

**SAN MATEO COUNTY TRANSIT DISTRICT
STAFF REPORT**

TO: SamTrans Board of Directors

THROUGH: Jim Hartnett
General Manager/CEO

FROM: April Chan
Chief Officer, Planning, Grants and the Transportation Authority

SUBJECT: **REIMAGINE SAMTRANS PROJECT UPDATE**

The Board will gather virtually on October 12, 2020 for a workshop so staff can update you and get your valuable input as we resume the *Reimagine SamTrans* project. During this agenda item, we will seek to fulfill the following objectives:

- Update you on the state of SamTrans before and during the Covid-19 pandemic, including the challenges and opportunities looking ahead
- Receive policy guidance from you on how we want to define effectiveness, how we should use our values and priorities to balance demands for our resources
- Establish a set of shared assumptions for managing ongoing uncertainty

Importantly, at the end of this workshop, we're going to ask you to help us develop good policy on balancing priorities as we move forward over the next 90 days with designing our bus network alternatives.

The presentation slides for next week's workshop can be found as Attachment A, beginning on Page 6 of this PDF. We will follow-up with you separately regarding technology we will ask you to use to participate in a ranking exercise during the workshop.

Our Approach to Managing Uncertainty & Responding to Change

Moving forward, the Reimagine SamTrans project must establish a set of working assumptions for a new target implementation date of **August 2022**. Likewise, we must continue to monitor and build in flexibility for a set of "known unknowns."

What conditions can we reasonably assume will be in place at implementation?

- Vaccine (or other health solution) in place & riders feel physically safe on transit
- The max loads on SamTrans buses have returned to pre-Covid levels
- Schools (K-12 and colleges) have returned to full-time in-person learning
- Core local bus network still essential to those who use it
- Revenue and available bus operators at least in line with FY19-20 levels
- Fleet is fully connected via cellular

What conditions do we need to continue to track closely?

- Remote working trends
- Development trends
- Ridership by trip purpose and time of day
- Regional trip-making patterns and regional connectivity (e.g., relationship with future Caltrain)
- Major infrastructure projects (e.g., express lanes) & technology advances
- Funding levels (e.g., sales tax) and bus operator levels as they relate to the opportunity to grow our system

Public Input and Market Research Findings

To ensure we have time for robust discussion with you during the workshop, findings from the project's extensive public outreach and market research process have been included as an attachment to this cover letter for your background reading and will not be discussed in complete detail during the workshop. Please see Attachment B of this PDF (page 55).

In Fall 2019, the *Reimagine SamTrans* project undertook a three-pronged public outreach and feedback campaign:

- Public outreach, in the form of dozens of in-person events, tabling, bus stop engagement, and a community survey which garnered more than 2,700 responses.
- Market research, which included three focus groups and a statistically-significant survey which reached more than 1,800 San Mateo County residents.
- Bus operator outreach, in the form of on-site tabling events and a bus operator survey which generated more than 50 survey responses and 120 comments.

Key Themes and Takeaways:

- In focus groups and on surveys, riders made positive mention of the speed of the new FCX route, safety and cleanliness of vehicles, and an overall appreciation for SamTrans.
- Top areas for improvement include:
 - Frequency, connections to rail, and real-time information (among riders)
 - Real-time information, faster routes, and connections to rail (non-riders)
- Significant overlap exists in the desires and interests of riders and non-riders. Riders and non-rider groups expressed desire for:
 - Faster buses, even if it means more walking between stops
 - Real-time information
 - Connections to regional rail services
- Riders, more than non-riders, are seeking more off-peak service, such as in the midday, and more frequent service on major streets and key routes.

Prepared by: Christy Wegener, Director of Planning, and Millie Tolleson, Principal Planner



Resuming *Reimagine SamTrans*: Where we've been and where we're going

SamTrans Board of Directors Workshop

October 12, 2020





Agenda

- Project Goals, timeline and assumptions
- State of SamTrans
- Service Policy Framework
 - Trade-offs and public input
 - Proposed guiding principles
- Envisioning a Future SamTrans
- Looking Ahead





Objectives of Today's Meeting

- Update you on:
 - State of SamTrans before and during Covid-19
 - Challenges and opportunities we have now
 - The resilience of the underlying SamTrans rider market
- Receive policy guidance on:
 - What our priorities are and how we define effectiveness
 - Balancing demands for our resources
- At the conclusion of this workshop, Board members will be asked to provide input on resource allocation and service priorities to guide next steps in designing our bus network.



Introduction of the Project Team

SamTrans

- Christy Wegener,
Director of Planning
- Millie Tolleson,
Principal Planner

Nelson\Nygaard

- Thomas Wittmann,
Principal



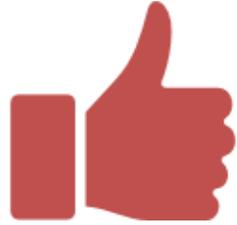


Project Background (10 min)

- Goals
- Updated project timeline
- Working assumptions and managing unknowns



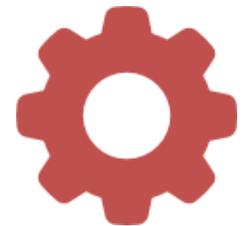
Reimagine SamTrans Goals



Improve the experience for existing SamTrans customers



Grow new and more frequent ridership on SamTrans



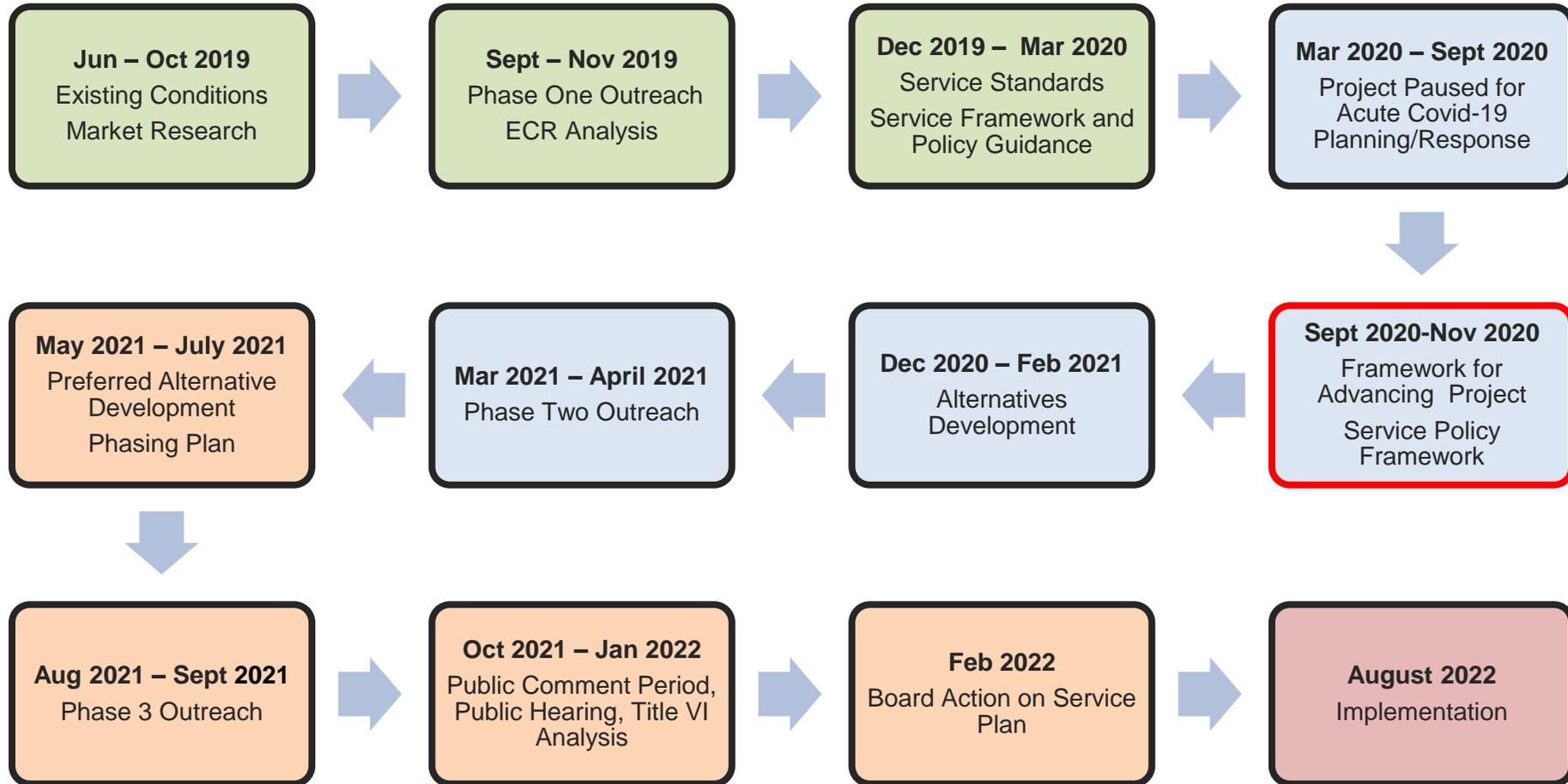
Build SamTrans' efficiency and effectiveness as a mobility provider

The goals of Reimagine SamTrans are to ...





Updated Project Timeline



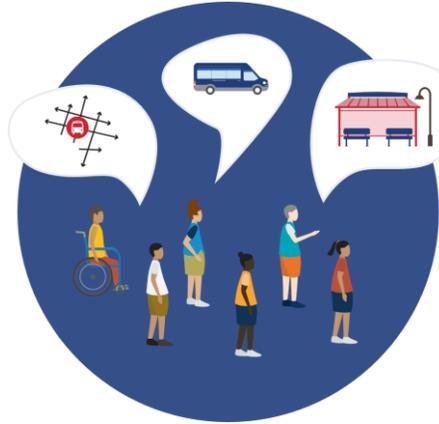


Principles for Resuming Reimagine



Existing conditions

How does SamTrans perform?



Public outreach

What are the community's priorities for SamTrans?



Market research

What are rider and non-rider perceptions and desires?



COVID-19 has implications for many elements





Baseline Assumptions

What conditions can we reasonably assume when we implement in August 2022?

- Vaccine in place and riders feel physically safe on transit
- Max loads on buses back to pre-Covid-19 levels
- Schools (K-12 and community colleges) have returned to full-time in-person learning
- Core local bus network still essential to those who use it
- Revenue and available bus operators at least in line with FY19-20 levels
- Fleet is fully connected via cellular





Managing Unknowns

What conditions do we need to continue to track closely?

- Remote working trends
- Development trends
- Ridership by trip purpose and time of day
- Regional trip-making patterns and regional connectivity (relationship with future Caltrain)
- Major infrastructure projects (e.g., express lanes) & technology advances
- Funding levels (e.g., sales tax) and bus operator levels





State of SamTrans (10 min)

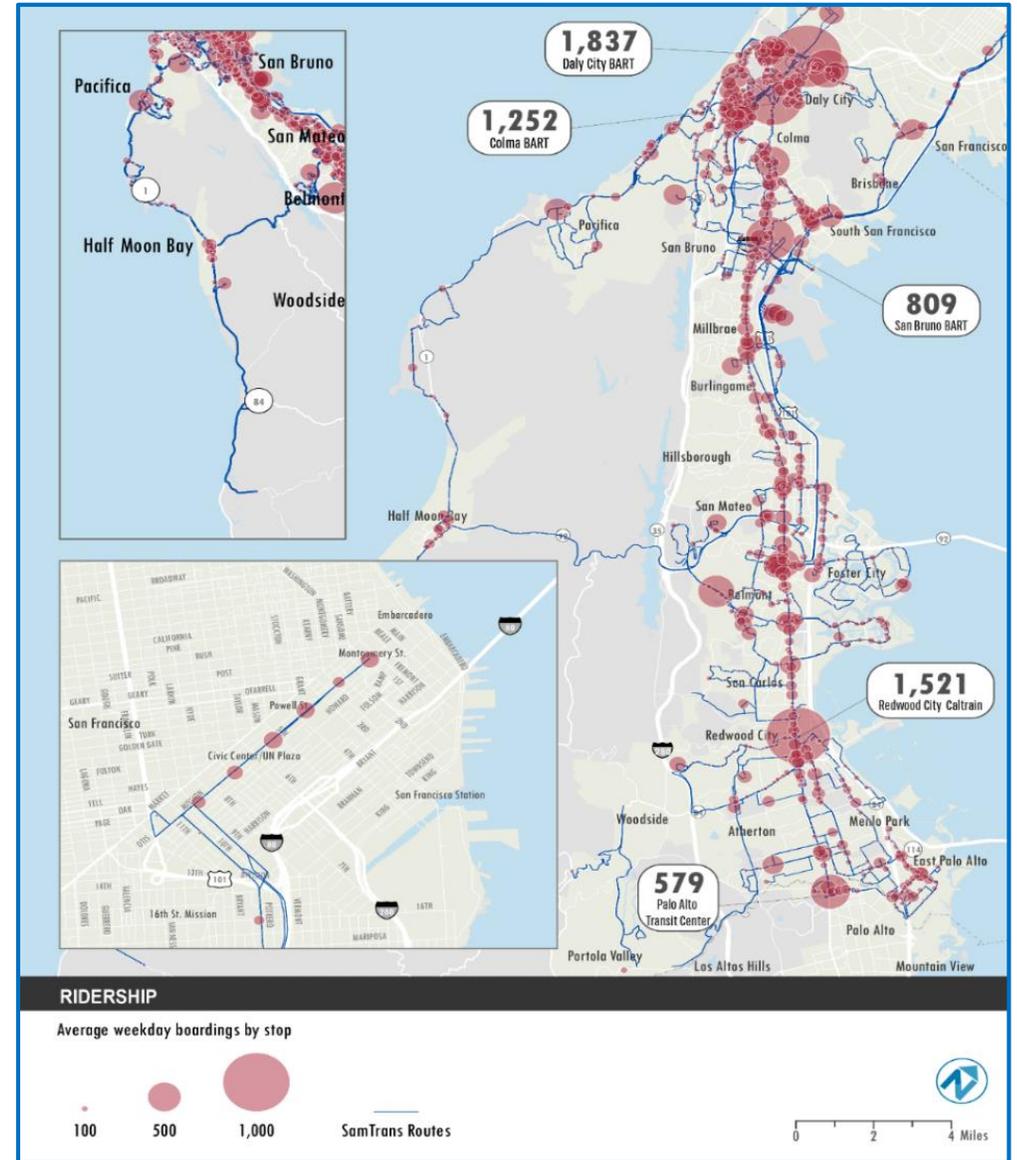
- Prior to Covid-19 and during Covid-19
- Ridership, reliability, service allocation





