

COVID-19 Recovery Plan – Version 1.0 (8/5/2020)

Phases	Emergency Response	Stabilize	Recovery	Beyond COVID-19
Phase Descriptions	AC Transit's immediate response to the pandemic and the state and county Shelter-In-Place (SIP) Order, including the closure of businesses and facilities. Equivalent to Stage 1 of the California Resilience Roadmap.	AC Transit's response after having a better understanding of the severity and duration of the pandemic. County and other health authorities begin to lift the SIP Order and allow some businesses and facilities to reopen. Equivalent to Stages 2 and 3 of the California Resilience Roadmap.	An end to the pandemic is in sight via the imminent development of a vaccine, a reliable treatment, or the virus has taken its course in the AC Transit service area. There is further lifting of the SIP Order but health and safety guidelines still exist. AC Transit is able to more clearly assess its financial outlook and plan accordingly. Equivalent to Stage 4 of the California Resilience Roadmap.	COVID-19 is contained and the pandemic is over. Economic recovery is in full swing but traffic conditions are worse than pre-pandemic and travel patterns are different. AC Transit is able to start to grow service to pre-pandemic levels assuming commensurate revenue growth and no restrictions on ridership.

Health & Safety

Category	Emergency Response	Stabilize	Recovery	Beyond COVID-19
Personal Protective Equipment Distribution	Distribute masks, gloves, wipes and hand sanitizer daily to all operators	Continue PPE distribution to operators and consider some PPE distribution to riders as a pandemic mitigation	Continue PPE distribution until no longer recommended by health and government authorities	Continue implementation of health and safety practices that should be made permanent. Prepare a playbook of protocols to implement in the event a pandemic re-occurrence.
Mask-wearing Enforcement	Public communications campaign requiring mask-wearing.	Continue communications campaign and develop an enforcement plan that is sensitive to the riders	Continue enforcement until mask-wearing is no longer required by health and government authorities	
Physical Distancing	Promote 6ft physical distancing through limiting vehicle capacity to 10 passengers on a 40ft bus. Implemented rear-door boarding.	Consider the option to relax physical distancing measures provided specific criteria, including the establishment of health authority guidance, are met. Fabrication and testing of clear virus shields to be installed on coaches in preparation to return to front-door boarding while maintaining a level of protection for the operators.	Continue some level of physical distancing until no longer recommended by health and government authorities	
Contact Tracing	Manually obtain history of physical contact between employees that have tested positive and other staff	Explore technologies for an employee contact tracing system	Adopt technologies widely available to the public	

Health & Safety (Continued)

Category	Emergency Response	Stabilize	Recovery	Beyond COVID-19
Vehicle Sanitation	Reinforce the proper procedures to clean, disinfect, and proper use of PPE for service employees. Introduction of EPA approved products in daily sanitation of vehicles at the fuel island. Daily disinfecting of buses by fogging.	Continue daily disinfecting of buses by fogging using EPA approved product. Consider implementing disinfecting at strategic layover points.	Continue daily disinfecting of fleet by fogging at night and strategic layover points.	Continue implementation of health and safety practices that should be made permanent. Prepare a playbook of protocols to implement in the event a pandemic re-occurrence.
Vehicle Ventilation	Run HVAC System, open rear hatch for air exchange to exit the coach. Driver's window to remain closed to avoid interior airborne particulates from exiting past the operator's face. Add filtration media to buses not equipped.	Upgrade filtration capacity to MERV7 across the fleet. Consider installing an aftermarket system to assist in keeping the air clean inside the bus.	Review of current technologies available in the market and determine if anything additional is needed.	
Fleet Assignments	Assign largest available multi-door vehicles as feasible to promote physical distancing and rear-door boarding/alighting	Continue to assign largest available multi-door vehicles to promote physical distancing and rear-door alighting to minimize interaction between passenger and operator	Revert to fleet assignments that match the service type such as the reactivation of MCI commuter coaches for Transbay service and 30ft buses for low-density routes	

