



LANE TRANSIT DISTRICT BOARD OF DIRECTORS COMPREHENSIVE & ACCESSIBLE TRANSPORTATION COMMITTEE

Tuesday, July 20, 2021 1:00 p.m. – 1:30 p.m.

VIRTUAL MEETING

Zoom details for viewing and public participation provided on the web calendar at www.LTD.org.

Watch live (viewing only no participation) on channel 21 or via link: https://metrotv.ompnetwork.org/

AGENDA

Table with 3 columns: ITEM, Time, Page. Includes items like CALL TO ORDER, ROLL CALL, PRELIMINARY REMARKS FROM THE CHAIR, ANNOUNCEMENTS AND ADDITIONS TO AGENDA, and AUDIENCE PARTICIPATION.

Public Comment Note: This part of the agenda is reserved for members of the public to address the Committee on any issue. Please note the following instructions:

- 1. To indicate that you would like to provide testimony, please use the raise your hand button.
2. For those attending via phone only, press *9 on your phone to raise your hand.
3. When it is your time to speak, your name will be called.
4. Please state your name, city of residence, and who you are representing for the audio record.
5. Once you have provided testimony, your hand will be lowered. Please do not raise your hand again. Only one opportunity to speak is provided.
6. For those unable or not wanting to speak publicly, testimony may be provided via e-mail at clerk@ltd.org.
7. Public testimony is limited to three (3) minutes per community member. A timer will be displayed on the screen and will beep when the three (3) minutes is up.

VI. ITEMS FOR ACTION

V. ITEMS FOR BOARD RECOMMENDATION

VII. ITEMS FOR INFORMATION/DISCUSSION

- A. STRATEGIC BUSINESS PLAN UPDATE: *Materials Included* 1:20 p.m.
[Kim Le]

Action Needed: None. Information Only

- B. UPDATE ON FY22 SERVICE PLAN: *Materials Included* 1:50 p.m.
[Tom Schwetz]

Action Needed: None. Information Only

VIII. PROGRAM UPDATES 2:10 p.m.

- a. Lane Transit District – Cosette Rees
- b. RideSource Call Center Advisory Committee – Kris Lyon
- c. RideSource Call Center –
- d. RideSource ADA paratransit – Michelle Buie
- e. South Lane Wheels (Cottage Grove) – Ruth Linoz
- f. Florence Rhody Express – Josh Haring
- g. Oakridge / Diamond Express – Tami Black
- h. White Bird Clinic – Loretta McNally
- i. Alternative Work Concepts – Scott Whetham
- j. LCOG Senior & Disability Services – Rachel Jacobsen
- k. LILA –
- l. Other

XI. FUTURE MEETING AGENDAS

Attached is a calendar of Action or Information items that will be included on the agenda for future meetings.

XII. ADJOURNMENT 2:30 p.m.

*To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD's Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).***Bicycles:** There are bicycle racks located by the front entrance to the customer service center at the Eugene Station.



AGENDA ITEM SUMMARY

DATE OF MEETING: July 20, 2021

ITEM TITLE: STRATEGIC BUSINESS PLAN UPDATE

PREPARED BY: Kim Le, Development Planner

DIRECTOR: Tom Schwetz, Director of Planning and Development

ACTION REQUESTED: None. Information Only

PURPOSE: Provide the CATC with an update on the Strategic Business Plan development process.

ROLE: The Committee's role in this instance is to obtain information leading up to the Board of Directors taking up consideration to adopt the Plan.

BOARD DIRECTIVE ALIGNMENT: This aligns with the Board's directive for the general manager to develop a Strategic Business Plan for the District as part of the FY21 general manager's performance goals.

HISTORY: The last time the CATC received information about the Strategic Business Plan was at its meeting in April 2021. Since then, the project has continued to progress with ongoing Board of Directors and Strategic Planning Committee engagement on LTD's mission, vision, and strategic success outcomes. The consultant leading the project, TransPro, continues to engage the workforce to develop organizational tactics and scorecards. A draft plan was first unveiled at the Strategic Planning Committee's June meeting. The project has also rolled out a website and wrapped up its targeted stakeholder survey. The Board of Directors is anticipated to consider taking up adoption at its July 21 meeting.

A presentation will be provided to explain this topic in further detail.

CONSIDERATIONS: This is LTD's first-ever Strategic Business Plan and is intended to bridge LTD's mission, vision, and values to our day-to-day operations. It would provide clear direction for the LTD workforce to focus on achieving the broader goals of the community. During the plan development phase, LTD workforce input is emphasized. As the plan gets rolled out with the implementation of tactics and scorecards, LTD will increase dialogue with the community to ensure that our work progresses towards achieving our success outcomes.