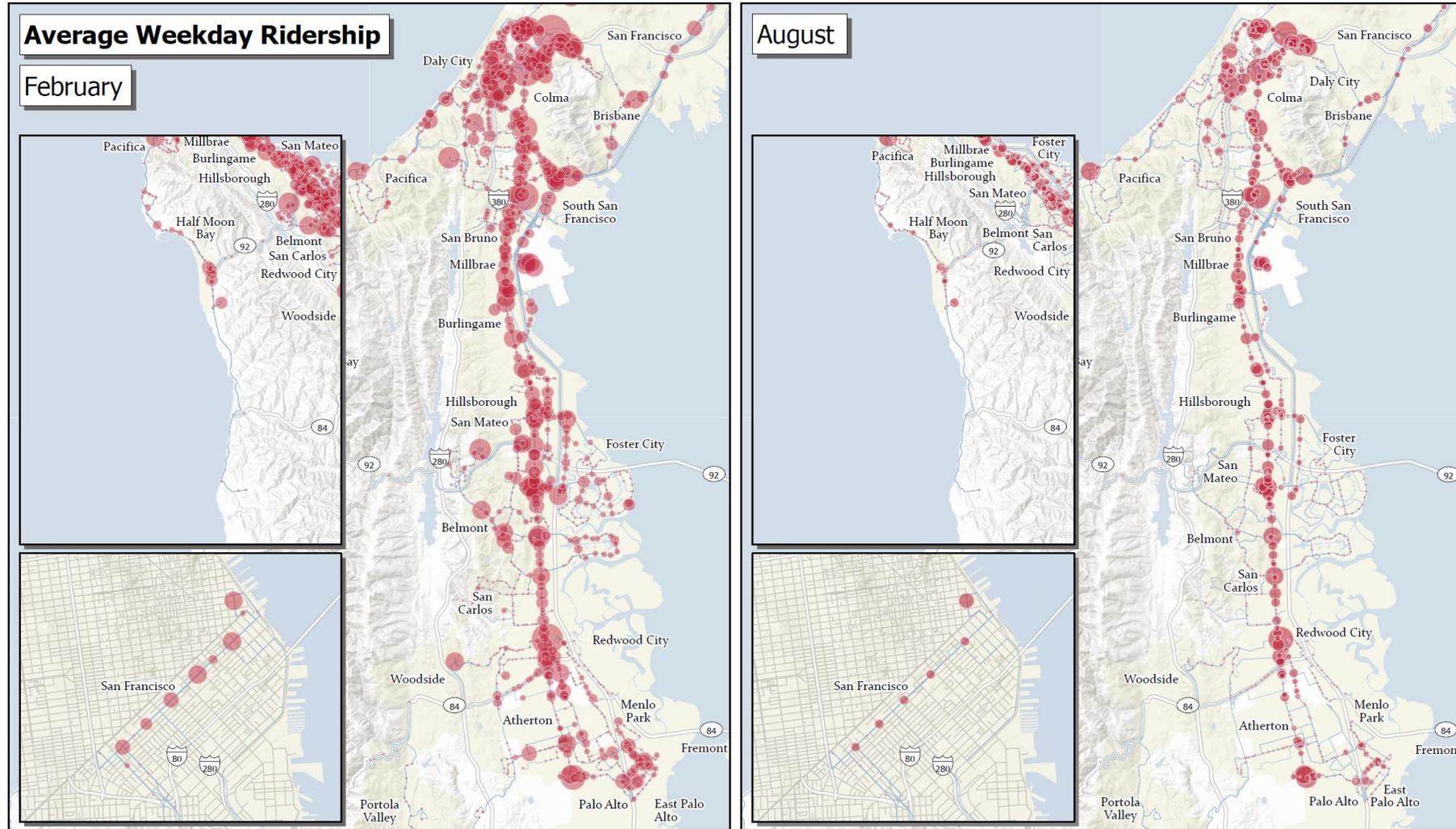
Strongest Ridership Pre-Covid-19

- ECR corridor
- North County communities
- South County transfer points, such as Redwood City Transit Center





Covid-19 Ridership Comparison

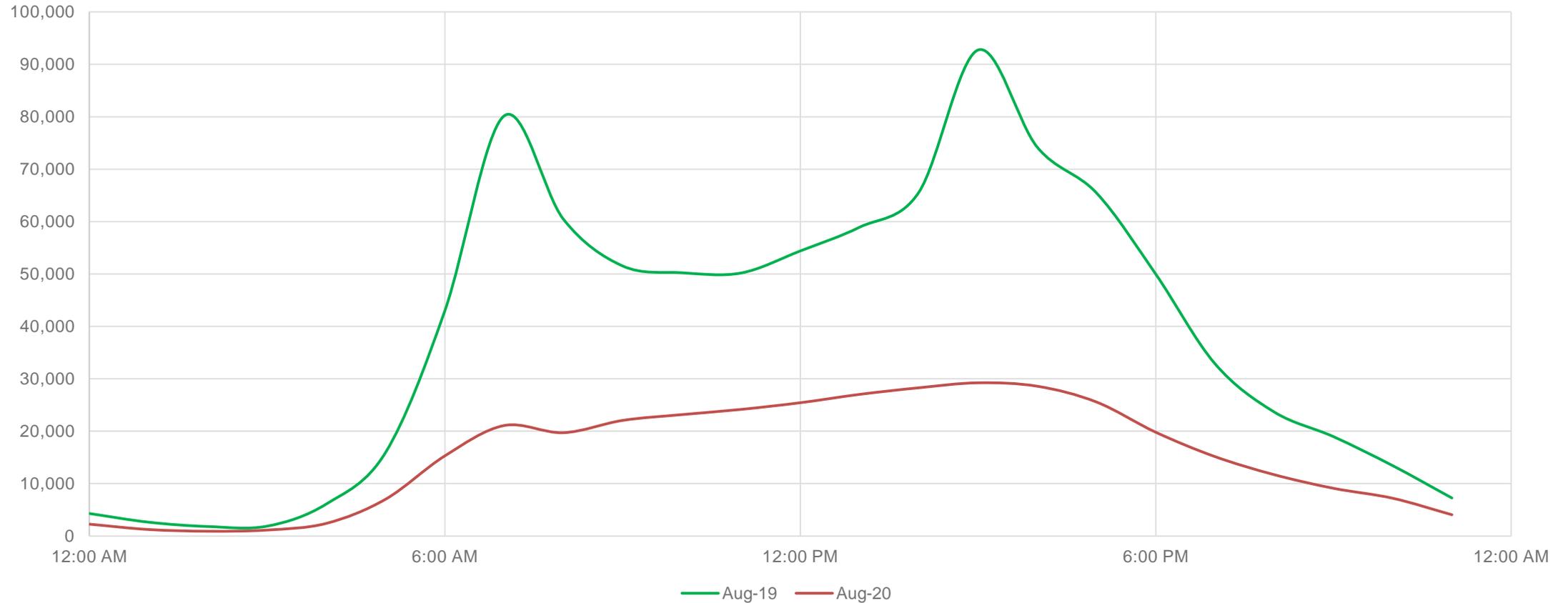




Ridership by Time of Day

SamTrans Ridership Distribution

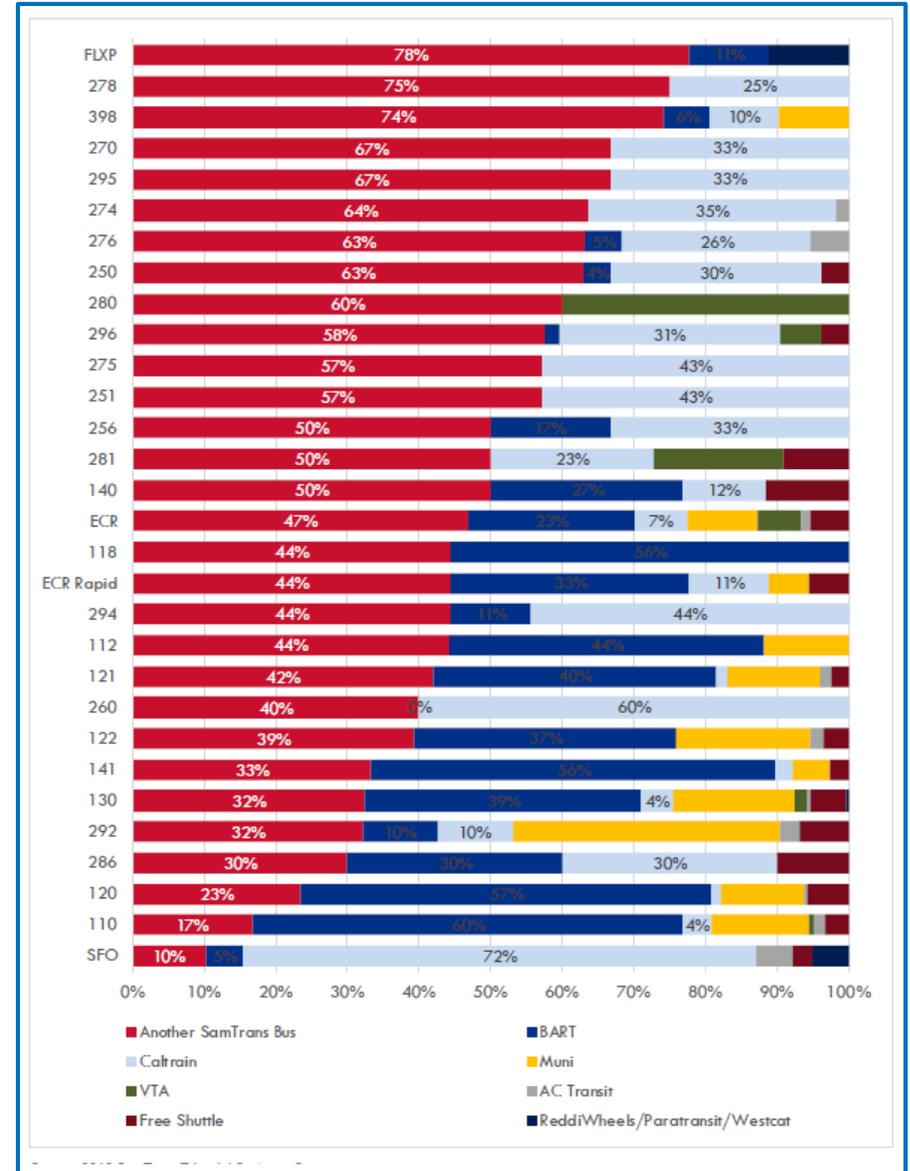
Source: SamTrans APC Data





Transfers

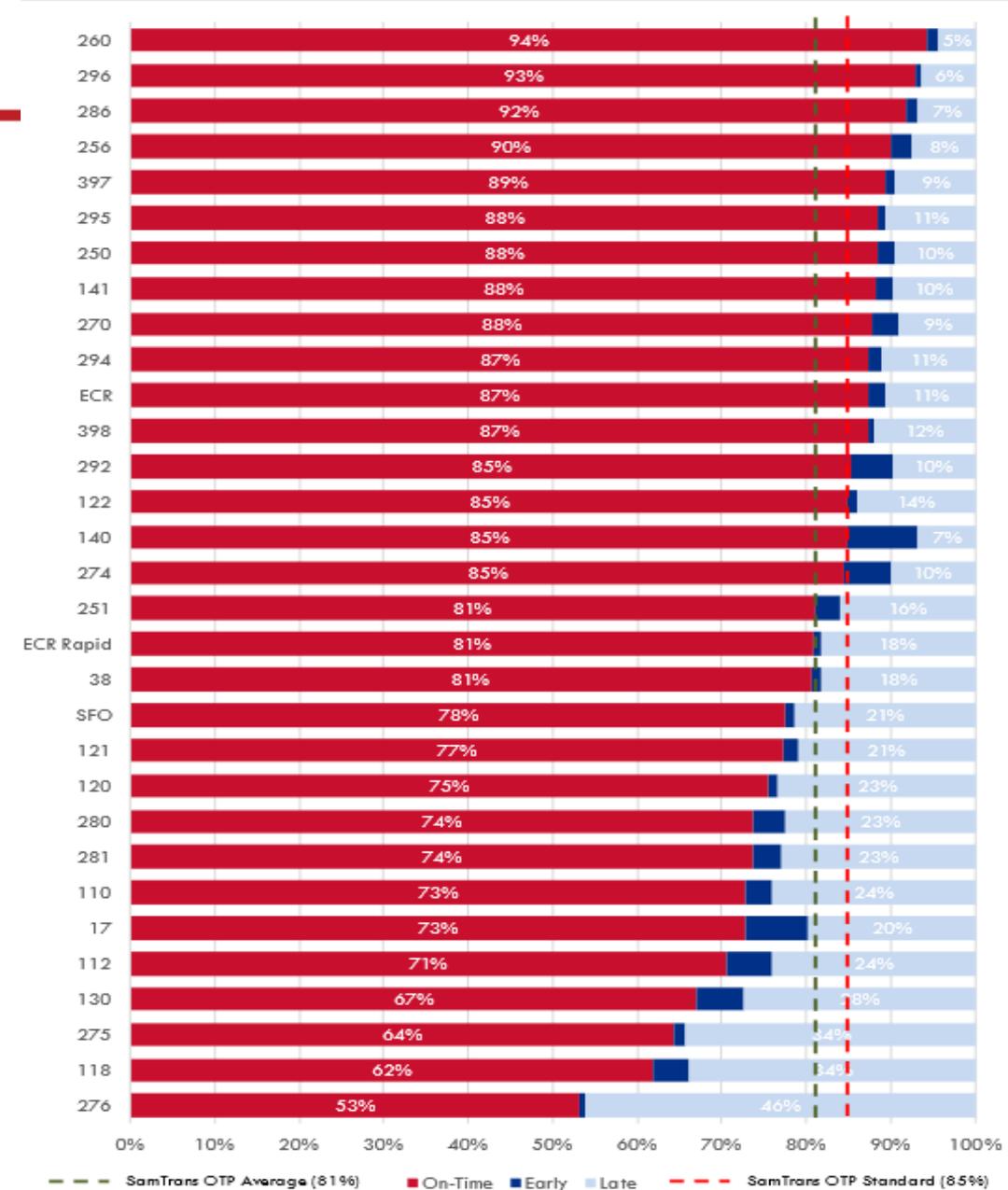
- Understanding how passengers use the system is critical to the system redesign
- Nearly half of SamTrans riders transfer to another bus or rail line to complete their trip (pre-Covid)
 - 19% transfer to another SamTrans bus





