

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

Action Information

MEAD Number:
202182

Resolution:
 Yes No

TITLE:

Covid-19 Recovery Plan & Budget Update

PRESENTATION SUMMARY:

Staff will provide the Board with an update on WMATA's Covid-19 recovery efforts, including service restoration plans, impacts to the budget, operations, and capital project delivery.

PURPOSE:

This presentation communicates the current status, next steps and anticipated impacts associated with WMATA's Covid-19 recovery efforts.

DESCRIPTION:

This presentation provides the Board with updates regarding how Metro is addressing Covid-19 for customers, employees, and project delivery.

Key Highlights:

- The jurisdictions in the region are moving forward with phased reopening plans, however, many restrictions remain in place and non-essential travel continues to be discouraged
- Metro's top priority remains the safety and well-being of our workforce and our customers
- WMATA is in the Stabilization phase of our recovery plan; preparations have begun for the Managed Re-Entry phase during which 70-80 percent of normal service levels are expected to be restored
- The FY2020 operating budget, despite substantial fare revenue losses, will be balanced with CARES Act funding
- Updated FY2021 financial performance indicates significant impacts on fare revenue which are being managed by reducing operating expenses and controlling subsidy requirements through the use of CARES Act funds
- While some capital projects are delayed due to COVID-19 impacts, Metro is accelerating other safety and state of good repair work, with the net result that overall capital budget performance remains on target

- Platform Phase 2 reconstruction on the Orange Line in Virginia is progressing well

Background and History:

Strategic Approach

Metro is powered by its employees and their wellbeing is our top priority. For their protection during this pandemic, we implemented changes to work schedules and practices to reduce their risk of exposure to the corona virus. To protect our customers, while providing transportation for essential trips, we decreased service to align with stay-at-home policies and suppressed ridership by reducing bus service to Sunday levels during the week; decreased rail frequency, closed the lowest ridership stations, and launched a public information campaign to encourage use of Metro for essential travel only.

In coordination with federal, state, and local officials, as well as public health experts, Metro is preparing for multiple contingencies and a phased recovery. We are sharing best practices and monitoring actions of peer transit agencies domestically and internationally. The planned service recovery levels are based on various workforce availability scenarios and anticipated customer social distancing. While ridership demand is difficult to predict for the next 12-18 months; our goal is to increase service in stages, ahead of demand, to maintain social distancing for customers to the extent possible.

Each stage of the recovery plan addresses twin priorities: protect Metro's workforce and protect customers. The nature of Metro's large operation provides a challenge to quickly increasing capacity. It takes more than two months to develop new service plans, draft daily schedules that connect buses and trains, implement the operator assignment process ("pick") for 4,000 employees under the collective bargaining agreement, modify information systems, and give employers and riders notice of service changes. Recognizing the required advance work, staff is pre-planning three basic levels of service that can be implemented in response to changing conditions in the region. Metro must predict when the region will be ready for increased service and prepare to deliver that service in advance of rider demand.

Social distancing cuts effective capacity by approximately 80% on railcars and buses (reduced to approximately 20-25 people per railcar and 10 people per standard bus), implying the need for five times the level of service to carry the same number of customers as under normal service conditions. While Metro will use these guidelines to inform the timing of service increases, optimal distancing will be challenging even when accompanied by regional efforts to stagger worker re-entry.

Customer Research

Metro has been regularly surveying rail and bus customers to understand their concerns and preferences during the pandemic. We have also reached out to

employers through business leadership organizations, a special website, and surveys, as well as our own SmartBenefits employers, to anticipate demand changes from return to work plans.

Ridership remained largely unchanged in May, as customers continued to travel largely for essential trips to work, food stores, pharmacies and medical appointments. However, both rail and bus customers reported more travel to see and care for family and friends in May, as well as for leisure activities in warmer weather. Customers who ride bus only report making fewer trips during the pandemic, but nearly half are still riding – with two out of three riding three times per week or more. Bus customers who have continued to ride during the pandemic tend to have lower household incomes (69% report <30K), and are more often minorities (82% identify as African American).

One in four customers who use rail, or both rail and bus services, are aware of Metro's recovery plan and most favor the plan. Metro is developing communications campaigns throughout all of the communities we serve to increase awareness of the three-phase plan, as well as new safety protocols to protect the wellbeing of employees and customers.

