



## STAFF REPORT

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**DATE:** March 23, 2020  
**TO:** Sacramento Regional Transit Board of Directors  
**FROM:** Laura Ham, VP, Planning and Engineering  
**SUBJ:** APPROVING THE SACRAMENTO REGIONAL TRANSIT DISTRICT  
CONTAGIOUS VIRUS EMERGENCY SERVICE REDUCTION AND  
SHUTDOWN PLAN

### RECOMMENDATION

Adopt the Attached Resolution.

### RESULT OF RECOMMENDED ACTION

This Policy will provide a uniform direction when service disruptions or system shut downs occur. This policy also provides direction when regulators order a system be shut down or services are reduced.

### FISCAL IMPACT

There is no fiscal impact

### DISCUSSION

SacRT is responding to the spread of a respiratory illness caused by a novel coronavirus (COVID-19). In anticipation of significant ridership reductions and reduced staff availability due to school and business closures, increased teleworking, and statewide recommendations regarding social distancing and sheltering in place, it is anticipated that short term service reductions may be required. Current policy does not provide specific procedures under these circumstances. Uniformity is important in times where service is disrupted. This will ease the fears of employees and passengers if there is a shortage of staff availability or a disruption of service. These policies will also lay the ground work for the Transportation Safety Action Plan (TSAP), Continuity of Operations, and Operations Central Control standard operating procedures.

Staff recommends approval of the Contagious Virus Emergency Service Reduction and Shutdown Procedure included as Exhibit A.

RESOLUTION NO. 20-03-0021

Adopted by the Board of Directors of the Sacramento Regional Transit District on this date:

March 23, 2020

**APPROVING THE SACRAMENTO REGIONAL TRANSIT DISTRICT CONTAGIOUS VIRUS EMERGENCY SERVICE REDUCTION AND SHUTDOWN PLAN**

NOW, THEREFORE, BE IT HEREBY RESOLVED BY THE BOARD OF DIRECTORS OF THE SACRAMENTO REGIONAL TRANSIT DISTRICT AS FOLLOWS:

THAT, the Contagious Virus Emergency Service Reduction and Shutdown Plan attached as Exhibit A, is hereby approved.

THAT, the General Manager/CEO is hereby authorized and directed to implement the Contagious Virus Emergency Service Reduction and Shutdown Plan.

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STEVE HANSEN, Chair

A T T E S T:

HENRY LI, Secretary

By: \_\_\_\_\_  
Cindy Brooks, Assistant Secretary

## **SACRAMENTO REGIONAL TRANSIT DISTRICT POLICY STATEMENT CONTAGIOUS VIRUS EMERGENCY SERVICE REDUCTION AND SHUTDOWN PROCEDURE**

At the Sacramento Regional Transit District (SacRT), the safety, health and welfare of our employees, customers, and the public is our number one concern. Throughout the life cycle of a large scale virus response, SacRT may need to reduce service due to employee availability to maintain and operate transit vehicles or comply with public health department, and state and federal administration recommendations and directives. This policy has been developed as a means to identify a safe and efficient way to reduce or completely shut down the service in the event of a contagious virus event or emergency and will support SacRT's contagious virus response plans and continuity of operations plans.

The policy establishes mechanisms for identifying the chain of command, factors considered in the reduction and restart of service, and employee notification and directions needed for both.

In the event of a contagious virus emergency requiring a system service reduction or shutdown, every department will have responsibilities under this plan and must support its implementation. Departments must also provide ongoing support necessary for achievement of plan objectives. Individual employees have responsibilities under the plan. The executive management team (EMT), directors, managers and supervisors must enforce the safety requirements pertaining to their employees. A key to the success of this policy is for employees to be aware that they are accountable for meeting the requirements of their positions.

The General Manager/CEO has the authority to establish and implement this policy. The General Manager/CEO has delegated authority to the Vice President of Operations and the Vice President of Safety, Security, and Customer Satisfaction to monitor implementation and maintenance of the policy.

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**Henry Li**  
General Manager/CEO  
Sacramento Regional Transit (SacRT)

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# **1. Purpose, Goals, and Objectives**

## **1.1 Purpose**

This document establishes the policy and high level procedures for implementing an emergency service reduction or shutdown in the event of a contagious virus emergency.

