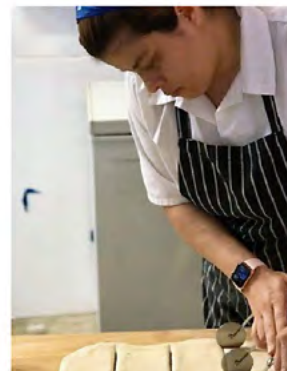
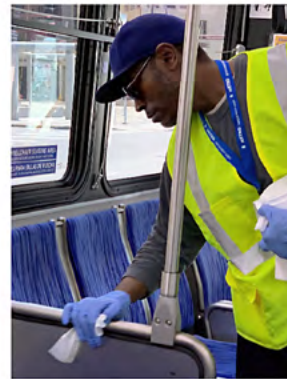




PANDEMIC RECOVERY & IMPROVEMENT PLAN

RECOVERING WITH CARE



COVID-19 has had significant impacts on our normal way of life.

Despite this, these challenges have only made us more resilient, united and stronger as an agency and community. For Capital Metro, this has been an opportunity for us to become more agile, serving our customers' needs in a variety of novel ways. Following the initial outbreak, our agency acted quickly to deploy our operations so that we could support and protect our community as best we could. That diligence has allowed us to respond with care, precision and confidence as the global pandemic and local shelter-in-place orders changed how we operated in March.

This report documents CapMetro's response to the coronavirus pandemic and explains our phased approach to serving our community amid the twin public health and economic crises we find ourselves in. We submit it in the spirit of transparency that is necessary for public agencies everywhere. While our strategic priority during COVID-19 has concentrated on being a 'valued community partner,' our future-focused recovery plan is centered around sustainability, innovation and continued improvement. Through these approaches, we are able to deliver our mission by enabling an engaged workforce to provide a high-quality customer experience.

Our planning process was guided by the need to protect the health and safety of our staff and our community, as well as the financial stability of the agency. CARE is what shaped our decisions:

- **C**reate safe places for staff and customers.
- **A**pply our resources wisely and equitably.
- **R**ely on data for decision-making.
- **E**valuate our results and adapt.

Our first priority was safety, but we also needed to respond to the greatly reduced demand for our services while still providing critical transit to those essential workers and transit-dependent members of our community.

These kinds of decisions aren't easy and they need to be taken with great care, which is why we looked to data for guidance. The data came from many sources: our own ridership, public health authorities, as well as transit industry peers dealing with the coronavirus in different contexts. We've also been in close contact with the Federal Transit and APTA, sharing lessons learned and discussing strategy.

Ultimately, no decision is final. Some choices work well for a time, and when the situation on the ground changes, so must we. Our culture of continuous improvement requires us to be flexible and willing to adapt to events as they happen. Our Guiding Principles of collaboration, adaptability, mission and ownership are what lead the way for us as we strive to serve our community well.

I hope this report proves useful. I am exceedingly proud of the women and men at CapMetro and their response to these world-historical events.

Randy Clarke

President & CEO, Capital Metro





Create safe
places for staff &
customers



Apply our
resources wisely
& equitably



Rely on data
for decision
making



Evaluate our
results and
adapt

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INTRODUCTION

The pandemic has affected all aspects of our lives and transit is no exception. CapMetro ridership experienced a sharp decline and the effects of the pandemic will continue to be felt for the foreseeable future.

Public transit agencies, however, are confronted with the unique task of providing a much-needed mobility lifeline for essential workers while balancing the need for an unprecedented level of safety protections employed to keep transit operators and customers safe during this crisis. Added to that was an uncertain level of operator availability.

The pandemic has caused significant impacts that may continue for months — or longer. As we emerge from the crisis in Austin and Central Texas, this Pandemic Recovery Plan offers a roadmap for the agency to move from improvised solutions that were needed in a crisis response situation to a well-planned path to recovery and improvement.

Task Force-Goals and Objectives

The Pandemic Recovery and Improvement Task Force was formed in early April under the direction and guidance of the President and CEO. The task force includes the executive management team and subject matter experts from different departments and is managed by the Executive Vice President, Planning and Development. The goal is to forge a path

forward from the COVID-19 crisis response phase to stabilization and recovery; and do so with C-A-R-E.

The process resembled an agile roadmap that reflects our values. With **safety** and **equity** as the hallmarks of our response and recovery, we were intentional about applying our resources wisely and equitably and relied on data to drive decision-making and evaluate our results. It was important to continue to learn, share and adapt through this unprecedented crisis.

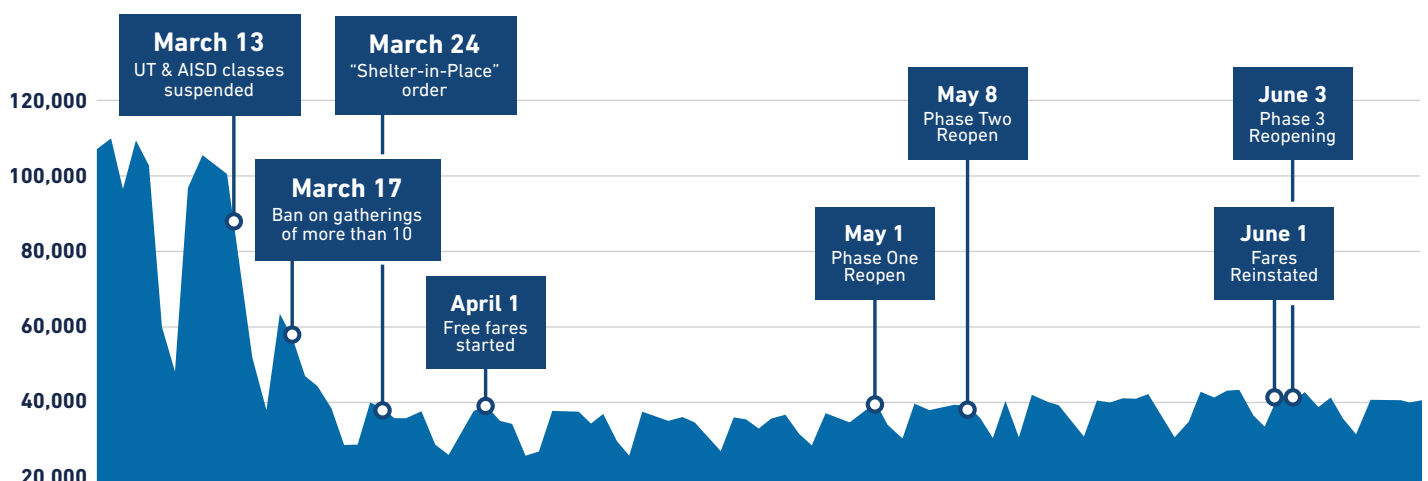
Timeframes

Each of the phases discussed is marked by events related to the COVID-19 outbreak, for example executive orders issued by local and state authorities.