ALTERNATIVES: N/A

NEXT STEPS: Once the Strategic Planning Committee takes a formal recommendation for adoption to the Board of Directors, the Board will be requested to consider adopting the plan. Upon adoption, staff will provide quarterly and ongoing updates on the progress of plan roll-out, and would return to the CATC with updates as appropriate or upon invitation.

SUPPORTING DOCUMENTATION:

- 1) Strategic Business Plan Presentation Slides
- 2) Draft Strategic Business Plan

PROPOSED MOTION: N/A

Strategic Business Plan

Comprehensive & Accessible Transportation Committee, July 20, 2021



Agenda

- Process Update
- Why, What, How, Who - Mission, Vision, Values, Goals
- Draft Plan Preview
- Board Consideration of Adoption
- Next Steps

Process Update

- *Facilitate the development of a Strategic Business Plan (SBP) that is clear, comprehensive, and actionable.*
- *Leverage the process to address organizational change management and leadership development.*
- *Ensure that the SBP is integrated with LTD's budget process for financial feasibility*



- Conduct discovery, including review of key documents, plans, performance metrics, and other relevant information
- Executive Team Workshops
- Board Engagement
- Refresh Mission, Vision, Core Values, and Goals (Success Outcomes)

- Executive Team Performance Scorecard Workshop
- Department-Level Scorecard Meetings
- Draft Organizational and Department Performance Scorecards
- Draft Tactics with Quarterly Milestones

- Communications Team Workshop
- Draft Communications Plan addressing internal and external communications

- Compile final Mission, Vision, Core Values, Goals, Performance Metrics, and Tactics into a comprehensive Strategic Business Plan and Performance Scorecard
- Present to Executive Team and Board

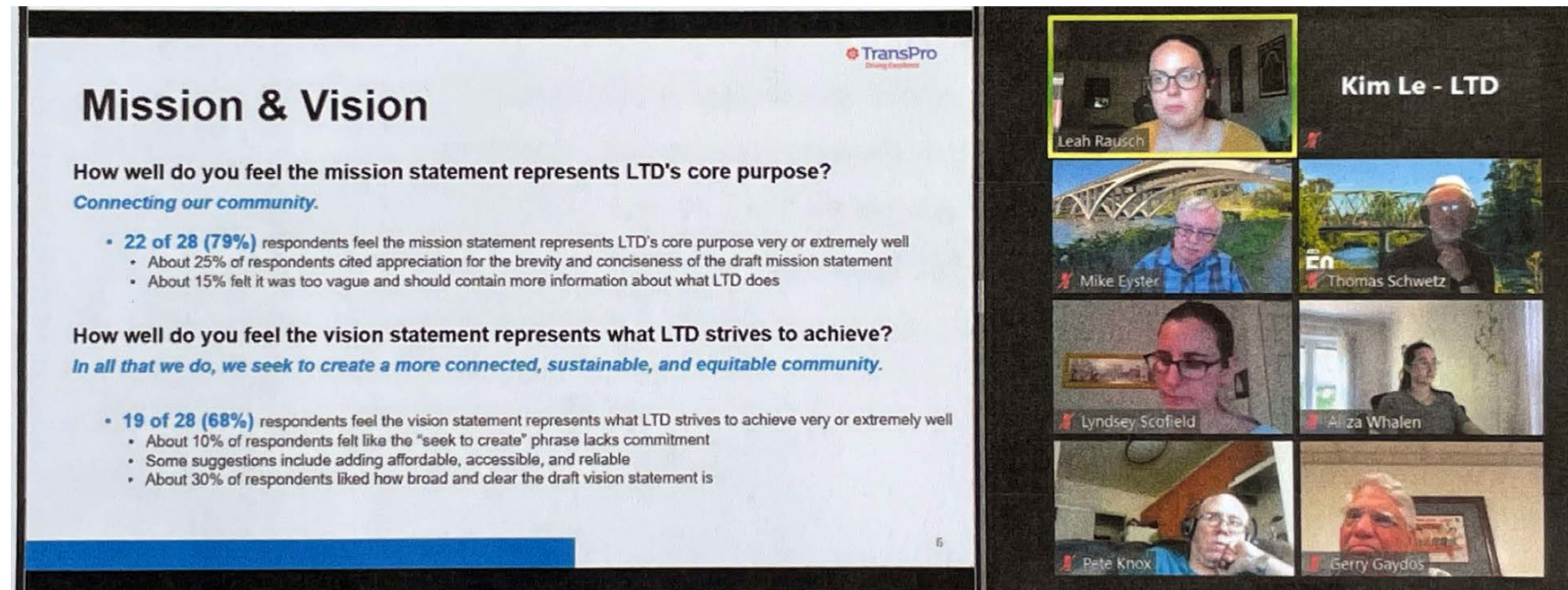
Process Update - Strategic Planning Committee Work Sessions

