



Transit Service Restoration

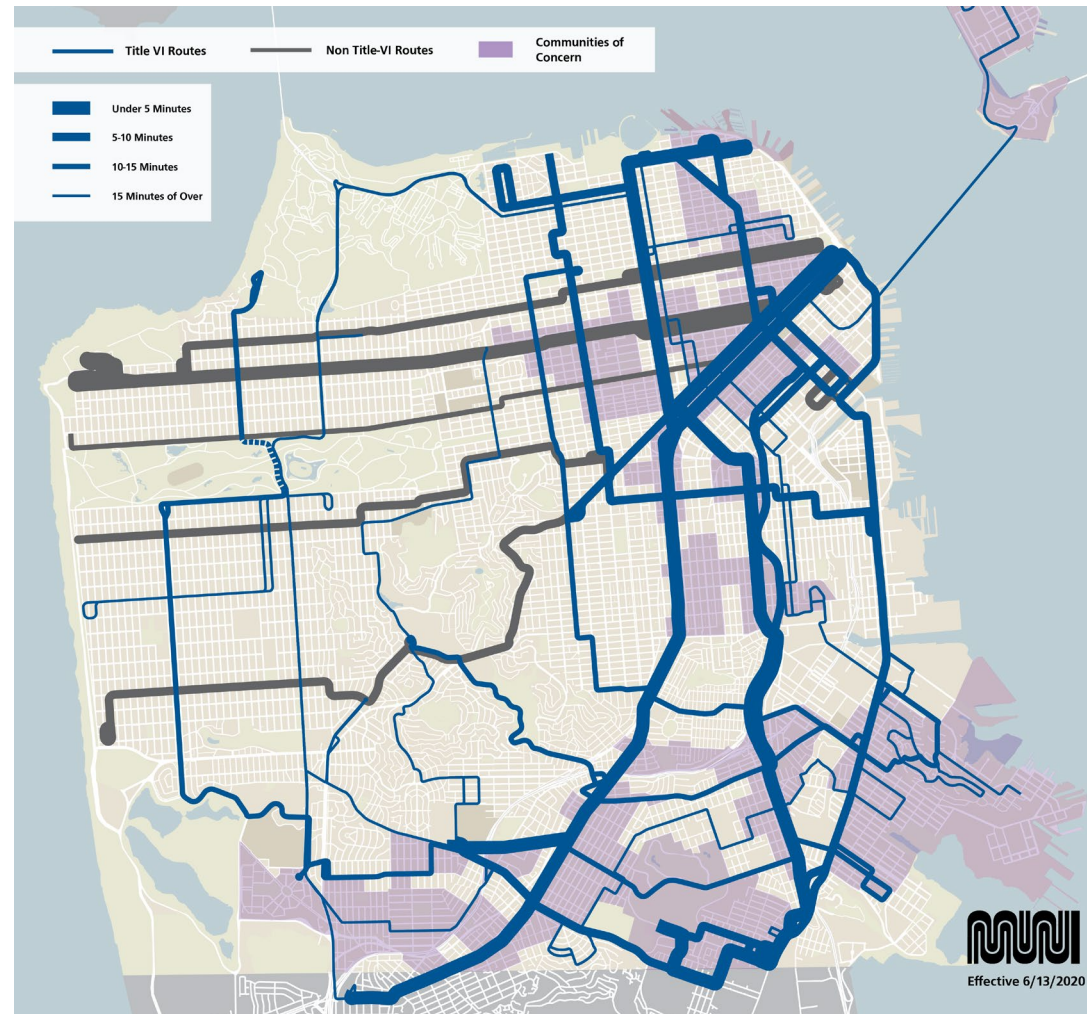
Julie Kirschbaum, Director of Transit
SFCTA CAC| July 28, 2021

**The COVID-19 pandemic challenged
SFMTA to rethink every part of
service delivery**

COVID-19 Service Strategy

Initial pandemic plan focused on riders who needed service the most

- How do we deliver predictable service in an unpredictable time
- How do we ensure equity guides our decision-making process
- How do we make the best use of limited resources?
- How have travel patterns and needs changed? How do we meet these new demands?



Pandemic Response vs. Recovery Stage Service Changes

April 2020 - June 2021

Emergency response with short term planning adapting to rapidly changing pandemic.

April 2020

Focus on stable Core Network

August 2020

Increase service levels for “new normal” pandemic era activities

May 2021

Restore subway, redistribute buses to close coverage gaps

August 2021

Service change redistributes the resources tied up by mandatory restrictions and removal of the heightened cleaning regimen

July 2021- Winter 2022

Building long-term service to make the system more reliable and equitable and provide greater access.