For purposes of this recovery planning process and for capturing all planning and crisis response activities related to the COVID-19 outbreak, the timeframe between March and August was considered as immediate term.

- Immediate Term Actions: March through August

Daily Bus and Rail Ridership Rates : March 2 to June 12



Longer term is focused on activities that position the agency on a clear path for a better future.



- Intermediate Term: August through December
- Longer Term (including Recovery and Rebuilding): January 2021 and beyond

The immediate term is anticipated through August as this period includes continued COVID-19 phase monitoring and response as well as modified/agile service through summer.

The immediate term is followed by the intermediate term, beginning in August and anticipated to be through the end of this year. This period is viewed as the early stabilization and service restoration phase where CapMetro operations will continue to operate with personal protection layers and enhanced precautionary measures in place. The intermediate term is marked by UT's planned reopening of its campus for the Fall semester and resumption of UT Shuttle service. University of Texas at Austin students will return for fall classes with shorter on-campus student presence from mid-August through Thanksgiving. This phase takes into

account a number of factors, including Governor Abbott's executive order on reopening of the Texas economy on May 1st and any associated impacts on travel while combining with local and regional orders that were in effect, including with CDC guidance. More on August service planning can be found in Operations.

Longer term is focused on targeted recovery and rebuilding activities that position the agency on a clear path for a better future. These considerations are based on anticipated outcomes in the intermediate phase.

This plan represents CapMetro's approach to create a structured decision-making framework around many of the 'known unknowns' and uncertainties associated with the response to the pandemic, our process of service restoration and the path forward to a resilient future for transit. Most of these assumptions and considerations will be regularly evaluated and adjusted, throughout the intermediate phase and in the longer term.

COVID-19 ACTIONS

This section references a summary of all key CapMetro internal and external actions in emergency response, service reductions, enhanced cleaning, temperature screening, use of Personal Protective Equipment (PPE) by operators (and customers), broader community messaging on safety and protective measures, and financial impact analyses. CapMetro had an emergency board meeting in March at the onset of COVID-19 followed by virtual board meetings in April and May.

It also includes key internal people and culture policy changes in response to the COVID-19 outbreak such as three-week supplemental sick leave offerings to all employees, remote working guidance and development of a modified flexible work schedule to allow transition into the intermediate phase.

The actions and updates were captured through daily

teleconferences in the first eight weeks during this outbreak and through daily Situation Reports (Sit Rep hereafter). Sit Reps include local and regional regulatory impacts, COVID-19 updates from Austin Public Health, CDC Guidance and operational updates for Bus, Rail and Demand Response services.



Transit in the Immediate Term: The Social Context

To develop an evolving set of best practices for transit agencies, APTA created a Service Restoration Task Force, which concluded that the sequencing of specific actions, agency readiness, service reductions and restoration depends on the risk involved in a community along with local or federal government recommendations.

Unlike a catastrophic event such as an earthquake, a pandemic likely will have various phases in the life cycle

of its spread. Each phase will likely need a different service delivery strategy.

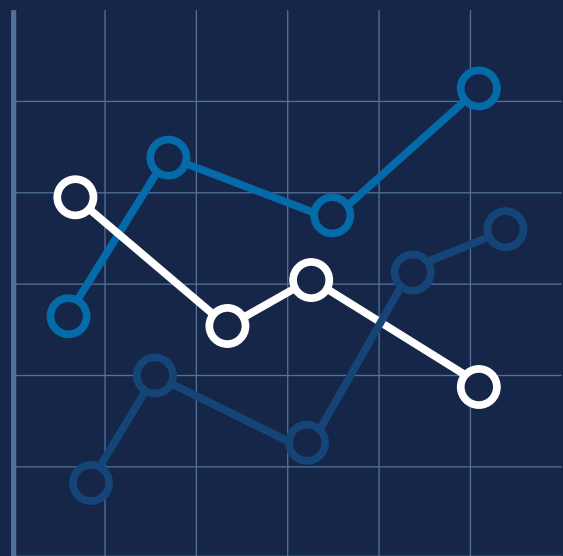
The CapMetro Service Analysis team in the past utilized a static model that accounted for budgeted revenue hours and historical trends for projecting ridership. This was an acceptable model based on typical changes from year-to-year as industry standard elasticities could be used for fare changes, service level adjustments, gas price fluctuations, etc. to project ridership.

COVID-19 suddenly changed the landscape of the entire economy and had specific effects on rider behavior and perceptions surrounding transit that pushed for the development of a more flexible and interactive model in determining service levels and future ridership.

Purpose of Model: Analysis framework with ‘Known Unknowns’

In order to project future ridership for all of CapMetro’s services in the intermediate term, assumptions were made on service scenarios that drew from our social context, and with a phased recovery from the pandemic in mind. The assumptions took into account perceptions regarding transit, teleworking, social activities, key events and other variables that would impact our ridership.

Acknowledging the ‘known unknowns’ and recognizing the ability to predict the future has its own challenges. This model allows the user to change some of these assumptions and see how future ridership might be impacted by those changes. These ridership estimates are utilized to determine appropriate service levels.



People & Culture

This section addresses key actions, provisions and new/updated policies around employees, including communications. Our operational and maintenance staff were on duty every day providing a critical service to our community during this pandemic. The focus of COVID-19 actions were to keep our operators safe as we continued our operations.

People and Culture took the lead in highlighting the contributions of our operators and maintenance employees in moving essential workers and others that rely on transit every day.

The Recovery and Improvement Plan attempts to capture some of the expressions of gratitude from our community that we received and events that were organized as a token of our appreciation.

In addition, there were also a number of other measures taken in this phase.

Work from Home Provisions

CapMetro allowed employees whose jobs did not require them to be physically at work to perform their duties from home starting on March 18. This included the Customer Care Department and Demand Response Reservations. This was enabled with short notice by support from the Information Technology team to provide at home technology where needed such as cell phones and laptops. Employees have continued to be engaged due to increased use of Microsoft TEAMS software for regular check-ins. A survey of managers in April showed that employees maintained or increased productivity levels.

CapMetro offered a work from home educational webinar for all employees to provide tips from an expert in widespread teleworking with Andy Tryba co-founder and CEO of RideAustin and other technology companies. This webinar was well received by the 200+ employees that attended and employees generally found the webinar useful for tips on better virtual interaction and communication.

Modified Flexible Work Plan

People and Culture developed a Modified Flexible Work Plan with a phased approach to transitioning employees who have been working from home to return to the workplace. A task force was formed

representing varying functions within CapMetro that include facilities, safety, security, legal, human resources and contact center leadership. This team is managing the implementation of the work plan to address the following areas:

- Preparation of employees and managers with guidance and training on the phased plan
- Preparation of facilities including enhanced cleaning, designation of employee seating and signposting to allow for social distancing in offices, elevators and walkways, reduction in touch points, and review of HVAC and mechanical systems to ensure readiness.
- Access controls including protocols for safety and health checks, building reception, shipping/receiving and visitor policies.
- Communications to employees of notice on modified work plan implementation, one-on-one discussions with managers, development of individual modified flexible work plans considering childcare and at-risk health concerns and ongoing updates.