| March 2 | April 6 | May 4 | June 1 | July 14 |
|---|--|--|---|--|
| <ul style="list-style-type: none"> • Kickoff/ Initial Discussion • Process Overview • Draft Communications Plan discussion | <ul style="list-style-type: none"> • Strategic Planning Deeper Dive • “Why” Exercise • Draft Mission, Vision, Values discussion • Revised Communications Plan discussion | <ul style="list-style-type: none"> • Recap/ Status Update • Draft Strategic Areas of Focus discussion • Draft Success Outcomes discussion • Prioritization discussion • Communications Update | <ul style="list-style-type: none"> • Share Targeted Stakeholder Survey Results • Draft Strategic Business Plan discussion • Departments Share High-Level Plans | <ul style="list-style-type: none"> • Final Strategic Business Plan Review |

Process Update - Engagement Throughout the Process

Collaboration is one of the core values that guides our work at LTD. The LTD team demonstrated a commitment to this value in developing the Strategic Business Plan.

Staff has invested **over 500 hours** through virtual workshops and meetings to contribute ideas to shape the plan, and countless more in drafting and refining the tactics and performance metrics.



The screenshot shows a virtual meeting interface. On the left is a slide titled "Mission & Vision" with the TransPro logo in the top right corner. The slide content includes two survey questions and their results:

- How well do you feel the mission statement represents LTD's core purpose?**
Connecting our community.
 - **22 of 28 (79%)** respondents feel the mission statement represents LTD's core purpose very or extremely well
 - About 25% of respondents cited appreciation for the brevity and conciseness of the draft mission statement
 - About 15% felt it was too vague and should contain more information about what LTD does
- How well do you feel the vision statement represents what LTD strives to achieve?**
In all that we do, we seek to create a more connected, sustainable, and equitable community.
 - **19 of 28 (68%)** respondents feel the vision statement represents what LTD strives to achieve very or extremely well
 - About 10% of respondents felt like the "seek to create" phrase lacks commitment
 - Some suggestions include adding affordable, accessible, and reliable
 - About 30% of respondents liked how broad and clear the draft vision statement is

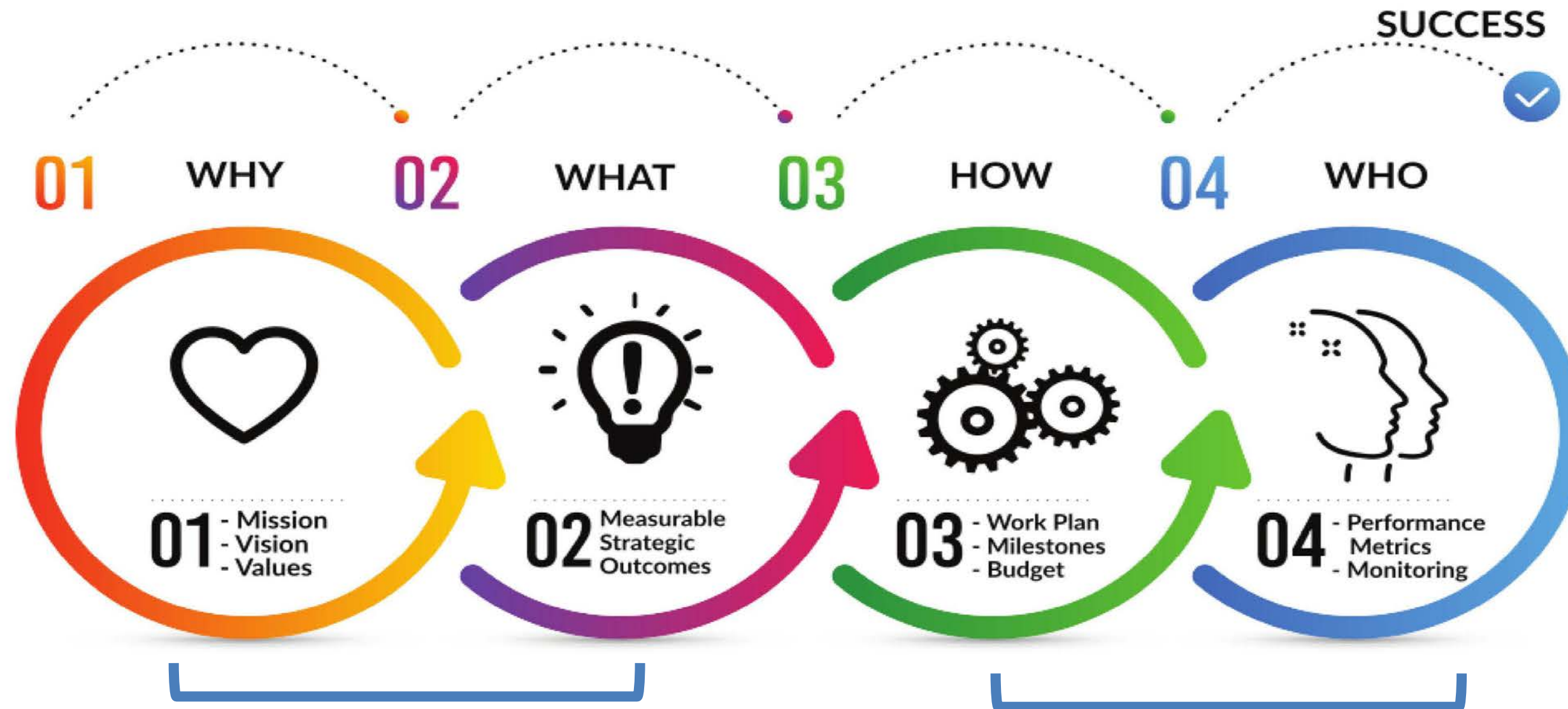
On the right side of the screenshot is a grid of video feeds for participants: Leah Rausch, Kim Le - LTD, Mike Eyster, Thomas Schwetz, Lyndsey Scofield, Aliza Whalen, Pete Knox, and Gerry Gaydos.

