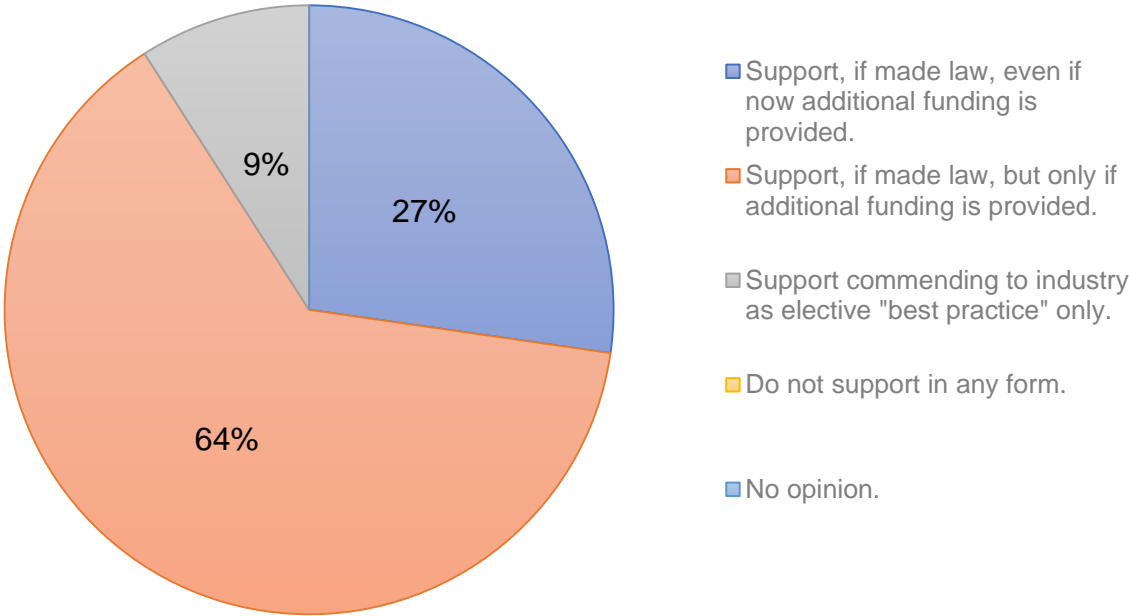


Chart 12: Expand New Mobility Options Where More Cost Effective Than Restoring Traditional Transit Service