Employee Benefits and Leave

- Provided three weeks supplemental pandemic leave for employees in the CapMetro family including all service providers and front-line contractors/subcontractors prior to the federal guidelines.
- Implemented and communicated FMLA and other leave provisions of the FFCRA
- Ensured coverage of 100% health insurance coverage for COVID-19-related treatment for CapMetro and service provider employees.



Efforts to protect staff result in additional protections for customers and vice versa.

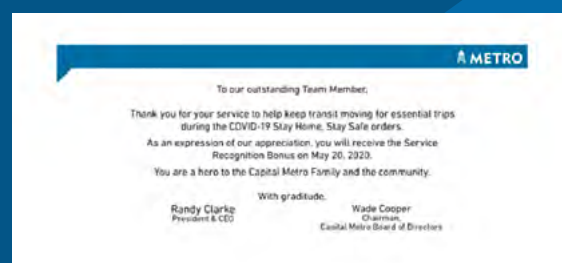
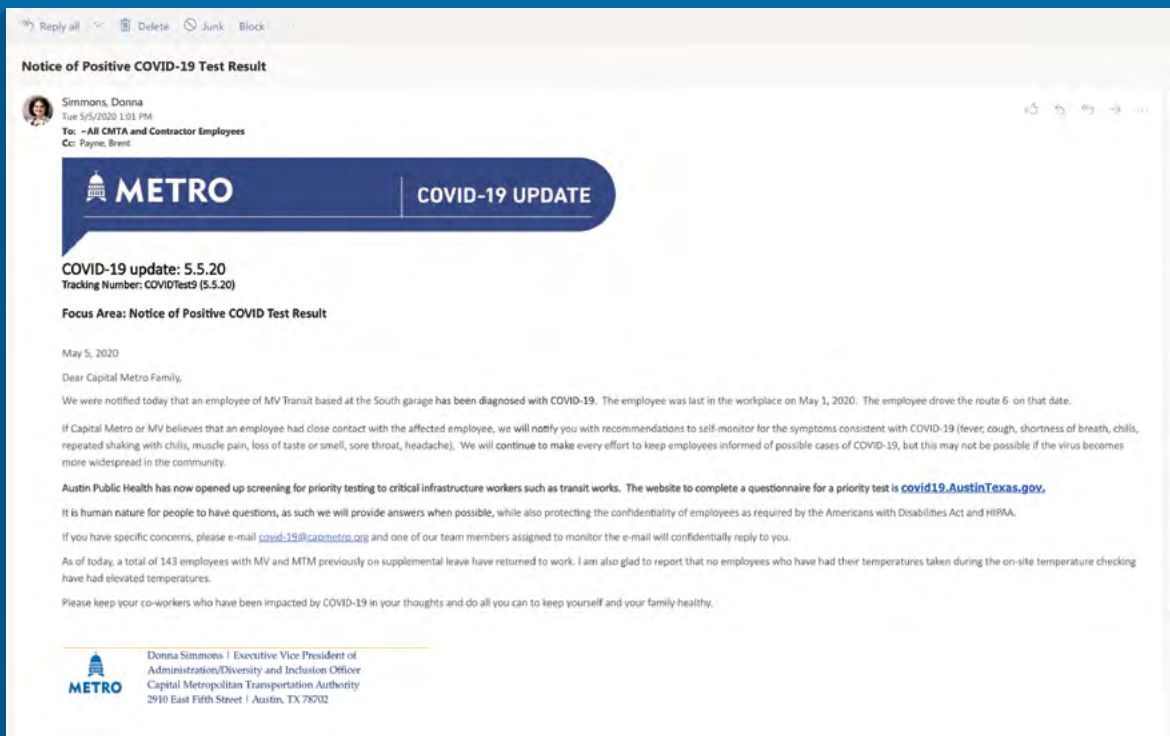
- Updated Employee Emergency Fund policy to make emergency funding available to all employees in the CapMetro family who have financial crises due to COVID-19.
- Organized CapMetro Family Care Team and assembled Family Care Kits for our frontline employees.
- Implemented free childcare through the CapMetro Child Care and Learning Center to front-line employees who qualify for the Workforce Solutions special program during the COVID-19 crisis.
- Continued to provide fitness and wellness support through remote exercise, development of individual work-out plans, free tobacco cessation classes and

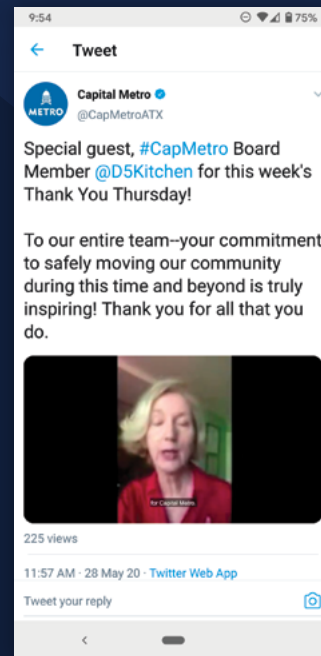
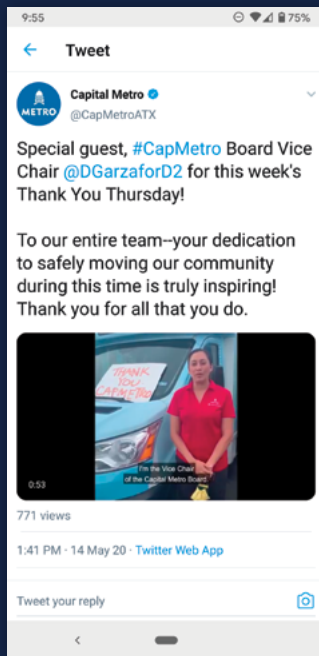
guidelines for setting up ergonomic workspaces at home.

- Promoted employee mental health with EAP and health plan virtual counseling meetings.

Reporting Structure for COVID-19 Positive Cases

As part of our commitment to transparency, we inform employees and the media each time we learn that an employee has tested positive for COVID-19, including the last day in the workplace and bus routes driven, if applicable. This information is reported from each service provider to CapMetro's EVP of Administration, who sends the notification to employees and our public information officer.