## **1.2 Goals**

The goals of this policy are the following:

- Manage the dissemination of information communicated to employees and the public through a single source
- Eliminate, manage and communicate hazards to ensure the highest level of safety in the execution of an emergency service reduction or shutdown
- Comply with orders of regulatory agencies (state, county, and federal)

## **1.3 Objectives**

- Establish policy, procedures and requirements, which integrate SacRT decision making and operations
  - Assign responsibilities related to policies, procedures and requirements
  - Verify adherence to this policy
  - Identify, analyze and resolve all hazards caused by implementation of an emergency service reduction/shutdown
  - Thoroughly evaluate the safety implications of all proposed system modifications prior to implementation
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## **2. Management Structure of SacRT**

### **2.1 Overview**

SacRT is governed by a Board of 11 members appointed by the Sacramento City Council (four appointees), the Sacramento County Board of Supervisors (three appointees), the City of Rancho Cordova (one appointee), the City of Citrus Heights (one appointee), the City of Folsom (one appointee), and the City of Elk Grove (one appointee).

### **2.2 Chain of Command**

**State and Federal Regulators:** By order, have the authority to require a shutdown of any service or system for emergency reasons.

**SacRT Board of Directors:** Have the authority to order the General Manager/CEO to reduce or shut down service for emergency reasons.

**General Manager/CEO:** Has the overall authority over system operations to:

- Set, reduce or shut down service during an emergency
- Require special service or change of service levels
- Require the system to be shut down for the safety of the employees and the public
- Make decisions based upon risks that could arise on a case-by-case basis

**Vice President of Operations:** The General Manager/CEO can delegate service reduction requirements to this position. This position will be the lead operational contact for either a service reduction or shutdown, and has the responsibility to develop work orders and procedures in order to implement this plan. This position will also be the primary contact for the Unions and the Marketing Department to inform them of the plan for service. (*Partners with the VP of Security, Safety & Customer Satisfaction*).

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**Vice President of Safety, Security and Customer Satisfaction:**

Has overall responsibility for the safety and security of SacRT employees, customers and assets. Ensure that any reduction or shutdown is done within safety protocols and without risk to the public. (*Partners with the VP of Operations*)

**Chief Communications Officer:** Will serve as the single point of contact for internal and external stakeholders and the media. Has responsibility to ensure that all information sent to the public is timely and accurate. The Marketing Department will produce all communication for internal and external distribution (web content, flyers, posters, bulletins, etc.).

**Vice President of Integrated Services and Strategic Initiatives:**

Will provide support to all employees with IT solutions for teleworking (if needed) and ensure availability of information sources such as email, text, alerts, and other technology-driven solutions. The Labor Relations Department will be responsible for contacting Unions on protocols and instructions to employees, and providing guidance regarding implementing plans in accordance with labor contract language.

**Vice President of Planning and Engineering:** Responsible for the planning of routes to be discontinued, suspended or reduced during a planned service reduction or shutdown by working with the Vice President of Operations. Also assists in the planning of any detours or bus bridge routes required for light rail service disruptions.

**Vice President of Finance/CFO:** Has responsibility to ensure that there are funds available for any possible emergency procurement and assist in the gathering of all data to inform an efficient decision making process within the goals and objectives of the plan. If there is a need to use contingency funds to meet payroll or vendor obligations during the emergency, the VP of Finance/CFO, with the approval of the General Manager/CEO is hereby authorized to suspend the requirements of the Comprehensive Reserve Policy and is authorized to use contingency funds to cover payroll and vendor obligations during the emergency situation.

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### 3. Operational Plan

#### 3.1. Goals, Objectives, and General Guidelines

3.1.1 If elected officials or other authorities instruct transit agencies to shut down, SacRT will comply. Otherwise, SacRT will make every effort to maintain lifeline service and capacity for people who need public transportation.

3.1.2 In response to a contagious virus event, SacRT will encourage people to NOT ride unless necessary to reach lifeline services. SacRT will attempt to maintain service and maximize capacity, so riders can maximize social distancing.

3.1.3 In response to a contagious virus event, SacRT will maximize cleaning and other measures to minimize risk of viral infection customers who must use the system and employees.

3.1.4 In the event of a significant decrease in operator attendance due to a contagious virus event and in anticipation of potentially more severe and long-lasting operator shortages, SacRT will prioritize what services to maintain (as described below).

