



Regional  
Transportation  
Authority

# Sustaining Critical Transit in 2021

## Regional COVID Recovery Strategy, Step 2

March 2021

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This report was approved by the RTA Board on March 18, 2021, following a public comment period from February 18 to March 5. The public comments received are now included as Appendix B in this final version of the “Sustaining Critical Transit in 2021” report. To stay abreast of ongoing COVID recovery activities, please visit <https://www.rtachicago.org/recovery> and subscribe to the RTA’s bi-weekly [COVID Recovery Update](#) newsletter.

The public can attend all RTA Board meetings via WebEx or watch live via [YouTube](#). Please see the [RTA Board Meetings](#) web page for meeting agendas, materials, and the most current information on how to participate. Contact [communications@rtachicago.org](mailto:communications@rtachicago.org) for further information or assistance.

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# Introduction

The Regional Transportation Authority (RTA) was established in Northeastern Illinois in 1974 by referendum and passage of the RTA Act and oversees finances, secures funding, and conducts transit planning for the Chicago Transit Authority (CTA), Metra, and Pace, sometimes referred to as the “Service Boards.” The RTA also manages these three Service Boards’ five-year capital programs. To help riders with disabilities and older adults across Cook, DuPage, Kane, Lake, McHenry, and Will counties, the agency issues Reduced Fare and Ride Free permits, assesses eligibility for ADA Paratransit service, and oversees specialized travel training. The RTA is governed by a 16-member Board of Directors who meet monthly. For more information, visit [www.rtachicago.org](http://www.rtachicago.org).

This report provides information to support the RTA Board’s efforts to sustain critical transit services in 2021. It includes information related to options for funding transit, means for communicating with the public about its actions, a method defining transit Critical Need Areas (CNAs), and a recommendation for using the transit CNAs to guide RTA’s work and distribute the federal funds made available for the Chicago region’s transit system by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) passed by the U.S. Congress and signed into law in December 2020. Comments and feedback relating to the contents of the report and the RTA’s proposed allocation of federal relief funding — which were invited from February 18 through March 5, 2021 — are now included in Appendix B of this final document.

## Background

### COVID-19’s impact on transit

Since the onset of the COVID-19 pandemic, transit has served a vital role in providing essential workers and others with safe and reliable transportation to hospitals, police stations, firehouses, groceries, and other essential workplaces. While the Chicago region’s transit system has continued to provide an average of 500,000 trips per day throughout the pandemic, as of January 22, weekday ridership was down 74 percent compared to 2019 (excluding ADA Paratransit). This loss of riders has resulted in a catastrophic loss in fare revenue for the system. As of November, systemwide farebox revenue was down 78 percent (\$64.1 million) from the same month in 2019 (also excluding ADA Paratransit). Successful regional economic recovery from the pandemic will require a vibrant transit system, and the significant financial challenges brought about by the pandemic threaten the ability of the transit agencies to sustain service.

From the earliest days of the COVID-19 crisis in March 2020, the RTA has worked closely with the Service Boards to respond appropriately. Passed in March 2020, the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act allocated \$25 billion for public transit nationwide, including more than \$1.4 billion for the RTA region for operating costs to maintain service and offset lost revenue due to coronavirus. The RTA oversaw expeditious distribution of



CARES Act dollars through execution of a regional funding amendment in May 2020. Throughout the summer of 2020, the RTA increased information sharing with stakeholders and the public, developed recovery scenarios and sought stakeholder input on recovery strategies, and continually worked with elected bodies and leaders. In fall 2020, as the 2021 Regional Operating Budget and Capital Program (“2021 Budget”) was being adopted and the second wave of the pandemic was ravaging the entire U.S., the RTA shifted to preparing the RTA Board to sustain transit in 2021 and beyond.

### Three-step COVID-19 Recovery Strategy

The RTA Staff developed and presented a Three-Step COVID-19 recovery strategy to the RTA Board at its October 15, 2020, meeting. A [memo](#) to the RTA Board describes the strategy’s three steps:

**Step 1:** Adopt a 2021 budget that reflects the realities of this current crisis (October to December 2020).

**Step 2:** Execute the 2021 budget and make decisions as needed to sustain transit during a time of uncertainty (January to June 2021).

**Step 3:** Engage in strategic recovery planning and consider how to reinvent transit in the region, with an outlook of 2023 and beyond (to begin approximately May 2021).

Figure 1. Three-step COVID recovery strategy



The purpose of three steps is to provide a clear, transparent course forward during an uncertain time. Since then:

- The RTA Board completed **Step 1** on December 17, 2020, when it adopted [the 2021 budget](#) that reflected the realities of this current crisis.
- The RTA is currently in **Step 2**: Execute the 2021 budget and make decisions as needed to sustain transit during a time of uncertainty (January - June 2021).
- RTA staff is planning for **Step 3**: Engage in strategic recovery planning and consider how to reinvent transit in the region, to begin approximately May 2021 with an outlook to 2023 and beyond.

The three-step recovery strategy also established a set of policy priorities to guide each of the steps. These policy priorities are being used to guide **Step 2** of recovery and the information presented in this report, and they include:

- **Identify immediate funding solutions** to support the transit system, including advocating for federal aid, exploring new revenue solutions, and considering how to leverage resources to meet short-term needs most effectively.
- **Sustain critical transit services** to provide mobility for those who most need public transportation at this time, including bus riders, essential workers, residents with economic hardships across the region, and people with disabilities.
- **Take an increasingly transparent, collaborative approach to communicating** with stakeholders and the public about projected budget shortfalls, impending cuts, and other potential disruptions to service.

This report addresses all three of these priorities and recommends that the results of this work be used to guide distribution of CRRSAA federal relief funds, to sustain critical transit service in the Chicago region in the unique moment that is 2021.

## The purpose of this document

This document has been developed as part of recovery **Step 2**, which will require several actions on the part of the RTA Board.

The RTA Board will continue its standard operating practice of monitoring monthly and quarterly finance performance of the Service Boards relative to the adopted budget. However, there are unique elements of the 2021 operations budget adopted in **Step 1** that will require additional vigilance and action on the part of the RTA Board. The 2021 operations budget is \$3.02 billion, a 5% reduction of \$157.4 million compared to the pre-COVID plan for the year. It includes proposed 2021 operating budgets for the Service Boards that recognize the reality of lower revenue for operations and calls for additional relief funding of approximately \$500 million to sustain essential transit service as the region recovers from the pandemic. It also assumes a variety of approaches to service -- continuation of right-sized service levels at Pace, reduced but slightly increasing service levels at Metra, and no changes to service at CTA relative to late 2020. It also assumes no immediate fare increases. As a result, the 2021 budget

recognizes that in the absence of additional relief funding, further service reductions and fare increases will be required to balance operating expenses to the reduced revenue base. Thus, as it moves from **Step 1** to **Step 2**, the RTA Board will continue to monitor Service Board financial performance and to assist the agencies in identifying and allocating additional funds that are needed to meet the region's needs and deliver on the 2021 budget.

A partial funding solution to the immediate 2021 budget deficit materialized in late December of 2020 when Congress passed a second round of emergency COVID relief funding for transit nationwide. The \$900 billion Coronavirus Response and Relief Supplemental Appropriations Act of 2021 ([CRRSAA](#)), which became law on December 27, 2020, directs approximately \$14 billion to transit agencies nationwide including approximately \$486.2 million to the greater Chicago urbanized area.

To fulfill its policy objective of sustaining critical transit service and to guide distribution of this specific relief money, RTA staff developed the Transit Critical Need Areas (CNAs) discussed in this report. **Step 2** of the recovery strategy is designed to provide the RTA Board and public with information needed to take these impactful and unprecedented actions on behalf of the region's transit system.

It is important to note that the analysis presented in this report is specific to RTA's role in the Chicago region's transit system in a post-pandemic 2021. While it is common practice for the RTA, Service Boards, and other agencies to consider transit use, equity, and industry presence in planning and evaluating the transit system, there are also many other considerations that go into developing actual transit routes and schedules that are created and operated by the Service Boards – including origin and destination patterns, ridership demand, operational constraints, funding partners, traffic patterns, labor and staffing rules, operating regulations, and Title VI requirements to name a few. The method that RTA has created to define transit CNAs and relate them to existing service is for the purposes of informing the RTA's funding decisions in 2021. Likewise, the application of the work to a recommended allocation of the region's CRRSAA federal relief money is unique to the moment and does not set a precedent for future allocations of any funding. That said, it is a helpful way for the RTA Board and the public to understand where the greatest need for transit exists right now and to sustain critical transit without delving into service planning or operation.

## Identifying immediate funding solutions

The first policy priority for recovery lies at the core of RTA's purpose and mission. The RTA is responsible for overseeing the operating budgets and capital programs of all three Service Boards. This includes developing revenue estimates and forecasts of regional sales tax receipts, which fund operations; issuing bonds to provide funding for capital investments; approving and monitoring the Service Boards' annual budgets and two- and five-year capital programs; and conducting regular oversight audits to verify the Service Boards' financial information.

The RTA Board is also able to take other actions to provide funding for the region's transit system. Because the adopted 2021 budget contains a \$500 million gap, the RTA's immediate priority has been to seek funding solutions to fill the budget gap and then determine and follow a transparent and accountable process for allocation of any funding received.

In the second half of 2020, the RTA staff explored several solutions to fill the 2021 budget gap of approximately \$500 million. The \$900 billion CRRSAA COVID relief package directed approximately \$14 billion to transit agencies nationwide, including \$486.2 million to the greater Chicago urbanized area. While this does not completely fill the 2021 budget gap, the RTA Board's focus since the bill was passed in December has been to work toward allocating these federal funds in accordance with the policy priorities set out in three-step recovery strategy. Table 1 outlines other immediate funding solution options, which were presented to the Board at its January 2021 meeting and remain available to bolster transit in 2021 and beyond.