Employee Recognition

Throughout the COVID-19 crisis, we have found creative ways to recognize our employees who have continued to provide and support essential transit trips for the community. These included:

- In May, CapMetro funded a Service Recognition Bonus for our front-line employees who worked at least 35 hours per week for up to 6 weeks during the “Stay Home, Work Safe” orders between March 24 and April 30, 2020. These transit heroes received \$150 for each of the week in which they worked at least 35 hours. This included a total of 1,672 employees of MV Transit, MTM Transit, Herzog, Allied Security and CapMetro and total bonus payments of \$1,024,650. Each eligible employee received a thank you note (see image on previous page) from Board Chairman Wade Cooper and President & CEO Randy Clarke.
- Shout-outs by the President & CEO and board members on social media to individual employees for “Thank You Thursday”
- Gathering and displaying thank you messages handmade by children of employee and from the community
- Serving individually wrapped breakfast tacos (maintaining appropriate social distancing) by senior staff

- Videos highlighting operations, custodial, public facilities and planning staff

Employee Communications

From the beginning of the COVID-19 crisis, we emphasized the importance of regular communication with employees throughout the CapMetro family in a variety of ways. This has included fliers, e-mails, weekly updates from the President & CEO, information on TV screens in each facility, weekly virtual town hall meetings, intranet (CapMetro Central) library of COVID-19 documents and resources.

Continuation of Procurement Support

The Procurement Department has been able to continue all planned procurement activities by scheduling virtual evaluation and oral presentation meetings and converting the procurement process to be completely paperless. Procurement staff also processed emergency purchases to obtain PPE and provide other operations support to address COVID-19 issues.

The operations of our bus, demand response and rail services are always performed with safety of our staff and customers as our top priority. Operations during the COVID-19 pandemic have been no exception. In this situation, efforts to protect staff result in additional protections for customers and vice versa. These efforts focus on the use of PPE, the integration social distancing practices and a data-driven approach to determining service levels.

Finance

In preparation for significant impacts on our revenue and increased operating expenses, we took a critical look at our financial resources and focused on applying them in a prudent, wise and equitable manner while prioritizing the safety of our employees and customers. At the very onset of COVID 19, CapMetro implemented certain immediate austerity measures.

Hiring Freeze

All open positions were placed on a hiring freeze, followed by senior management review of positions the agency may exempt from the hiring freeze if deemed necessary for critical operation responsibilities.

Cost Reductions

Capital and Operating projects and budgets were reviewed for cost reductions or to delay the spend during the crisis. This resulted in \$19.6M in cost reductions and deferrals in March 2020 at the start of the lock down period. These reductions are reviewed on an as need basis when necessary for the continuance of operations.

Revenue Loss Projections

The graph below illustrates the monthly revenue loss impacts on fare revenue and sales tax receipts. During April and May, an estimated \$1.9 million of fare revenue was lost each month with no fare collection. The graph estimates monthly losses in sales tax from 10 to 50 percent or \$2.3 to \$11.3 million. CapMetro has run a variety of scenarios for sales tax and fare revenue declines in the financial forecast model. CapMetro's

April 2020 Sales taxes declined 19.6% compared to April 2019 and is \$4.4M below April 2019 Actual Receipts. April was the first full month of COVID-19 lockdown impact and is most likely the deepest decline in the recession. The duration of the recession is still unknown and difficult to estimate. For Fiscal Year to Date April 2020, Sales Taxes Revenues are still favorable and 2.1M or 1.4% above the same period in FY2019. When the May 2020 Sales Taxes are remitted in July, more data will become available in order to estimate revenue losses.

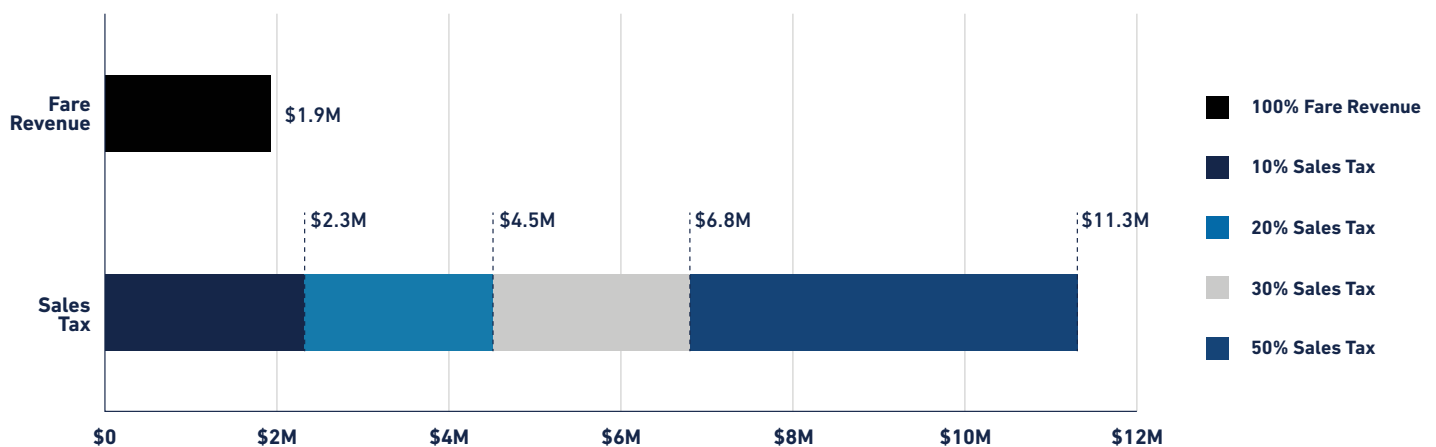
Liquidity

Cash flow and investment maturities are forecasted and analyzed on a continual basis, to ensure adequate cash flow is available to cover cash needs during the revenue reductions.

Budget Scenarios Based on Service Restoration with 'Known Unknowns'

With a recession in mind, we employed a rigorous and fiscally conservative approach in which all capital and operating expenses were reviewed for the current fiscal year while key assumptions were carried forward in the budgeting process for FY2021.

Potential Estimated Lost Revenue per Month



Free Fares

Keeping safety at the forefront, CapMetro implemented free fares for all customers on Bus, Rail and Paratransit services through April and May. Fare-free service helped social distancing by eliminating the need for customers to show their pass, pay the operator or use the farebox. The fare-free period also facilitated rear door boarding and reduced crowding at vehicle entrances. The goal was to protect our operators and customers from close physical proximity to reduce the spread of the virus.

As was emphasized in our customer and public communications, the fare-free period was not meant to encourage any additional ridership. Customers were asked to use transit only for essential trips during the "Stay Home, Work Safe" and Shelter-in-Place phases.

The estimated cost of the fare-free period, based on revenue not collected, was \$3.8 million.

Workforce Aid Pass

In June, CapMetro is offering a fare-free service to customers who are both experiencing unemployment and have been approved for benefits through the Texas Workforce Commission (TWC) during the ongoing public health crisis. The Workforce Aid Pass reflects the core values of our CARE program, continuing our commitment to equity through financial and operational decisions and serving as a community lifeline by helping essential workers find access to job opportunities.

