

# REBUILDING THE TRANSIT AGENCY FINANCIAL TOOLBOX FUNDING, FINANCE & ECONOMICS WORKING GROUP APTA RECOVERY & RESTORATION TASK FORCE

## WHAT WE HEARD FROM OUR SURVEYS AND INTERVIEWS WITH APTA MEMBER AGENCIES



### NEW FUNDING CHALLENGES

CARES Act funding has been instrumental in helping agencies weather the initial crisis, with FTA a much-appreciated funding partner. However, additional federal assistance is needed for recovery, combined with changes in current FTA funding policies to address new challenges in a COVID-19 environment due to:

- ✓ **Cash Flow:** Funding from the FTA requires agencies to incur costs, then submit for reimbursement. This presents cash flow challenges for agencies whose funding streams are deferred due to COVID-19.
- ✓ **Capital Cost Increases:** Capital investment projects may receive federally funding but are 100% responsible for overages since COVID-19 due to:
  - Compromised supply chains
  - Construction costs increasing due to delays and to preventive measures to protect the health of labor

### AGENCIES HAVE TAKEN SIGNIFICANT ACTIONS TO MITIGATE THE LOSS OF REVENUE

1	Organizational modifications / efficiencies
2	Creating champion programs for employees to acknowledge their service
3	Service adjustments – looking through an equity lens and need of essential workers
4	Funding and Financing adjustments - refunding and restructuring existing debt
5	Innovative monetary partnerships

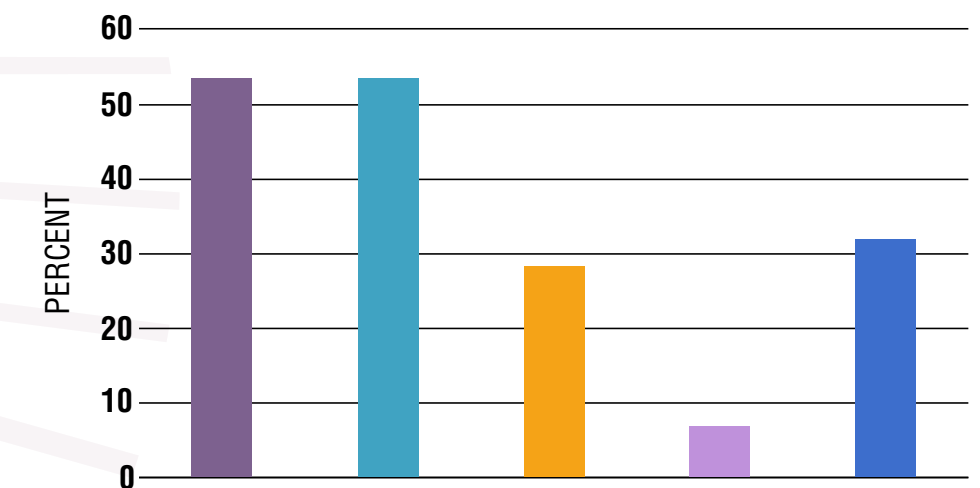
## APTA leads public transportation in a new mobility era, advocating to connect and build stronger communities.

Providing public transportation that supports the social and economic recovery and stability of our communities will ensure that our transit landscape is equitable, resilient, sustainable and adaptable. Our vision of the transit landscape will use innovation and thought leadership to create a roadmap that embraces partnerships to set the bar for new standards of service. Our customers will trust public transportation to be clean, safe, comfortable and reliable. North American communities will emerge stronger with access to public transportation that is inclusive of mobility options for all.