Table 1. Comparison of Immediate Funding Solution Options

Funding Solution Options	Potential Availability of Funding	Discussion	Recommendation
Federal relief	1 <sup>st</sup> Quarter of 2021 and beyond	RTA has continually sought federal relief, along with peer transit agencies and the transportation industry at large.	RTA should continue to seek federal funding as the primary source of relief. Upon receiving it, the RTA Board should work to allocate funds according to an interim relief process that supports the RTA Board-adopted principles for recovery.
State relief	2 <sup>nd</sup> to 4 <sup>th</sup> Quarter of 2021 earliest	State relief could come in two forms: Additional funding or funding flexibility. Both would require legislative action and would be highly contingent upon the status of the State's own budget. The State could also harm transit operations by cutting existing funding and/or increasing service fees	RTA should continue to work to stem off any State cuts or harm to services at a minimum. Beyond this, RTA staff could continue to advocate for additional state aid to plug any remaining budget gaps caused by shortages in other sources.



		as has been precedence in recent years.	
Re-allocation of existing funds on emergency basis	4 <sup>th</sup> Quarter of 2021 earliest	Only a small portion of existing funding could likely be re-allocated and there is minimal precedence for such action, so it would be highly unusual and would require unilateral support to undertake.	Given the constraints on existing funding and lack of precedence, staff recommends that this option be considered if and when other solutions prove insufficient.
RTA borrowing	4 <sup>th</sup> Quarter of 2021 earliest	RTA could explore borrowing to cover operational deficits by using its current short-term borrowing authority or through seeking an expansion to the current statutory cap on its short-term borrowing authorization. In addition to being costly to taxpayers, this option would require the RTA Board to shift its policy on borrowing to cover projected operational deficits. Both actions would take time and likely not make funding available until Q4 or beyond.	Staff recommends that this option be explored only when other solutions prove insufficient.

## Taking an increasingly transparent, collaborative approach to communicating

The RTA is committed to taking a transparent and collaborative approach throughout the three-step recovery strategy. RTA staff has and will continue to invite collaboration and share information with our partners at each of the Service Boards and with interested stakeholders across the region.

Specific steps by the RTA to increase transparency and accountability include:

- Communicating via multiple public channels about each step of the recovery strategy, including a biweekly COVID-19 newsletter, publicly available blog posts describing steps

and actions, posts via multiple social media accounts, in speaking appearances by RTA staff, and through regular reports to our Board of Directors and other governing bodies.

- Sharing information during regular coordination meetings with staff at each Service Board.
- Subjecting this analysis and recommendation to a formal public comment period.

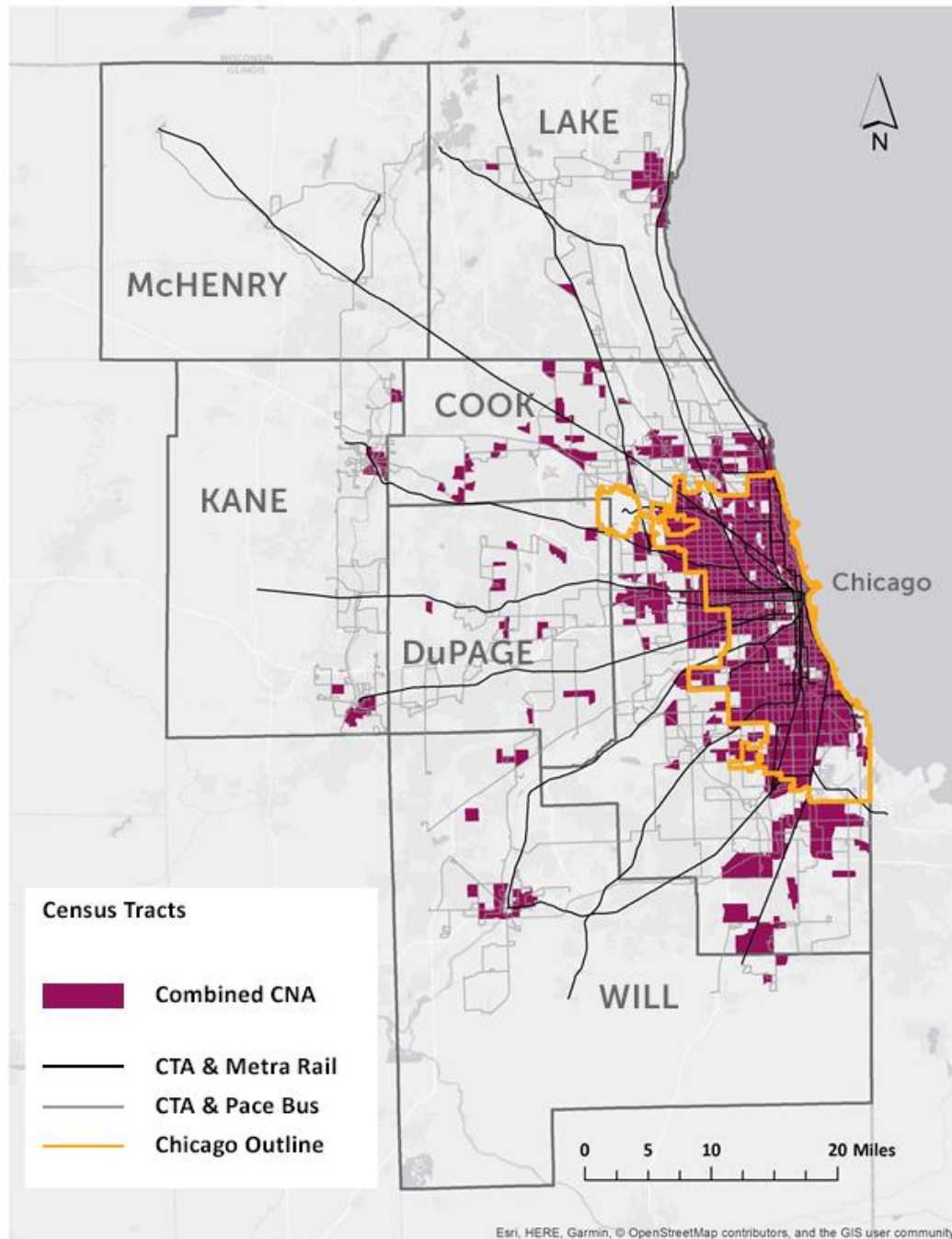
## Sustaining critical regional transit services

The third policy priority for recovery speaks to the RTA's commitment to the traveling public. COVID-19 changed mobility drastically in 2020, and travel patterns will likely continue to vary throughout 2021 and beyond. While it is easy to focus on the ridership drop and who is *not riding* anymore, the reality is that the regional transit system is a critical part of the life for the people who have continued to take the nearly 500,000 weekday trips through the pandemic. As the region continues to recover from the health crisis and economic hardships of 2020, RTA expects more people to return to work and daily routines, and for that return to vary widely across the region.

Many regions and transit agencies around the country have faced the prospect of unplanned service cuts into 2021, which have been met with significant public outcry. In order to avoid this situation in the Chicago region, RTA staff has recommended that the RTA Board proactively state and gain regional consensus about the geographic areas in which it is critical to maintain transit presence throughout 2021.

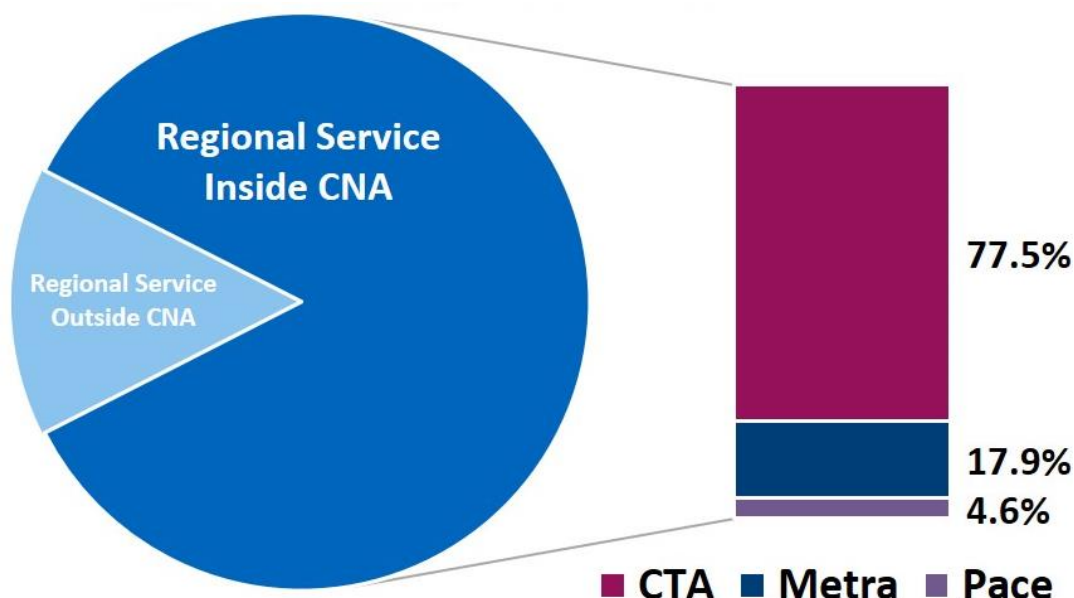
For this reason, RTA staff has defined a set of transit Critical Need Areas (CNAs) across the region based on considerations about who, in 2021, is most likely to use transit to commute, who is most likely to need transit in general, and who is most likely to work in industries that will require commuting. This methodology is based on where people live, and is described in Appendix A. The following map shows transit CNAs that have been identified across the region.