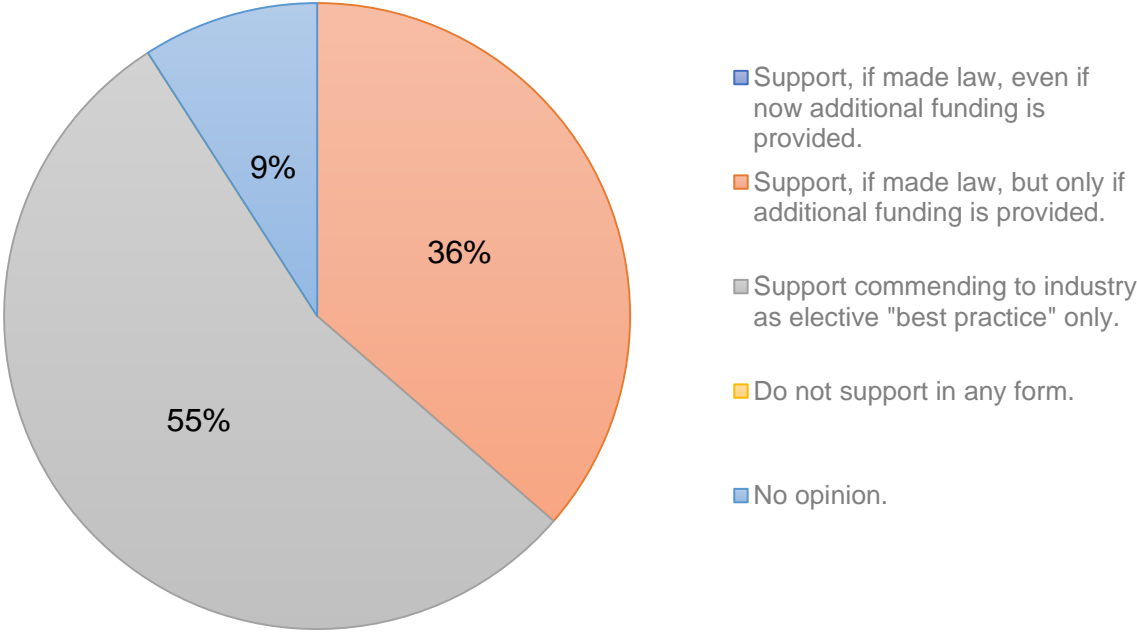


Chart 13: Require Transit Agencies to Develop GTFS Feeds

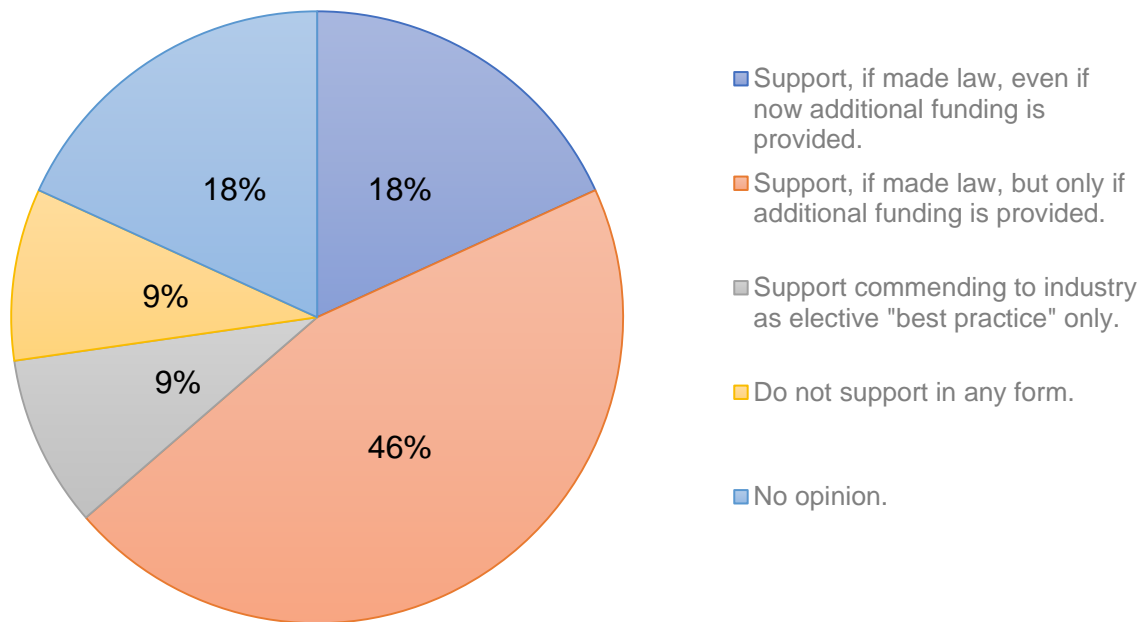


Chart 14: Introduce Capacity Management Systems That Allows for Ride/Trip Reservation and Real-Time Passenger Loads