Survey results from SmartBenefit employers confirm that the recovery plan's timing is consistent with the phased re-entry plans being developed for many commuters. While three in five employers report no return-to-work plan, those who do are reporting dates later than August and point to the work they are doing to create safe work environments for employees to maintain social distancing as the number one reason for the timing.

The wmata.com/returntowork website has received input from more than 40 regional businesses and agencies, the majority of whom (80%) report return to work plans later than August. Survey respondents, website data, and government agencies are all advising Metro that they anticipate phased returns to the workplace, with staggered days, hours, and extended telework as central to their social distancing plans.

Metro continues collaborating with business community leaders planning for recovery and regional resilience through the DMV Covid-19 Strategic Renewal Task Force, which includes 45 organizations across government, academic, commercial and community groups. Separately, collaboration is also underway with the Greater Washington Partnership, Federal City Council, Tyson's Partnership, and local chambers of commerce and business improvement districts.

Service Recovery Plan

As riders begin to return to workplaces and the region's leaders relax stay-at-home policies, three pre-planned service levels -- Stabilization, Managed Re-entry and Recovery -- have been developed to provide as much service as possible within Metro's anticipated workforce availability. Stabilization is the

current phase of pandemic service, with some improvements in bus service effective in June 2020. Managed Re-entry and Recovery service plans are subject to regional developments this summer and fall.

Stabilization Service Plan

Metro anticipates a gradual increase in total travel demand during this phase. Non-essential work travel resumes on a limited basis; restaurants, bars and evening activities are likely to remain restricted, and large social gatherings and events are prohibited. Most schools and childcare facilities will remain closed. Within this service plan, there is some ability to increase service, particularly for rail, as warranted by the relaxation of stay-at-home orders.

Metro has implemented this service plan and we are making adjustments this month to improve route efficiency and reduce crowding. Stabilization service maintains similar or better service to what existed in May, but schedule changes for the workforce make it sustainable and predictable. Service patterns during the Stabilization phase represent approximately 35% of normal peak service.

Metro is implementing changes to Metrobus to provide additional trips on certain lines to address areas of known crowding. Specifically, 136 trips are being added to 12 lines in the District of Columbia and Prince George’s County (Routes—DC: 54, 70, 92, 30N/S, A4, A6/8, P6, V4, W4; Prince George’s County: F4, P12, T18).

#	DIVISION	<u>LINES</u>	<u>ROUTES</u>	<u>Jurisdiction</u>	<u>Trips Added</u>
1	WE/BL	52	54	DC	6
2	MG/BL	118	70	DC	12
3	SH	130	92	DC	24
4	AF	113	30N,S	DC	5
5	SH	582	A4	DC	16
6	SH	581	A6,8	DC	16
7	SH/BL	544	P6	DC	4
8	SA/SH	133	V 4	DC	19
9	SA/SH	95	W4	DC	20
10	LA	97	F4	PGC	6
11	LA	41	P12	PGC	2
12	LA	9	T18	PGC	6
				Total	136

And on Metrorail, we have reopened the 1st and 8th railcars to passengers increasing the available capacity while still encouraging social distancing and requiring face coverings.

Managed Re-Entry Service Plan

As conditions improve, jurisdictions will continue to relax stay-at-home policies and additional businesses, schools and childcare facilities will reopen. Accordingly, more customers are expected to commute to work or travel for other needs. However, large-scale telework and persistent unemployment are expected in this phase, and discretionary activities including dining out and entertainment remain limited.

Continued social distancing measures will be necessary due to ongoing transmission risk. Frontline Metro staff and contractors will continue to face challenging conditions to deliver Metro's essential services, requiring ongoing deployment of personal protective equipment and implementation of physical distancing practices, as well as enhanced cleaning and disinfection. With protection measures in place, we anticipate a stabilization of Metro's workforce such that most (~80 percent) workers are reliably available for duty. Although the exact timing of this phase is not yet known, based on trends in other countries, it is estimated that this phase may happen between August and October.

Metro's goal in this phase is to provide full connectivity with substantially all stations open and bus routes operating, but with initial service levels less than a pre-pandemic weekday to account for low ridership and reduced workforce availability. Note that the reopening of stations west of Ballston also depends on the completion of those capital programs, expected around Labor Day. As this phase may continue for several months and ridership levels and conditions are likely to evolve, staff will continue to monitor ridership and workforce availability and consider more significant service changes if warranted.