### RECOVERY STRATEGY

- ✓ **Mobility Integration.** Transit providers to lead as integrators of mobility and multi-modal transportation choices for a seamless customer experience.
- ✓ **Affordable housing.** Transit facilitates affordable housing connectivity and contributes to the reduction of the homeless population by providing access to more jobs
- ✓ **Private sector partnerships.** Transit helps connect business hubs (offices, storefronts, and activity centers) and reduces access hurdles as the national economy recovers.
- ✓ **Healthcare.** Transit provides connections to medical facilities and healthcare providers, with some trips paid for by healthcare /medical industry partnerships.
- ✓ **Food delivery.** Transit is used to transport food for the those in need
- ✓ **Access Equity.** Transit offers free wifi and wifi hot spots
- ✓ **Transit agencies as businesses and community partners.** Large agencies employ thousands of people. Economic recovery includes the agencies themselves.
- ✓ **Community partnerships:** Transit agencies partner with cities, MPOs, and other advocacy organizations to reactivate cities and make them more transit friendly
- ✓ **Workforce development programs.** Transit economic growth via workforce development
  - Internal to agency – workforce development, e.g., trades trainings, internships, rotational programs, etc.
  - External to agency – partnerships with universities, trade schools, colleges for transit-specific roles in management, maintenance, operations, accounting/finance, planning, analysis, etc. Promote getting GEDs, outreach to veterans and homeless programs

### HAS YOUR AGENCY UNDERTAKEN CHANGES TO RECONFIGURE AND/OR MODIFY EXISTING SERVICES? PLEASE INDICATE WHICH OF THE FOLLOWING APPLY. (CHECK ALL THAT APPLY)