Service Reliability

- Pre-Covid-19, many routes suffered from unreliability due to traffic congestion
- In March-May 2020, on-time performance exceeded 85% goal
- Real time information is not always available or reliable
 - Late buses feel 4x longer to customers when waiting at a stop without shelter or bench

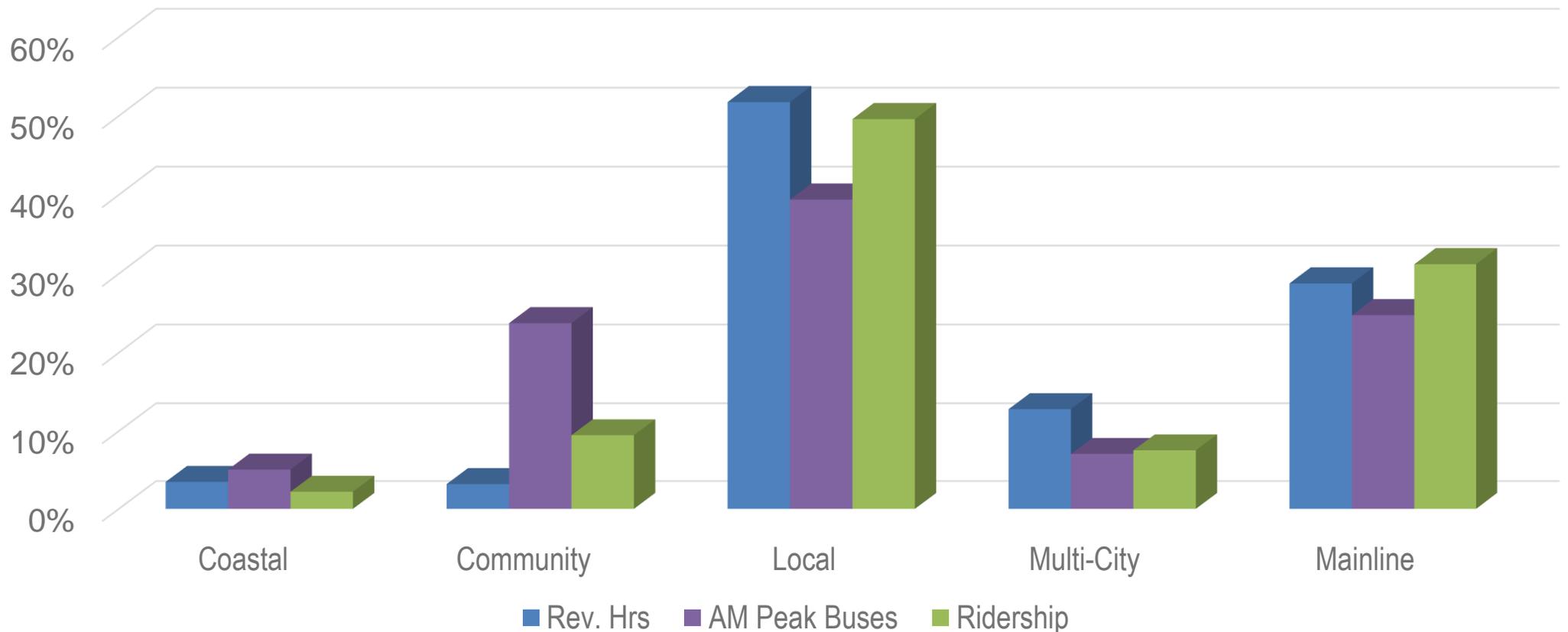




Existing Service Allocation

Some of our route categories require a larger share of peak period buses than proportion of ridership generated, some smaller share.

SamTrans Service Allocation





Existing Conditions and Covid-19 Impacts

- Opportunities exist to improve efficiency and customer satisfaction
- White collar and tech markets have changed, but core market of SamTrans remains unchanged
- Opportunities to capitalize on travel time savings
- Combined loss of ridership generated by K-12 and community colleges is substantial
- Today's riders should be strong focus of future service improvements and investments





Service Policy Framework (45 min)

- Revisiting project goals
- Components of a service policy framework
- Public input on planning trade-offs
- Draft guiding principles



Revisiting Our Project Goals

The goals of Reimagine SamTrans are to ...

Improve the experience for existing SamTrans customers

Grow new and more frequent ridership on SamTrans

Build SamTrans' efficiency and effectiveness as a mobility provider

How does Covid-19 impact our project purpose?



More important than ever

New is harder than before — uncertainty around this market

More frequent still possible

More important to be efficient and effective with resources — has effectiveness changed?



Components of a Service Policy Framework

Guiding Principles

- What objectives we are trying to achieve
- Purpose transit serves



Service Design Guidelines

- Statements of service design, such as “routes should be simple and consistent”



Service Allocation Guidelines

- Guidelines for headways, service span, etc



Service Standards / Metrics

- Metrics for ongoing evaluation, such as boardings per service hour

- High level principles feed into more specific guidelines for:
 - how routes are designed
 - how resources are allocated (service quality and service levels)
 - how we measure success (service standards/metrics)





Why Adopt a Service Policy Framework?

- Sets the values and principles from which we make decisions
- Supports staff in making day-to-day decisions and in emergency or crisis response
- Consistency and Board-approved rationale for how decisions are applied to each route or community
- Rooted in best practices and reflective of community input





Service Planning Trade-Offs

FREQUENCY AND SPAN



Provide more frequent service for a shorter time



Provide less frequent service for a longer time

COVERAGE



Provide less frequent service to more areas



Provide more frequent service to fewer areas

DAYS OF SERVICE



Provide less weekday service and more weekend service



Provide more weekday service and less weekend service

TRANSFERS



Provide more routes with less frequent service but fewer transfers



Provide fewer routes with more frequent service but more transfers

DIRECTNESS



Provide slower and less direct service with shorter walks to stops



Provide faster, more direct service with longer walks to stops

STOP SPACING



Serve many stops that make service slower but reduce walking distance



Serve fewer stops to speed service up but increase walking distance

SERVICE TYPE



Improve the local bus network



Improve the commuter bus network

SERVICE DISTRIBUTION



Provide service in areas in proportion to funding

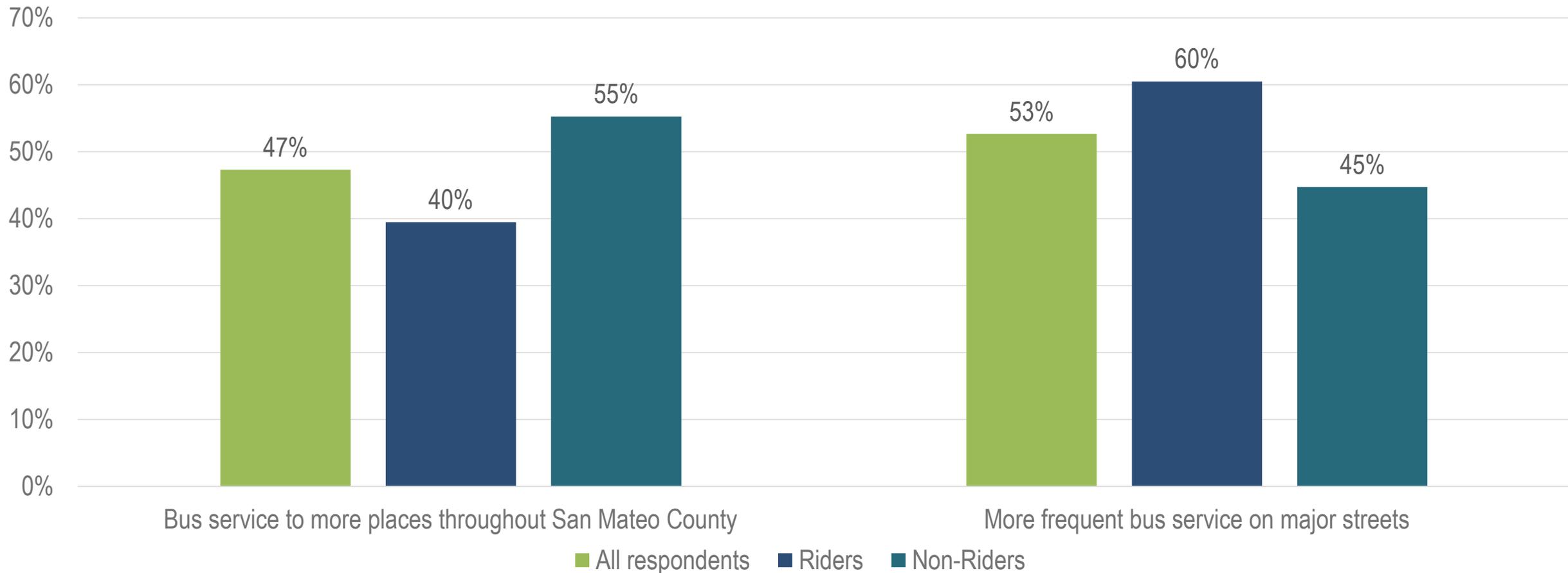


Provide service to areas with the most need



Tradeoff: Coverage vs. Frequency

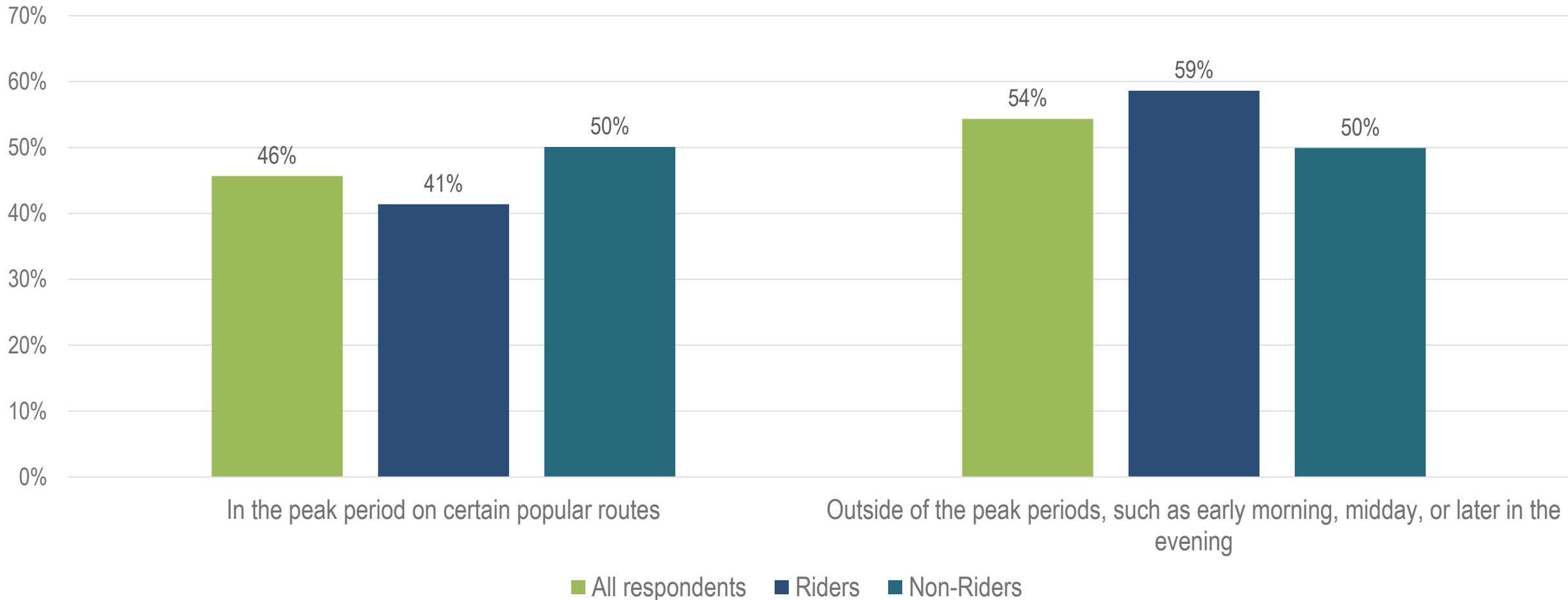
Survey says: Riders want more frequent service on major streets, while non-riders want service to more places





Tradeoff: Peak vs. Off Peak Service

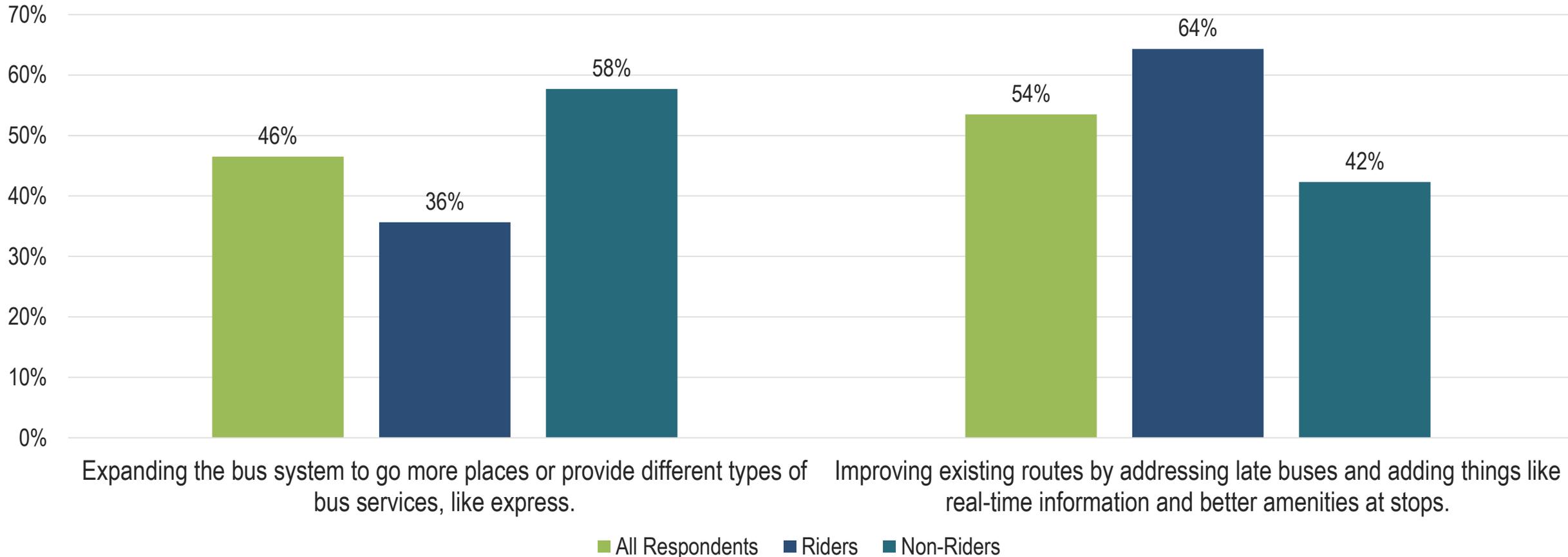
Survey says: Riders more likely to want more service outside of peak periods, in the midday or later in the evening