For the Managed Re-Entry service plans under development to take effect this fall staff are evaluating current and projected demands patterns and planning service to align with expected demand. It is anticipated that service during "Managed Re-Entry" will be 70 to 80 percent of normal peak service.

Recovery Service Plan

The return of pre-pandemic levels of community activities including travel will likely depend on the timing of easy access to testing, a widely-available vaccine and the building of immunity. The CDC suggests this may be the case by some time in 2021. State and local recovery planning suggests that all services may reopen with limited constraints on retail and restaurants, gatherings, and events. Many, but not all, workers eligible to work from home

during the pandemic will resume commuting. However, economic recovery will be gradual with lingering impacts to tourism, for example. The Recovery service plan is based on social distancing no longer being necessary.

Finance

Ridership remained low in April, with operating revenue losses at \$65.4M compared to budget. April expenses were in line with budget including offsetting savings in energy, utilities and supplies.

No additional changes to the FY2021 Operating Budget are proposed at this time.

Capital Program Plan

Critical to successful recovery, and continuity of safe, reliable service, is maintaining progress on the capital program. The guidance from Department of Homeland Security Cybersecurity & Infrastructure Security Agency (DHS-CISA) included mass transit and construction as essential, as did regional stay-at-home policies. Therefore, all projects have been authorized to continue working, though many have been impacted by the pandemic.

Metro has been working with its contractors to revise construction protocols to incorporate CDC guidance for hand and tool washing, social distancing and wearing face coverings or masks. The biggest impact to the capital program has been Metro's workforce availability challenges that affect our ability to support capital work, such as providing escorts and establishing work zones. In addition, some projects may see delays due to productivity and supply chain disruption.

The June track work events are:

June 8-13:

- L'Enfant Plaza to Pentagon work zone
- No stations closed
- No Yellow Line service north of National Airport

June 14-20:

- L'Enfant Plaza to Anacostia/Pentagon work zone
- Closed stations: Navy Yard and Waterfront
- No Yellow Line service north of National Airport

June 21-27:

- L'Enfant Plaza to Shaw-Howard/Pentagon work zone
- Closed Stations: Archives, Gallery Place-Chinatown (Lower), and Mt. Vernon-Convention Center
- No Yellow Line service north of National Airport

June 28-July 12:

- U Street to Ft. Totten work zone
- Closed Stations: Columbia Heights and Georgia Ave

July 6-18:

- U St to Ft. Totten
- Closed Stations: Columbia Heights and Georgia Ave

July 19-July 25:

- Judiciary Sq to Rhode Island
- Closed Station: Union Station and NoMa

July 26-August 1:

- Ft. Totten to Silver Spring
- Closed Station: Takoma

Making Metro Stronger and More Resilient

As part of the recovery plan, staff is proactively working to adapt our operations to new challenges while still retaining our vision to become an employer of choice and the region's transportation provider of choice. Work is ongoing in five key areas:

For Employees: Reform the remote work policy to improve productivity while maintaining accountability; improve safety, health and welfare; review work schedules to reduce risk of exposure; recognize the value of frontline, essential staff.

For Customers: Make Metro the cleanest option for customers, facilitate social distancing to gain and maintain public confidence, accelerate and expand plans for becoming a contactless experience; provide customers better real-time information; incentivize travel with innovative fare offers (post pandemic).

For Operations: Implement cleaning protocols and best practices; implement schedules to increase productivity as well as safety; improve systems and data management to support more efficient deployment of service and resources.

For Finance: Ensure balanced budget without additional subsidy contributions; leverage operating expense efficiencies to reduce pandemic cost increases; use CARES Act funding reimbursement to eliminate operating revenue losses; advance readiness for potential federal infrastructure stimulus.

For the Capital Program: Review safety protocols for employees and contractors working on capital projects; identify and prioritize capital projects and programs that allow Metro to recover as a safer system.

Discussion:

The jurisdictions in the region are moving forward with phased reopening plans. These early recovery phases are incremental, and the jurisdictions are continuing to encourage residents and businesses to stay safe, maintain social distancing, continue careful cleaning and disinfecting, wear face coverings and continue to limit non-essential travel. Many businesses remain closed and

many employers in the region, including the federal government, continue to use maximum flexibility telework.