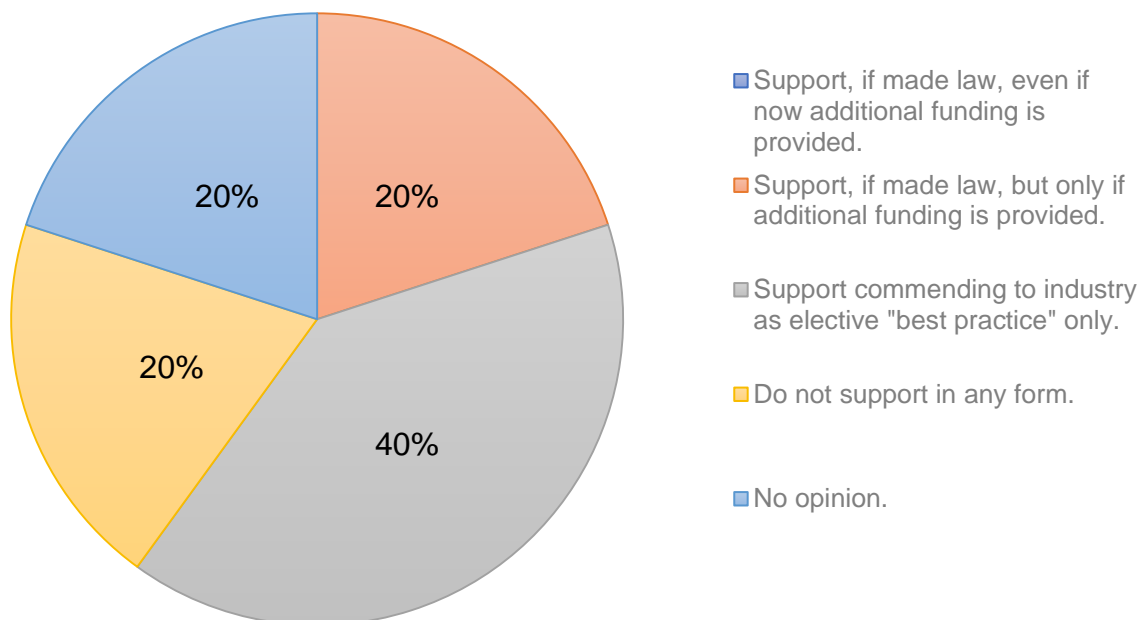


Chart 15: Update to Mobile Apps to Include Vehicle Retrofit Status

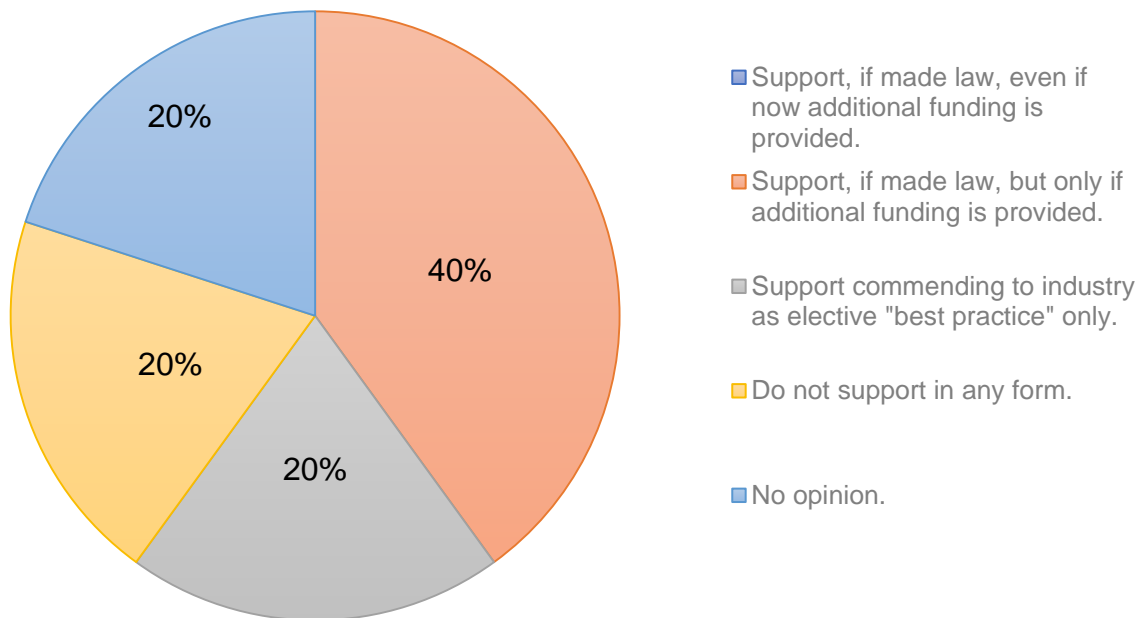


Chart 16: Work with Local and