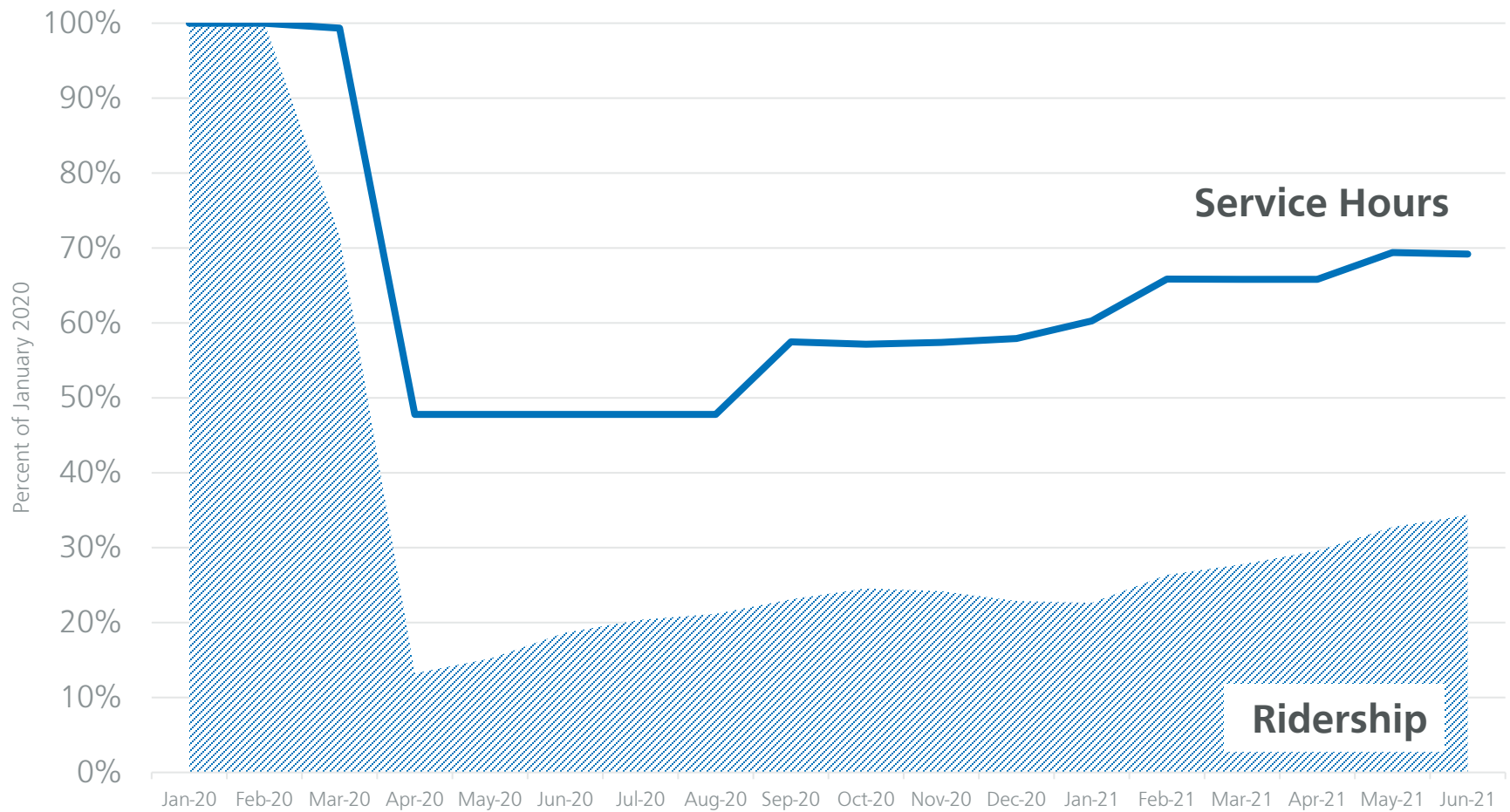
Winter 2022

Analysis of existing network and three primary options for redeploying remaining resources

Winter 2022 and Beyond

Monitor system performance over recovery period, add additional service and frequencies as financial resources permit

Pandemic Service Hours and Ridership



Note: Excludes Cable Car and Special Service, hours between April 2020 – August 2020 are approximations

Pandemic-era Public Outreach

Outreach + Feedback

Held targeted stakeholder briefings

Received and responded to hundreds of public comments

Public feedback informed service restorations and adjustments, especially:

- M bus
- 5 Fulton
- 9/9R San Bruno
- 12 Folsom/Pacific
- 15 Bayview Hunters Point Express
- 27 Bryant
- 28 19th Avenue

Communications

Utilized multiple channels to provide information to the public, including:

- Ambassador program
- SFMTA.com/COVID-19 - Multilingual site with links to route-level Muni details, including maps
- Multilingual signage at transit stops

Restored Routes (August 2021)