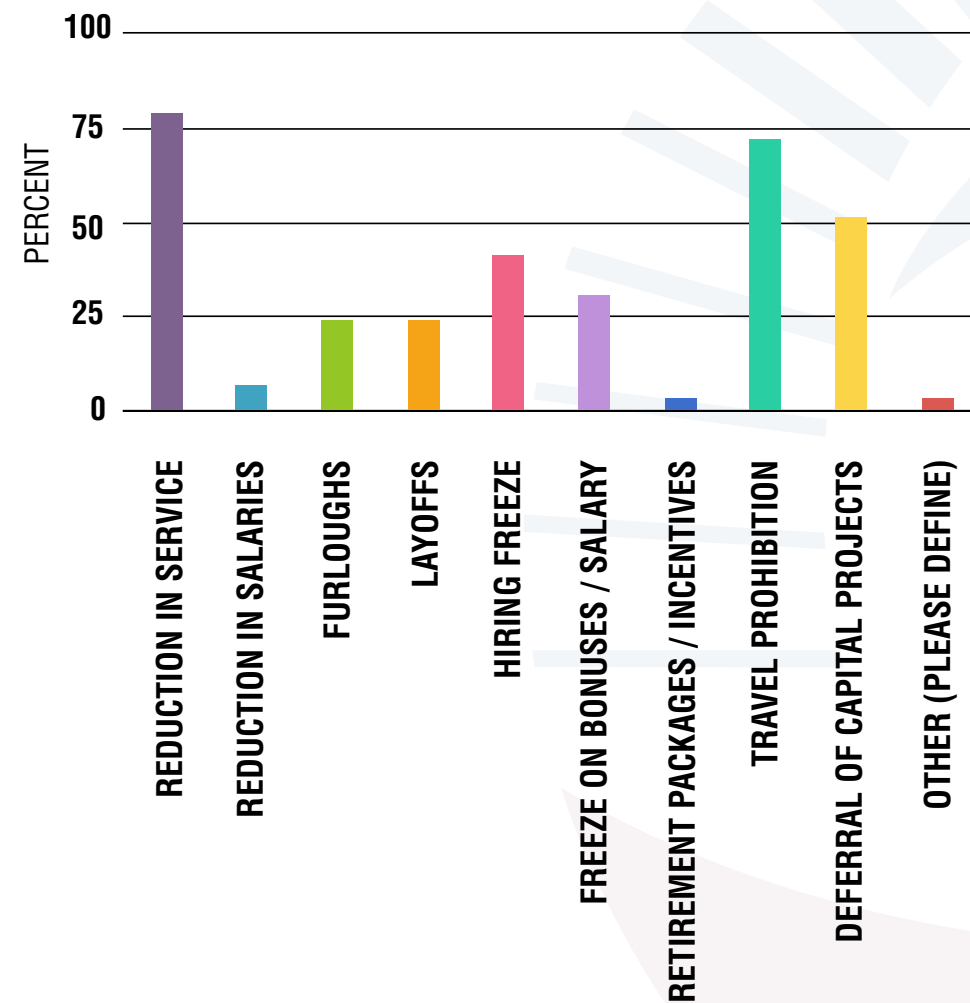


VALUE	PERCENT
Reconfigure bus routes	53.6%
Reduce headways on high-demand bus routes and increase headways on low-demand bus routes	53.6%
Replace fixed route bus service with agency-operated mobility-on-demand service	28.6%
Increase consist size on high-demand rail services	7.1%
Other (please define)	32.1%