CARES Act

As part of the federal CARES Act, CapMetro received \$102 million to help offset revenue losses and added safety and operations cost due to the pandemic. Additional costs have been incurred for cleaning crews and supplies, PPE, a service recognition bonus for front-line staff, supplemental sick leave benefits and retrofitting buses with vinyl seats and plexiglass shields to protect customers and bus operators.

The screenshot shows a news article on the FOX 7 Austin website. The main headline is "CapMetro to resume fares June 1, offers fare-free service to the unemployed". The article is by Matthew Quick, published on May 21. The main image shows a red bus with the METRO logo. To the right, there is a "Latest News" section with several small article thumbnails, including one about a woman getting a kidney transplant and another about a family of a missing soldier. A "Trending" section at the bottom features a story about a family asking for federal investigation.

The screenshot shows a Twitter thread from Capital Metro (@CapMetroATX). The tweet reads: "Thanks to the CARES Act, we are able to continue serving those that need us most. Thank you to the Delegation & the Administration for prioritizing transit so we can take care of our community members who perform essential jobs or need access to critical services. (1/2)". Below the tweet is a quote box with the text: "Capital Metro is grateful for the work done by the Central Texas delegation in Washington to deliver the support our frontline staff needs in this crisis. We have lost a significant amount of revenue from unrealized sales tax and the necessary drop in ridership. This funding will be used to support our operations, covering costs related to sick time, as well as the extra expenses that come with the enhanced cleaning procedures we've implemented." The tweet has 6 retweets and 20 likes.

Operations

Our COVID-19 service planning was premised primarily on equity and safety considerations as our local bus routes continued to be the mobility lifeline for our community. CapMetro’s MetroAccess service was the first demand response team in the nation to create a partnership to deliver groceries to our most vulnerable populations as well as assist in homeless transports to ISO centers, supporting the City of Austin Emergency Operations Center (EOC).

Routes with consistent ridership during the peak of COVID-19 were due to transit-dependent riders. Keeping the needs of those customers in the forefront, operational resources went first to keep local routes operating with limited express and flyer service. Our service restoration scenario will similarly focus on equity and prioritize local routes with the gradual introduction of other services as demand continues to build.

Safety continued to be another key consideration. CapMetro recognized that our bus operators and other customer-facing staff require more protection than usual to minimize the risk of infection. CapMetro staff, including bus operators, demand response operators, rail conductors and rail engineers, have been equipped with hand sanitizer, gloves (if desired) and masks.

We engaged an expert industrial hygienist to assist with performing a job hazard analysis for many of our customer-facing roles. Using the findings, a program was created making face shields and goggles available to staff. This equipment will provide protection for those instances where distancing is not feasible, for example when securing a wheelchair.

Since April 14, CapMetro has also required a face covering for all customers using the service. CapMetro is providing masks for customers who do not have a face covering. Field supervisors and security officers are equipped with these masks to provide to customers

Clean hands are an important aspect of the fight against COVID-19. CapMetro is installing hand sanitizer dispensers on-board buses and trains and at heavily utilized customer boarding locations.

Social Distancing

To support social distancing among CapMetro staff and our customers, several changes to our operating environment were implemented including:

Key Safety & Operations Changes Since COVID-19

 <p>Enhanced Cleaning</p>	 <p>Temperature Scans</p>
 <p>Face Shields for Operators</p>	 <p>Face Coverings for Customers</p>
 <p>Rear Door Boarding</p>	 <p>Adjusted Service Schedules</p>
 <p>Fare-Free Service</p>	 <p>Meal Deliveries</p>
 <p>Social Distancing Measures</p>	

- Rear door only boarding for all buses during fare-free period
- Fare-free rides in April and May
- Non-shared rides for MetroAccess customers
- MetroAccess in-person eligibility reviews temporarily suspended
- Skip-a-seat decals and signs on all buses and trains to encourage physical distancing on board the vehicle.
- “Distance chains” were put in place on all buses to ensure customers remained adequately spaced behind the operator.
- Starting in May, “distance chains” were replaced by plexiglass barriers at the operator compartment. This put a clear shield between the operator and any customer boarding through the front door.

MetroRail Improvements

Amidst the pandemic’s impacts on our customers and services, CapMetro is hard at work ensuring that our rail infrastructure is in tip top shape. Because of the reduced ridership associated with the pandemic, MetroRail service is not operating late night or on Saturdays. Infrastructure improvement projects that were already underway have been able to take advantage of additional windows for construction due to the service reduction, including construction of the new Downtown Station as well as federally-mandated project to install Positive Train Control system. Additionally, the MetroRail team has identified a package of smaller scale improvements

that will be completed this year to further improve the safety, reliability, and customer experience of our commuter rail service.

Bus Maintenance: Vehicle Configuration and Enhanced Cleaning

Our vehicle maintenance team has implemented several vehicle modification projects as a direct result of the pandemic (many of them have been mentioned in the social distancing section above). However, there are several additional efforts underway to further improve the fleet, including:

- Installation of hand sanitizer dispensers on board all buses and trains. Testing is underway to identify the best units and location for installation.
- Replacing fabric-covered seats on transit buses with vinyl-covered seats. This project began with the use of a new seat covering in new buses received in early 2020. The replacement of seats in the remaining buses has been accelerated, as the vinyl seat is better suited to daily disinfection.
- Installation of additional vehicle stanchions for on-board validators to support all-door boarding and contactless fare collection.
- Installation of communication hardware to facilitate the real-time transmission of vehicle load information. This project will enable us to notify customers on the CapMetro app and dynamic message signs if the bus headed their way is already at or near capacity.







Service Levels

Service levels for bus and rail have been adjusted because of the changing travel patterns in our community following the “Stay Home, Work Safe” orders. CapMetro operations and planning staff continue to work closely to coordinate the service level being offered, carefully balancing available resources (operator availability and vehicles) with anticipated demand in the community.

CapMetro services are currently operating on modified service levels:

- Most routes on Sunday schedules
- Limited trips on Flyer routes
- Additional routes to ensure coverage (214, 228, 271, Sr. Shuttles)
- Rail service on 4-train schedule with a 6-train schedule available if needed.
- MetroAccess operating on Sunday service level 7 days a week
- Pickup operating 10 a.m. to 6 p.m. weekdays only
- Limited Express Bus Service began Monday, May 18, on Routes 985 and 935

These modified service schedules will be in effect until at least mid-August. As additional operator resources become available, we are focusing our attention on supporting social distancing on all local bus routes. CapMetro has established maximum ideal capacity for each sized vehicle, using 50% of the seated capacity as a guide. Operators are instructed to contact the Operations Control Center (OCC) once this threshold has been met, at which point the OCC will issue additional queue buses to pick up more customers.

Service Planning

Our service planning and ridership analysis teams worked 'hand in glove' with operations in developing service plans, and helping to operationalize the plan. Through daily review of ridership, service planning analyzed ridership levels with key on-off locations during first eight weeks of COVID-19 community outbreak. This data helped us understand the nature of the essential trips. With key on/off locations we were able to establish the destinations for these (jobs, grocery, medical centers, etc). We also conducted a safe and socially distanced customer survey at the key on/off locations to get the "human story" behind the data.