Operations & Service Planning

Category	Emergency Response	Stabilize	Recovery	Beyond COVID-19
Local Service	Reduce Local Service to Sunday service levels, including the reduction of span and frequency on some trunk lines and most crosstown routes, and elimination of low-ridership crosstown routes that don't typically operate on weekends. Operate standby vehicles to provide additional capacity where demand is greatest and bus overcrowding exists.	Increase frequency on some trunk lines to pre-pandemic levels. Suspend routes with low-ridership. Operate standby vehicles to provide additional capacity where demand is greatest and bus overcrowding exists.	Overhaul the route network based on an understanding of available financial resources and projections. Service would be prioritized based on ridership demand and equity need in terms of both income and race. Preservation of high-frequency trunk routes is key.	Increase service levels as revenues return. Invest in service where demand and potential for ridership is highest. Fast-track capital projects that provide transit priority benefits such as dedicated transit lanes, queue-jump lanes, bus bulbs/parklets, and BRT and Rapid Bus projects consistent with local studies and plans. Capitalize on CEQA exemptions for transit project resulting from SB 288
Supplementary Service	Suspension of all Supplementary Service in response to the closure of all schools	Since schools and school districts will have different levels of in-class learning, AC Transit will turn Supplementary Service on by default and make adjustments through the school year as a result. Adjustments are limited to possibly turning off individual school routes for more accurate schedule information.	Continue to operate Supplementary Service and adjust where feasible based on adjusted school bell time schedules and ridership demand	Adjust Supplementary Service based on permanent school schedule changes resulting from the pandemic and take into consideration state requirements for later start times for middle schools and high schools
Transbay Service	Suspension of all peak Transbay commuter service due to significantly reduced ridership demand. Operate standby vehicles to provide additional capacity for limited Transbay routes, particularly at night.	Limited return of some Transbay routes where ridership was highest pre-pandemic and during the first two weeks of the pandemic when Transbay service was still operating. Operate standby vehicles to provide additional capacity for limited Transbay routes, particularly at night.	The overall network overhaul would include a close examination of Transbay Service based on ridership demand and available resources, including funding sources dedicated to Transbay service. Overhaul of the Transbay network would be closely coordinated with redundant services such as BART and ferry service.	Leverage available resources to rebuild a robust Transbay network that is as efficient and productive as possible in order to maximize utility. Aggressively pursue transit priority projects that make the service fast and reliable, and a viable alternative to private automobile travel.

Operations & Service Planning (Continued)

Category	Emergency Response	Stabilize	Recovery	Beyond COVID-19
Paratransit Service	Reduced the number of demand-based trips by 85%. Provide meal delivery for local government and non-profit feeding programs	Increase the number of trips provided as demand increases. Coordinate with regional care providers on opening of facilities. Continue providing meal delivery provided funding is available	Continue to provide trips based upon demand, especially as regional facilities continue to open. Paratransit coverage area would adjust based on changes to the fixed route network.	Identify efficiencies in service delivery including updates to the scheduling/reservation/dispatch system and improved coordination with other providers and trip generators on distribution and allocation of trips and resources to alleviate some of the burden on the system
Fare Collection	Suspend fare collection and transition to rear-door passenger boarding to protect bus operators	Resume fare collection provided temporary operator protection shields are installed on every bus in service. Roll out other forms of fare collection to minimize rider/operator interaction including an All-door Boarding pilot and Mobile Ticketing App pilot.	Continue fare collection and encourage forms of fare payment other than cash including expansion of pilot programs and promotion of Clipper 2 and its new features. Consider participation in MTC's Clipper START program to provide a means-based fare discount to eligible riders.	Aggressively pursue and market non-cash fare collection and identify mitigations for those that are reliant on cash payment such as but not limited to: fare-capping, All-door Boarding, Mobile Ticketing for bank-less, Clipper 2 products, and Clipper START