Some Engagement Highlights:

- Two half-day Directors workshops
- Half-day Leadership Council workshop
- One-on-ones with every board member
- Targeted Community Stakeholder Survey
- Meetings with every LTD department to develop tactics and performance scorecards
- Meetings with the Diversity Council, ATU leadership, and LTD ATU membership
- Inside the Bus all-hands meetings on Values exercise
- Ongoing project management, communications, and directors working meetings

Why, What, How, Who – Mission, Vision, Values, Goals

Role of the Board in Strategic Planning



Ensure that LTD has clear direction and that LTD is delivering on its mission, vision, and outcomes

Empower staff to manage how and who is responsible for getting the work done that produces the overall outcomes

Why - Mission, Vision, Values



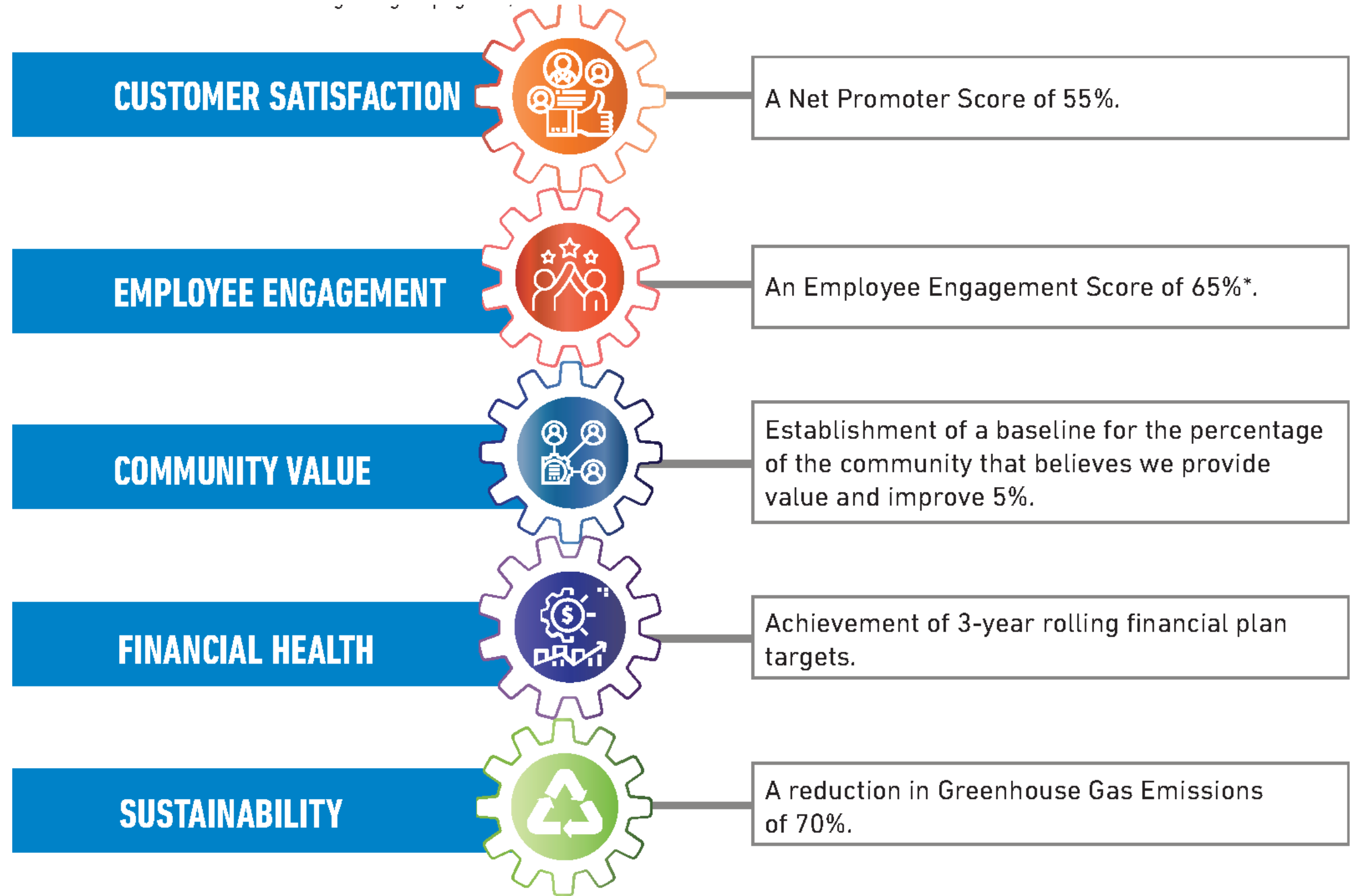
Mission (why we exist):
Connecting our community