Tradeoff: Improvement vs. Expansion

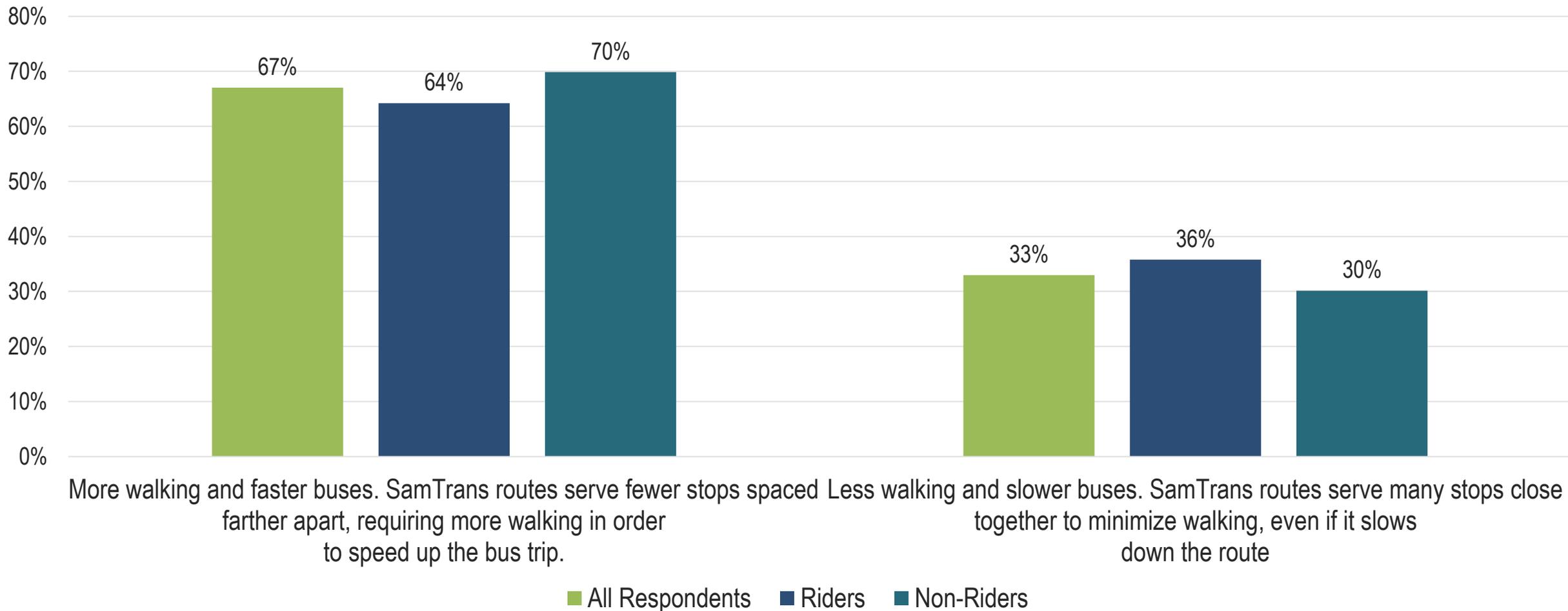
Survey says: Riders want the existing system improved; non-riders more interested in expanded options, such as express





Tradeoff: Bus Speed vs. Walk Distance

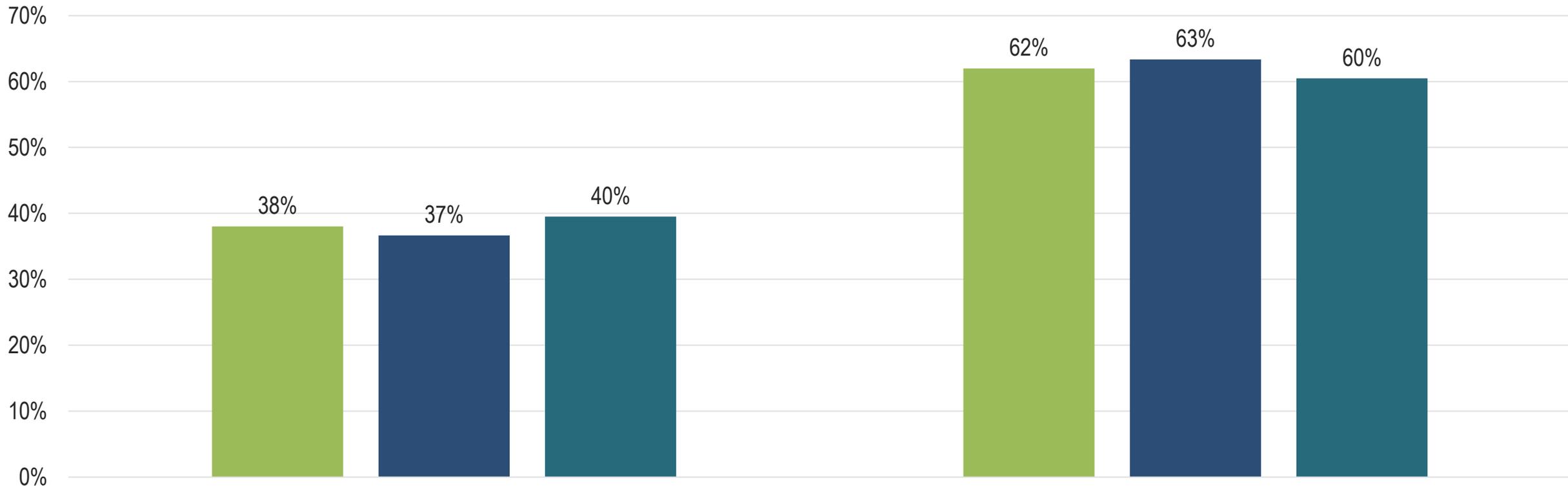
Survey says: Riders and non-riders both want faster buses, even if it means more walking to stops





Tradeoff: One-Seat Ride vs. Transfer

Survey says: Riders and non-riders both preferred frequent and direct routes that may necessitate a transfer



Coverage: Bus routes are not frequent or direct, but provide stops very close to the starting point and ending point of your trip.

Frequency: Bus routes are direct and frequent but may require a transfer to another SamTrans route to complete your trip.

■ All Respondents ■ Riders ■ Non-Riders



Proposed Guiding Principles

- Employ **customer-focused** decision-making
- Design service that can be reasonably delivered by our **workforce**
- Be an **effective** mobility provider
- Provide transportation services that support principles of social **equity**





Proposed Guiding Principles

Employ **customer-focused** decision-making.

- Enhance customer safety, security and comfort.
- Routes should be simple and easy to understand.
- Conduct transparent and empowering community engagement.
- Adopt new tools and technologies that improve customer experience.





Proposed Guiding Principles

Design service that can be reasonably delivered by our **workforce.**

- Support the recruitment and retention of our workforce.
- Prioritize providing a “feedback loop” for the workforce, letting them know the ways in which their feedback was utilized.





Proposed Guiding Principles

Be an **effective** mobility provider.

- Build ridership.
- Provide fast or time-competitive bus transportation.
- Provide reliable bus transportation.
- Integrate into the larger county and regional transportation network.
- Expand services to accommodate new transit markets.
- Utilize public funds responsibly and efficiently.





Proposed Guiding Principles

Provide transportation that supports principles of social **equity**.

- Direct resources to provide high-quality service in communities with greatest transportation disparities and mobility needs.
- Prioritize communities with transit supportive factors: low-income, zero car households, ethnic and racial minorities, and population density.
- Support access to jobs and workforce development opportunities.



What is Transportation Equity?

- An equitable transit system **engages and serves its core ridership**—the most vulnerable populations taking essential trips—with **affordable, reliable, environmentally sustainable and high-quality service** they desire, and **connects all riders to opportunities** so they can thrive and prosper.
- Data-wise, **race is often the greatest indicator and predictor of outcomes and disparities.**





Why Does It Matter?

People need and want social connectivity and quality of life.



I need SamTrans to visit my mother and see friends.

Transportation equity is environmentally sustainable.



My bus reduces how often I use my family's car.

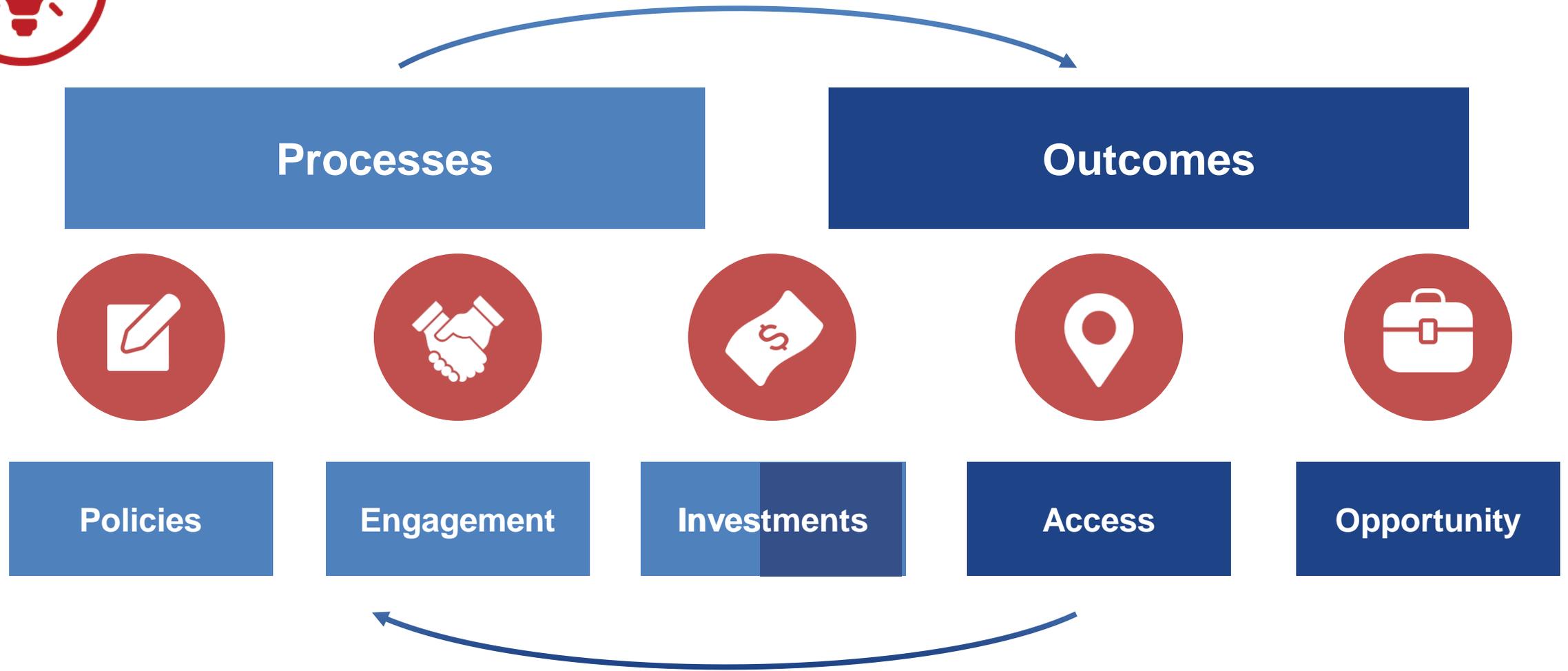
Access to transportation is largest predictor of ability to move out of poverty.



The bus helps me access job opportunities.



Elements of Transit Equity





Case Study: SF Muni Equity Strategy

Ensure equity neighborhoods see equal or better service improvements within the context of the entire system.

Approach:

1. Identify top 2-3 needs based on data analysis and community outreach
2. Tailor strategies to address key needs
3. Identify funding needs for 2-yr budgets
4. Monitor yearly progress with annual report



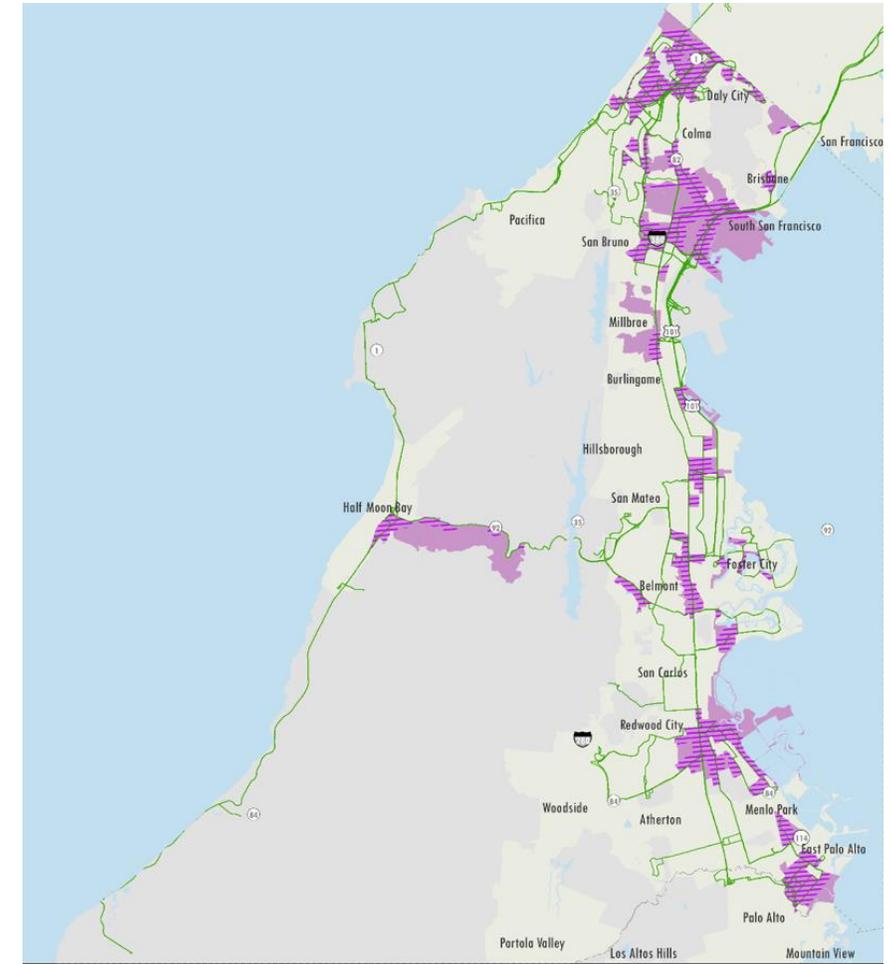


SamTrans Equity Indicators

Census Tracts evaluated for:

- Non-white households
- Low-income households (<\$75,000 for family of 3)
- Zero-vehicle households

SamTrans currently provides all-day service in many census tracts with equity need indicators.