Community Engagement

Category	Emergency Response	Stabilize	Recovery	Beyond COVID-19
Safe Transit Communications	Frequently reinforce safety precautions for riders through social media, website, eNews, and signage at stops and on coaches. Highlight information on AC Transit's response and plans to keep riders and employees safe during COVID-19.	Continue to communicate the importance of rider compliance with safety precautions and highlight AC Transit's efforts to keep riders and employees safe across multiple channels.	Continue to share updates, developments, and AC Transit's response plan across multiple channels.	Continue to share updates, developments, and AC Transit's response plan across multiple channels.
Rider Experience	Notified riders of implementation of no-fare and rear-door boarding period as well as all changes in service. Closed Customer Service Center to limit in-person interactions, set up scheduled pickups to retrieve lost items, and encourage riders to contact Customer Service via phone or online. Launched online survey to gauge current rider sentiment. Worked with community-based organizations and elected officials to share the survey with their constituents.	Continue to notify riders of service changes. Create updated messaging and signage to reflect the latest safety measures and requirements. Begin limited in-person customer service to support fare collection while continuing to encourage alternative methods of contacting Customer Service. Adjust communications and messaging in response to survey results. Conduct another round of surveying to capture how rider sentiment shifts as health orders lighten and our service offerings change. Seek rider input on proposed service changes and subsequently notify riders of service changes focusing on communicating the intent and impact.	Ensure riders are aware of applicable safety requirements. Provide updated service materials to support riders in navigating the new network. Reopen renovated Customer Service Center. Conduct another round of surveying to capture how rider sentiment shifts as health orders lighten and our service offerings change and modify communications accordingly.	Ensure riders are aware of applicable operational changes and expanded service. Share opportunities with riders as available to help make service expansion and transit priority projects a reality.

Community Engagement (Continued)

Category	Emergency Response	Stabilize	Recovery	Beyond COVID-19
Regional Coordination	Participate in recovery and restoration committees to coordinate joint response, exchange best practices, and ensure alignment with regional and national efforts. Initiated close contact with elected officials and local governments about the status of our financial situation, need for funding, ridership, procurement of PPE, and operations. Share relevant notices from state and local government with our riders.	Maintain close contact with elected officials and local governments, seek relevant committees to ensure coordination with recovery efforts in the area and across the nation, aid various response efforts, and share relevant information with our riders.	Continue to maintain close contact with elected officials, local governments, and relevant committees to ensure coordination with recovery efforts in the area and across the nation. Continue to aid various response efforts and share relevant information with our riders.	Continue to build on relationships with elected officials, local governments, and relevant committees to advocate for AC Transit and our riders, promote cohesion among transit initiatives in the area, and increase support for service expansion and transit priority projects.
Community Outreach	Encourage protection and appreciation of essential employees. Provide resources on social media to help our community navigate shelter-in-place orders. Partner with local governments to promote COVID-19 testing. Partner with community stakeholders and business associations to share the District's situation and seek advocacy support. Coordinate with local governments to ensure local pilot projects (i.e. slow streets/open streets) do not negatively impact operations.	Continue to encourage protection and appreciation of essential employees. Continue to provide resources to help our community navigate the still changing environment. Seek community input on service changes.	Continue to encourage protection and appreciation of our employees. Continue to provide resources to help our community navigate the still changing environment. If it is operationally feasible to increase ridership, launch campaign to increase ridership.	Continue to encourage protection and appreciation of our employees. Share benefits of service expansion and transit priority projects and opportunities for community to help make them a reality. Launch or update previously launched campaign to increase ridership.