Figure 2. Transit Critical Need Areas (CNAs)



The RTA has also quantified how much current service was serving these areas of the region throughout the course of a week in late 2020, as described in Appendix A. The result of this analysis is shown in Figure 3, which indicates that 85% of the current weekly regional transit service stops in a transit CNA. For the services that are operating in transit CNAs, 77.5% of the service is provided by the CTA; 17.9% is provided by Metra; and 4.6% is provided by Pace.

Figure 3. Regional Service Inside/Outside of CNAs and Proportion Inside by Service Board



These results underscore the importance of the network that is operating right now to both the City of Chicago and suburban satellite cities, as well as key population centers throughout the region. With over 85% of the region’s current transit service in transit CNAs, it is evident that most of the regional service currently in place is operating in places where the need for transit is the highest. Cutting service further to below-budgeted levels would be catastrophic for regional residents. Transit is often perceived as an urban need, and while the analysis indeed points to a great need in Chicago, it also underscores the regional nature of transit and the important purpose of Pace and Metra in connecting people to and around significant regional population centers outside of Chicago.

## Summary and next steps

The RTA Board has many challenges ahead in executing Step 2 of recovery. This will involve continuing to identify funding sources and communicating with stakeholders and the public about the status of regional transit finances, budget changes, and funding revisions based on actual sales tax receipts and updated sales tax projections. It also will involve allocating necessary relief funds to sustain critical transit now and taking other actions as needs evolve throughout the year.

In a [presentation](#) and [materials](#) for the Board meeting on March 18, 2021, RTA staff responded to public comments on the draft of this report while recommending that it be approved without changes. The RTA Board then voted to allocate CRRSAA funds and approve a budget amendment to allow the Service Boards to access these funds. As the region continues to re-open and additional funding relief is received from federal, state, or other regional sources in 2021, the critical need and service can be re-evaluated to accommodate the changing needs of riders. Successful execution of Step 2 will also provide solid groundwork for the separate and important work of considering the long-term future strategy for transit in Step 3 of recovery.

## References

Chicago Metropolitan Agency for Planning (CMAP). [Transit Availability Index](#). January 2015.

Federal Transit Administration (FTA). [Simplified Trips-on-Project Software](#). August 2020.

Regional Transportation Authority (RTA). [Transit Access Score](#). January 2017.

Transit Cooperative Research Program (TCRP). [Transit Markets of the Future: The Challenge of Change](#). January 1998.

Transit Cooperative Research Program (TCRP). [Equity Analysis in Regional Transportation Planning](#). July 2020.

Los Angeles County Metropolitan Transportation Authority. [NextGen Bus Plan: Transit Equity Evaluation Methodology](#). May 2019.

# Appendix A: Methodology

The RTA's work to identify the transit Critical Need Areas (CNAs) and their implications for service and funding included several steps and components described in Appendix A.

## Defining Transit Critical Need Areas (CNAs)

The first part of RTA's work involved defining transit CNAs for 2021 based on the people living in the region. Who is most likely to need transit and where to do they live? Transit is designed to take people from one place to another, and all trips start at home. RTA staff has evaluated four potential methods for defining transit CNAs, accordingly, based on the previous RTA work, existing publications, and other transit agency practices. These include:

- **Transit propensity**, which considers who is *most likely* to use transit to commute before the pandemic and now.
- **Regional equity** explores who is *most likely to need transit* to access essential goods and services in our region in general.
- **High mobility industries (HIMOB)** analysis identifies the industries most likely to need workers on-site and in-person to perform their jobs.
- **A combined propensity, equity, and HIMOB** analysis encapsulates all three considerations in one measure and is the method that RTA recommends for defining 2021 transit CNAs.

Each potential transit CNA definition identifies areas within the region that are home to above-average densities of the population groups under consideration by that definition. Census tracts are used as the geographic unit of analysis and densities of people per acre are used as the normalized population unit of analysis, allowing RTA to use readily available census data for the analysis and compare different areas across the region. The demographics included in each potential transit CNA definition were selected based on existing RTA market analysis, academic and peer agency research, as well as institutional understanding of how people are currently traveling for work.

The areas (tracts) counted in each potential transit CNA definition are identified because they have above-average densities of specific demographics groups living there. This is calculated using a statistical tool called a Z score, which indicates how many standard deviations a tract density is from the regional average. For RTA's analysis, tracts with a Z score less than or equal to 0 in a particular density measure are given a score of 0. The Z scores for each individual demographic are then added together for each tract to form the transit CNA score for the tract and the region. All tracts with a transit CNA score > 0 after this addition is completed are included in the transit CNA by that definition.

The following section describes the demographic selections and results for each potential transit CNA definition.

### Propensity CNA

The propensity CNA helps identify areas of the region that are home to above-average densities of the working population that were likely to use transit for their commutes before COVID and are likely to continue doing so if they are commuting now. The demographics selected are adapted from existing RTA market analysis, specifically the Transit Use Propensity Index.

The following table lists the demographic groups included in the Propensity CNA definition by data source and year.

Table A-1. Propensity CNA Demographic Groups

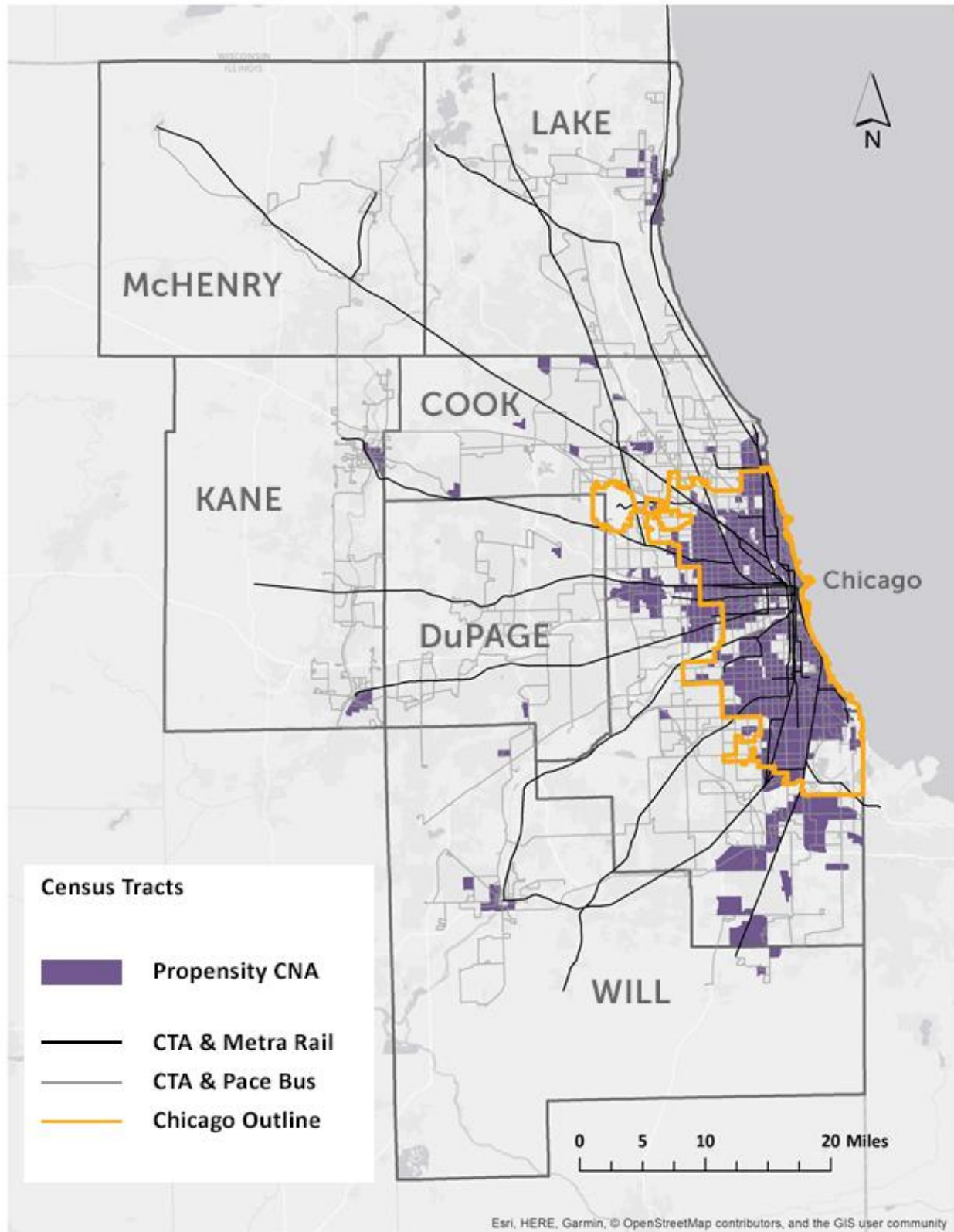
Demographic
Workers age 20-44
African American workers
Workers without a vehicle available for their commute
Workers making a wage below the poverty line

Source: U.S. Census Bureau, American Community Survey, 2019

The following map shows regional census tracts identified as a transit CNA by the propensity CNA score. These tracts contain above average densities of workers who are more likely to commute via transit if they are commuting in 2021.



Figure A-1. Propensity CNA Score Map





## Equity CNA

The equity CNA helps identify areas of the region that are home to above-average densities of the general population that are likely to need transit to access essential goods and services. The demographics selected are adapted from existing academic and peer agency research including the Los Angeles County Metropolitan Transit Equity Index.