Vision (what we strive for):
In all that we do, we are committed to creating a more connected, sustainable, and equitable community

Values (lens on how we behave towards our colleagues, customers, and the community):
Respect, Integrity, Innovation, Equity, Safety, Collaboration

What - Goals

Goals (measurable success outcomes):



How & Who - Organizational Alignment

Each element of the plan is strategically aligned so that there is clarity around how work activities and performance metrics impact overall strategic outcomes.

TACTICS & PERFORMANCE SCORECARDS

| MAINTAIN ON-TIME PERFORMANCE – FIXED ROUTE CUSTOMER SATISFACTION | |
|---|--|
| DESCRIPTION Conduct analysis and make adjustments to maintain 90% on-time performance for three consecutive years. On-time performance is defined as the percent of trips completed within the scheduled on-time window of no more than four minutes past the scheduled time for arrival. | |
| PERFORMANCE METRICS ALIGNED | |
| OWNER Tom Schwetz | |
| TEAM MEMBERS Jake McCallum – Operations Heather Lindsay, Bret Smith, Jeremy Card – Service Planning | |
| 2022 Quarterly Milestones | |
| Q2 | <ul style="list-style-type: none"> Collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis of winter bid Start analysis of current OTP from Crystal reports, Sequet excel reports, driver performance, and Route profiles for analysis of OTP for winter bid Use step one and two information to compare to previous quarter OTP Complete analysis of OTP and make adjustments to routes for winter bid |
| Q3 | <ul style="list-style-type: none"> Implement winter bid Collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis of OTP for summer bid |
| Q4 | <ul style="list-style-type: none"> Continue to collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis of summer bid Start analysis of current OTP from Crystal reports, Sequet excel reports, driver performance, and Route profiles for summer bid Use step one and two information to compare to previous quarter OTP Complete analysis of OTP and make adjustments to routes for summer bid Implement summer bid Collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis for fall bid Start analysis of current OTP from Crystal reports, Sequet excel reports, driver performance, and Route profiles fall bid Use step six and seven information to compare to previous quarter OTP for fall bid Complete analysis of OTP and make adjustments to routes for fall bid |
| 2023 Quarterly Milestones | |
| Q1 | <ul style="list-style-type: none"> Implement fall bid Collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis for winter bid |