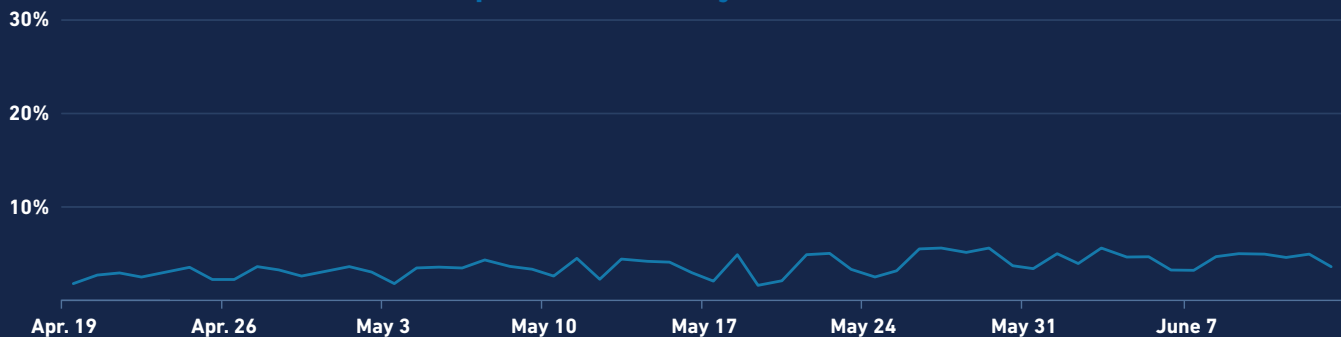
Service planning also monitored and analyzed physical capacity on buses during the intermediate phase with social distancing. Ridership is reviewed and shared daily with senior management and executive staff. Capacity and overcrowding on individual routes are routinely monitored to determine the need for any service adjustments, such as the addition of Q-buses to maintain social distancing.

The Ridership Analysis team reported daily ridership and compared ridership daily and weekly to prepare for service refinements that may be needed in these fluctuating conditions. Boarding data was used to identify trends in:

- Vehicle capacity
- Ridership models
- Handling overflow
- Schedule adjustments

Trip-by-trip passenger loads are analyzed daily. About half of the trips that experience a load beyond 50% of the seated capacity see that load dissipate within a matter of minutes. In fact, we are seeing loads above 50% seated capacity for longer than 15 minutes on just under 2% of the bus trips we operate. This data is used to inform how the OCC plans to deploy queue vehicles to pick up additional customers.

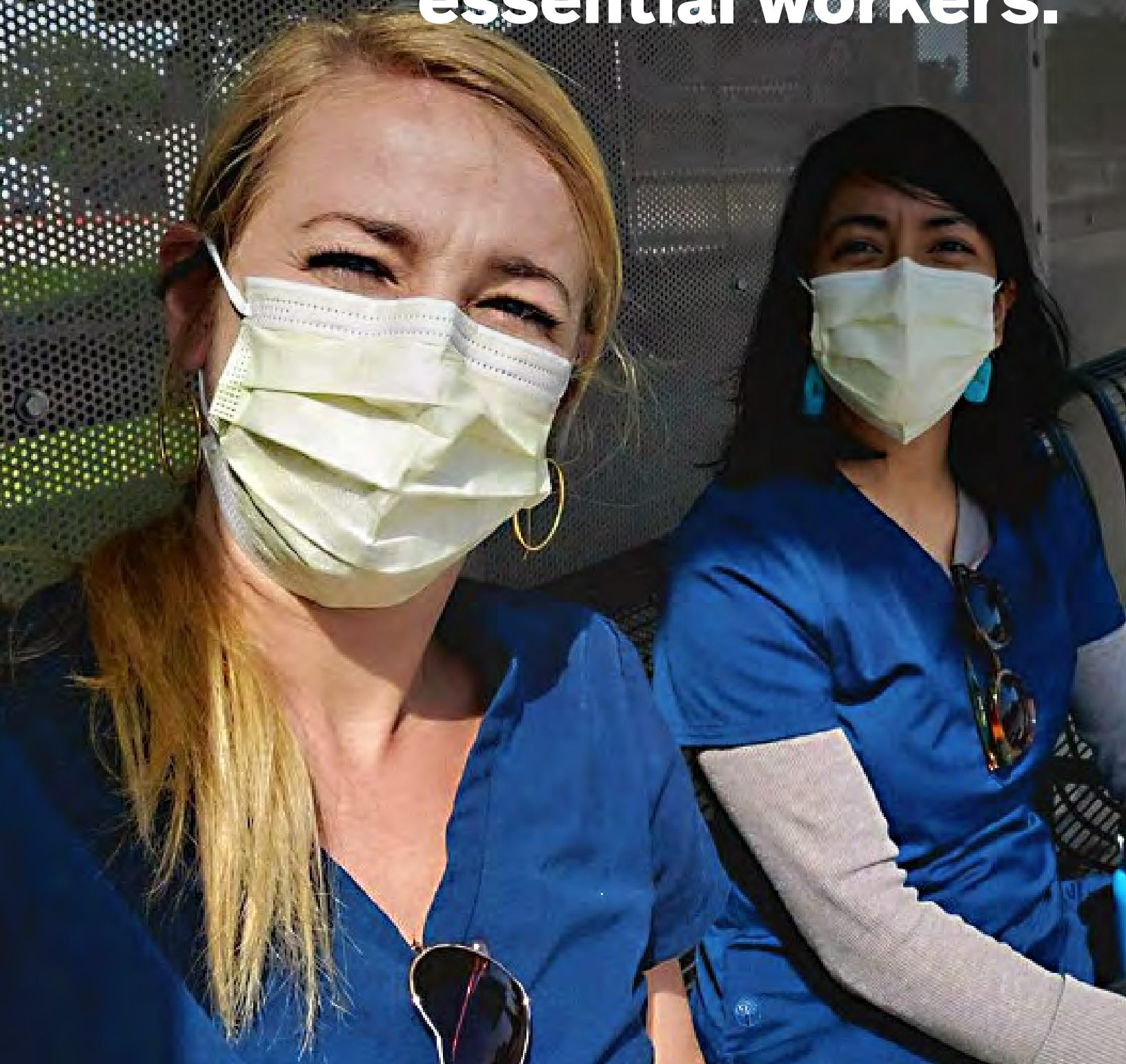
Total Occurrences of Any Route/Trip Where Loads Were >50% Seated Capacity and Experienced for Any Amount of Time



Key Occurrences of Any Route/Trip Where Loads Were >50% Seated Capacity and Experienced for 15+ Minutes