Routes Running Pre-COVID Alignments

1 California
5/5R Fulton
7 Haight-Noriega
8 Bayshore
9/9R San Bruno
14/14R Mission
15 Bayview Express*
18 46th Avenue
19 Polk
22 Fillmore
24 Divisadero
25 Treasure Island
28/28R 19th Ave
29 Sunset
33 Ashbury/18th St
36 Teresita

37 Corbett
38/38R Geary
39 Coit
44 O'Shaughnessy
45 Union/Stockton
48 Quintara/24th St
49 Van Ness/Mission
54 Felton
58 Lake Merced*
67 Bernal Heights
K Ingleside
M Oceanview
N Judah
T Third
F Market & Wharves

*Denotes new route

Extended/Augmented Alignments

12 Folsom/Pacific
23 Monterey
27 Bryant
30 Stockton
31 Balboa
35 Eureka
43 Masonic
48 24th St/Quintara
49 Van Ness/Mission
52 Excelsior
55 Dogpatch
56 Rutland
57 Parkmerced
66 Quintara
J Church

August Restorations Expanded

Additions based on community and Operator feedback:

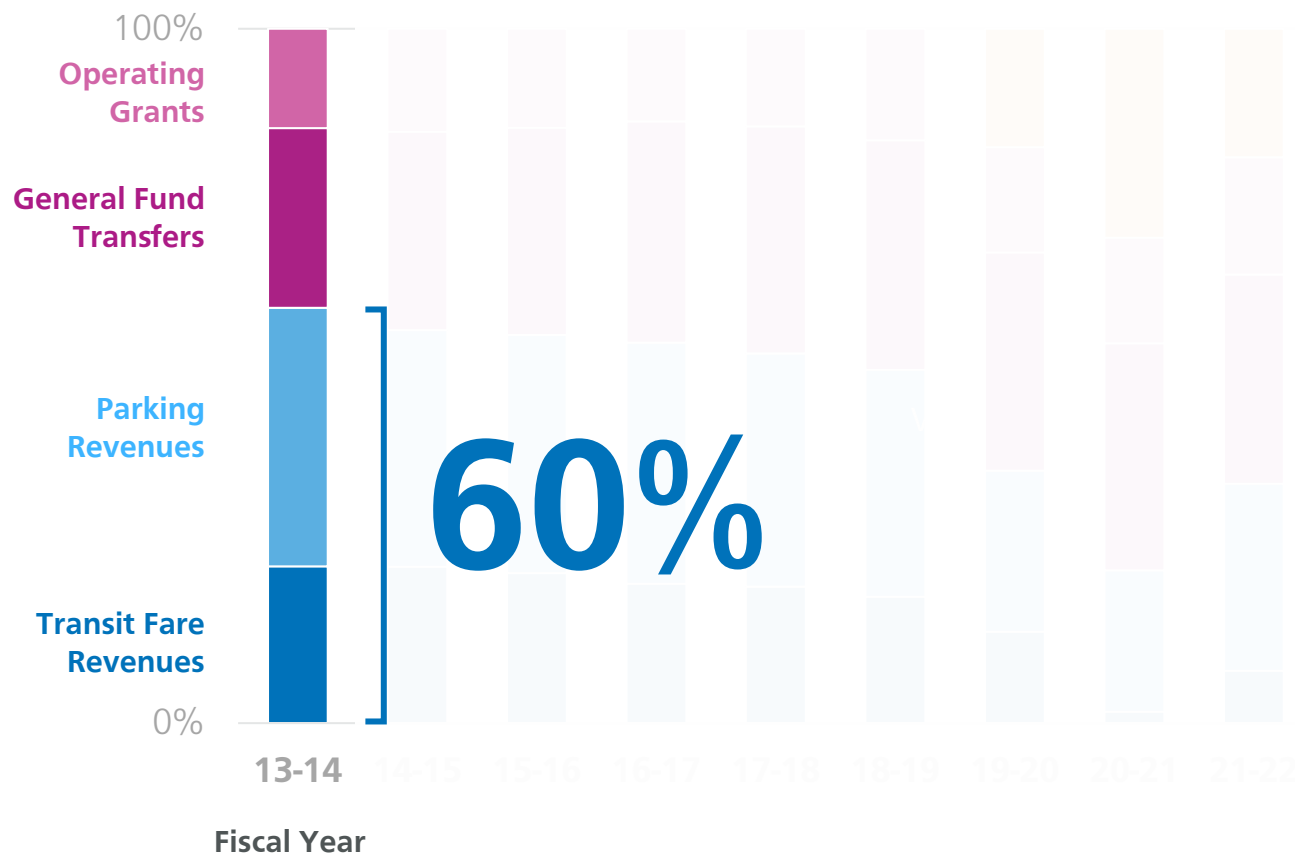
- 28 to North Point
- 58 to K Ingleside
- Service until midnight
1, 5, 8, 9, 14, 22,
24, 25, 28, 29, 30,
38, 43, 44, 48, 49,
K bus, L bus (to
Wharf), N bus,
T bus
- F line hours
- M Oceanview
- 31 Balboa