| LTD Scorecard | | QUARTERLY PERFORMANCE | | | | POINTS | | |
|---|--|---------------------------|----|----|----|--------|------------|--------|
| PRIMARY STRATEGIC PRIORITY | METRIC | GOAL | Q1 | Q2 | Q3 | Q4 | GOAL | EARNED |
| CUSTOMER SATISFACTION | Overall Customer Satisfaction | Establish baseline | | | | | 8 | |
| | Overall Net Promoter Score | Establish baseline | | | | | 8 | |
| | Customer Impression of On-Time Performance | Establish baseline | | | | | 3 | |
| | Actual On-Time Performance | 90% | | | | | 3 | |
| | Customer Impression of Safety & Security | Establish baseline | | | | | 2 | |
| | Accidents Per 100,000 Miles | -2 | | | | | 2 | |
| | Customer Impression of Bus Operator Courtesy | Establish baseline | | | | | 2 | |
| Bus Operator Complaints Per 100,000 Boardings | Establish baseline | | | | | 2 | | |
| TOTAL | | | | | | | 30 | |
| EMPLOYEE ENGAGEMENT | Employee Net Promoter Score | Establish baseline | | | | | 8 | |
| | Employees Understand How Their Performance is Linked to LTD's Success | Establish baseline | | | | | 4 | |
| | Employees Agree Leadership is Invested in their Success | Establish baseline | | | | | 4 | |
| | Employees Agree They are Provided with the Tools Needed to Work Successfully | Establish baseline | | | | | 4 | |
| | Internal Customer Satisfaction | Establish baseline | | | | | 5 | |
| TOTAL | | | | | | | 25 | |
| COMMUNITY VALUE | Community Perception of LTD Value | Establish baseline | | | | | 8 | |
| | Community Partner Perception of LTD as Trusted Leader | Establish baseline | | | | | 7 | |
| | Access to Frequent Transit (Total Population) | Establish baseline policy | | | | | 2 | |
| | Access to Frequent Transit (Mineralized Population) | Establish baseline policy | | | | | 3 | |
| TOTAL | | | | | | | 20 | |
| FINANCIAL HEALTH | Operating Cost per Boarding | 75% | | | | | 8 | |
| | Maintenance Cost Per Mile | \$19/mile | | | | | 4 | |
| | Vehicle Hours per Labor Hour | | | | | | 3 | |
| TOTAL | | | | | | | 15 | |
| SUSTAINABILITY | Greenhouse Gas Emission Reduction | 75% | | | | | 3 | |
| | Fleet Transitioned to Electric | 25% | | | | | 2 | |
| | Renewable Fuel Consumption | 100% | | | | | 3 | |
| | Overall Ridership Increase | Establish baseline | | | | | 2 | |
| TOTAL | | | | | | | 10 | |
| OVERALL PERFORMANCE SCORE | | | | | | | 100 | |

Bringing the Plan to Life

Each quarter, LTD will report progress on performance metrics and tactics milestones – cultivating a culture of ownership amongst the workforce and a transparent structure for accountability to the Board and broader community.

Some examples from other transit agencies:

| CATS TRAX FY21 Aggregate Scorecard | | | | | | | | |
|------------------------------------|---|------------------|-------------|-------------|-------------|-------------|-------------|------------------|
| Strategy | Metric | Performance Goal | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Goal Points | Q3 Earned Points |
| Customer Satisfaction | Overall Customer Satisfaction | 90% | 84% | 84% | 84% | | 9.0 | 8.2 |
| | Overall Net Promoter Score | 58% | 58% | 58% | 58% | | 9.0 | 10.0 |
| | Overall On-Time Performance | 89% | 94% | 93% | 93% | | 7.0 | 7.3 |
| | Overall Ridership** | 13,820,781 | 2,220,561 | 4,474,809 | 6,448,253 | | 3.0 | 1.3 |
| | Overall Ridership** | 100% | 48% | 49% | 47% | | | |
| | Confidence to Return | | | | 67% | | 2.0 | 1.3 |
| | | | | | | | 30.0 | 28.1 |
| Community Impact | Economic Impact** | 1.20 | 1.05 | 1.24 | 1.26 | | 5.0 | 5.2 |
| | Community Perception of Community Value | 85% | - | 80% | 80% | | 15.0 | 14.1 |
| | Customers with Access to 15-minute or Better Service | 45% | 40% | 42% | 19% | | | |
| | Jobs Created from Transit & Transit Infrastructure** | 22,950 | 12,228 | 14,480 | 17,175 | | | |
| Financial Stability | Taxpayer Subsidy Percentage, (CATS Policy <80%)** | <80% | 87.2% | 89.2% | 90.8% | | | |
| | Net Debt Service Coverage Threshold (CATS Policy >1.15)** | >1.15 | 2.63 | 1.00 | 1.36 | | | |
| | Overall Operating Cost/Revenue Hour** | \$174.62 | \$140.80 | \$167.61 | \$175.30 | | | |
| | Overall Customers/Revenue Hour | 18.6 | 10.0 | 10.2 | 9.0 | | | |
| | Directly Generated Revenue** | 4.0% | 1.19% | 2.69% | 1.37% | | | |
| Employee Success | Employee Engagement | 80% | - | - | - | | | |
| | Employee Satisfaction | 85% | - | - | - | | | |
| | Customer Satisfaction with CATS Employees | 86% | 88% | 88% | 88% | | | |
| | Customer Satisfaction with Call Center Interactions | 87% | 82% | 82% | 82% | | | |
| Overall Performance Score | | | | | | | | |