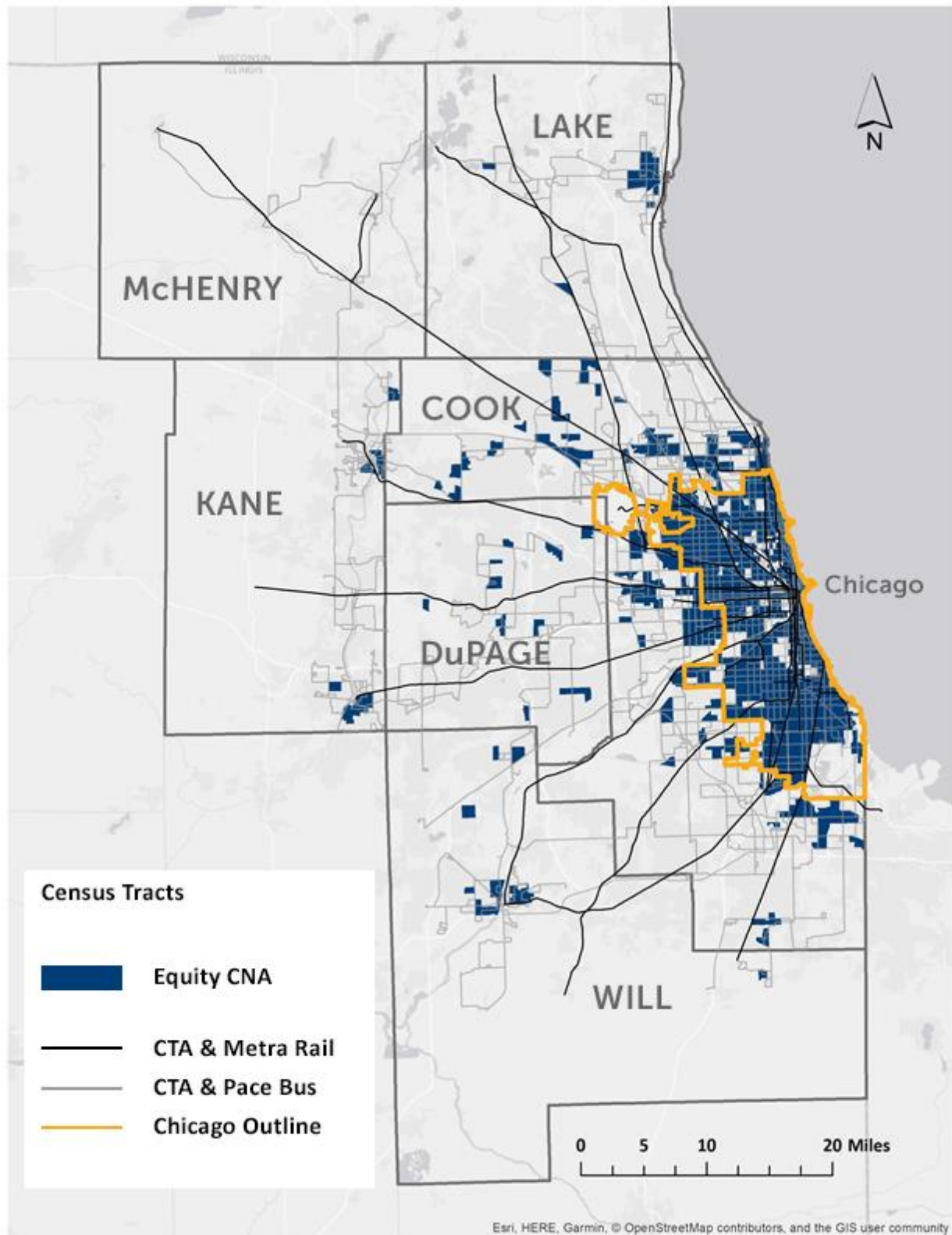
The following table lists the demographic groups included in the equity CNA definition by data source and year.

Table A-2. Equity CNA Demographic Groups

Demographic	Data Source	Year
Senior population	American Community Survey	2019
Non-white population		
Low-income households (< \$35,000 annual income)		
Low English proficiency population (age 5+ from households where all members age 14+ have limited English language proficiency)		
Americans with Disabilities Act (ADA) paratransit registrants	RTA Mobility Services	2020

The following map shows regional census tracts identified as a transit CNA by equity CNA score. These tracts contain above average densities of population that are likely to need transit in general and particularly for regional recovery in 2021.

Figure A-2. Regional Census Tracts Identified as a Transit CNA by Equity CNA Score Map



## High Mobility Industries (HIMOB) CNA

The HIMOB CNA helps identify areas of the region that are home to above-average densities of workers employed in specific industries that require workers to be on-site and in-person to perform their jobs. The selected industries reflect an institutional understanding of who is currently working in-person, drawing from available survey data, peer agency data, regional and national webinars and discussion, and regional stakeholders. While the selections are made based on the employer industry, above average densities are measured for worker home locations, not the location of the job.

The following table lists industries included in the HIMOB CNA definition.

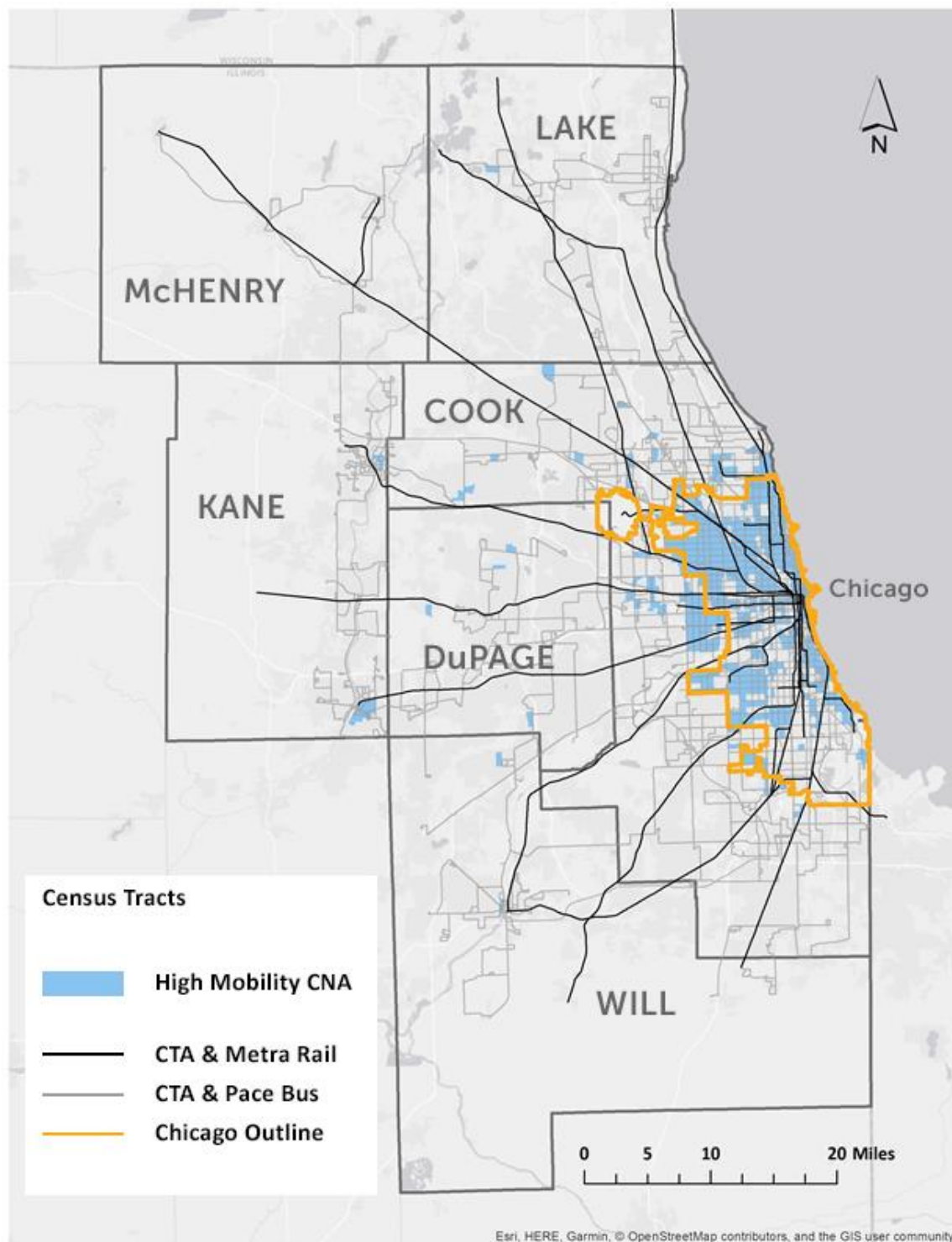
Table A-3. HIMOB CNA Demographic Groups

Industries
Utilities
Construction
Manufacturing
Wholesale Trade
Retail Trade
Transportation and Warehousing
Administrative and Support and Waste Management and Remediation Services
Educational Services
Health Care and Social Assistance
Accommodation and Food Services
Other Services (except Public Administration)
Public Administration

Source: U.S. Census Bureau, Longitudinal Employment-Household Dynamics: Residential Area Characteristics, 2018

The following map shows regional census tracts identified as transit CNAs by the HIMOB CNA score. These tracts contain above-average densities of workers that are likely to need to work in-person in 2021.