Regional Partners to Implement Dedicated Bus Lanes

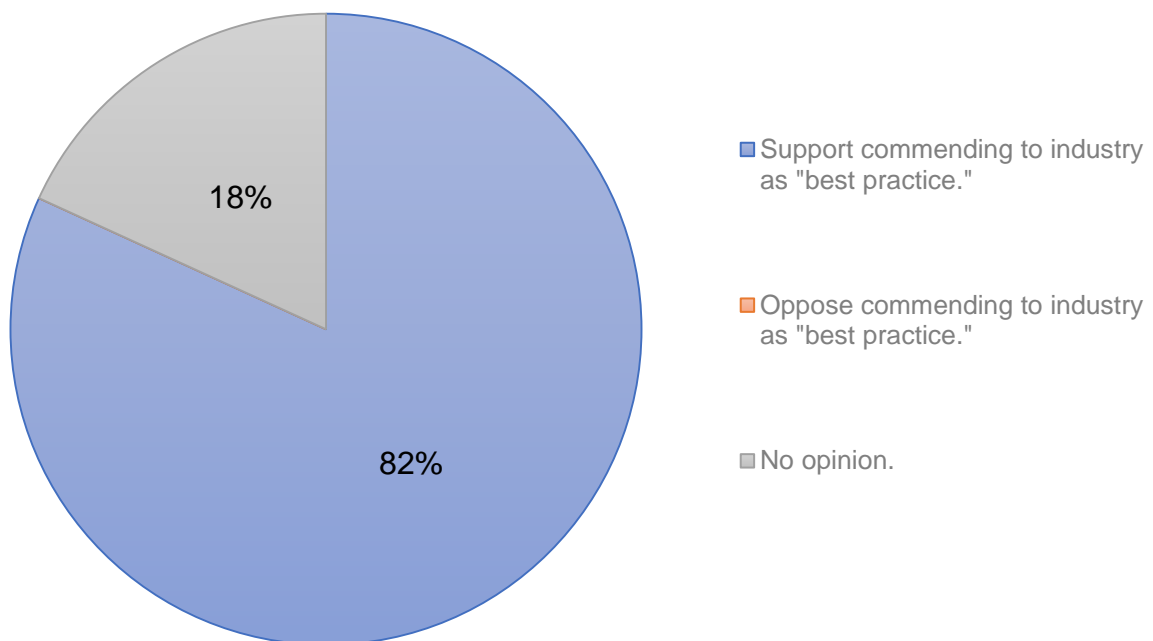


Chart 17: Work with Local and Regional Partners to Institute Traffic Signal Prioritization