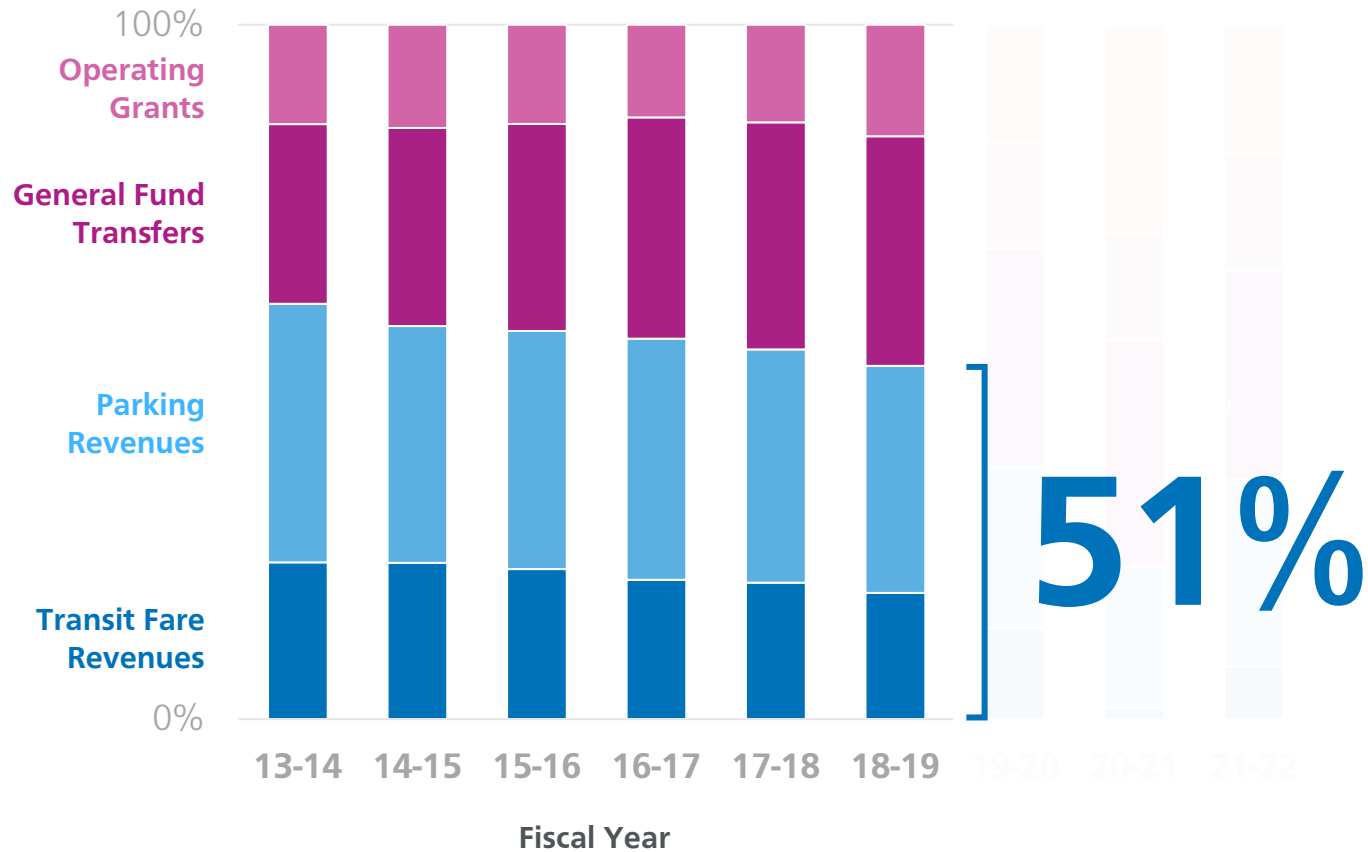
Before the pandemic Muni was facing serious and systemic budget challenges...