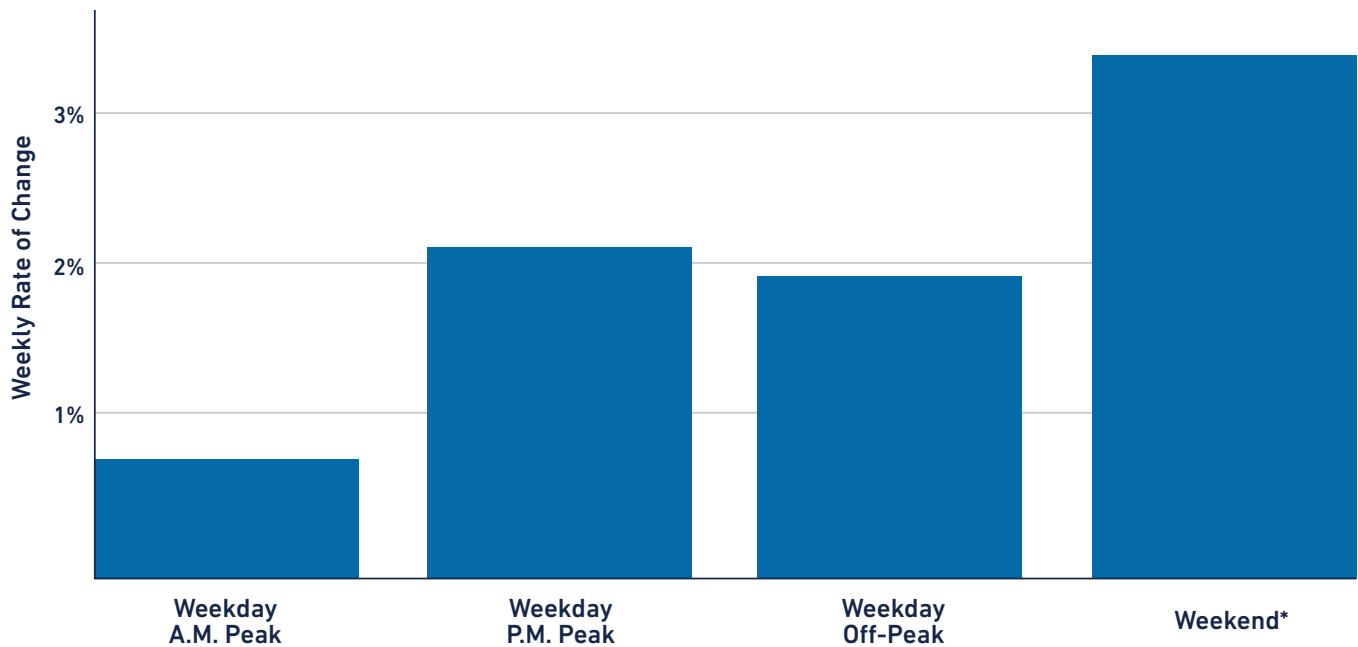
**Operational
resources were used
optimally to support
essential workers.**



The pandemic has caused emotional and economic strain on our lives, but it has given us an unprecedented opportunity to pilot, learn and experiment with public space and roadways. Due to the “Stay Home, Work Safe” order, Central Texas is experiencing a 94% reduction in travel time congestion compared to a year ago. Additionally, when people travel, they are more likely to travel at off-peak times and to places other than work (see chart below). This trend of traveling off-peak is also reflected in our weekday and weekend ridership. Our weekend numbers during COVID-19 were relatively higher relative to weekday-weekend ridership patterns pre-COVID-19.

Austin Traffic Camera Counts

(April 5 - May 7)



*Note that weekend traffic is returning faster than weekday

This has also presented new opportunities for continued collaboration between the City of Austin and CapMetro with the promotion of three programs that target health and build community resilience.

The **Healthy Streets** initiative used cones and barricades to transform neighborhood streets into places that promote walking and bicycling. Permitting only localized traffic creates space for physical distancing while providing mental and physical health benefits. CapMetro worked with the city to ensure that impacted bus routes could service stops along the route and maintain slow speeds that promote walking, bicycling and scooting along the corridors.

During this time the Transit Speed and Reliability Program has also been working with the Transportation Department’s Active Transportation and Street Design team and the Vision Zero Program to develop multi-modal, **complete streets projects** that enhance the pedestrian realm, encourage safe bicycling and improve the connections to transit throughout the city. These design improvements include relocating bus stops to safer crossings and “floating” bus stops that allow bicycles to travel between the stop and the curb.

Finally, CapMetro is advancing a bikeshare partnership, **MetroBike**, with the City of Austin for expanded first and last mile connections. During this pandemic many private mobility operators ceased their operations while the bikeshare program was able to continue to support essential trips. An aggressive sanitization process was put in place by the bikeshare team to increase customer confidence. This partnership will ensure sustainable program funding for reliable transit-supportive mobility options that will move our community closer towards the goals of the Austin Strategic Mobility Plan and Project Connect.

This pandemic has taught us to re-think our assumptions and how we continue to serve the city. Creating spaces that safely and comfortably accommodate more modes will keep us all healthier and more resilient in the face of this change.

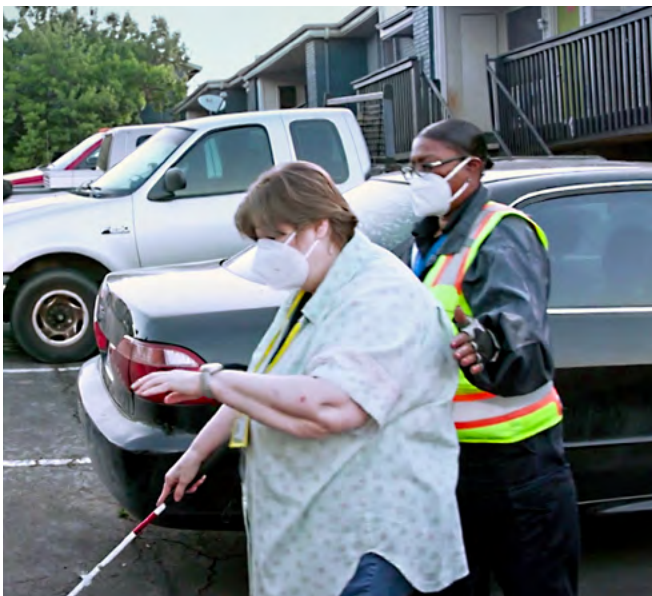


MetroAccess: Demand Response Special Programs

Our MetroAccess customer base consists of many individuals in high-risk categories for complications from COVID-19. As noted above, CapMetro is scheduling non-shared rides to prevent close contact between customers. Two additional efforts are underway in our Demand Response division: managing group care facilities and providing food delivery.

Group Care Facilities

CapMetro works in partnership with the Austin-Travis County Emergency Operations Center and Austin Public Health to ensure the services we provide to group care facilities are appropriate. If a facility sees positive COVID-19 tests among its residents or staff, MetroAccess services will be suspended to reduce the likelihood of further spread. Once the facility is clear of COVID-19, MetroAccess works with facility management to develop a written action plan to ensure the safety of our staff and customers as we reinstate service to that facility.