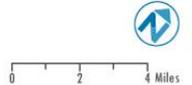


Service Coverage Goal Data Sources: Census American Community Survey 2014 - 2018 5-Year Estimates; LEHD, 2017

High Equity Neighborhoods should have 85% of its area covered by Local All-Day Route Service

SamTrans Local Route Service
Overlap between High Equity Neighborhood and Local All-Day Service Area

Areas scored above 12 out of 15 (80%-tile)





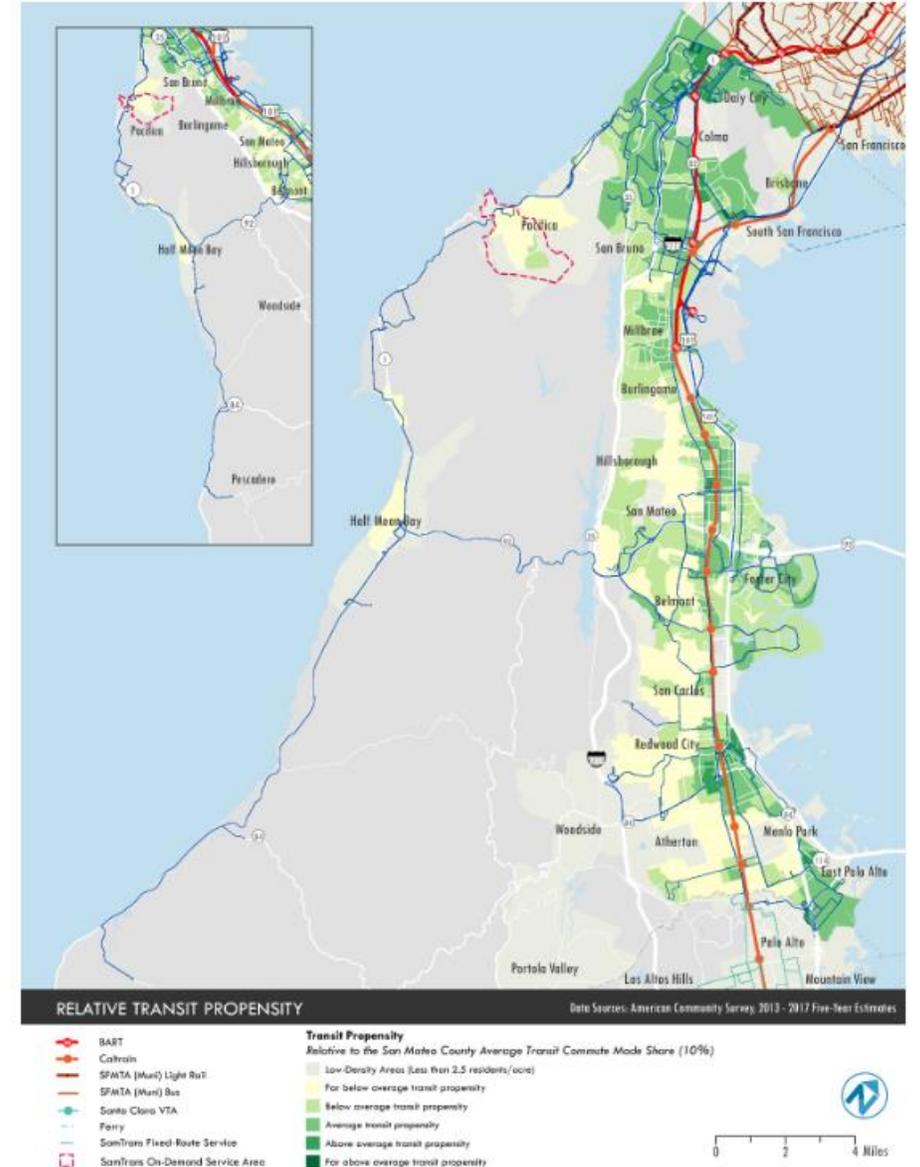
Transit Use Likelihood Index

Areas of high transit propensity:

- Daly City
- South San Francisco
- San Bruno
- San Mateo
- Foster City
- Redwood City
- East Palo Alto
- Other smaller pockets along ECR corridor

Factors:

- *Population density*
- *Zero car households*
- *Low income households*
- *Racial and ethnic minorities*
- *Age (youth and seniors)*





Discussion | Guiding Principles

- Anything to add or modify on the proposed four guiding principles (customer, workforce, effectiveness, and equity)?
- Are the proposed equity indicators (non-white, low-income, and zero vehicles) right for SamTrans?
- In the context of health, economic and social crises, might we broaden our definition of effectiveness beyond ridership and productivity?
 - Supply and quality of service to "essential riders"
 - Level of service to equity need and transit supportive areas
 - Transit travel times
 - On-time performance



Envisioning a Future SamTrans (25 min)

- Themes of recent successful COAs
- Exercise: Ranking Priorities
- Discussion:
 - How should we distribute our resources?
 - What does success look like?



Themes of Recent Successful COAs

- Added resources where the riders are (and removed service where they're not)
- Seven-day-a-week frequent network
- Improved route directness and speeds (serve arterials, not neighborhood streets)
- Prioritized bus speed/reliability through infrastructure
- Partnerships with employers / schools
- Innovative solutions for low density areas / lower demand times
- Match service plan to resources available



Discussion | Service Allocation

How do we allocate resources?

- More lines on the map (more coverage)
- More ridership (more frequency on productive routes in transit supportive areas)
- More service to those who need it most (equity need areas)

What would this mean?

- Baseline service on routes that aren't productive
- Double down on productive routes, like the ECR and Route 120
- Improve frequency on Route 280

...Or most likely, some combination of these





Ranking Priorities

Rank the relative importance of potential priorities

- Geographic coverage / balance
- Productivity and ridership
- Access to major destinations
- Service to low-income and non-white populations
- Access to jobs
- Express service
- Addressing reliability and on-time performance
- Service to schools





Discussion | Ranking Priorities

Ranking the relative importance of potential priorities

- Are there any surprises?
- Do these results match your thoughts? What's different?

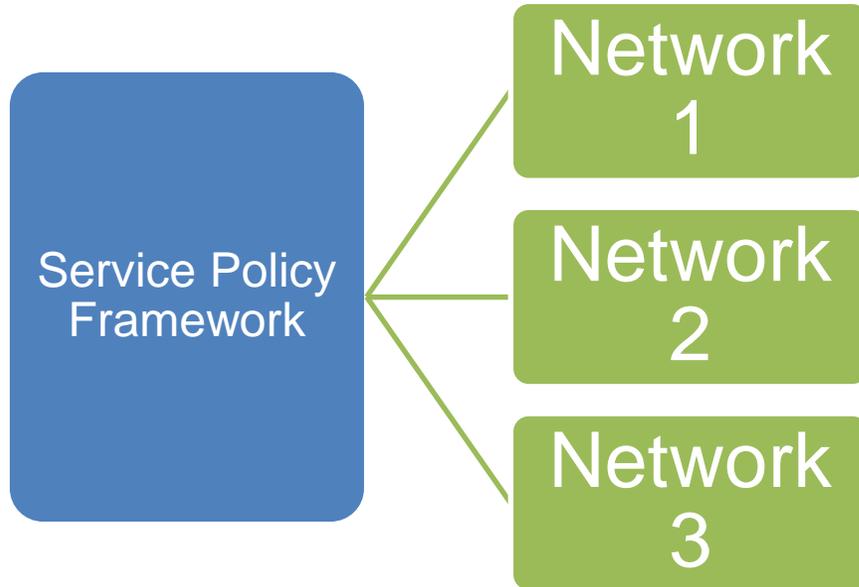


Looking Ahead (5 min)

- Network alternatives
- Upcoming schedule milestones



Network Alternatives



- To be developed by staff Nov 2020-Feb 2021
- Incorporate lessons learned from Covid-19 core fixed route network
- Alternatives will be nimble to respond to trends and demand
- Alternatives will be constrained to FY20 resources
 - May include growth scenarios for phased implementations



Looking Ahead

- December 2020
 - Final Service Policy Framework, including service design guidelines and standards
- January 2021 (ad-hoc committee)
 - Comment on draft network alternatives
- March/April 2021
 - Public outreach phase 2 on network alternatives
 - Planning Covid-friendly outreach, leaning heavily on digital engagement





Final Questions/Discussion



Reimagine SamTrans
Board of Directors Workshop

Background Materials:
Market Research & Public Outreach

October 12, 2020



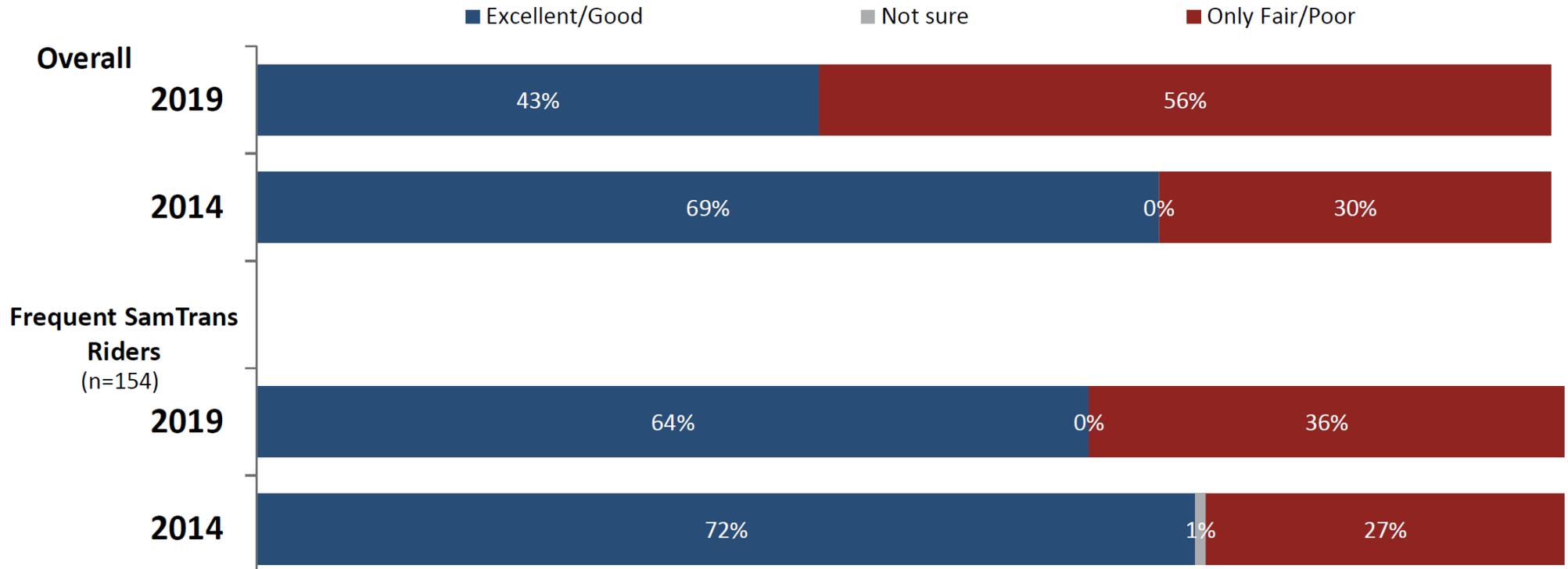
Market Research

- Three focus groups held (rider English, non-rider English, rider/non-rider Spanish)
- Countywide Transportation Survey (statistically-significant)
 - Survey closed, 1,883 responses received
 - 10% ride SamTrans weekly, 9% monthly
 - 10% use Uber/Lyft once a week
 - 83% drive car BUT 62% would like to drive less and 67% say it's the most stressful thing they do all day
 - 70% said bus takes too long and 68% said it's not flexible enough



Statistical Survey Results – Travel Experience

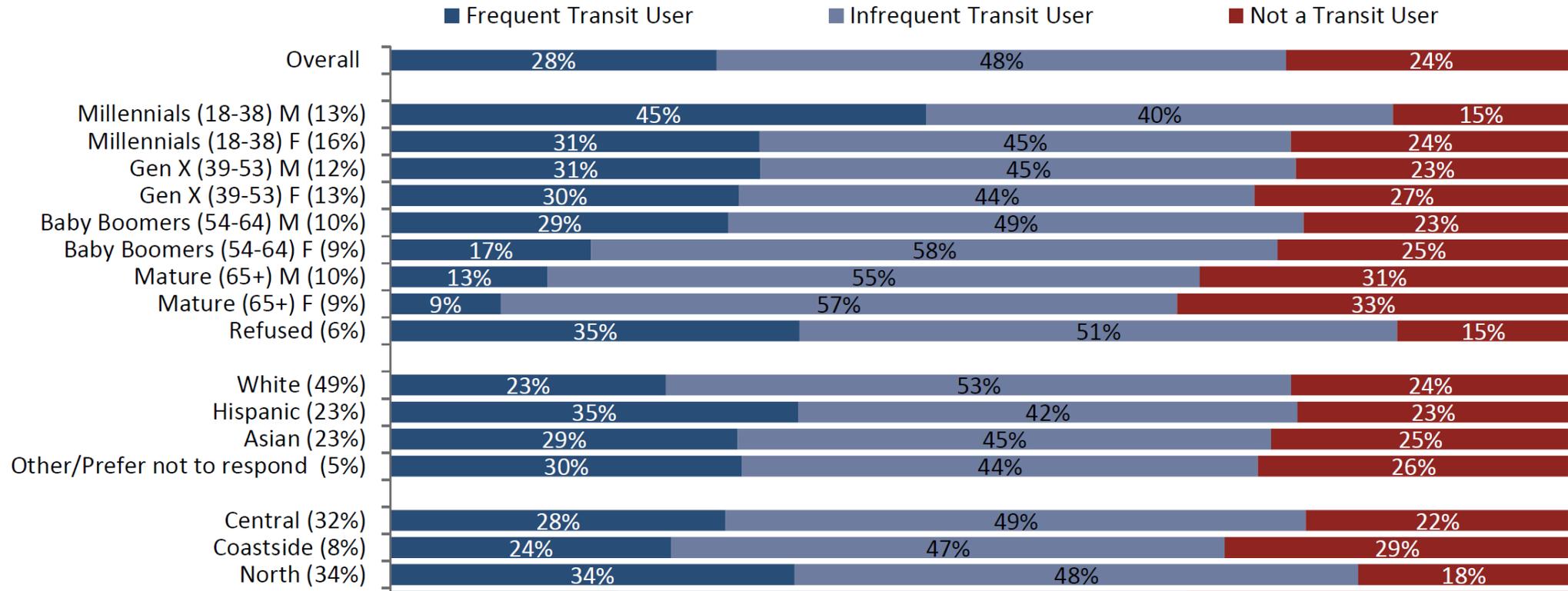
There is a significant increase in negative ratings of travel in the area. A fifth of residents rate their local travel experience as “poor,” compared to only 5% in 2014. Frequent SamTrans users are more likely to rate their travel experience positively than residents in general, although their positive rating over time has followed the overall downward trend.