WMATA is similarly situated as we continue to protect our employees by supporting remote work where feasible and following applicable CDC Guidelines. Metro has increased cleaning and disinfection, which includes daily cleaning of vehicles and disinfection of common touch surfaces using hand wipes; weekly deep cleaning and disinfection using electrostatic fogging; and; on-demand cleaning and disinfecting of all; surfaces where Covid-19 symptoms are reported. In addition, we continue to require the use of appropriate PPE while encouraging good hand hygiene.

FUNDING IMPACT:

There is no direct funding impact to providing this information.

TIMELINE:

Previous Actions	May 2020 – Covid-19 Pandemic Recovery Plan Presented to Board
Anticipated actions after presentation	July 2020 – Covid-19 Recovery Plan & Budget Update

RECOMMENDATION:

No recommendation presented with this information item.

Covid-19 Recovery Plan & Budget Update

Board of Directors
June 11, 2020



Goals

- Support region's managed re-entry
- Earn public trust that bus/rail travel is safe
- Effectively communicate changing service/fare plans

Service Restoration Strategy

- 1 **Protect employees**
- 2 **Protect customers** by providing service that enables safe social distancing
- 3 **Stay ahead of demand** until vaccine or herd immunity makes social distancing unnecessary

Monitor crowding continuously



Multi-Phase Approach



Stay at home orders in effect

Protect employees and advise most customers to avoid travel

Stay at home orders relaxed

Protect employees, ask customers to protect themselves, deliver trips for essential employment

 Today

Schools reopen; scale back telework

Office workforce returns in limited numbers
Provide safe social distancing mobility

Treatments and/or vaccine widely available

Ramp up service to handle influx of economic activity

Post-pandemic behavior patterns

Lingering behavioral changes unknown
Lessons from Covid-19 incorporated to make new service more resilient

The Region Today

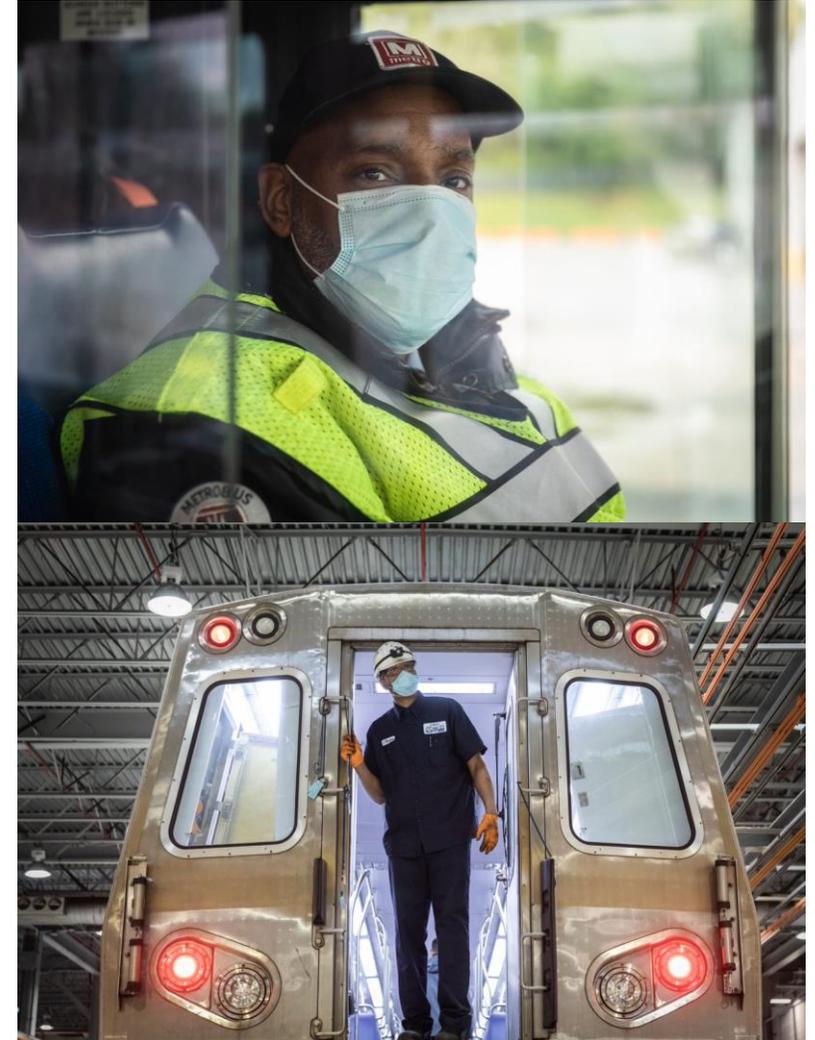
- Covid-19 case growth has flattened and stay-at-home orders and restrictions easing
 - District of Columbia and Northern Virginia limited re-openings on May 29; Montgomery and Prince George’s counties on June 1
 - Continuing some version of “Stay-at-Home”
 - Face coverings and Social Distancing
 - Maximum remote work
 - Minimize non-essential travel
 - Federal Government continues maximum telework flexibility
- Monitoring planning and timing for future phases including school re-openings