**...parking and transit revenues were
declining as a share of the overall
Muni budget ...**

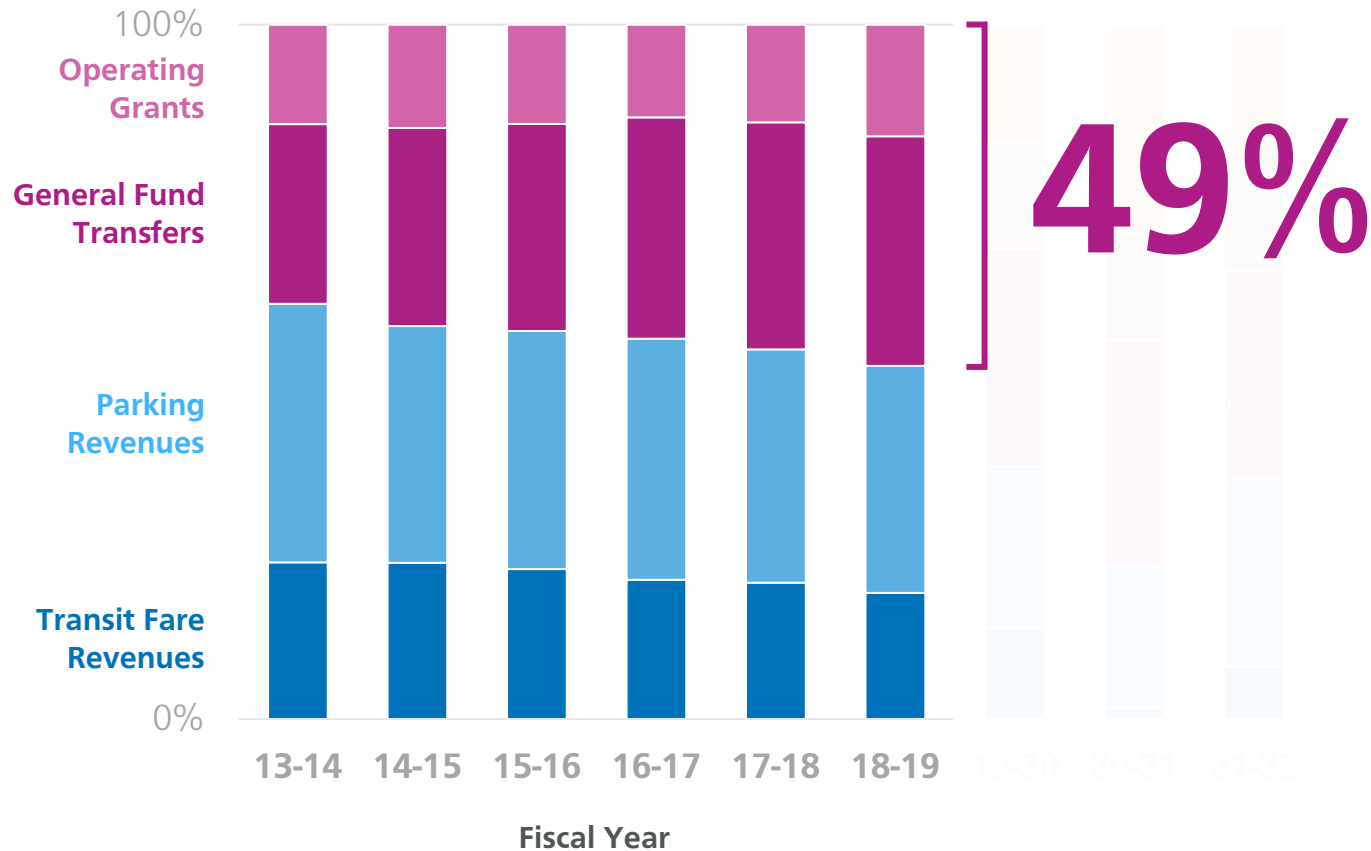
... from 60% of the Muni budget in FY13-14 ...