GCRTA Chief Executive Evaluation: Board Member

Section 2: Organizational Values

Organizational Values reflect the spirit in which we engage with one another in the course of our daily work. This section reflects on how the CEO engages RTA's Values in their dealings with the Board, Community, Customers, and Employees.

In this section, you will grade the CEO's adherence to RTA Values by giving each statement a rating between "Strongly Agree" and "Strongly Disagree". Below the ratings grid, you will provide additional explanation of your rating for each RTA Value.

6. Please provide a rating for each Value.*

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| SAFETY: The CEO has made the safety of our passengers, our employees and the general public my top priority. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ETHICS AND INTEGRITY: The CEO has shown dedication to the highest ethical standards, including uncompromising honesty and integrity in my daily activities. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| SERVICE EXCELLENCE: The CEO has demonstrated a commitment to providing safe, clean, reliable, on-time, courteous service that our customers and the community will view as outstanding. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| FISCAL RESPONSIBILITY: The CEO has shown a commitment to managing every taxpayer and customer-generated dollar as if it were coming from my own pocket. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| TEAMWORK: The CEO has demonstrated a commitment teamwork and have fostered a spirit of cooperative effort within RTA and with our partners. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| RESPONSIBILITY AND ACCOUNTABILITY: The CEO has shown dedication to responsibility and accountability, meeting all regulations and commitments and continually striving to improve. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| RESPECT: The CEO has all members of the RTA family, our customers and the general public with dignity and respect. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

7. Please provide additional comments or explanations for your ratings above.

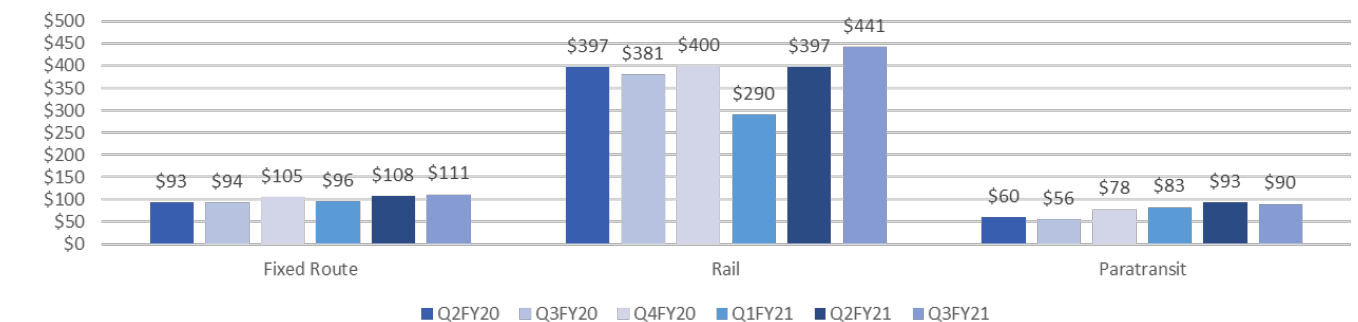
Q2 Organization Tactic Status

26 Department Tactics

- Our Q2 check in let us review where we are at in our quarterly milestone goals.
- Following quarterly review, teams will work to address any outstanding work.
- Goal for Q3 is to have all Q2 tactics complete or in progress and all Q1 tactics complete.

| Status | Q1 Progress | Q2 Progress |
|-------------|-------------|-------------|
| COMPLETE | 21% | 58% |
| IN PROGRESS | 42% | 33% |
| AT RISK | 38% | 4% |

Operating Cost/Vehicle Revenue Hour



Draft Plan Preview

SBP Plan Preview



- A separate document containing the Strategic Business Plan will be shared on screen at this time.