Coordinating with federal and regional officials on re-opening plans and guidance

Protecting Metro's Employees

- Focus on protecting employees at work, following CDC guidelines
 - Remote work where feasible
 - Social distancing from coworkers and customers
 - Intense cleaning, disinfection and ventilation
 - Personal protective equipment and hand hygiene



Protecting Metro's Employees

- 12,300 employee workforce
 - 157 confirmed cases (12.7 per 1,000)
 - Average of 400 employees in quarantine at any given time

Metro Employees Covid-19 Cases

Confirmed Cases	Returned to Work	Hospitalized
157	110	1

WMATA Employee case data as of June 5, 2020

WMATA Compact Jurisdictions Covid-19 case data as of June 1, 2020

Jurisdiction	Confirmed COVID-19 Cases, per 1,000	% of WMATA Employees as Residents
Compact Jurisdictions		
District of Columbia	12.5	13%
Prince George's County, MD	17.4	42%
Montgomery County, MD	10.8	9%
Fairfax County, VA*	9.6	6%
Arlington County, VA	9.0	1%
City of Alexandria, VA	12.4	1%
Loudoun County, VA	6.3	1%
Other Regional Jurisdictions		
Prince William County, VA	11.8	3%
Charles County, MD	6.8	8%
Anne Arundel, MD	6.5	4%
Other		13%
Total	11.0	100%

*Fairfax Health District includes City of Falls Church and City of Fairfax, Virginia



Metrorail Customers - New SmarTrip Survey Results (Collected May 16th-18th)



- Metrorail customers traveled more in May than April with trips to see friends or family doubled—from 9% to 23%
- Only 15% traveling to work—same as April; 3 in 5 drive / 1 in 5 take Metrorail
- 1 in 5 telecommuters received employer “return to work” announcements; about 10% mentioned a date earlier than August
- Requiring face coverings still most effective way to minimize health risks—46% would feel “much safer”, 29% “moderately safer”
- 1 in 4 Metrorail customers are aware of Metro’s recovery plan; Of those aware: 67% favor
- Awareness generated by mainstream media, including the GM’s WaPo column MetroAlerts, & social media

Metrobus Customer Survey – Results Collected April 20th–May 31st



- Half of Metrobus customers still riding (trip retention = 24%, rider retention = 49%)
- 2 in 3 ride 3x or more per week
- Current riders are making essential trips to:
 - Food Stores (89%)
 - Pharmacies (56%)
 - Work (54%)
 - Medical appointments (49%)
- Metrobus customers still riding much more likely to be low-income and African-American than Metrobus customers NOT currently riding

Demographic	Customers Still Riding	Customers Not Riding
Income < \$30K	69%	22%
African American or Black	82%	31%

- 7 in 10 who rode Metrobus in April and May believe Metro is minimizing spread of Covid-19
- More likely than non-riders to get information about Metro service via TV news, Facebook, Instagram, Metroalerts, and word-of-mouth. Twitter = Zero%

SmartBenefits Employer Survey (Collected May 25th-29th) - Results



- 3 in 5 employers have no return-to-work plan
- Only 15% of those return-to-work date sooner than August
Obstacles include:
 - Time and resources required to make work environments safe for employees
 - Phased availability of safe and reliable public transportation
 - Employee fears/reluctance to return to offices
- Top triggers for return to work:
 - Local and state government guidance (i.e., lifting of stay-at-home restrictions)
 - Federal government guidance