... to 51% in FY18-19

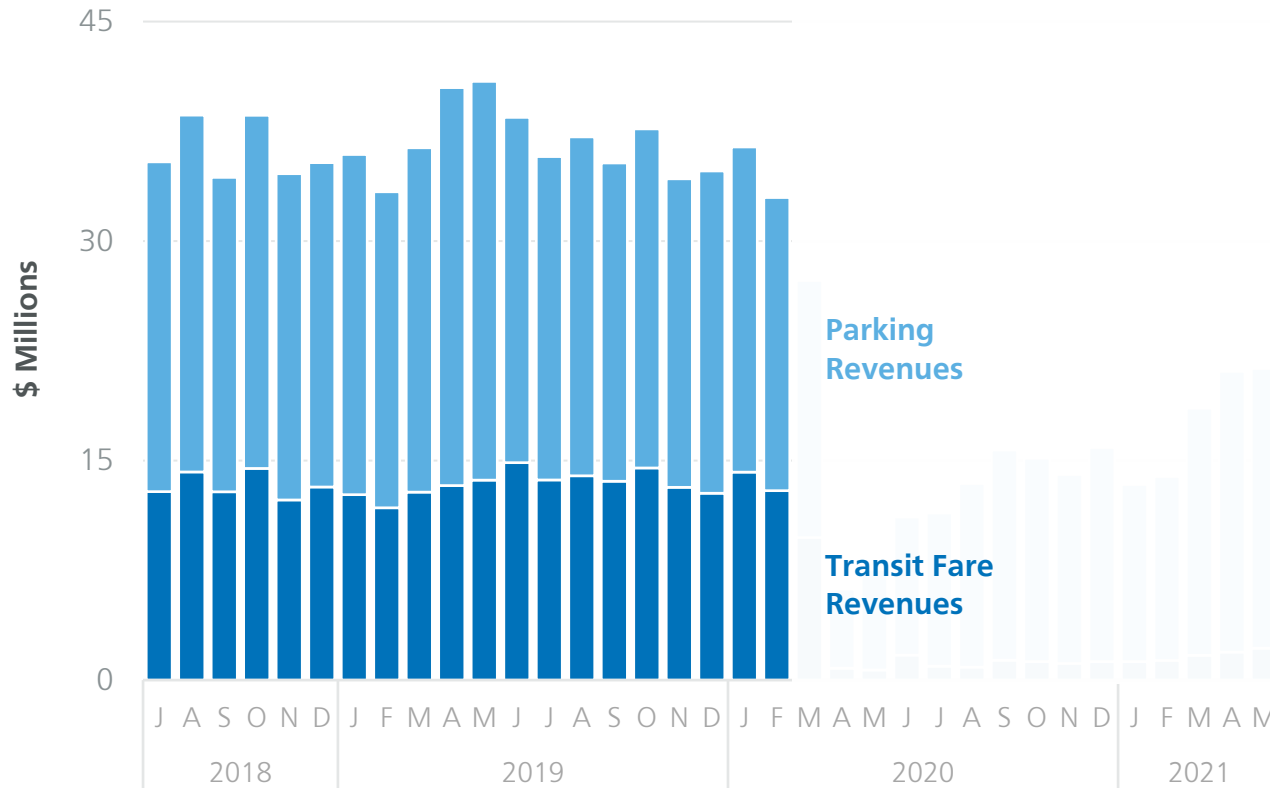


This has led to increasing, unsustainable, one-time transfers

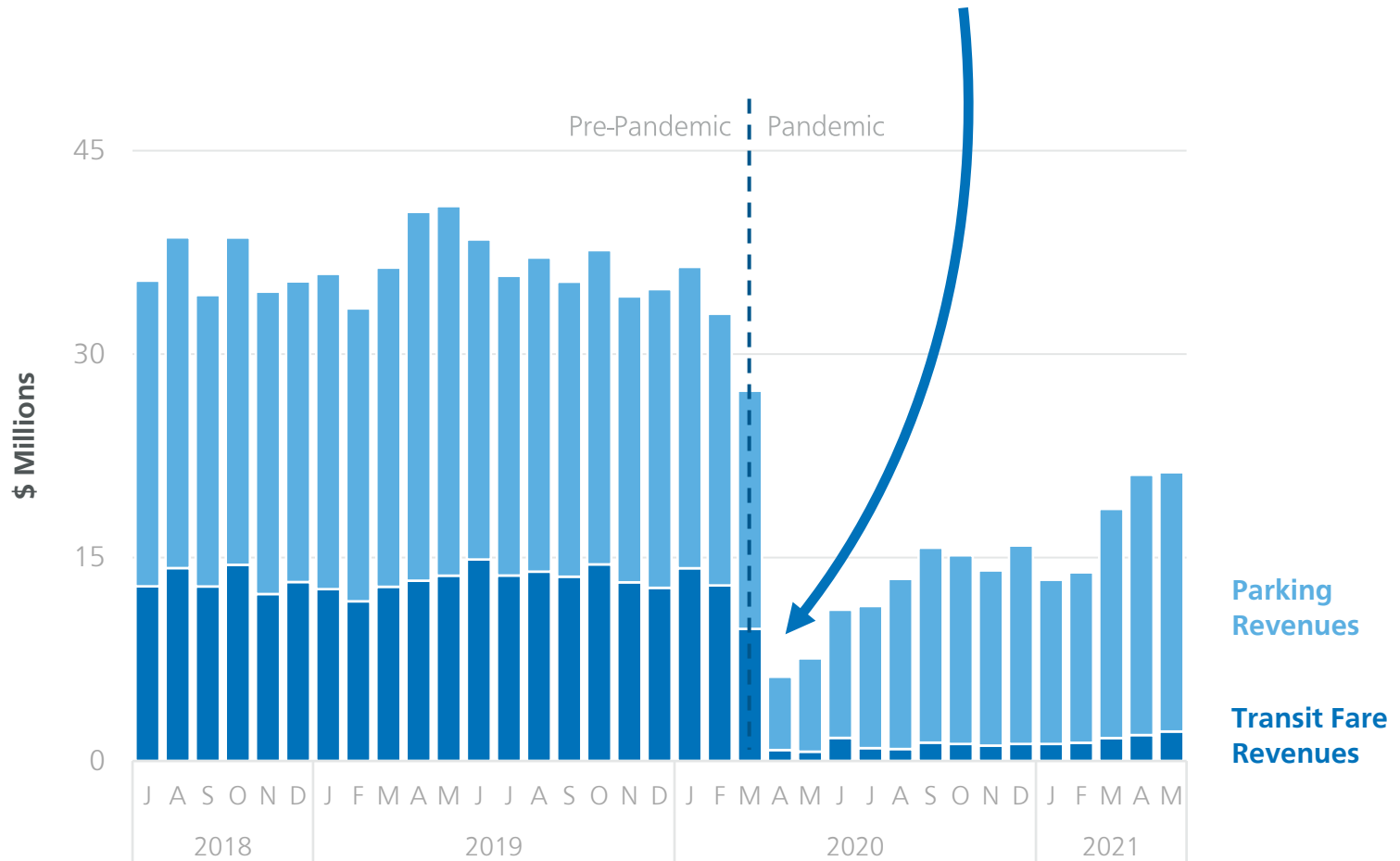