Statistical Survey Results – Transit Users

Millennial men are the most likely age/gender group to use transit frequently. Millennial women, Gen X men and women, and Baby Boomer men use transit with similar frequencies. Hispanic residents are more likely to use transit frequently, as are residents in the Northern part of the county.





Statistical Survey Results



Attitudes Segmentation

This segmentation is based on cluster analysis of the transportation attitudes and barriers batteries and is further defined on the following slide.

***Likely Current Transit Riders:** Are already using public transit, or are already inclined to use public transit.*

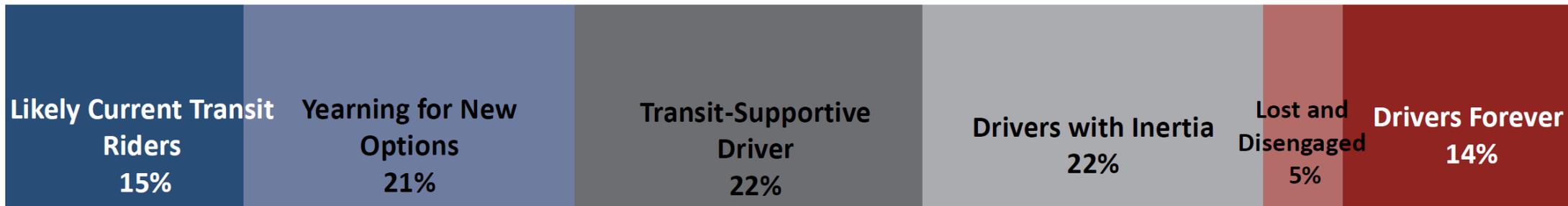
***Yearning for New Options:** Have a push factor (would love to drive less) towards transit but see structural barriers to taking it, like the speed of transit and the flexibility of schedules.*

***Transit-Supportive Driver:** Like the idea of public transit in general, but would not take it themselves, despite not liking traffic. They see both structural barriers (speed, flexibility) and societal ones (safety on bus, bus isn't for them).*

***Drivers with Inertia:** Don't mind driving and like having access to a car, but do not see barriers towards taking transit. They are less likely than Transit-Supportive Drivers to say they want to drive less.*

***Lost and Disengaged:** Have contradictory attitudes towards transit and driving.*

***Drivers Forever:** Do not value public transit, and are most likely to have pro-car attitudes.*





Statistical Survey Results – Programs

Service Changes by Select Rider Segments



Those who ride SamTrans monthly or more are most likely to prioritize improved connections, real-time bus tracking on an app, additional express service, and improved stop amenities. The Yearning for New Options group is most likely to prioritize dedicated bus infrastructure, improved connections, and reliable real-time bus location tracking.

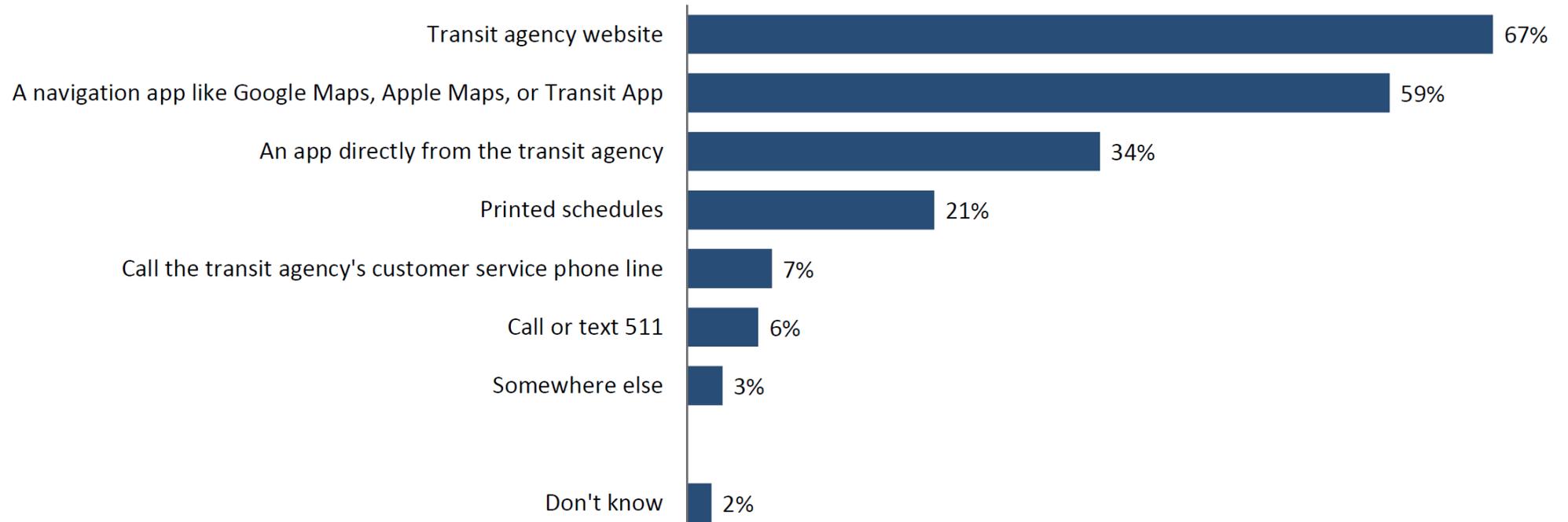
	Overall	Likely Current Transit Rider	Yearning for New Options	Transit-Supportive Driver	Drivers with Inertia
Improved connections to regional rail services such as Caltrain and BART	5.50	5.93	6.10	5.81	5.09
Reliable, real-time bus location tracking information, available on an app or online	5.36	5.92	5.68	5.60	5.21
Bus routes that make fewer stops in between key destinations for a faster trip	5.07	5.48	5.42	5.26	4.99
Dedicated bus infrastructure on major thoroughfares where buses have priority at intersections and passengers board from station platforms, enhancing the speed of service	5.01	5.39	5.71	5.13	4.73
On-demand vans or shuttles that can transport people within a defined geographic area and to and from centralized bus stops, transit centers, and train stations, available through a smartphone app	4.99	5.09	5.30	5.25	4.81
Additional express bus service between residential and employment centers	4.97	5.35	5.42	5.34	4.70
Improved bus stop amenities and features, such as real-time information screens and shelters with seating	4.87	5.46	5.01	5.09	4.73
A seamless payment and scheduling smartphone app that would call a ride-hail service to pick you up or drop you off from a transit stop or center	4.70	4.78	4.96	5.10	4.49
Shared or pool rides using ride-hail services like Lyft or Uber that are subsidized, or discounted, by SamTrans	4.35	4.49	4.56	4.79	4.30
Increased bike share availability at major bus stops, transit centers, and train stations	3.39	3.65	3.87	3.57	3.25



Statistical Survey Results – Info Sources

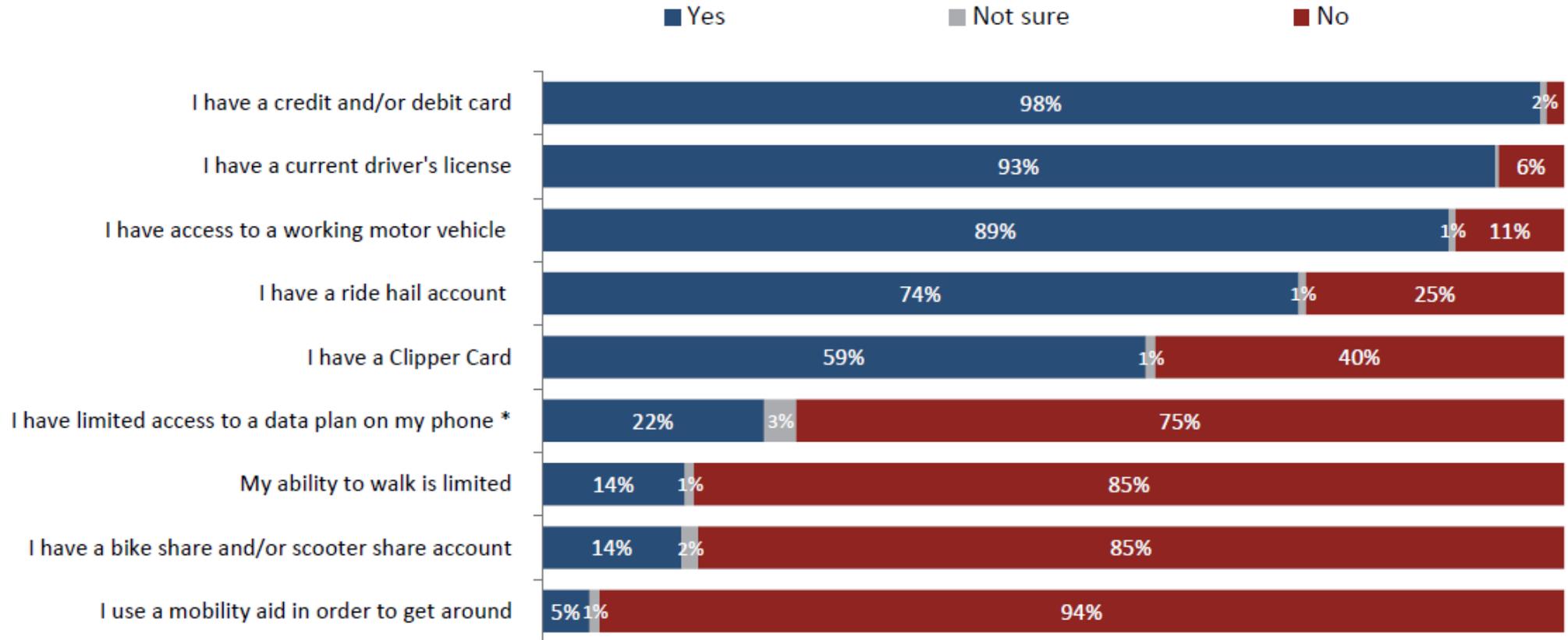
Two-thirds of respondents said they would go to a transit agency website for information on their area's public transportation services. Three-fifths said they would go to non-transit agency specific app like Google Maps, Apple Maps, or Transit App.

Where would you go if you needed information about how to ride your area's public transportation services? (Up to three responses accepted)



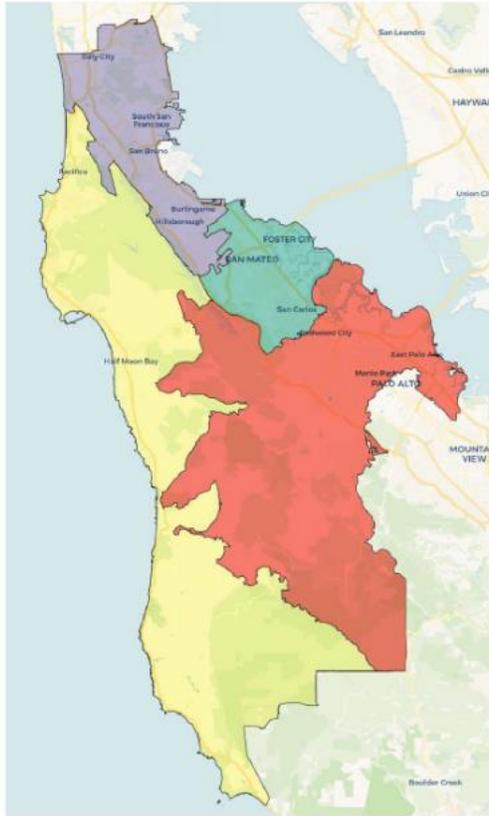


Statistical Survey Results – Travel Barriers



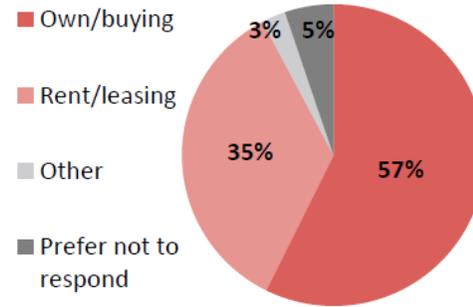


Statistical Survey Results - Demographics

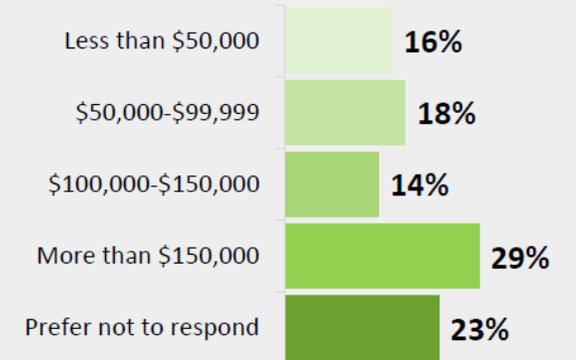


- Regions**
- Central (32%)
 - Coastside (8%)
 - North (34%)
 - South (26%)