Employer Outreach

- DMV Covid-19 Strategic Renewal Task Force
 - 45 orgs across government, academic, commercial & community groups
 - Steering group: COG, Consortium of Universities, BOT, WMATA
- Tyson's Partnership, Federal City Council, Greater Washington Partnership, Metro Now Coalition, Local Chambers & Business Improvement Districts



Workforce

Customers

Operations

Finance

Capital

wmata.com/returntowork

- 40+ businesses provided input (<20% return before Aug)
- OMB/OPM remain in maximum telework status
- Majority reporting phased return with staggered hours/days

Operations Recovery Status

- Vehicle and Station Cleaning
 - Daily disinfecting of buses, rail stations, and facilities, focusing on high-touch areas
 - On-demand disinfecting with the additional use of an electrostatic fogger for Covid-19 presumptive positive incidents
 - Investigating long-duration disinfecting chemicals
- Supply Chain
 - Successfully acquiring personal protective equipment (employee masks) and hand sanitizer
 - Experiencing delays on some parts delivery (e.g., railcar brakes and select bus and elevator/escalator parts)



Service Planning

- Maximize Service Delivered Safely and Reliably
- Stabilization Phase
 - Implementation in progress (35% of normal service)
 - Responding to crowding as possible
 - Provide more efficient and effective service
 - 1st and 8th railcars reopened
 - Face coverings required for customers
- Managed Re-Entry Phase (Fall 2020)
 - Developing rail and bus service plans
 - Align bus service to meet new demand patterns
 - Anticipate providing 70 to 80% of normal service
 - Implementation anticipated end of summer (in advance of anticipated increases in demand)
- Recovery Phase (Spring 2021)



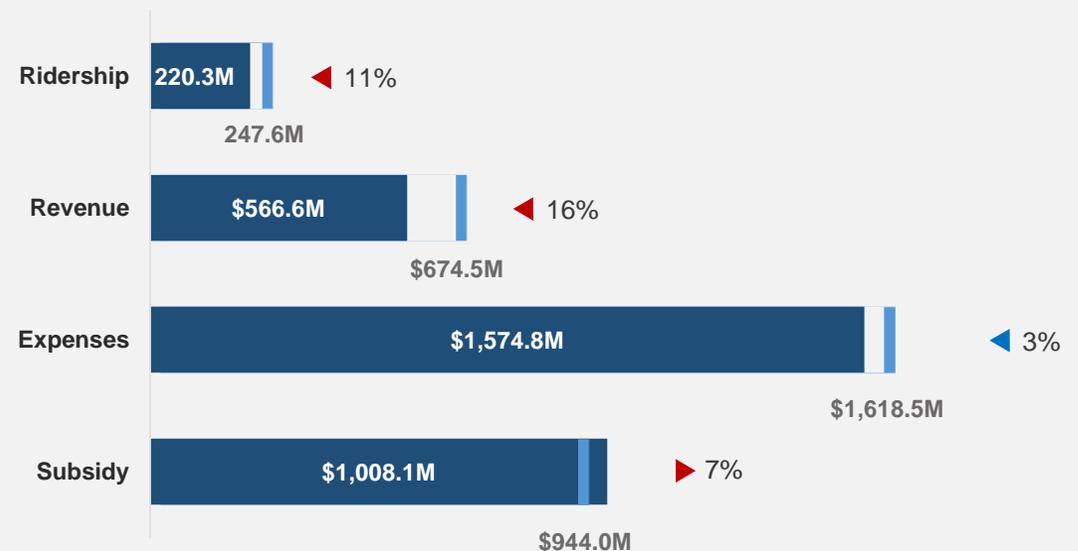
Financial Performance and Outlook

Significant revenue impacts while controlling costs

- Ridership remained low in April:
 - Metrorail 94% ↓
 - Metrobus 84% ↓
 - MetroAccess 75% ↓
- Operating Revenue loss was \$65.4M in April
- April Expenses in line with budget; including offsetting savings in energy, utilities and supplies
- FY2021 outlook remains subject to Covid-19 trends and impacts

FY2020 Budget remains on track for year-end balance using CARES Act Reimbursement and budget savings

FY2020 YTD Actuals vs. Budget (Through April)