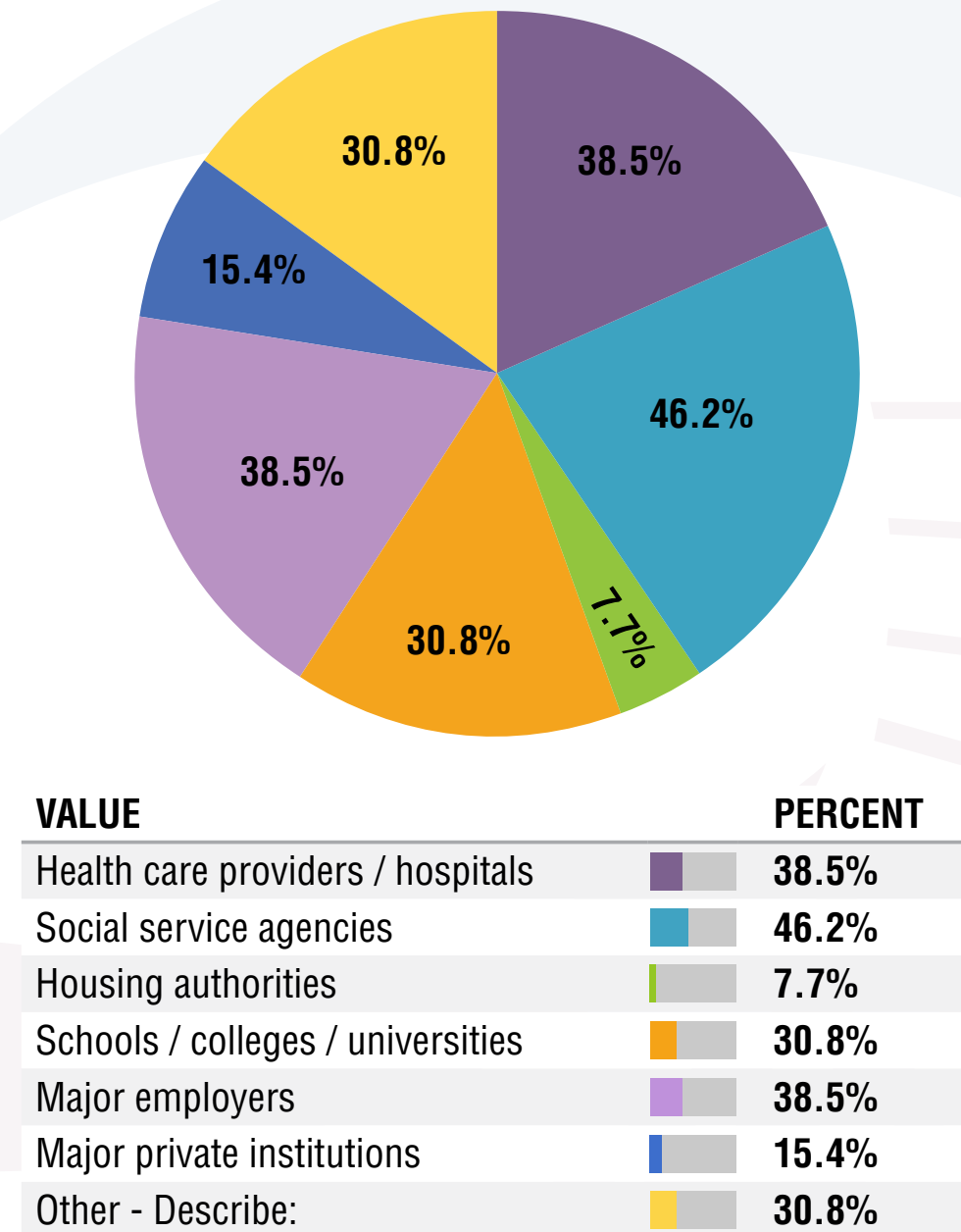
# APPLYING LESSONS LEARNED FROM COVID-19 TO THE FUTURE

## TRANSIT AGENCIES RESPOND TO COVID-19 BY

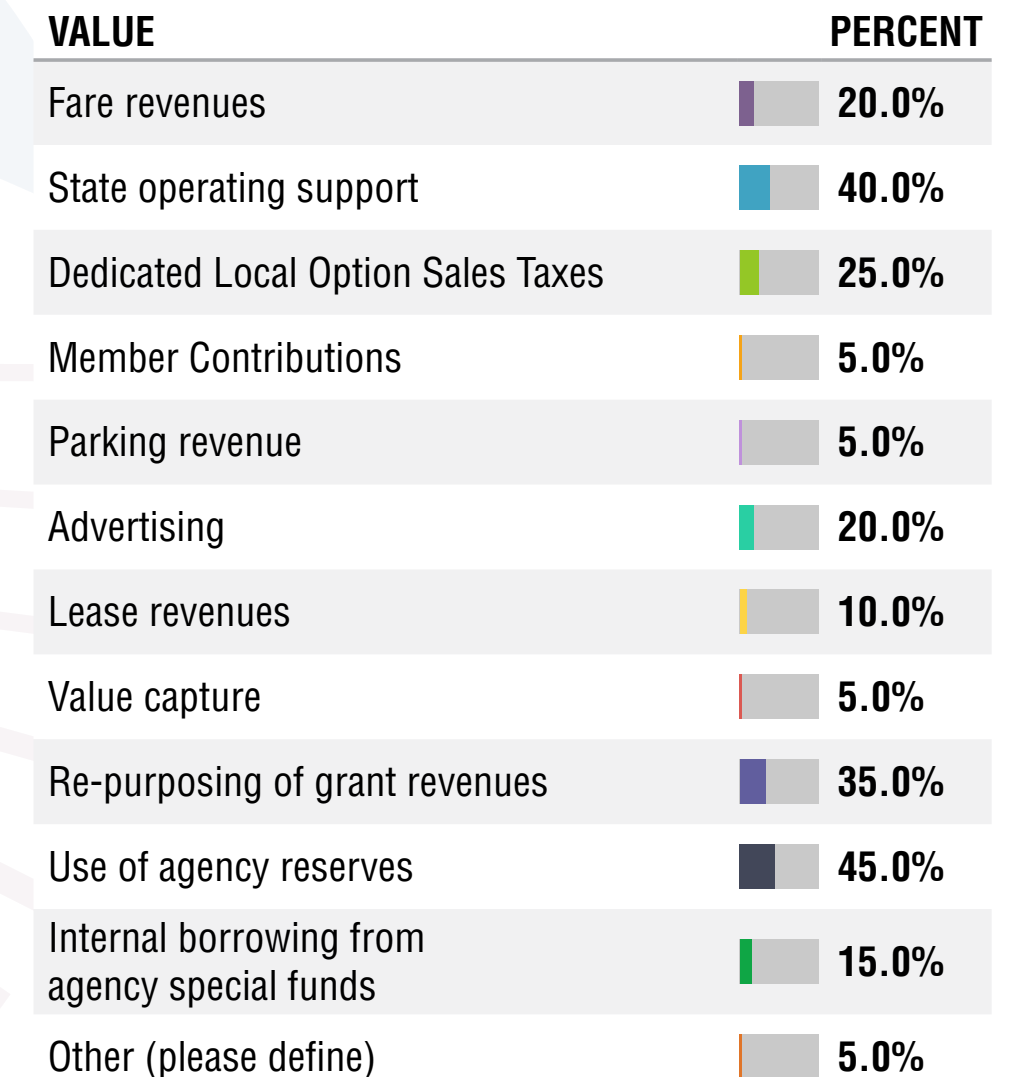
### INSTITUTING SERVICE MODIFICATIONS AND COST CONTAINMENT MEASURES



### DEVELOPING NEW PARTNERSHIPS WITH OTHER PUBLIC/PRIVATE AGENCIES TO SUBSIDIZE SERVICE



### SECURING AND/OR EVALUATING INCREASING REVENUES FROM EXISTING SOURCES



# FUNDING, FINANCE, ECONOMICS WORKING GROUP TRANSIT LEADERSHIP IN THE POST-COVID-19 MOBILITY LANDSCAPE

## APTA RECOVERY AND RESTORATION TASK FORCE

### TOOLBOX RESOURCES FOR LONG TERM RECOVERY

**Advertising Revenue Partnership** - SEPTA and Penn Medicine established a partnership that will result in the Regional Rail station known as University City Station becoming Penn Medicine Station. ([Click Here](#))

**Asset Revenue** WMATA has sold 13 football fields' worth of space at its parking lots and garages in the District and Prince George's County for a solar power project worth up to \$50 million over 25 years. ([Click Here](#))

**Housing & Development**- AC Transit has engaged in meal delivery to assist volunteer entities. Their paratransit program is delivering food for Meals on Wheels whose COVID-vulnerable senior-age drivers were not able to do so ([Click Here](#))

**Community Access Equity** - San Antonio's VIA has engaged with citizens who lack internet access by conducting interactive town hall meetings by telephone. ([Click Here](#))

**Community Stewardship** UTA has loaned unused Vanpool vehicles to Salt Lake County for use for transporting non-COVID-positive patients to health care facilities and for food delivery.

**Patient and Essential Worker Service** - MTA student meal delivery to touch points and route adjustments for respiratory care facility patient and essential worker transport outside of service area

**Paratransit partnerships** Pace Suburban Bus has partnered with taxi companies to provide physically distanced rides, at a lower cost, to agency and taxpayer.