**We ensure
that our
most at-risk
riders can
get their
basic needs
met safely.**



Food Delivery Programs

CapMetro is using all available resources to help our community in meaningful ways during this public health emergency. With the reduced levels of service being offered, our MetroAccess team has formed partnerships with community businesses to ensure those with the most need receive the food and household goods they need.

CapMetro has partnered with H-E-B, Good Apple and Farmshare Austin to provide 411,959+ meals to the most vulnerable members of the Austin community. Since CapMetro was the first demand response team in the nation to create this kind of partnership, APTA featured us in a webinar about innovations during COVID-19.

Safety and Emergency Management

To ensure the health and safety of our employees, contractors and service providers, CapMetro began a mandatory temperature screening program on April 20. Through a third-party vendor (Baylor Scott & White, via Atlas), temperature screenings were performed by clinicians at North Ops, 2910 E. 5th, and North and South Base paratransit between 3 a.m. and 5 p.m. seven days a week.

Through the All Hands operations support program, temperature scan liaisons were scheduled to assist with queuing, questions and recording any high temperature reads. By May 15, it was determined that the process did not require All Hands assistance and that responsibility was passed to the third-party clinicians and service providers. In nine weeks, only three high temperature scans were recorded by the clinicians. A policy determination in favor of continued temperature scans was made at the time of preparation of this report. A combination of third party temperature scans and self scans will be put in place with contactless technology and appropriate monitoring.

Personal Protective Equipment for Staff and Customers

In partnership with Procurement and the All Hands program, Safety

Risk and Accessibility (SRA) inventoried and distributed PPE to all administrative staff not working remotely between the first "Stay Home, Work Safe" public health order on March 23 and the phased return to the workplace underway now. As part of the larger PPE distribution that included frontline staff, administrative staff were included among the 28 PPE distribution groups, each with a manager point of contact.

Following a generous 40,000 surgical mask donation from the Austin Emergency Supply Foundation on April 17, as part of the All Hands program, a Customer Mask Distribution Pilot was developed. The goal was to get as many 50-count boxes of surgical masks into the field so that they could be provided to any customer lacking access to a face covering. These were distributed to every MV and MTM operations supervisor,

placed in every MTM and CapMetro Security vehicle, provided to the All Hands temp cleaning crews with their supplies, issued to every Herzog conductor, every CARTS vehicle in CapMetro service, and given to the Transit Store.

The feasibility of installing 50-count boxes on each fixed-route bus was initially explored but following internal discussions and peer research, it was determined that the issue of customers without face coverings was not large enough to justify the cost and effort and there was no practical way to keep the masks sanitary after they were installed on board. Operations continues to monitor the number of mask incidents and will update the program accordingly.





All Hands Program

The All Hands Program was developed to reassign administrative staff with the bandwidth to operations and customer support roles. Starting March 25, CapMetro staff served as mid-route vehicle cleaners at Republic Square. The following week, staff were placed in supervisory roles following the hiring of temp crews and expansion of the program to Tech Ridge, North Lamar Transit Center, South Congress Transit Center and Westgate Transit Center. CapMetro staff also served as supply runners, processed timesheets and resupplied and inventoried the All Hands supply room.

In April, All Hands expanded to include a variety of operations and vehicle maintenance support duties including driver distance chain installation, face covering and physical distancing decal installation, and operator mask pack assembly and distribution. Shifts were made available to distribute and hang operator appreciation posters and staff operator appreciation meals and snacks in break rooms.

The program has exposed administrative staff to a variety of operations needs and, like the ACL and SXSW Ambassador programs, has served as a way to build camaraderie among members of different teams.

All Hands also provided community support with 375 hours of MetroAccess food care kit support for the Central Texas Food Bank and Good Apple programs. In the coming months, the program will serve as site

support for MetroMusic performances. Long-term, All Hands will be the brand for all CapMetro staff operations and site support duties, replacing the Ambassadors program.

As of June 3, All Hands has provided 7,500 hours of service to front-line staff, customers and the community. Midday cleaning duties will be transitioned to Bus Operations, to ensure robust vehicle cleaning and a presence for our frontline staff and customers. Additional, heavier overnight cleaning that includes electrostatic misters will continue to be performed by MV and MTM following the wind down of the employee-focused All Hands program.

PPE Sustainability Post-COVID-19

As the first step in the development of a sustainable PPE inventory program, in response to the immediate COVID-19 crisis, CapMetro staff established a short-term supply chain for PPE and developed instructions for inventory, distribution and use. The COVID-19 crisis has reinforced the agency's need for a reliable, sustainable source and inventory of PPE. 30 days is a reasonable level of inventory to commit to as a baseline.

SOPs for efficient, safe use of PPE by CapMetro staff and contractors will ensure responsible drawdowns of the stockpile. Continued SRA coordination with Procurement will ensure appropriate lead time for re-ordering supplies.

LOOKING BEYOND

It is important to note that the ridership loss in Austin was less than larger transit systems in major metro areas.

This difference has not yet been studied fully to draw any meaningful conclusions. But, it is likely that the level of transit in Austin and Central Texas is inadequate for a region of its size with a larger number of transit-dependent and transit-sensitive populations depending on it.

This trend relates well to the need for Project Connect & CapMetro's System Planning Process. The plan was able to gain tremendous public support and stakeholder consensus and was approved unanimously by the Austin City Council and CapMetro Board Joint Meeting on June 10.

Customer Technology System Updates

Staying laser-focused on health and safety of our customers and to better prepare for a potential second wave, we are scheduled to implement a phased contactless fare system to minimize interaction and touch points. A fare equity study with Phase I will be conducted to ensure that this would not become a barrier to any segment of our community.

As noted in this report, two of the immediate strategies undertaken to reduce potential spread of COVID-19 included rear-door boarding and the





This trend relates well to the need for Project Connect.

temporary suspension of fare collection. With the implementation of appropriate safety measures (operator barriers, face coverings, social distancing) we have been able to reinstate all-door boarding and fare collection. The short experience with all-door boarding and less physical contact has furthered our resolve to implement a system that will allow for contactless payment and support equitable fare options for our customers with the greatest need. The installation of on-board validators (expected to be complete in 2020) will enable contactless payment on all buses. Efforts are underway to accelerate our plans to implement upgrades to the back end system to promote contactless payments through the use of smart cards or the mobile app, as well as features to allow cash-only customers to easily load funds onto their account to take advantage of fare capping programs and pass discounts.

The key takeaway from all of this is that the Austin community is ready for better transit. And CapMetro is looking forward to taking the community where it wants to go.

It's go time!





For the most up-to-date information on Capital Metro's response to COVID-19, please visit:

<https://www.capmetro.org/covid19>

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