Workforce

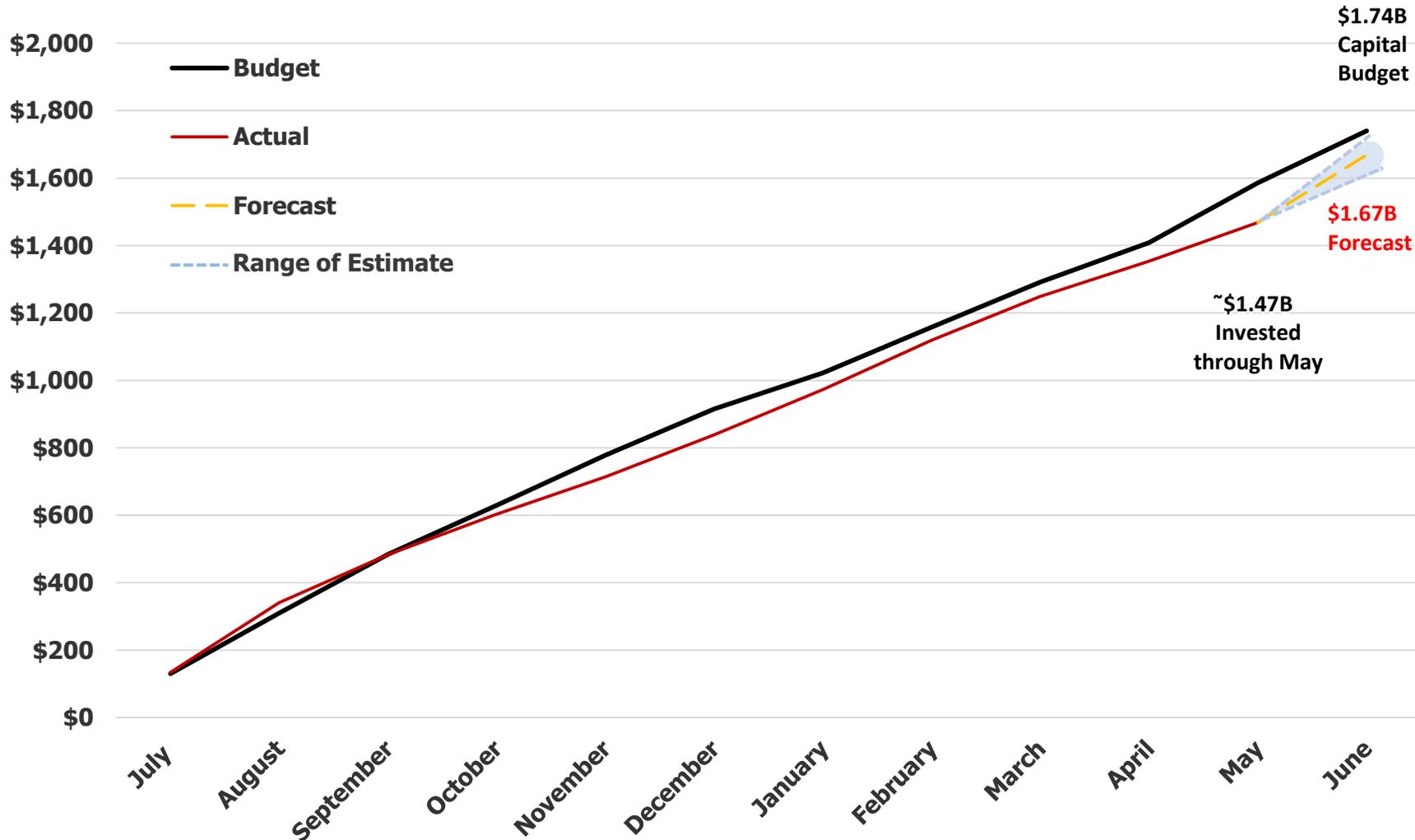
Customers

Operations

Finance

Capital

FY2020 Capital Delivery Forecast \$1.67 billion



Covid-19 Impacts

Supply Chain

- Global impact on supply
- Manufacturing suspensions

Delivery Constraints

- CDC guidance
- Changes to execution of work
- Workforce availability

Costs and Cashflow

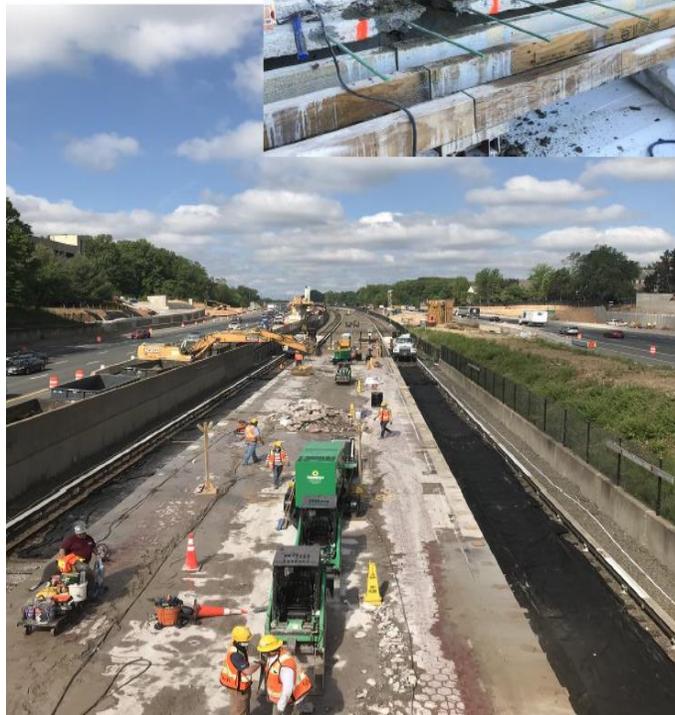
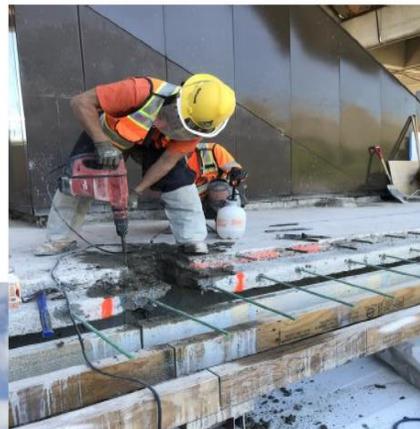
- Acceleration of safety and state of good repair projects
- Project delays
- Productivity impacts
- No net change to overall FY2020 capital budget

Platform Project Phase 2 - Progress to Date

- 547 personnel working on 4 sites, over 2 shifts
- Work progressing well

Scope Item	% Complete
Platform Edge Demolition	100
Platform Tile and Topping Slab Removal	100
Ceiling Panel Removal	95
Skylight Demolition	90
Platform Edge Pour back	10
Installation of Mezzanine Tile	25
Fire Alarm Conduit Installation	85

Vienna



Before This Week



End of 1st Week

June Track Work Plan

- **June 8-13:**
 - L’Enfant Plaza to Pentagon work zone
 - No stations closed
 - No Yellow Line service north of National Airport
- **June 14-20:**
 - L’Enfant Plaza to Anacostia/Pentagon work zone