**Expediting Capital Program** Memphis Area Transit Authority is advancing its five-year program of demonstration projects to year one of the program to support of local efforts to create jobs and aid the recovery.

**Medical Delivery/Supplier Chain** JTA partnered with Mayo Clinic Florida to use its autonomous vehicle test fleet to deliver essential medical supplies during COVID-19 ([Click Here](#))

**Build Upon Existing Private Sector Partnerships to Expand Mobility Options.** LA Metro has relied upon Via, its private mobility partner, to provide additional service recognizing that this relationship gives Metro greater service flexibility in times of uncertainty. Metro is also planning to expand its Bike Share programs, focusing on areas where low-income residents and marginalized communities live and work. ([Click Here](#))

**Reevaluation of Service** Denver RTD has accelerated its Reimagine RTD initiative, a two-year effort to evaluate and forecast the changing transportation needs and determine what services it is uniquely qualified to provide, and which are better suited for others to deliver. The Board has also partnered with State officials to form an RTD Accountability Committee to provide feedback and recommendations for improvement. ([Click Here](#))

**Incorporating Equity into Decision-Making** Port Authority of Allegheny County has expanded the criteria in its PAAC Equity Index to assure that changes in service incorporate the mobility needs of disadvantaged populations. ([Click Here](#))

**Multi-Faceted Recovery Framework** Southern California Regional Rail Authority (Metrolink). Adopted a 5-part Recovery Framework incorporating Health and Safety, Operational Transparency, Triple Bottom Line (EEE), Optimizing Operations, and Sustainable Financial Performance. Metrolink has initiated new fare programs including a "Kids Ride Free Weekends" program to provide an affordable option for family travel. Children 17 and under ride for free on Saturdays and Sundays when accompanied by a fare-paying adult. To address the needs of pass riders, SCRRA instituted a Telecommuting Pass, which gives more flexibility in the period within which rides have to be taken. ([Click Here](#))