Own/Rent



2018 Household Income

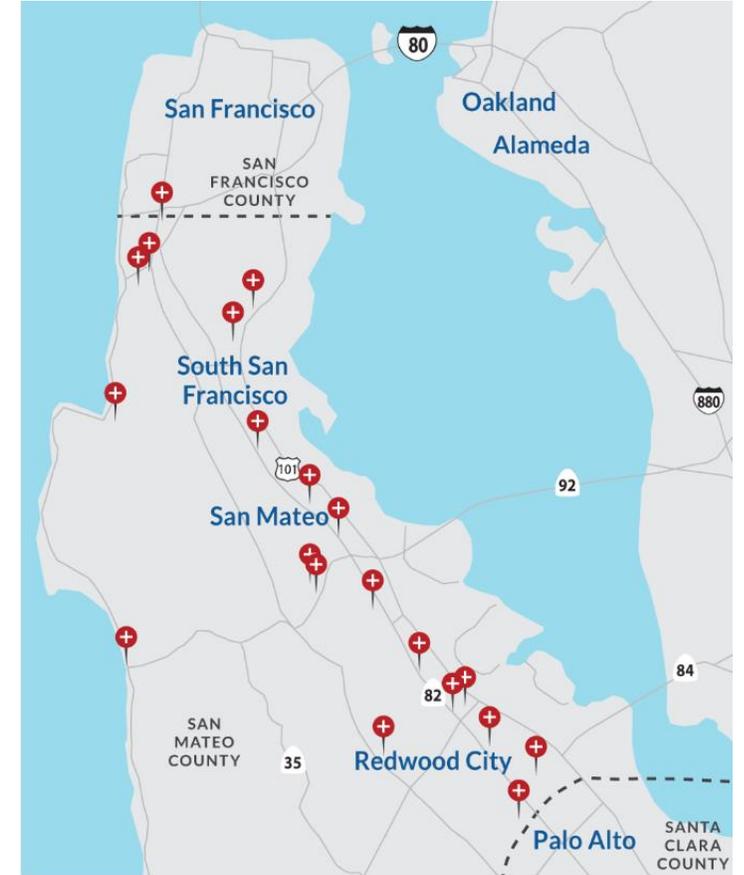




Public Outreach: Events by the Numbers

- 19.. Bus stops/onboard pop ups
- 18.. Presentations to groups with varying interests: Youth, Labor, Business, Disability advocacy, environmental, more!
- 9... On-base bus operator outreaches: SamTrans and CUB
- 7... Community event/Community College pop ups
- 1... Virtual Town Hall (110+ views)

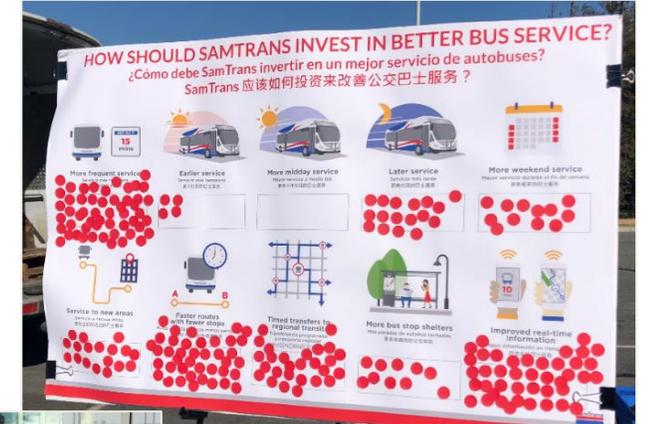
Total = 54





Responses by the Numbers

- 2,700+ public surveys completed
- 300+ dot exercise takers
- 1/3 of bus operators took operator specific survey
- Thousands of comments submitted through the survey, post it notes at events, emails, and in conversations with staff





Direct Rider Communications

- 18 external (side of bus) ads
- 16 bus shelter ads
- On-board ads on all buses
- Take-one on every bus
- Digital scroll advertising
- SamTrans App push (2X)



All printed material in English, Spanish, and Simplified Chinese



Digital/Media Communications

Media:

- Paid and organic social media (English and Spanish)
- Radio (English and Mandarin)
- TV (Mandarin)
- Digital display ads (English)
- Print advertisements (English, Spanish and Simplified Chinese)
- Press release, SamTimes, SamTrans Blogs, Podcasts, and Newsletter

E-Blast:

- SAG/TAG networks
- 4,500+ engaged stakeholders
- 160+ school contacts
- 30+ senior group contacts
- 70+ Community Based Organizations/1 immigrant services organization list serve

Website:

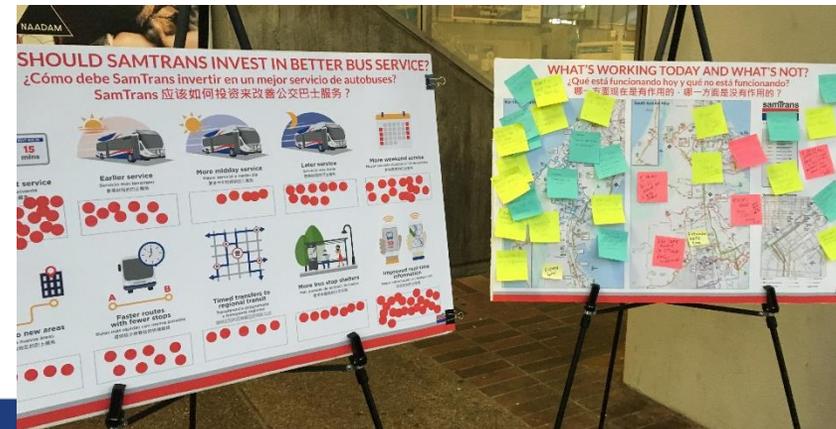
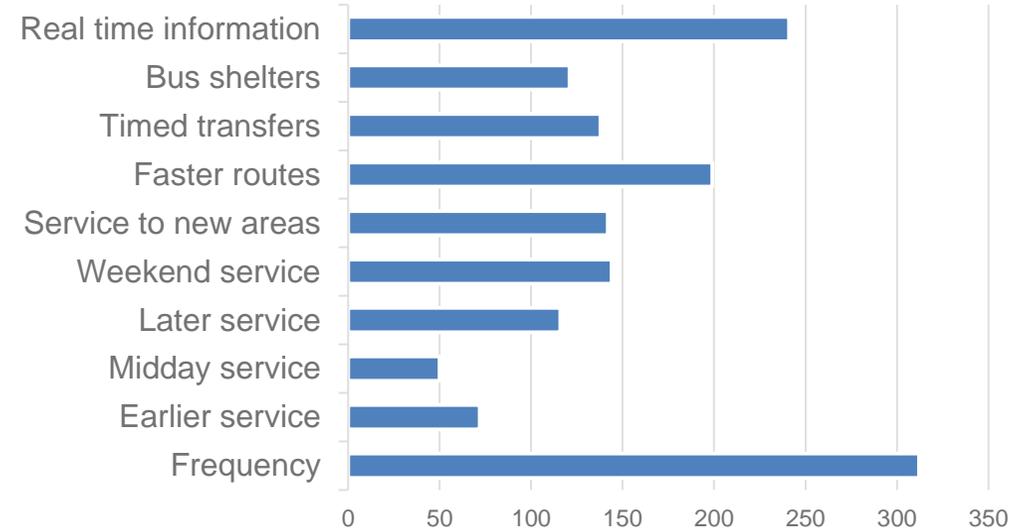
- www.reimaginesamtrans.com





Prioritizing Investments

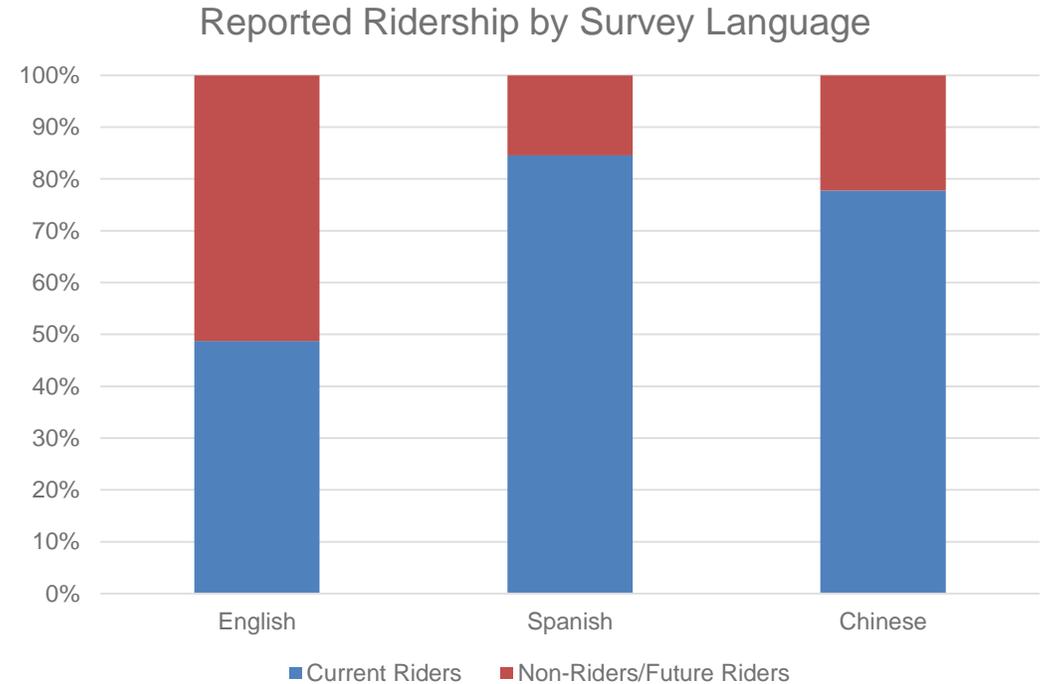
- Dot exercise asked: how should SamTrans invest in better bus service?
 - 10 choices, four dots
 - More than 380 people participated
 - Results vary by event location, time of day, audience





Public Outreach: Community Survey

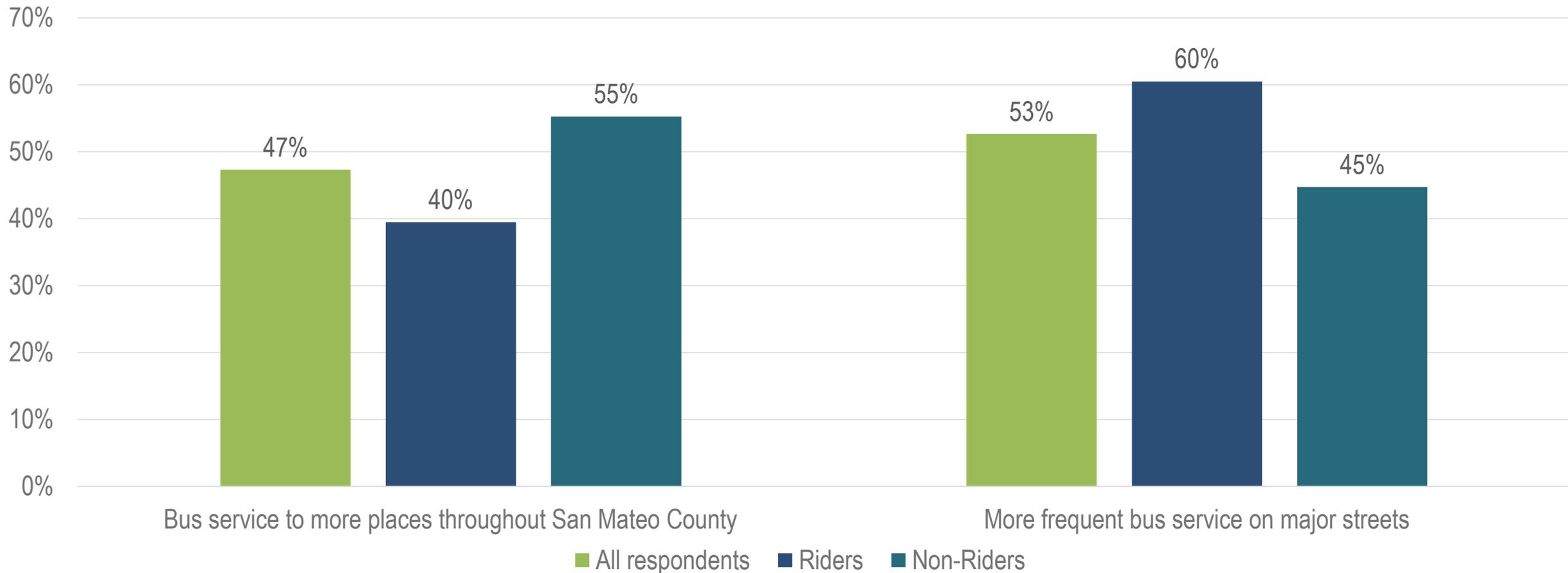
- Community survey generated 2,700+ responses
 - 51% current riders, 49% non-riders/future riders
- Forced trade-off questions to help guide our decision-making