 - Closed stations: Navy Yard and Waterfront
 - No Yellow Line service north of National Airport
- **June 21-27:**
 - L’Enfant Plaza to Shaw-Howard/Pentagon work zone
 - Closed Stations: Archives, Gallery Place-Chinatown (Lower), and Mt. Vernon-Convention Center
 - No Yellow Line service north of National Airport
- **June 28-July 2:**
 - Mt Vernon to U St
 - Closed station: Shaw-Howard



Metro is accessible.

July Track Work Plan

- **July 6-18:**
 - U St to Ft. Totten
 - Closed Stations: Columbia Heights and Georgia Ave
- **July 19-July 25:**
 - Judiciary Sq to Rhode Island
 - Closed Station: Union Station and NoMa
- **July 26-August 1:**
 - Ft. Totten to Silver Spring
 - Closed Station: Takoma



Metro is accessible.

Recovery Planning: 90-Day Look Ahead

▪ June:

- Reopen 1st and 8th railcars (when appropriate)
- Start of bus “Stabilization” service
- WMATA’s Office Re-Entry
- Finalize “Managed Re-Entry” Service

▪ July:

- Update workforce protection measures
- Covid-19 screening
- Next Board Briefing July 9th

▪ August:

- Implement “Managed Re-Entry” Service Picks for Bus & Rail

▪ September:

- Complete Platform 2 project and end West of Ballston Shutdown