3.1.5 SacRT will also consider how to best achieve an orderly reduction in service to levels that can be consistently operated with a reduced workforce, taking into consideration how such changes can be made (1) in a way that can be communicated clearly to the public, (2) in a way that can be managed efficiently by dispatchers, and (3) in a way that will be acceptable, fair, safe, and orderly for operators and supervisors.

3.1.6 SacRT will ensure that public information is routinely updated and will disseminate information to the public through various available channels (e.g., web, print, social media).

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## **3.2 Temporary Service Reduction Due To Ridership Decline**

Because SacRT's goal is to maintain critical public transportation services, ridership loss is NOT, in itself, a reason SacRT will reduce service; however, if ridership loss is severe and protracted SacRT may take steps to reduce service. See Section 3.6.

## **3.3 Service Reduction Due To Operator Shortage**

### **3.3.1 General:**

Due to illness, directives from public health authorities, and other reasons, operator shortage is anticipated to be the most likely reason to need to reduce service levels on an emergency and temporary basis. Service reductions of an emergency nature may be approved by the General Manager/CEO without public review, under SacRT's Service Change Policy. Decisions will be made on a case by case basis depending on risks that may arise during the emergency.

### **3.3.2 Light Rail:**

On light rail, the goal is to maximize capacity and match it to ridership, so as to maximize social distancing, as is practicable under available resources. The bus system also depends on light rail for connections, so adherence to the normal schedule is a high priority. Weekend schedules have 15-minute headways only during the midday (i.e., headways are 30 minutes until 10:00 am), so SacRT will not go to a Saturday or Sunday/Holiday schedule on light rail except as a last resort (or if commute hour ridership declines to the point that it is less than midday ridership).

### **3.3.3 Full-Size Bus**

This section discusses three levels of emergency response for the full-size bus system (1) Existing Procedure, (2) Partial Suspension, (3) Reduce Service Levels (i.e., to weekend schedules).

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3.3.3.1 Existing Procedure – Under existing procedure, operator absences are filled by dispatchers using their professional judgment, informed by their training and experience. This is the most orderly way to maintain operations as long as attendance remains near historical levels. Dispatchers will continue to fill absences using professional judgment, informed by updated ridership trends.

3.3.3.2 What to Suspend – During a contagious viral event, routes significantly affected by declines in ridership would be suspended, or headways would be reduced on frequent routes, in most cases (e.g., routes significantly affected by school or business closures). Dispatchers have discretion to look at overall service provided and will make the best determination of service to suspend in an evolving contagious virus event.

3.3.3.5 Weekend Schedule – In the case of severe operator shortages, SacRT could operate a Saturday or Sunday/Holiday schedule on weekdays.

### **Community Bus / Contract Services:**

In the event of a reduction in service, or implementation of a Saturday/Sunday schedule seven days per week, SmarT Ride and community bus services (CBS) may require service day and hour adjustments, but will be maintained to the extent practicable. SmarT Ride zones may be expanded or contracted to meet community needs and provide lifeline services.

Rancho Cordovan and North Natomas JIBE services are primarily geared towards commuters and operate during peak hours only; however, these are contracted services, so suspension or reduction would be evaluated with the client and should be avoided if possible. Both contracts allow suspension of service in case of emergency.

Folsom service is controlled by SacRT, so there are no contractual barriers to reducing service; lifeline services will be prioritized during any service reduction scenario.

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### **Elk Grove:**

Elk Grove service is operated under contract, so suspension or reduction should be avoided if possible and evaluated with the client (City of Elk Grove). Elk Grove service may be reduced in the event of emergency.

### **Paratransit:**

Paratransit service is scheduled on-demand, so in the event of a ridership reduction, the service will contract naturally. SacRT's goal is to continue to provide lifeline paratransit services and keep the service operating as normally as possible.

## **3.4 Service Reduction Due To Executive Order**

Follow directives from the elected official or other authorities. Consider operation of Saturday or Sunday schedules during the week as a means to provide lifeline services. Implement a complete service shutdown if required. Ensure a safe shutdown of the system in a systematic order and ensure passengers are not left stranded to the extent possible. Decisions will be made on a case by case basis depending on risks that may arise during the emergency.

## **3.5 System shutdown**

Given the need to shut down service, the primary objective will be to execute an orderly, safe conclusion of service, which preserves district assets in a condition that will facilitate later service restoration.