Which brings us to early 2020

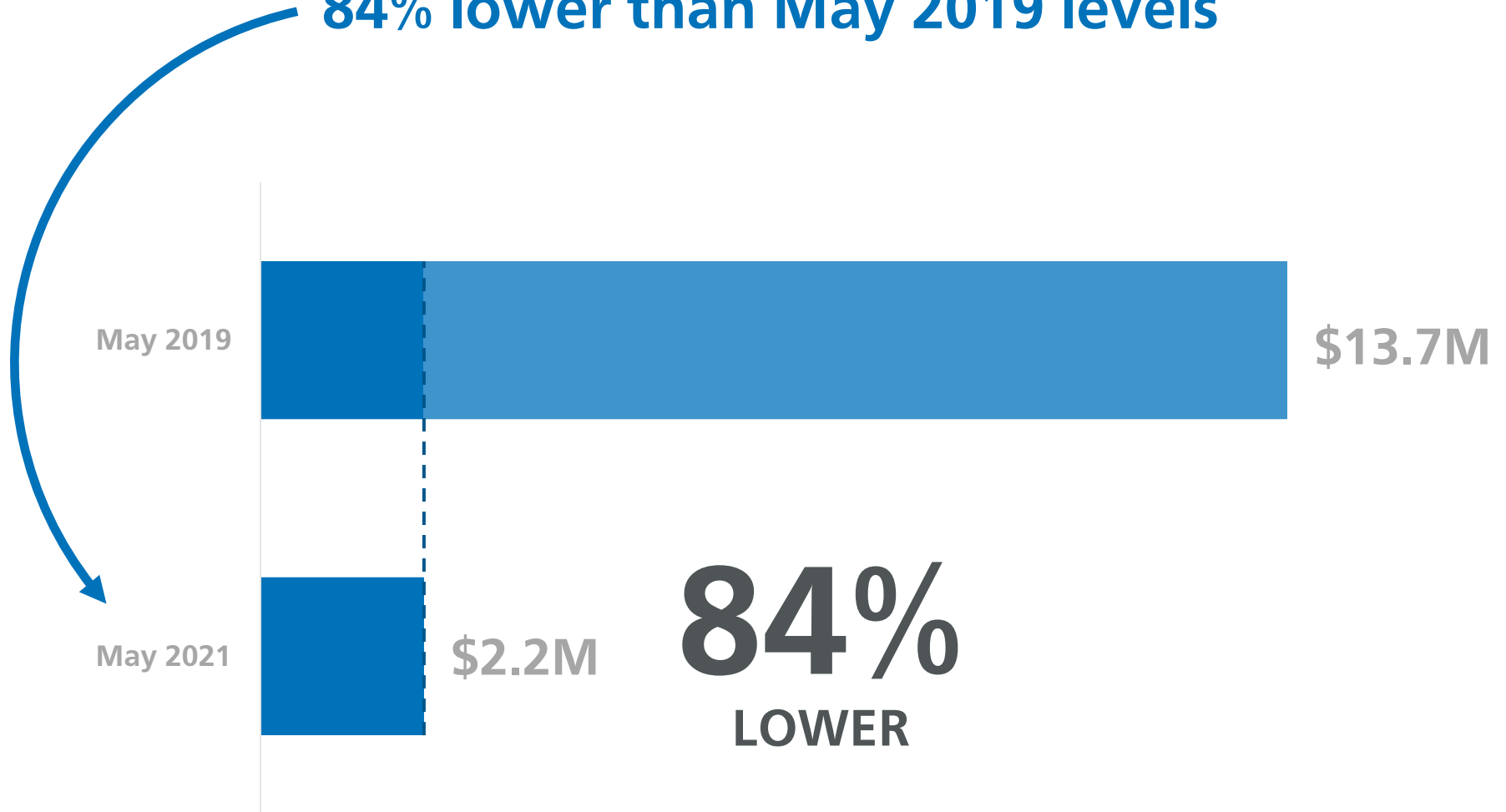
Parking and transit revenues were relatively flat in the months leading up to February 2020