Tradeoff: Coverage vs. Productivity

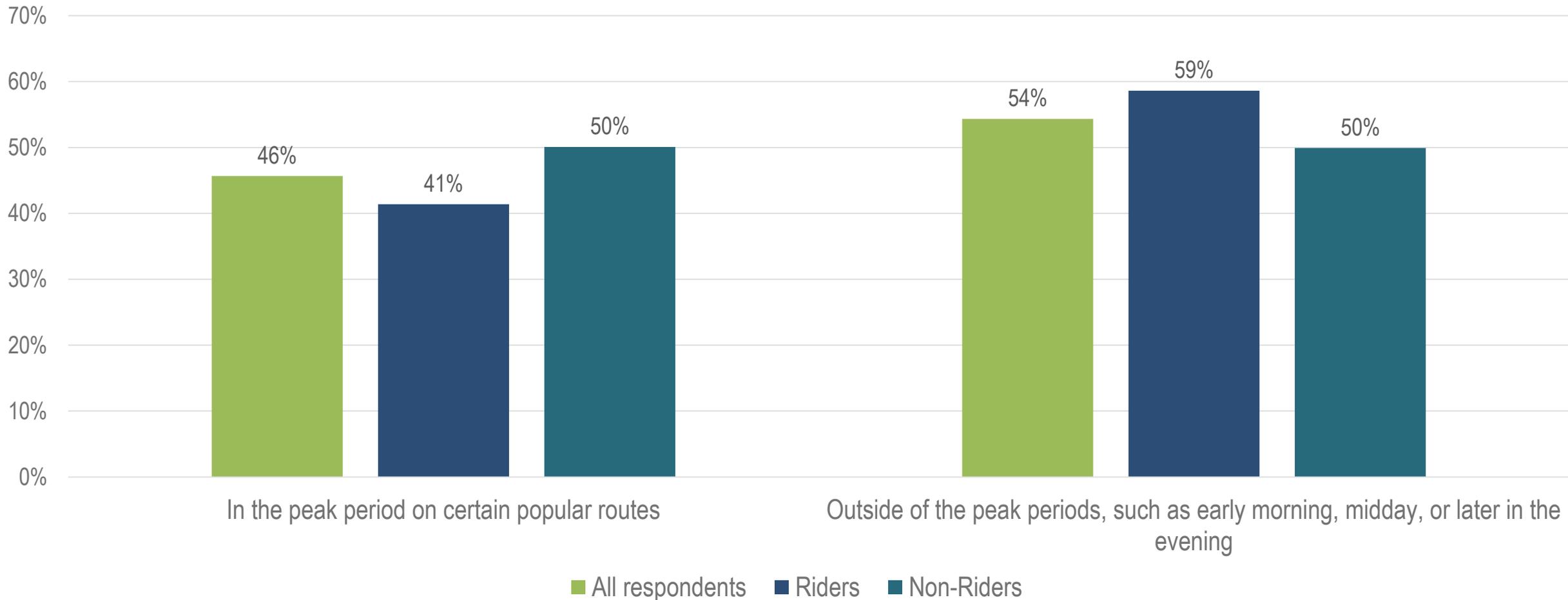
Survey says: riders want more frequent service on major streets, while non-riders want service to more places





Tradeoff: Peak vs. Off Peak Service

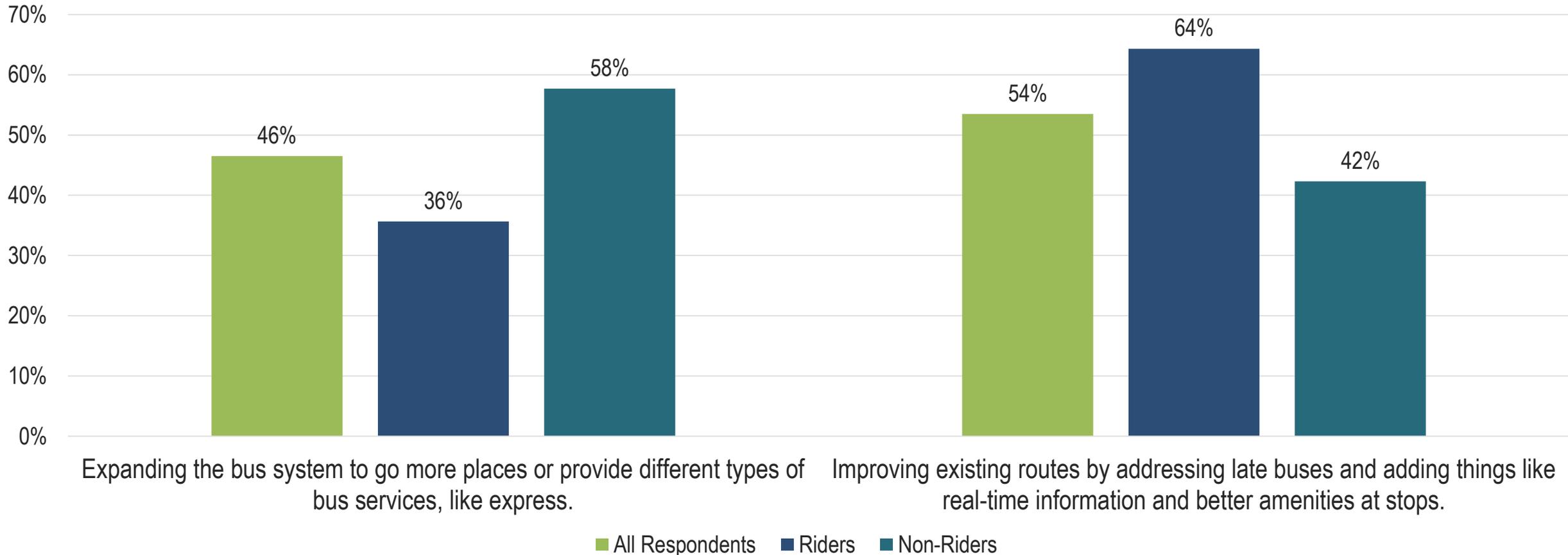
Survey says: Riders more likely to want more service outside of peak periods, in the midday or later in the evening





Tradeoff: Improvement vs. Expansion

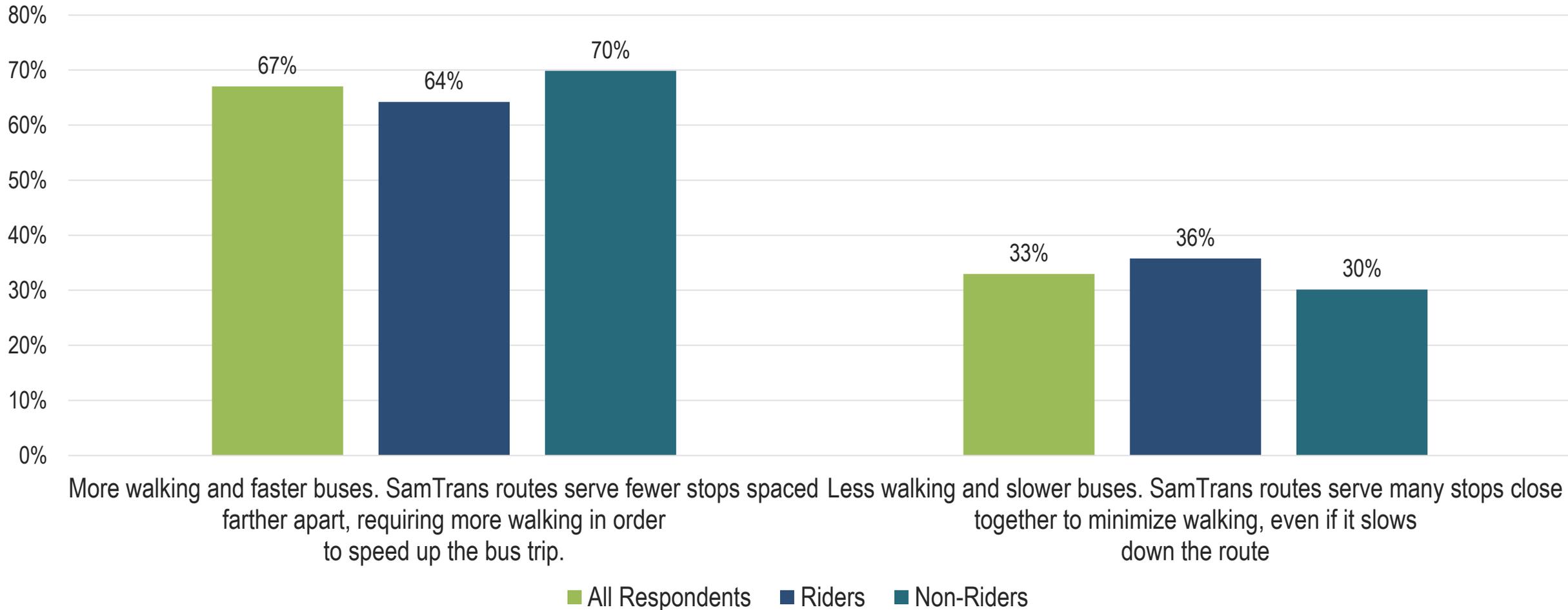
Survey says: Riders want the existing system improved; non-riders more interested in expanded options, such as express





Tradeoff: Bus Speed vs. Walk Distance

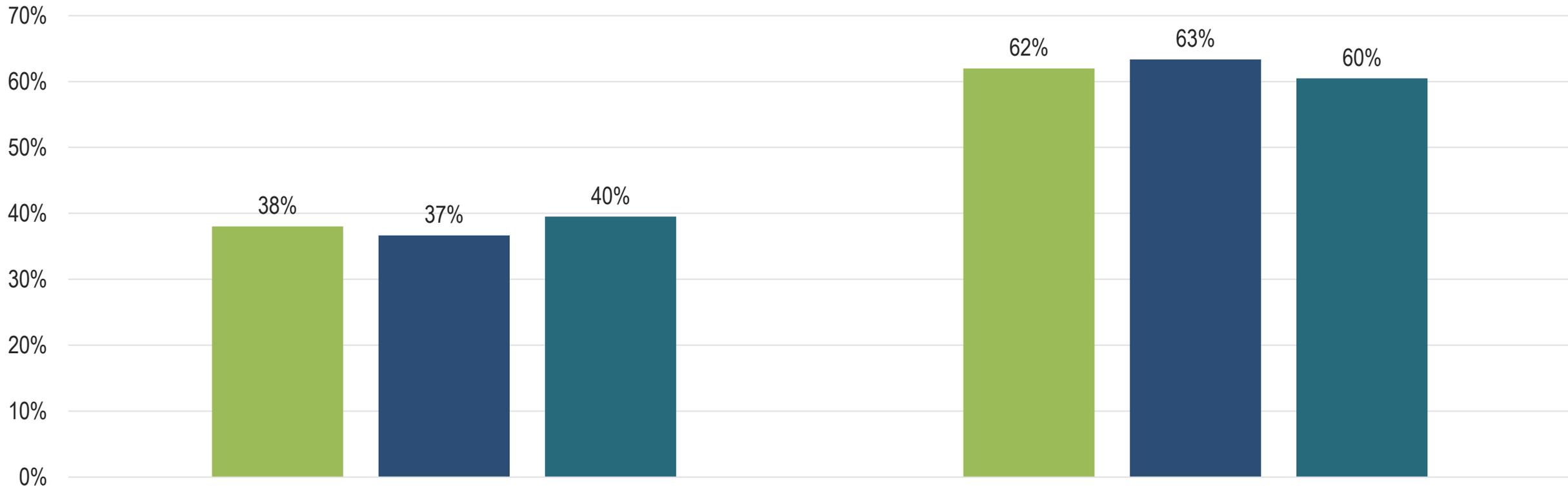
Survey says: Riders and non-riders both want faster buses, even if it means more walking to stops





Tradeoff: One Seat Ride vs. Transfer

Survey says: Riders and non-riders both preferred frequent and direct routes that may necessitate a transfer



Coverage: Bus routes are not frequent or direct, but provide stops very close to the starting point and ending point of your trip.

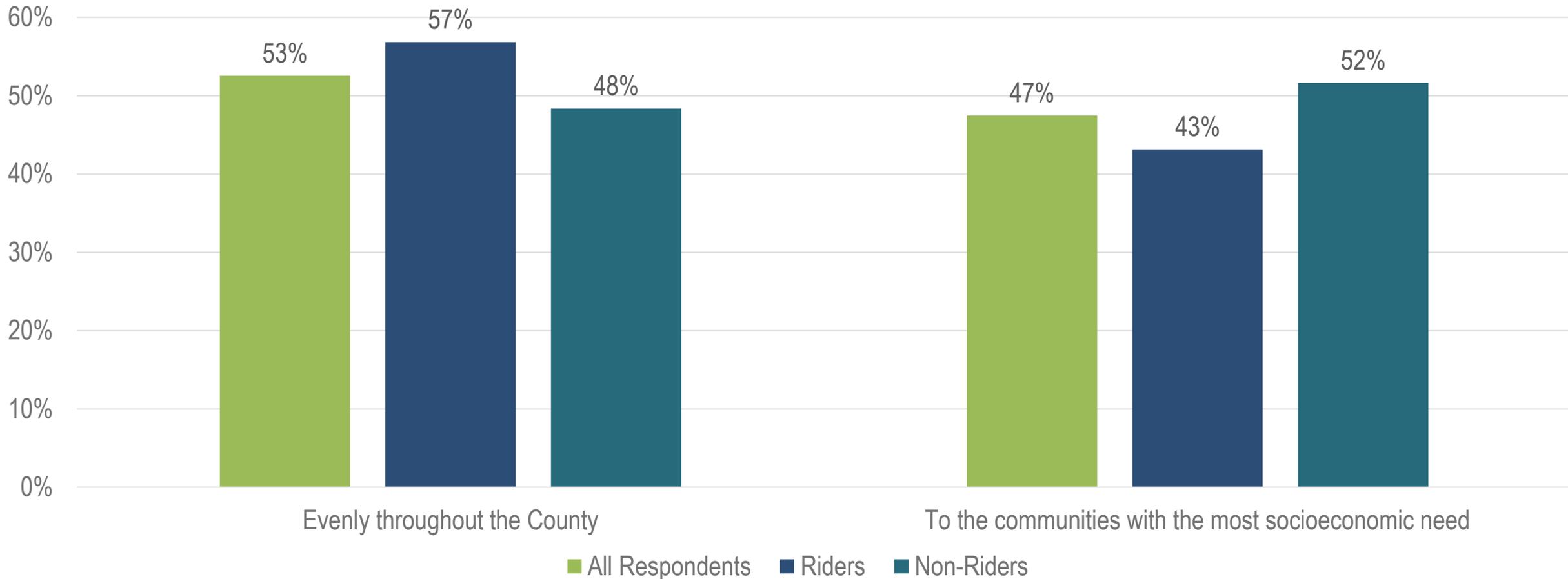
Frequency: Bus routes are direct and frequent but may require a transfer to another SamTrans route to complete your trip.

■ All Respondents ■ Riders ■ Non-Riders



Tradeoff: Equality vs. Equity

Survey says: Non-riders slightly prefer providing service to communities with most need





Tradeoff Summary

▪ Service Tradeoffs

- Preferences for faster buses with longer distance between stops
- Preference for direct routes even if a transfer is needed
- Rider v. Non-Rider differences
 - Improve existing system (rider) v. expand to new places (non-rider)
 - More off peak service (rider) v. peak service (non-rider)

▪ Service Improvements Requested

- Better connection to other transit (BART / Caltrain)
- Faster bus services (limited stop routes, bus priority)
- Better real-time arrival information



Bus Operator Outreach

- Held listening sessions at all bases
 - Three on-site events at both North Base and South Base
 - One on-site event at CUB bases in SF and Redwood City
- More than 50 surveys & 120 comments collected
- Feedback loop is important – we are triaging operator comments by when they can be addressed:
 - near-term/before 2021
 - with Reimagine implementation/2021
 - longer-term ideas/need separate exploration