Figure A-3. HIMOB CNA Map

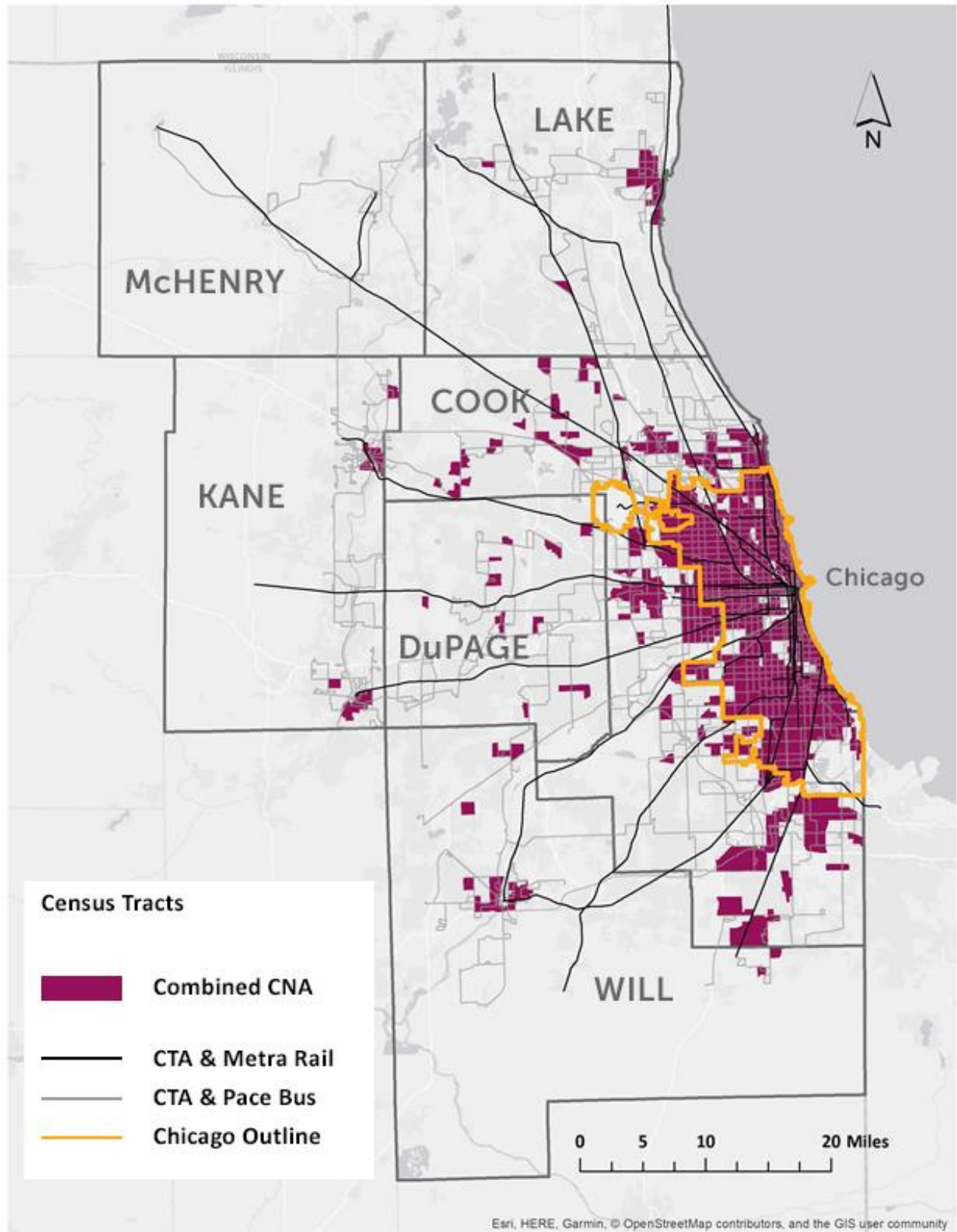


## **Combined CNA**

The combined CNA includes all the demographics included in the propensity, equity, and HIMOB CNA definitions. Any regional census tract that is identified as a transit CNA in one or more of the three individual CNAs definitions is included in the combined CNA. This combined CNA definition includes all the holistic considerations important for sustaining transit in 2021 and thus is the recommended method for defining transit CNAs in 2021.

The following map shows all regional census tracts identified as a transit CNA in the combined CNA.

Figure A-4. Combined CNA Map





## Measuring current service in combined transit CNAs

The second part of RTA's work involved measuring how much transit is currently provided in the combined transit CNAs across the region. This is helpful for both understanding how much of the current service is operating in critical areas, and for understanding how the three service boards contribute to service currently operating in the region's transit CNAs.

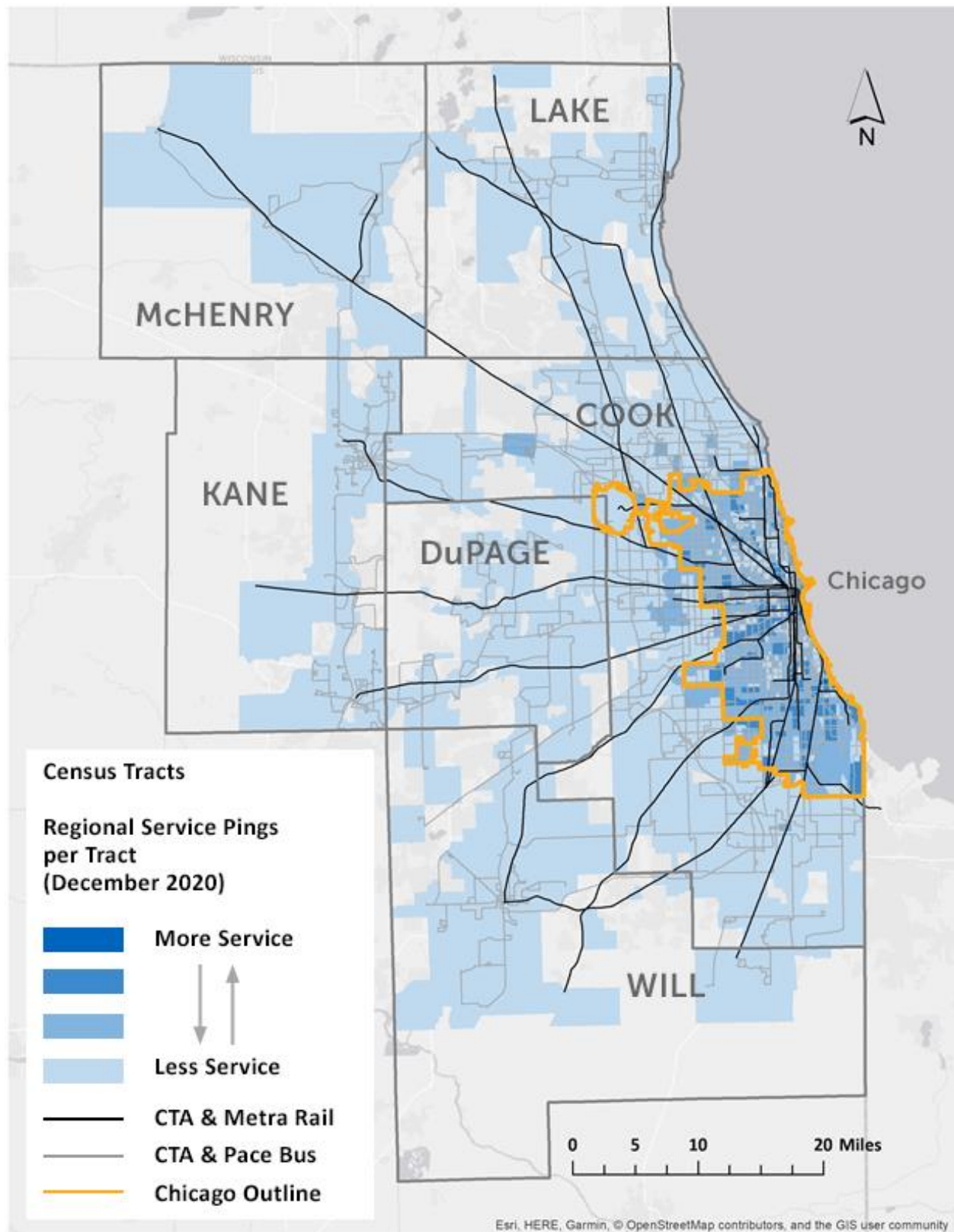
Regional service was quantified by counting the number of times a transit vehicle passes a stop in each census tract throughout the course of a week in late 2020. This count is conducted using publicly available General Transit Feed Specification (GTFS) schedule data from each of the three Service Boards, CTA, Metra, and Pace. GTFS data provides publicly consumable transit schedules in a standardized format and is used in trip planning applications such as Google Transit, Moovit, and the Transit App.

Within the GTFS data set every scheduled stop of a bus or train for a full week schedule has a corresponding geo coordinate. Aggregated at the census tract level, this data indicates whether a train line or bus route has a stop within a tract and, if so, how many times it passes each stop over the course of the weekly schedule. The count of stops in a tract, or "pings" per tract, is then measured against other tracts in the region. Once mapped, the pings show how transit service is distributed across the region.

Aggregating GTFS geographically is a component of quantifying transit service used in other methods, including the Federal Transit Administration's Simplified Trips-on-Project Software (STOPS), the RTA Transit Access Measure, and the Chicago Metropolitan Agency for Planning (CMAP) Transit Availability Index. The GTFS data sets used in this analysis were accessed in December 2020, reflecting service changes implemented by Metra and Pace because of the impacts of the COVID-19 pandemic.

The following map shows regional service quantified by pings per census tract.

Figure A-5. Regional Service by Census Tract Map





## Relating service to critical need

Having quantified regional service, a final action is to relate the service that is being provided to the critical need areas. In other words, counting pings serving the combined CNA.