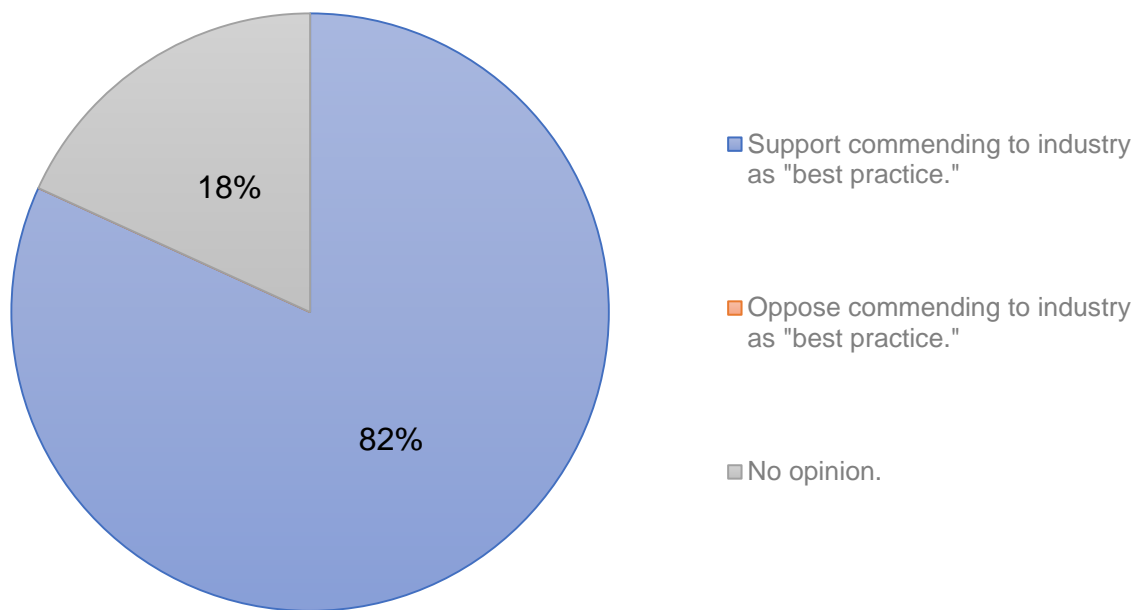


Chart 18: Work with State to Institute Congestion Pricing

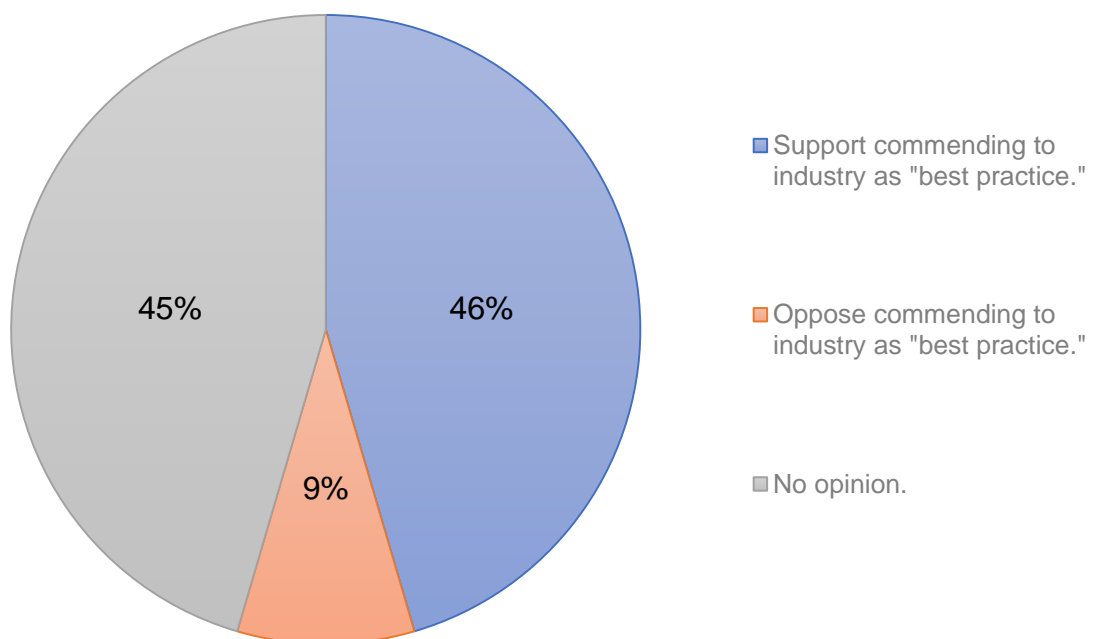
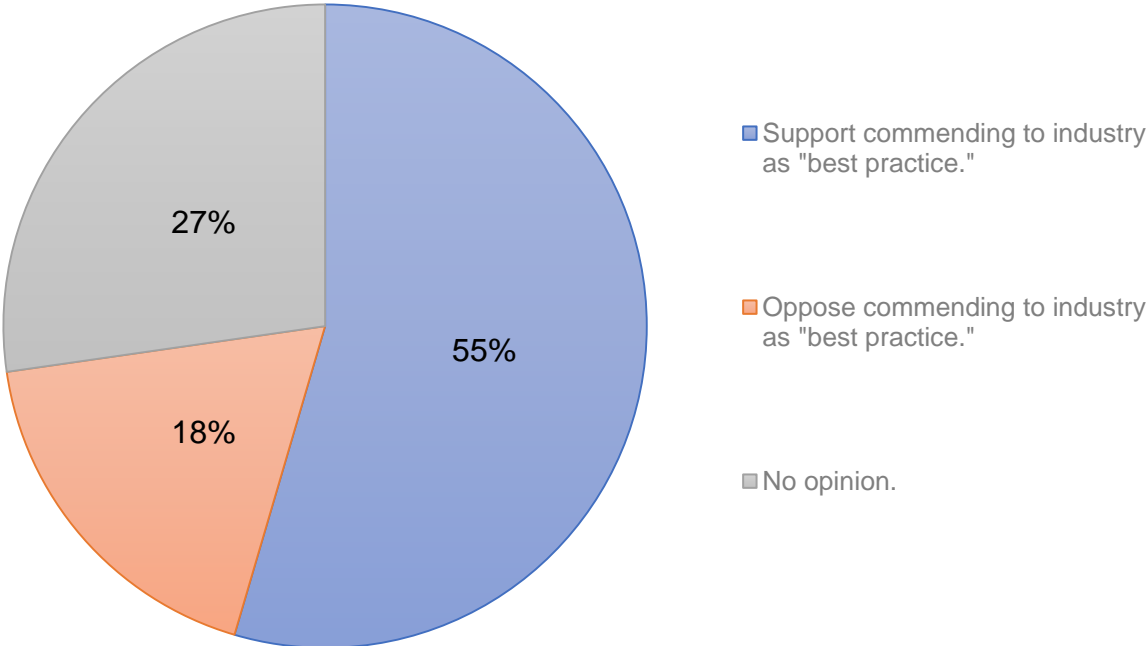