Financial Outlook

Category	Emergency Response	Stabilize	Recovery	Beyond COVID-19
Revenue Expectations	Farebox, sales tax, and bridge toll revenues drop significantly due to SIP requirements. Federal CARES Act funds help make up the resulting gaps. Advocate for additional crisis relief funding for transit at the federal, state and regional levels	Affected revenues start to rise after bottoming out during Phase 1 period. Some instability in results from infection resurges and changing post-SIP guidelines. Staff monitors monthly results to attempt to discern trends. How long do CARES Act funds last the District? Is there a new funding shortfall that develops if no other special assistance develops? Continue to advocate for additional crisis relief funding for transit at the federal, state and regional levels.	Revenue trend is clearly upwards as business and consumer activity increases. The question turns to how long before pre-pandemic levels are reached and the gap after special assistance ends is refilled? Continue to advocate for additional crisis relief funding for transit at the federal, state and regional levels.	What if any permanent changes are there in AC Transit's overall revenue picture due to changes in the overall economy from the pandemic? Do the levels of various revenue sources change relative to each other? Are there new sources being developed? Continue to advocate for recovery funding for transit at the federal, state and regional levels.
Budgeting Actions	Hiring is restricted in anticipation of revenue drops. Increased scrutiny of expenses. Emergency service reductions bring some reductions in fuel and maintenance costs. Operator to service ratio increases and overtime costs decrease. Staff plans for reduced budget actions.	Hiring restrictions continue due to uncertainty about recovery. Staff plans for service recovery but to reduced levels than pre-pandemic. Attrition reduces headcount levels to match service and revenue levels.	Hiring restrictions are eased. As revenue levels rise, staff plans for increased service that fits within projected revenues. Operator hiring can resume as headcount reaches minimum, and then can increase to match service levels. Non-labor costs of service increase. Departments can request and implement new non-critical initiatives.	Service levels rise to "new" normal, depending on regional recovery plans and adjustments made during pandemic that are kept in place. Overall staffing rises as more positions are refilled and operator count rises with service levels. Non-labor costs of service increase. Departments continue initiatives and agency can consider expansion plans or requests.

Innovation & Technology

Category	Emergency Response	Stabilize	Recovery	Beyond COVID-19
Goals Reorganization	Goals Reorganization - AC Transit technological innovations have been around pre-COVID. The pandemic has, however, caused a shift and driven more attention towards them. IT leadership is focusing on fostering idea recognition and rapid experimentation, which enables the teams to focus on their unique, innovative and creative ideas. The priority is recognizing disruptive threats such as the current pandemic and opportunities based on emerging trends—prioritizing the emerging technologies and innovations to help with COVID-19 Situation and enhancing our existing technologies in place with what we learned. Prototyping new solutions and ideas found useful at other agencies through peer exchange meetings. Identify metrics for determining correct information is being distributed to decision-makers.	Review technology results and only keep what is determined as useful moving forward. Optimize and consolidate processes for business continuance with minimal available resources. Seek shared technology solutions with interagency partnerships. Pick the best intermodal mobility options that follow new normals and future needs. Determine plans for healthy employee satisfaction. Automate as much as possible with technology integrations.	Reintroduce proven technologies essential for growth in ridership. Enhance existing conveniences for riders beyond crucial needs. Expand technology solutions to meet newly identified challenges.	Retain technologies with lasting benefits for the District.
Technology Changes	Improve OCC EOC map solutions. Add contactless payment into systems. Optimize operator restroom discovery processes. Deprioritize or pause non-essential work or projects. Provide new public input channels for service reduction. Launch new websites and mobile app to simplify access to important rider information. Custom trip planning solution for adding convenience to ridership while providing new analytics into transfers and future service changes. Relay limited bus occupancy in realtime to waiting riders and trip planning. Use technology to educate riders. Consider temperature testing equipment at all facilities.	Continue discovery for new MaaS innovations. Determine if fareboxes can be permanently replaced with bank less contactless cards. Continue expanding GTFS-RT features to better connect with riders. Consider COVID Shield contact tracing into mobile app, joining California Connected initiative.	Reset cloud adoption plans. Evaluate workplace safety technologies.	

SMART Plan

Review all facilities to ensure that we provide a safe and healthy environment for all AC Transit employees: Temperature Check Stations, Cubical Spacing, Elevator Banks, Bathrooms, Kitchens and Breakrooms, Conference Rooms occupancy limits, Handsanitizer stations through all locations.

Ensure that messaging through the distict helps guide people to SMART practices in the workplace: Reminders to use SMART habits as part of our employee's daily lives, look at SMART limits on areas that people tend to meet – conference rooms, kitchens, elevators banks, floor markings for tables/chairs and standees in elevators, begin taking temperatures daily as part of our normal activities, looking to SMART Ambassadors, establish a SMART Hotline for employees

Establish the goals for both (a) beginning to return employees to the workplace and (b) at what limit will we reach SMART Staffing limits. Since all of our work areas are different, there is no on-size-fits-all approach, but we will look to the following process: Goal of limiting large work spaces to 6 to 8 people per space – including offices. Work floor by floor as many floors shared departments.