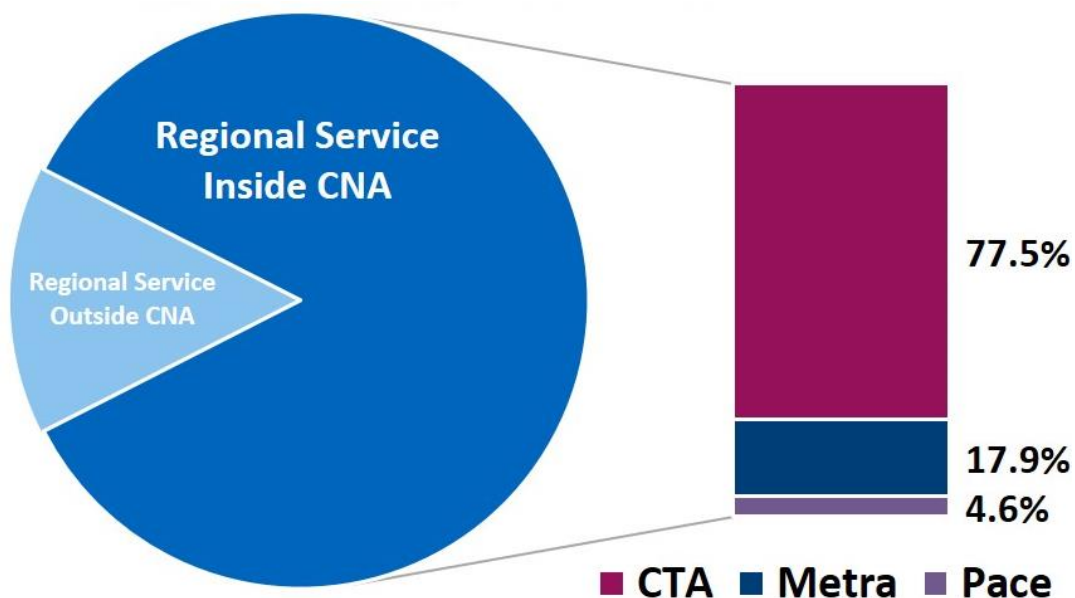
The final step answers two questions:

- How much of the regional network serves the combined CNA?
- Of the service operating in the combined CNA, what proportion is operated by each Service Board?

To account for the differences in cost and carrying capacity of the different modes operated by the Service Boards, transit pings are weighted by the Q3 expenditure for each Service Board. Weighting by expenditures reflects that a bus carrying dozens of people is less costly to operate than a train carrying hundreds of people and provides a proxy to capture the service characteristics of each mode.

The following chart (which appears as Figure 3 in main body of this report) shows the relative amount of Regional Service operated inside and outside of combined CNAs. For the service currently operated inside the combined CNAs, the portion of that service currently operated by each Service Board is also shown.

Figure A-5. Regional Service Inside/Outside of CNAs and Proportion Inside by Service Board



The proportion of current service operated by each Service Board in the regional transit Critical Need Areas are recommended to be used to allocate relief funding in places where the need for transit is the highest.

## Appendix B: Public Comments



# VILLAGE OF SCHAUMBURG

PROGRESS THROUGH THOUGHTFUL PLANNING

February 5, 2021

Leanne Redden  
Executive Director  
Regional Transportation Authority  
175 W. Jackson Blvd, Suite 1650  
Chicago, Illinois 60604

Dear Ms. Redden,

In December 2020, Congress passed a second round of emergency COVID relief that included funding for transit, of which the Regional Transportation Authority (RTA) is estimated to receive approximately \$486.2 million for use in the greater Chicago urbanized area. As the RTA reviews this funding and considers how to allocate these funds, the Village of Schaumburg is asking that local transit programs which provide an important transportation option for people at the community level be considered for funding relief as well.

Recognizing the importance of transit in ensuring that all of our residents have access to transportation, the Village has been a long time advocate for public transportation and has established several transit programs that supplement the regional transit options provided by Pace and Metra. These programs, including our Dial-A-Ride Transportation program and Senior and Disabled Taxi programs, provide an over 70,000 rides annually and deliver critical transit services to the disabled, elderly, students and low-wage essential workers in Schaumburg.

The Village of Schaumburg has been impacted with over \$23.7 million in revenue losses since March 2020 as a direct result of the pandemic but has taken the necessary actions so that the village's local transit programs have continued to operate. It is expected that these revenue losses will continue in 2021, even as we begin to see our transit ridership demand increase.

As the RTA considers the financial support for transit programs provided by the latest federal relief program, the Village of Schaumburg believes that it is important that local transit providers who are an integral part of the regional transit network be considered for financial support as well. An equitable regional distribution of these funds is of critical importance, and the Village is requesting that the RTA set aside a portion of this funding for the support of locally funded transit services.

Thank you for your consideration. Please contact Karyn Robles, Director of Transportation, at [krobles@schaumburg.com](mailto:krobles@schaumburg.com) or (847) 923-3859 should you have any questions or wish to discuss this issue further.

Sincerely,

Tom Dailly  
Village President

C: Regional Transportation Authority Board of Directors  
Village of Schaumburg Board of Trustees  
Brian Townsend, Village Manager  
Paula Hewson, Assistant Village Manager  
Karyn Robles, Director of Transportation

**From:** Ask Me [REDACTED]  
**Sent:** Monday, February 22, 2021 11:39 AM  
**To:** communications <[Communications@RTACHICAGO.ORG](mailto:Communications@RTACHICAGO.ORG)>  
**Subject:** Funding Allocation

**CAUTION:** This email originated from outside the RTA. Do not click links or open attachments unless you recognize the sender and know the content is safe.

I viewed the RTA's presentation on the funding allocation. I'm skeptical that this allocation is actually going to help people keep going to work. I occasionally have to ride the CTA. Last time I boarded, the first car had two individuals smoking. I changed cars, and walked past a man sleeping, an open wound on his toe, other seats filled with people laying down, one of the windows broken open. Homelessness isn't a new problem for the CTA. But when there are few benches to sit on because they're being used as beds, it's clear the CTA is carting around the homeless to prop up ridership numbers, with no plans to help vaccinate them, despite the fact that they pose even more of a problem as vectors for COVID-19 than their drivers do. There's no one to get the homeless to wear masks. But they come in contact with hundreds of people every day by living on the train. Even one dose would help reduce the threat they carry, but there seem to be no plans to assist them. Instead, the CTA seems glad to be glad to have bodies it can count as riders, to justify receiving more federal funding. I don't expect this funding to fix homelessness. But other people will not return to transit if these security and quality of life issues are left ignored.

**From:** William Beisiegel Jr [REDACTED]  
**Sent:** Tuesday, February 23, 2021 7:52 PM  
**To:** communications <[Communications@RTACHICAGO.ORG](mailto:Communications@RTACHICAGO.ORG)>  
**Subject:** Proposed division of Federal Coronavirus Relief Monies

**CAUTION:** This email originated from outside the RTA. Do not click links or open attachments unless you recognize the sender and know the content is safe.

I strongly oppose the proposed division of the Federal Coronavirus Relief monies which would send the vast majority of the money to the CTA.

I use Metra and so do millions of other riders, and it is just as important a form of transportation as is the CTA.

The monies should be divided according to the traditional formula.

Perhaps if the CTA needs more money than that traditional division would provide, they could ask Mayor Lightfoot to take some (or all) of the \$281 Million she sent to the Chicago Police Department and help the CTA with it. I'm sure if you asked the citizens of Chicago they would say that the money should be spent anywhere other than on the CPD (disgraced as it is).

Thank you for your time and attention to my argument.

Sincerely,  
William S. Beisiegel, Jr. (signed)

**From:** Stephen Schlickman [REDACTED]  
**Sent:** Friday, February 26, 2021 10:58 AM  
**To:** communications <[Communications@RTACHICAGO.ORG](mailto:Communications@RTACHICAGO.ORG)>  
**Cc:** Peter Kersten <[Peter.Kersten@RTACHICAGO.ORG](mailto:Peter.Kersten@RTACHICAGO.ORG)>; Redden, Leanne <[ReddenL@RTACHICAGO.ORG](mailto:ReddenL@RTACHICAGO.ORG)>  
**Subject:** Replacement Comment on Sustaining Critical Transit in 2021

**CAUTION:** This email originated from outside the RTA. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Please replace my previous comment submitted on February 22nd with the following:

I strongly applaud the proposed RTA Critical Need Area methodology, which applies a well-reasoned policy analysis to allocate federal COVID-19 relief funding. I encourage the RTA Board to adopt it.

Since 1984, all RTA federal capital funding allocation decisions have been determined by a static, politically negotiated, nonstatutory formula: CTA 58%, Metra 34%, and Pace 8%. RTA used this formula to allocate the first round of federal COVID-19 relief funding. If the legislature had intended such an approach, it would have put such a procedure into law. By giving the RTA the power to allocate federal funding at its discretion, one can infer that the legislature intended that the Board of Directors would do so with flexibility in its year-to-year budget process. The expectation is that in making discretionary funding allocation decisions, RTA will apply a professional assessment based on sound budget and planning principles. The 2008 legislative mandate requiring RTA engagement in continuous strategic planning reinforces the expectation. The CNA funding allocation approach achieves the expectation.

The CNA methodology applies a professional determination that directs relief funds to the most transit-dependent populations. That group includes "essential workers" critical to serving the general population's basic needs during the pandemic. These factors were part of the convincing justification for the tens of billions of federal funding that has been made available by Congress to the transit industry. Furthermore, the RTA staff have explained that the specific CNA allocation method recommendation is for the present situation. They have acknowledged that future funding allocation decisions will consider policy factors most relevant then, such as a hoped-for resurgence of ridership.

If the CNA recommendation is adopted, it will be a landmark action. It will provide an appropriate allocation of federal funding for its intended purposes and set the policy process example for future discretionary funding decisions.

