

Transit Agency CEOs – COVID-19 Emergency Toolkit



Key considerations to operating public transport during the global crisis

In these unprecedented times, the transport industry has been one of the most affected. Whilst general demand declines, public transport must remain safely operational to support the COVID response. Teneo has identified the key activities Transit Authorities and Operators should be focused on to maintain appropriate services through the crisis.

Transit Authority / Operator	Ridership decline	Estimated weekly revenue loss
Global average	(71%)	--
Transport for London (UK)	(87%)	(c. £45m)
Paris Metro (FR)	(71%)	(c. €76m)
Metropolitan Transit Authority (USA)	(75%)	(c. \$90m)
Massachusetts Bay Transit Authority (USA)	(61%)	(c. \$8m)

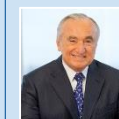
	1 Ensuring public safety	2 Keeping your staff safe	3 Designing your timetable	4 Your emergency funding plan	5 Your supply chain engagement plan	6 Your interaction with business leaders	7 Your communications management plan	8 Planning your recovery
Situation	<ul style="list-style-type: none"> Passengers may have been exposed to COVID, as they are increasingly likely to be key workers or interacting with the wider population Due to crowding and enclosed space, there is a heightened risk of transmission between passengers 	<ul style="list-style-type: none"> Throughout the crisis, it is essential to keep transportation running to support the movement of key workers This must be balanced with a need to shield staff from potential infection 	<ul style="list-style-type: none"> Services need to be scaled back to reflect falling demand and lower staff availability Service planning will be subject to exceptional challenge due to uncertain staffing levels 	<ul style="list-style-type: none"> As shown, there has been decline in ridership and revenue across Transit Authorities Third party / government financial assistance will be essential for survival 	<ul style="list-style-type: none"> As your services change, there will be significant changes to what you need from suppliers Increased uncertainty and economic pressure may bankrupt key partners 	<ul style="list-style-type: none"> Many civic and business leaders are having to make safety-based decisions on operations which impact demand Transit agencies need to maintain regular dialogue and ensure integrated service planning 	<ul style="list-style-type: none"> In a fast moving situation, customers need clear information on what services are running, who should use them and how to use them safely Customers will need specific instructions on which routes to use, not left to make choices 	<ul style="list-style-type: none"> As the impacts of crisis begin to dissipate, a clear service recovery plan is required to rebuild trust However, this should be flexible - it may need to differ from the pre-crisis levels and patterns of demand
Solution	<ul style="list-style-type: none"> Increased cleaning of carriages and stations to avoid surface transmission Ensuring adequate service provision to allow spacing between passengers and staff Appropriate policing of stations and carriages to maintain distancing and order 	<ul style="list-style-type: none"> Adapt business processes to ensure robustness and safety, including further training and cleaning Build a resilient staffing plan that accounts for absences and continuity of service Review operating hours to reflect "new peak" for key workers 	<ul style="list-style-type: none"> Implement regular reporting to support real-time decision-making reflecting emerging travel patterns Introduce resource planning to ensure service resilience Embrace flexible demand responsive modes to supplement capacity 	<ul style="list-style-type: none"> Undertake scenario modelling to understand the full potential scale of impact Assess economic and social value of transit to make funding case Engage with businesses and property owners to consider third party revenue streams 	<ul style="list-style-type: none"> Ensure clarity and openness with your supply chain Consider suspension / renegotiation of commercial terms Encourage knowledge and resource sharing across suppliers 	<ul style="list-style-type: none"> Implement clear communication channels and "battlefield"-style meetings between key transport leaders and the government Ensure joint working to spread demand and make best use of available capacity 	<ul style="list-style-type: none"> Work with local Government and businesses to ensure consistent message on network availability Start thinking now on how to rebuild trust as the network begins to recover from the crisis 	<ul style="list-style-type: none"> Work closely with other stakeholders to model different recovery scenarios Engage with customers now about how their future travel patterns will change following a period of remote working

How Teneo can help

- Teneo's global transport practice comprises recognised industry experts who understand the strategic, commercial, and operational principles relevant to transport leaders. The unique breadth of our advisory services, our deep transport expertise and our relationships with business leaders across the world mean we are uniquely placed to help the CEOs of transit agencies navigate through the current crisis.
 - Our consulting division has unique expertise in rapid timetable development and CEO-level reporting during crisis and service recovery, having worked with multiple major European operators on live reporting, recovery, and reforecasting engagements
 - Our strategy and communications division has worked with transit agencies and operators around the world helping them engage with political and business leaders and passengers to support decision making, drive engagement and boost ridership
 - Our risk and intelligence business is supporting major corporations across the world to understand how the crisis will impact their business, and can advise both on how transit operators can keep their staff and passengers safe, and also when they should expect to see a return to normal levels of demand



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