**Door-to-door mobility options for essential workers** Pinellas Suncoast Transit Authority (PSTA)- initiated an Essential Workers Program for employees who rely on the bus, but because of their reduced bus service, were no longer able to reliably get to or from work. PSTA partnered with TNCs and taxi companies to provide mobility options for essential workers. ([Click Here](#))

**Monterrey-Salinas Transit (MST)** – MST restored service by identifying where it could accomplish the most good for its diverse stakeholders, including the agriculture and hospitality industries, military bases, community colleges, school districts and health-care providers. The agency then provided temporarily idled wi-fi enabled commuter buses to serve as hot spots in rural areas, transportation for homeless veterans, medical transportation for the disabled community, and training for at-risk youth. It also converted buses into mobile COVID-19 testing facilities to get testing capability out to agricultural workers in the fields. ([Click Here](#))

**Rabbitransit (Central Pennsylvania Transportation Authority)** –has partnered with the local healthcare systems to assist with transportation to COVID testing sites and quarantine locations for individuals who are homeless or in temporary housing. ([Click Here](#))

**Rock Region METRO (METRO)** – METRO capitalized on a planned microtransit service expansion and same-day wellness trips new service concept by testing a small pilot program with the University of Arkansas for Medical Sciences, a teaching hospital and Level 1 trauma center. METRO drivers work with case managers to transport patients from clinic to clinic within the UAMS campus as well as transport a small number of patients to and from medical appointments. METRO also partnered with the City of Little Rock, Arkansas Hunger Relief Alliance, the Clinton Foundation and others to provide students meals while in-person instruction was suspended. ([Click Here](#))

**New Real-time Crowding Information Tool** The MBTA is providing real-time bus crowding information through its own digital rider tools (website, e-ink signs, etc.) and in [official open APIs](#) that third-party smartphone apps (such as [Transit App](#), the MBTA's endorsed app) use to give info to riders. MBTA launched a real-time crowding information pilot for nine of its busiest bus routes in June in response to the pandemic. It has since expanded coverage to most routes. At launch, the MBTA was the largest U.S. transit agency to make real-time crowding information available for local buses to customers, and MBTA is planning to publish recent subway crowding trends to help rail riders plan their trips too. ([Click Here](#))

**Accelerated Capital Work and Project Improvements during the Pandemic** As part of the MBTA's \$8 billion [Building a Better T Program](#), the MBTA spearheaded a new strategy of using 28-day extended closures on the [Green Line](#), and 14-day closures on the Blue and Red Lines to advance critical state of good repair work. On September 1, the [Baker-Polito administration toured the Green Line E Branch](#) to highlight these improvements, which will reduce service disruptions and ensure a better experience for not only our riders but drivers, bicyclists, and pedestrians in the communities we serve.

**Customer Trip Planning to Encourage Transit Use** - Port of Alleghany County created Room 2 ride: Rolling average – passengers can take the trip they want that is the least busy or works for their schedule to know how many folks are riding ([Click Here](#))

#### APTA Mobility Recovery and Restoration Task Force, Subgroup on Transit Leadership in the Post-COVID-19 Mobility Landscape, Kimberly Slaughter, Co-Chair

**Chair** Janet Gonzalez Tudor, *Director, Transportation Consulting Services, HDR*  
Jameson Auten, *VP Regional Service Delivery & Innovations, Kansas City Area Transportation Authority*

Julie D'Orazio, *SVP National Market Leader Transit and Rail, WSP USA*

#### Resources –Task Force Advisors

Ivan A. Rodriguez, *Director, Government & Industry Affairs, & Policy Advisor to the CEO, Jacksonville Transportation Authority*

Sharon Greene, *Managing Principal, InfraStrategies LLC*

Andrew Brennan, *Sr. Director of Energy & Environment, Massachusetts Bay Transportation Authority*

Flora M. Castillo, *CHIE, President, Pivot Strategies, LLC*