Respectfully,

Stephen E. Schlickman  
Former Executive Director of the UIC Urban Transportation Center and  
the Regional Transportation Authority

[REDACTED]





550 W. Algonquin Road  
Arlington Heights, Illinois 60005  
847.364.8130  
[PaceBus.com](http://PaceBus.com)

February 26, 2021

Honorable Kirk Dillard  
Chairman  
Regional Transportation Authority  
175 W. Jackson Blvd, Suite 1650  
Chicago, IL 60604

Dear Chairman Dillard:

This letter is to express Pace's concern with the proposed CRRSSA funding distribution that RTA staff presented to you and the RTA Board at your February 18 meeting. While we recognize and agree with the RTA's intent to make each service board's 2021 budgets whole, we have a fundamental problem with the methodology used to create this proposed funding distribution.

As you know, Pace suspended a significant amount of service in Spring 2020 precisely so we could live within our means and balance our 2020 and 2021 budgets. If we were to reinstate service, our projected 2021 and 2022 deficits would be much greater and, under the RTA's proposed methodology, Pace would have higher expenses thus potentially a higher share of the region's CRRSSA funding.

In other words, RTA's proposed distribution of CRRSSA funding punishes Pace for being fiscally responsible over the past 10 months. Instead, RTA should be rewarding Pace for managing its resources in a prudent manner. Furthermore, this proposal sets a dangerous precedent for future distributions of federal funding in that it focuses nearly all the region's resources on the portion of the service area which contains only 35% of our population base, as well as the fact that it creates adverse incentives for service boards to spend beyond our means and rely on others to fix our problems. Pace certainly cannot accept a situation in which suburban communities lose even more resources in future relief packages.

Richard A. Kwasneski, **Chairman**

Rachel Arfa	Christopher S. Canning	Terrance M. Carr	Roger C. Claar	David B. Guerin	Kyle R. Hastings
Thomas D. Marcucci	William D. McLeod	Jeffery D. Schielke	Erin Smith	Linda Soto	Terry R. Wells

**Board of Directors**

Rocky Donahue, **Executive Director**

Furthermore, the relative ridership losses in 2020 amongst the three service boards are indicative of how essential Pace's services are to our riders compared to that of our peers. Pace's fixed route ridership has lost the least number of riders on a percentage basis compared to CTA and Metra. Pace has been critical to essential workers maintaining their job access. In a related issue, RTA's weighting of GTFS pings per census tract in your calculation of CNAs failed to recognize that it is bus service which is in greater demand than rail during the pandemic.

Also, the methods the RTA wants to use to apportion these funds:

- Ignores areas with below-average population density.
- Ignores regional equity.
- Ignores the reality that since the pandemic started more passengers board a Pace bus everyday than board a Metra train —thereby ignoring evidence of how essential our service is.

Most importantly, I worry that Pace's disproportionately small share of this funding sets a bad precedent for dividing future federal funds.

I do want to acknowledge and express thanks for RTA's recognition of the need to fund the ADA paratransit budget shortfall off the top of this CRRSSA funding, as Pace is providing that service on behalf of the entire region.

I look forward to working with you on a way to improve this proposed distribution to meet the needs of all three service boards while setting a precedent in which RTA rewards responsible management.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard Kwasneski". The signature is fluid and cursive, with the first name "Richard" and last name "Kwasneski" clearly distinguishable.

Richard Kwasneski  
Chairman





# Chicago Metropolitan Agency for Planning

433 West Van Buren Street  
Suite 450  
Chicago, IL 60607

312-454-0400  
cmap.illinois.gov

March 3, 2021

Ms. Leanne Redden, Executive Director  
The Regional Transportation Authority  
175 West Jackson Boulevard, Suite 1650  
Chicago, Illinois 60604

Re: Sustaining Critical Transit in 2021 Draft Report

Dear Ms. Redden,

The Chicago Metropolitan Agency for Planning (CMAP) commends the RTA's efforts to sustain critical transit services through the three-step COVID recovery strategy. The COVID-19 crisis has intensified many longstanding disparities in the region and underscores the critical importance of public transportation for the region's transit dependent populations and essential workers. As noted in the *Sustaining Critical Transit in 2021* draft report, there is much focus on who has stopped using transit during the pandemic, but the story of those who continue to ride is just as important. We know that [essential workers are disproportionately people of color and have low incomes](#), and CMAP stands by the RTA's commitment to serving the traveling public now and into the next phase of recovery.

ON TO 2050, the region's comprehensive plan, calls for the continued implementation of performance-based programming in order to be responsive to changing conditions. Never before has there been an event that requires a refocus in funding priorities quite like this moment. As demonstrated by the RTA's analysis of Critical Need Areas, the formulas historically used for allocating transit funding simply do not reflect who is riding transit during this extraordinary year. CMAP supports RTA's approach to allocating federal relief based on who commutes by transit, who needs transit for everyday mobility, and who works in industries that are expected to require an on-site presence in the coming year.

Thank you for the RTA's leadership on sustaining transit during this crisis and ensuring that the region's network continues to serve those that need it the most. CMAP is available to partner on future efforts to implement data-driven approaches to transportation programming.

Sincerely,

Erin Aleman  
Executive Director

SL:EA/stk

## Board Members

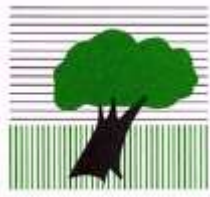
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Karen Darch  
James Healy  
John Noak  
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Nancy Rotering  
Carolyn Schofield  
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## Executive Director

Erin Aleman



## **DUPAGE MAYORS AND MANAGERS CONFERENCE**

*an association of municipalities representing 1,000,000 people*

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March 4, 2021

The Honorable Kirk Dillard  
Chairman, Board of Directors  
Regional Transportation Authority  
175 W. Jackson Boulevard, Suite 1650  
Chicago, IL 60604

Ms. Leanne Redden  
Executive Director  
Regional Transportation Authority  
175 W. Jackson Boulevard, Suite 1650  
Chicago, IL 60604

RE: COVID-19 Relief Funding Distribution

Dear Chairman Dillard and Ms. Redden:

The DuPage Mayors and Managers Conference (DMMC) appreciates the hard work of the RTA Board and staff in developing a process for the allocation of limited COVID relief funding and supports a data driven, transparent, and equitable process for distributing that funding. We recognize that access to high-quality public transportation, including Metra commuter rail and Pace suburban bus service, supports the economic viability of the county and entire region.

In DuPage County, approximately 373,000 residents are considered "essential workers," and over 21,200 are considered to be transit dependent. In addition to riding fixed route Pace and Metra service, many of these residents depend on local, municipally funded transit services. These services provide critical transit to people with disabilities, the elderly, and essential workers to get to medical appointments, job training, and work. Funding for municipally funded transit services is important in maintaining the mobility of our residents during this crisis.

We have reviewed the RTA's regional COVID-19 Recovery Plan and applaud the RTA's efforts to support the three Service Boards in sustaining critical services during these challenging times. In addition, we ask that you consider a portion of COVID-19 relief funds to support municipal-based transit services. We believe that the distribution of funding across the metropolitan region and different transit service providers helps fulfill the goal of providing access for users across the region, including essential workers, those experiencing economic hardship, and people with disabilities.

DMMC appreciates the RTA's efforts to build consensus on allocating COVID relief funding equitably across the region and among different service providers. We appreciate your consideration and look forward to continue engaging with the RTA as the region continues on a path to recovery.

Sincerely,

Frank Trilla,  
Mayor, Village of Willowbrook  
President, DuPage Mayors and Managers Conference



**DUPAGE  
COUNTY**

**Daniel J. Cronin**  
County Board Chairman

(630) 407-6060  
[chairman@dupageco.org](mailto:chairman@dupageco.org)

March 4, 2021

The Honorable Kirk Dillard  
Chairman, Board of Directors  
Regional Transportation Authority  
175 W Jackson Blvd., Suite 1650  
Chicago, IL 60604

Re: Sustaining Critical Transit Report

Dear Chairman Dillard:

DuPage County has reviewed the *Sustaining Critical Transit in 2021* report and appreciates the opportunity to provide comment. As a county with 50,000 people who rely on transit each day, DuPage County understands the need to assure a speedy and comprehensive recovery of the transit service in the region.

Metra and Pace services are integral to the mobility of our residents and the labor force that supports our local and regional economies and are especially necessary for transit dependent and disabled people. It is not an overstatement to say that the performance of our entire transportation and economic system is affected by the loss of transportation options due to COVID. Three of the platforms of the DuPage County Strategic Plan – *Quality of Life, Diversity and Inclusion and Economic Growth* – recognize that the County is a better place to live and to work when we have an efficient, resilient and reliable public transit system.

DuPage County is currently served by three (3) Metra Lines with twenty-nine stations, and sixty Pace fixed route, commuter, and on-demand services. Many of these services fall outside the Transit Critical Need Areas (CNAs) discussed in your report. It is understandable that we should focus on essential and frontline workers in the initial pandemic recovery stages. ***However, to suggest that there are so few needs in the collar counties based on the report assumptions, unduly limits the narrative of the essential suburban commute or reverse commute.***

In the report, it is mentioned that High Mobility Industries (HIMOB) are key to the definition of CNAs. Throughout DuPage County, home to more than 650,000 jobs, there are significant retail, warehousing, distribution, education, health care and public administration sites that were infrequently served or underserved by Pace and Metra before the pandemic. Service suspension has made it all the more difficult for workers within the county and those coming into the collar counties to fulfill these essential roles. Suspension of service is harmful to our local companies who look for blue-collar labor throughout the Chicago region; transit service is a key consideration when WorkNetDuPage (DuPage County's workforce development center) attempts to match labor skills with job opportunities. Transit availability is also an important point for companies when they wish to relocate to places in DuPage or one of the other counties. I note that O'Hare International Airport was not identified as a HIMOB in your report. With all of the security, freight and transportation employees working at O'Hare, we cannot imagine a more important economic engine to support. O'Hare relies on Pace bus service from communities in eastern DuPage.