Chart 19: Work with State to Relax Land-Use Restrictions, Allowing for Greater Mix of Mid- and High-Rise Buildings Near Transit



\*The Association’s prioritization survey included several measures introduced as new recommendations by respondents to the Association’s initial survey. While these measures were not voted on by initial survey respondents, their inclusion as a recommendation in this final report reflects the support of the COVID-19 Transit Crisis Relief Task Force.

## APPENDIX C – OTHER RESOURCES

- **Recommendations – Transit Operations**
  - *Monitor ridership and add buses to increase frequencies along high ridership corridors*
    - CNN - [Public Transit During the Reopening: Masked Commuters and Cordoned Off Seats](#)
    - Politico – [Transit Systems Rethink as Riders Flee](#)
    - LA Metro - [COVID-19 Recovery Taskforce](#)
  - *Skip stops once ridership maximum is reached*
    - CNN - [Public Transit During the Reopening: Masked Commuters and Cordoned Off Seats](#)
  - *Cordon off seats and install barriers*
    - CNN - [Public Transit During the Reopening: Masked Commuters and Cordoned Off Seats](#)
    - Politico – [Transit Systems Rethink as Riders Flee](#)
    - A Better City - [COVID 19 and Public Transit](#)
  - *Make face coverings mandatory for riders*
    - CNN - [Public Transit During the Reopening: Masked Commuters and Cordoned Off Seats](#)
    - Politico – [Transit Systems Rethink as Riders Flee](#)
  - *Require rear-door boarding*
    - CNN - [Public Transit During the Reopening: Masked Commuters and Cordoned Off Seats](#)
  - *Improve and update ventilation systems to improve airflow and reduce transmission risk*
    - A Better City - [COVID 19 and Public Transit](#)
    - Cambridge Systematics – [How Transit Agencies Recovered From The Last Coronavirus and What it Means for Urban Sustainability](#)
  - *Reduce fares at off-peak times to spread out commuting times and promote social distancing*
    - A Better City - [COVID 19 and Public Transit](#)
  - *Develop a core transit network plan that identifies priority corridors and needs of transit-dependent riders and essential workers*
    - Seamless Bay Area et al. - [Coordinate Service Regionally and Maintain Reliable Access to Assure the Best Use of Limited Resources](#)
    - Bay Area Council and SPUR - [Prioritizing CARES Transit Investment in the Face of COVID-19](#)
    - Politico – [Transit Systems Rethink as Riders Flee](#)
  - *Allocate higher portions of budgets toward cleaning supplies and campaigns that inform the public of health measures taken.*
    - Eno Center - [How Might Personal Transportation Behaviors Change as a Result of COVID-19, and What Does That Mean for Policy?](#)
  - *Eliminate restrictions that prevent transit agencies from transporting passengers in other service areas*
    - Seamless Bay Area et al. - [Coordinate Service Regionally and Maintain Reliable Access to Assure the Best Use of Limited Resources](#)