### **Overall procedures:**

Major tasks involved in the shutdown of the system consist of the following (described in further detail in operating procedure documents):

- Complete operations (complete final service runs and store all vehicles)
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- Close stations/bus terminals
- Secure shop/yard buildings
- Recover all types of maintenance equipment
- Complete revenue pickup and processing
- Deploy property protection
- Establish communications and logistics plan for administrative work
- Provide instructions to all employees on how to get updates including return to work information.

### **3.6 Ridership declines beyond 45% for a long period of time**

In the instance of a long-term event, ridership, employee attendance and asset availability will be considered, and standard service change protocols in accordance with the SacRT Service Change Policy will be implemented.

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# Contagious Virus Service Plan

## Contagious Virus Emergency Service Reduction and Shutdown Plan:

- Provides response plan and defines responsibilities in the event of a large scale virus event
- Considers orders from authorities, operator availability, ridership and other risks
- Prioritizes lifeline service, capacity, sanitization efforts
- Identifies what services to maintain and how to go about an orderly reduction in service

# Sunday Plus Schedule

## SacRT Responds to COVID-19:

- Ridership has fallen dramatically
- As of Friday March 20, 2020, ridership was down 65% of both rail and bus
- Operator availability decreasing (overtime increasing)
- Create a reliable service, instead of daily changes
- SacRT Forward created a bus network that operates 7 days week. Our bus route coverage does not change
- Biggest change is frequency and span of service
- Critical lifeline service is available

# Sunday Plus Schedule

## Sunday Plus Schedule Includes:

### Light Rail

- Gold Line
  - Operate Sunday schedule seven days a week
  - Additional earlier trips have been added from Folsom
- Blue Line
  - Operate Sunday schedule seven days a week
- Green Line
  - Continue to operate on its regular schedule Monday - Friday

### Fixed Route Bus Routes

- All routes to operate on Sunday schedule (seven days a week)
  - Note: Route 33 only operates M – F – no changes
  - Elk Grove, CordoVan, North Natomas Jibe – no changes
  - ADA paratransit – no changes

# Sunday Plus Schedule

## Sunday Plus Schedule Includes:

### Express Bus Routes – Continue to Operate on Monday through Friday Schedule:

- 102 (Monday- Friday only)
- 103 (Monday- Friday only)
- 106 (Monday- Friday only)
- 107 (Monday- Friday only)
- 109 (Monday- Friday only)
- 113 (Monday- Friday only)
- 129 (Monday- Friday only)
- 161 (Monday- Friday only)
- 193 (Monday- Friday only)

Note: SacRT will temporarily suspend bus routes 105 (Elsie), 134 (McKinley), 142 (Airport Express) and Folsom Stage Line bus route 20.

# Sunday Plus Schedule

## Sunday Plus Schedule Includes:

### Folsom Stage Line Bus Service

- Continue Regular Service: On routes 10 and 30 Monday – Friday only

### SmaRT Ride On-Demand Microtransit Service

- Continue Regular Service: All nine service zones Monday – Friday only

### Supplemental Bus Routes

- All 200 series routes were suspended on March 16, 2020 with the closure of schools

### April Service Changes Postponed

- Except Causeway Connection

SacRT will closely monitor ridership to ensure no overcrowding on bus or rail cars. Additional vehicles and service will be added if needed.



# Sunday Plus Schedule

## Customer Communication:

- News Releases
- Website Updates
- Social Media
- NextDoor Post
- Rider Email Blast (multiple notifications)
- Flyers for drivers to hand out
- Alert SacRT App Push Notification
- Mini Posters (on all buses and light rail vehicles)
- Digital Toolkit for Stakeholders
- A-frame Posters at Key Transit Centers
- EMS and PA Messages at Light Rail Stations
- Information Translated in Six Languages

# Sunday Plus Schedule

## SACRT TO TEMPORARILY REDUCE SERVICE

SACRT SUNDAY PLUS SCHEDULE  
BEGINS MONDAY, MARCH 23

As our region continues to respond to the novel coronavirus (**COVID-19**), SacRT plans to temporarily reduce service to a Sunday Plus schedule seven days a week.

Visit [SacRT.com/covid19](https://www.sacrt.com/covid19) or call 916-321-2877 for more information.