DuPage County remains committed to being a collaborative and active partner in regional programming and decision making. We support the RTA taking the necessary steps to ensure continuity of service but disagree with the allocation of funds based on CNAs that reflect “likely users of transit” as opposed to actual users. DuPage County encourages consideration of actual work origins and destinations in the definition of CNAs.

DuPage County understands that the Report recommendations are unique to this time and will not set a precedent for future allocations of any funding. Through this process, and the processes now underway at CMAP, the region needs to be thinking about mobility recovery, including transit, innovatively taking into consideration the changing landscape hastened by the pandemic. Making this transition can only be done collaboratively and through shared vision. We look forward to continuing to be a partner with you in that vision.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Cronin", with a stylized, cursive script.

Daniel J. Cronin  
DuPage County Board Chairman

jel/DJC

cc: Leanne Redden, Executive Director, RTA  
David Andalcio, RTA Board  
John Zediker, Metra Board of Directors  
Rodney Craig, Metra Board of Directors  
Thomas Marcucci, Pace Board of Directors

**From:** Hayden Harris [REDACTED]  
**Sent:** Thursday, March 4, 2021 11:04 PM  
**To:** communications <[Communications@RTACHICAGO.ORG](mailto:Communications@RTACHICAGO.ORG)>  
**Subject:** Comment on COVID Recovery

**CAUTION:** This email originated from outside the RTA. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello,

Thank you so much for your work to make transit funding allocation more equitable. While I understand and agree with your immediate funding structure between CTA, Metra and PACE, I do hope you'll plan how to make sure Metra and PACE can receive enough funding to adapt to a post 9-5 commute world.

Metra will need extra funding to become a true regional rail service (if that is indeed the plan) and I hope your future funding plans take that into consideration.

Thank you again for everything you do,

Hayden Harris

**NORTHWEST MUNICIPAL CONFERENCE**

1600 East Golf Road, Suite 0700  
Des Plaines, Illinois 60016  
(847) 296-9200 • Fax (847) 296-9207  
[www.nwmc-cog.org](http://www.nwmc-cog.org)



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Mark L. Fowler

March 5, 2021

The Honorable Kirk Dillard  
Chairman, Board of Directors  
Regional Transportation Authority  
175 W. Jackson Boulevard, Suite 1650  
Chicago, IL 60604

RE: RTA Regional COVID Recovery Strategy

Dear Chairman Dillard:

On behalf of the Northwest Municipal Conference (NWMC), please accept this letter of support for a fair and equitable process to allocate federal COVID-19 relief funding amongst the region's service boards. Of particular importance to the NWMC is the issue of geographic equity and the recognition of the role that suburban transit, including Metra commuter rail and Pace suburban bus service, plays within the regional economy and in supporting essential workers.

The Conference recognizes that the COVID-19 pandemic presents extraordinary challenges in allocating resources equitably and maintaining safe and effective transit services throughout the region. Pace and Metra have responded by diligently adjusting and prioritizing service during the pandemic and we share concerns that the proposal to be considered by the RTA Board does not reflect prior adjustments and may lead to future budgetary deficits. We also share concerns that the proposal would set a precedent for future COVID relief allocations and/or distribution of federal funds. Finally, we request that the RTA also prioritize funding to municipal-based transit services. For many suburban riders, these services are just as crucial in providing mobility so that transit dependent populations can make essential trips.

The NWMC appreciates the opportunity to comment on the RTA's Regional COVID Recovery Strategy and your consideration of our comments. We look forward to working together to rebuild the region safely and equitably.

Sincerely,

A handwritten signature in black ink, appearing to read "Kathleen O'Hara", is written over a white background.

Kathleen O'Hara  
President, Village of Lake Bluff  
President, Northwest Municipal Conference

Cc: Leanne Redden  
Executive Director

March 4, 2021

Leanne Redden  
Executive Director  
Regional Transportation Authority  
175 W. Jackson Blvd., Suite 1650  
Chicago, IL 60604

Dear Ms. Redden,

Thank you for providing an opportunity to comment on Step 2 of the RTA's COVID recovery strategy. Our coalition applauds the transparency of this process and the clear commitment to providing the best possible outcome in these difficult times. Overall, we enthusiastically support this deliberate, flexible, and data-driven approach used to allocate the Coronavirus Response and Relief Supplemental Appropriations Act funding, and encourage the RTA to continue to employ these types of methods.

### **Funding**

We encourage the RTA to continue advocating at the state and federal level for additional relief funding as necessary, and for greater flexibility in using existing funding. As noted in Sustaining Critical Transit in 2021, greater flexibility would enhance RTA's ability to allocate resources in an innovative fashion.

### **Data-Driven Decisions, Equity, and Transparency**

The approach proposed to distribute CRRSAA funding among the service boards was a welcome innovation, given its transparent use of data to prioritize support of operations during the COVID-19 crisis. We support your attention to defining transit Critical Need Areas. A combined approach which includes data on transit propensity, regional equity, and high mobility industries is a critical and promising strategy.

As relief funding is deployed, we encourage the RTA to evaluate how the allocation impacts mobility outcomes -- with a focus on racial equity -- and to continue evolving data-driven methods in the future.

We applaud the RTA's commitment to transparency, and welcome all opportunities for collaboration. Meaningful public engagement is critical to ensure that the RTA's strategic recovery process meets the needs of marginalized and transit-reliant communities, as well as the businesses and workers who need an efficient transit system. We encourage the RTA to seek input directly from these groups and to provide information in a clear and consistent manner.

Our organizations would be happy to assist the RTA in these efforts.

Sincerely,

Active Transportation Alliance  
Center for Neighborhood Technology  
Chaddick Institute at DePaul University  
Civic Committee of the Commercial Club of Chicago  
Elevated Chicago  
Environmental Law & Policy Center  
High Speed Rail Alliance  
Illinois Environmental Council  
Metropolitan Planning Council  
Respiratory Health Association  
Shared-Use Mobility Center  
Union of Concerned Scientists



March 16, 2021

The Honorable Kirk Dillard  
Chairman, Board of Directors  
Regional Transportation Authority  
175 W Jackson Blvd., Suite 1650  
Chicago, IL 60604

Re: Sustaining Critical Transit Report

Dear Chairman Dillard:

Lake County has reviewed RTA's *Sustaining Critical Transit in 2021* report and appreciates the opportunity to provide public comment. Lake County is home to more than 700,000 residents and 30,000 businesses, including 11 Fortune 500 headquarters, and offers a workforce of approximately 400,000 people that rely on a diverse and reliable transportation network.

Metra and Pace services are integral to the mobility of our residents and the labor force that supports our local and regional economies and are especially necessary for transit dependent and disabled people. Metra's Union Pacific North Line, which serves communities from Highland Park to Winthrop Harbor, in November and December of 2020 had the highest total ridership of the 11 Metra lines and the highest percentage retention rate of pre-COVID traffic of the major lines. This is vivid evidence of transit dependency in Lake County. This past year has shown us how critical public transportation is to so many of our residents and essential workers who rely on the system to get to work, the doctor's office and the grocery store.

Lake County is currently served by four Metra lines and various fixed route and on-demand transportation services provided by Pace, many of which serve high-need communities. Many of these services fall outside the Transit Critical Need Areas (CNAs) discussed in your report. Lake County recently completed two related reports: a *Paratransit Market Study, 2019* and a *Single Occupancy Reduction Study, 2020*. Both reports demonstrate many more areas of transit need in Lake County when considering poverty levels, vehicle ownership, and origin and destination locations. It is understandable that we should focus on essential and frontline workers in the initial pandemic recovery stages. ***However, to suggest that there are so few needs in the collar counties based on the report assumptions unduly limits the narrative of the essential suburban commute or reverse commute.***

In the RTA report, it is mentioned that High Mobility Industries (HIMOB) are key to the definition of CNAs. Throughout Lake County, there are significant **manufacturing**, warehousing, distribution, retail and health care sites that were infrequently served or underserved by Pace and Metra before the pandemic. Service suspension has made it more difficult for workers within the county and those coming into the collar counties to fulfill these essential roles. The long-term suspension of service is harmful to our local companies who look for blue-collar labor throughout the Chicago region. Access to a good transportation system and transit service is one of the top priorities for businesses that are considering a move into, or to stay put, in Lake County.

Lake County supports the RTA's data-driven approach to take necessary steps that will provide a continuity of service, but we disagree with the allocation of funds based solely on the CNA metric that reflects "likely users of transit" as opposed to actual users. Lake County encourages consideration of ***actual work origins and destinations*** in the definition of CNAs.

We understand that the report recommendations are unique to the COVID-recovery and will not set a precedent for future allocations of any funding. The region needs to continue to consider mobility recovery, including transit, for the post-pandemic era. If critical transit recovery efforts aren't spread throughout the region, we will force more residents into single occupancy vehicles which will increase congestion, emissions and commute times. The decisions we make as a region today will impact us for decades ahead, and we look forward to continuing to be an active and collaborative partner in determining critical capital investment decisions that benefit our entire region.

Sincerely,

A handwritten signature in black ink, appearing to read "Sandy Hart", with a stylized flourish at the end.

Sandy Hart  
Chair, Lake County Board

Cc: Leanne Redden, Executive Director, RTA  
Pat Carey, RTA Board  
Norm Carlson, Metra Board of Directors  
Linda Soto, Pace Board of Directors  
Gary Gibson, Lake County Administrator  
Shane Schneider, Lake County Director of Transportation