- *Eliminate Transfer Fees - Charge riders only one fare*
  - Seamless Bay Area et al. - Coordinate Service Regionally and Maintain Reliable Access to Assure the Best Use of Limited Resources
- *Make transit free for children 12 years of age and under*
  - Seamless Bay Area et al. - Coordinate Service Regionally and Maintain Reliable Access to Assure the Best Use of Limited Resources
- *Develop regionally consistent emergency safety standards for workers and riders*
  - Seamless Bay Area et al. - Coordinate Service Regionally and Maintain Reliable Access to Assure the Best Use of Limited Resources
- **Recommendations – Technology**
  - *Adopt digital ticketing system/mobile ticket purchases, contactless payments*
    - Mass Transit Magazine - What Will Transit and Mobility Look Like after the COVID-19 Crisis?
    - Traffic Technology - Making Public Transit More Resilient to Future Pandemics
    - A Better City - COVID 19 and Public Transit
    - Politico – Transit Systems Rethink as Riders Flee
    - LA Metro - COVID-19 Recovery Taskforce
  - *Adopt new technologically sound cleaning methods such as UV, ozone and cleaning robots*
    - LA Metro - COVID-19 Recovery Taskforce
    - Cambridge Systematics - How Transit Agencies Recovered From The Last Coronavirus and What it Means for Urban Sustainability
  - *Adopt pre-trip reservation, voluntary on-board check-ins & contact tracing*
    - World Bank - Protecting public transport from the coronavirus... and from financial collapse
  - *Modernize & electrify bus fleets*
    - Mass Transit Magazine - California Transportation Agency, city of Sacramento, SacRT launch Wi-Fi bus
    - World Resources Institute - Safe, More Sustainable Transport in a Post COVID-19 World
  - *Implement more on-demand service*
    - Mass Transit Magazine - Public transit’s “road to recovery” could include more ridesharing partnerships says DePaul study
  - *Use GTFS to deliver to-the-minute service times*
    - Traffic Technology - Making Public Transit More Resilient to Future Pandemics
  - *Use passenger counter devices and cameras to restrict passenger loads*
    - Traffic Technology - Making Public Transit More Resilient to Future Pandemics
    -
- **Recommendations – Land Use**
  - *Street closures pedestrians and bicyclists have space. While temporary, this could create demand for permanent street closures*
    - Eno Center - How Might Personal Transportation Behaviors Change as a Result of COVID-19, and What Does That Mean for Policy?



- LA Metro - [COVID-19 Recovery Task Force](#)
- *Implement exclusive or preferred bus lanes, retrofitting existing infrastructure to accommodate more cycling/walking for pedestrians to socially distance.*
  - World Resources Institute - [Safe, More Sustainable Transport in a Post COVID-19 World](#)
  - Smart Growth America - [Emergency Stabilization and Economic Recovery Recommendations](#)
  - CityLab - [How U.S. Public Transit Can Survive Coronavirus](#)
  - LA Metro - [COVID-19 Recovery Task Force](#)
  - Cambridge Systematics - [How Transit Agencies Recovered From The Last Coronavirus and What it Means for Urban Sustainability](#)
  - Rocky Mountain Institute – [Getting Back On The Bus And Back To Work](#)
- *Institute traffic signal prioritization*
  - CityLab - [How U.S. Public Transit Can Survive Coronavirus](#)
- *Institute congestion pricing*
  - Eno Center – [COVID-19 Lessons for Congestion Pricing](#)
  - CityLab - [How U.S. Public Transit Can Survive Coronavirus](#)
- *Relax land-use restrictions, allow for greater mix of mid- and high-rise buildings near transit*
  - CityLab - [How U.S. Public Transit Can Survive Coronavirus](#)

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