Board Consideration of Strategic Business Plan Adoption

Next Steps

- Prepare for rollout and implementation in Q2 (Oct 2021)
- Internally orient how we'll go about our day-to-day operations



AGENDA ITEM SUMMARY

DATE OF MEETING: June 20, 2021
ITEM TITLE: UPDATE ON FY22 SERVICE PLAN
PREPARED BY: Tom Schwetz, Planning & Development Director
DIRECTOR: Aurora Jackson, General Manager
ACTION REQUESTED: Committee Discussion

PURPOSE: To provide the committee with an update on LTD's plan for service in FY22.

ROLE: The committee's role in this instance is to obtain information.

BOARD DIRECTIVE ALIGNMENT: N/A

HISTORY: As the region begins to pivot toward a 'new normal', staff have been planning for the increase in service from current levels in a manner that anticipates the region's need for increased mobility. Issues related to difficulty in hiring drivers have arisen, leading to the need to reconsider the scope and scale of service additions originally planned for FY22.

CONSIDERATIONS: While LTD has successfully managed down the number of overload trips to this point, the presence of the load limits constrain the ability to efficiently respond to expected increases in the demand for transit during the first stages of recovery. The issue of making state-level load limits consistent with emerging federal policy is currently being worked on at the state level and is expected to be resolved in the coming months.

Similar to what many other transit agencies in the Northwest have continually experienced for several years, LTD is now facing similar challenges in its ability to hire enough operators to increase service during FY 22. LTD's ability to increase service over the course of FY 22 will depend on the ability to hire enough operators.

ALTERNATIVES: N/A

NEXT STEPS: A table and graphic providing comparative information on key service changes since the pandemic are attached. Staff will provide a more detailed presentation on these issues at the committee meeting.

SUPPORTING DOCUMENTATION:

1. Table 1 – Information on 2020 and 2021 Service Changes
2. Figure 1 – Covid Service Changes by Bid

PROPOSED MOTION: N/A

| | February 2 Winter 2020 | March 23-27 2020 | January 24 Winter 2021 | June 13 2021 Planned | June 27 2021 Actual | Fall 2021 Originally Planned | Fall 2021 Revised Estimate |
|---|---|---------------------|------------------------------|-------------------------|------------------------|------------------------------------|----------------------------------|
| Weekday Revenue Hours | 960 | 543 | 697 | 739 | 700 | 793 | TBD |
| Total Weekly Revenue Hours | 5,710 | 3,089 | 4,323 | 4,542 | 4,348 | 4,826 | TBD |
| % of Pre-Covid Service | - | 54% | 76% | 80% | 76% | 85% | TBD |
| Operators Needed for Service | 195 | *116 | *157 | 169 | 157 | 177 | Not Determined |
| Operators Available | 195 | 186 | 172 | 158 | 158 | 162-163 | 162-163 |
| Peak Weekday Buses | 83 | 54 | 57 | 63 | 58 | 67 | Not Determined |
| * 'Operators Needed for Service' does not include those needed for cleaning. Cleaning requirements changed after 2021 winter bid and operators are no longer involved in that task. | | | | | | | |
| Bid Timeframe | Notes on Limited Schedules Routes | | Routes not in Service | | | | |
| March 23-27 2020 | Limited trips on Rural Routes | | **27, 55, 73, 78, 82 & 85 | | | | |
| January 24 Winter 2021 | Limited trips on Rural Routes | | 27, 33, 55, 73, 78, 82 & 85 | | | | |
| June 13 2021 Originally Planned | Weekday: Add 2 trips on Route 27, 4 trips on Routes 33, 55, 73, 78, & 6 trips on Route 85. Limited trips on Rural Routes. | | 82 | | | | |
| June 27 2021 Actual | Weekday: Add 4 trips for Route 33 begins 6/27 and 2 trips for Route 55 begins 9/7. Limited trips on Rural Routes | | 27, 73, 78, 82 & 85 | | | | |
| Fall 2021 Originally Planned | Weekday: Add 1 trip on Routes 33 & 55, 2 trips on Route 79x, 3 trips on Routes 73, 78, & 85, and 34 trips on Route 82. Saturday: 10 trips on Route 81. Limited trips on Rural Routes. | | - | | | | |
| Fall 2021 Revised Estimate | Weekday: 1 trip on Routes 33 & 55, 2 trips on Route 79x, 2 trips on Routes 73, 78, & 85, and 34 trips on Route 82. Saturday: 10 trips on Route 81. Limited trips on Rural Routes. | | 27 | | | | |
| ** Operated Saturday service for Weekday. These routes do not run on Saturday | | | | | | | |

Figure 1
Covid Service Changes by Bid
 % of Pre-Covid Services Levels

Fall 2021 Service Level expected to be between Summer 2021 Service Level and Planned Fall 2021 service level.