But after March 2020, the pandemic cratered both revenue sources



**May 2021 transit revenues were
84% lower than May 2019 levels**



**We expect to receive \$1.1 billion
in one-time Federal aid**

**Half was already spent
to retain service and prevent layoffs**

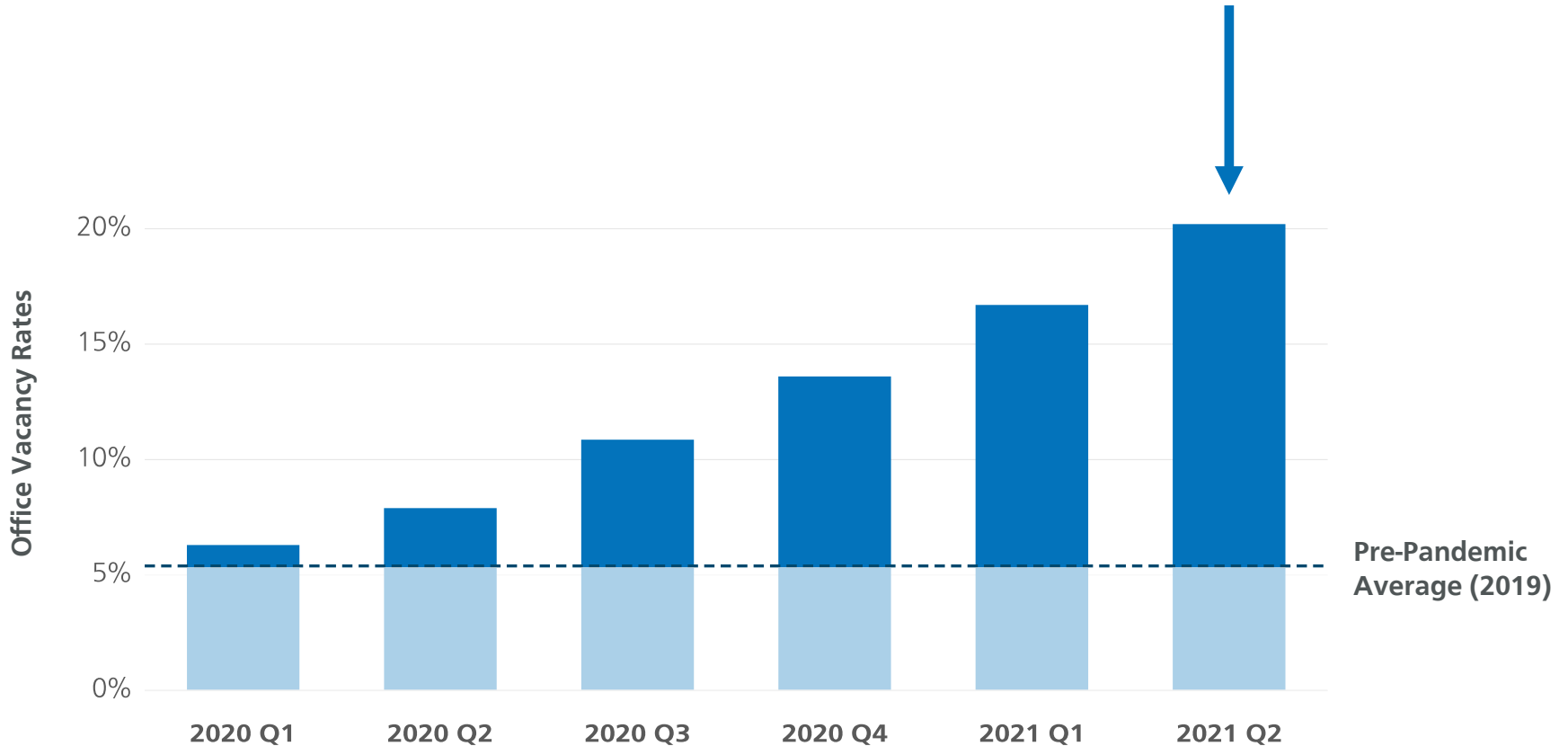
**Another \$300M will be spent this year
for our recovery**

**The remainder must cover our
expected revenue losses into FY25
to avoid future cuts**

Why can't we spend all the remaining relief funding now?

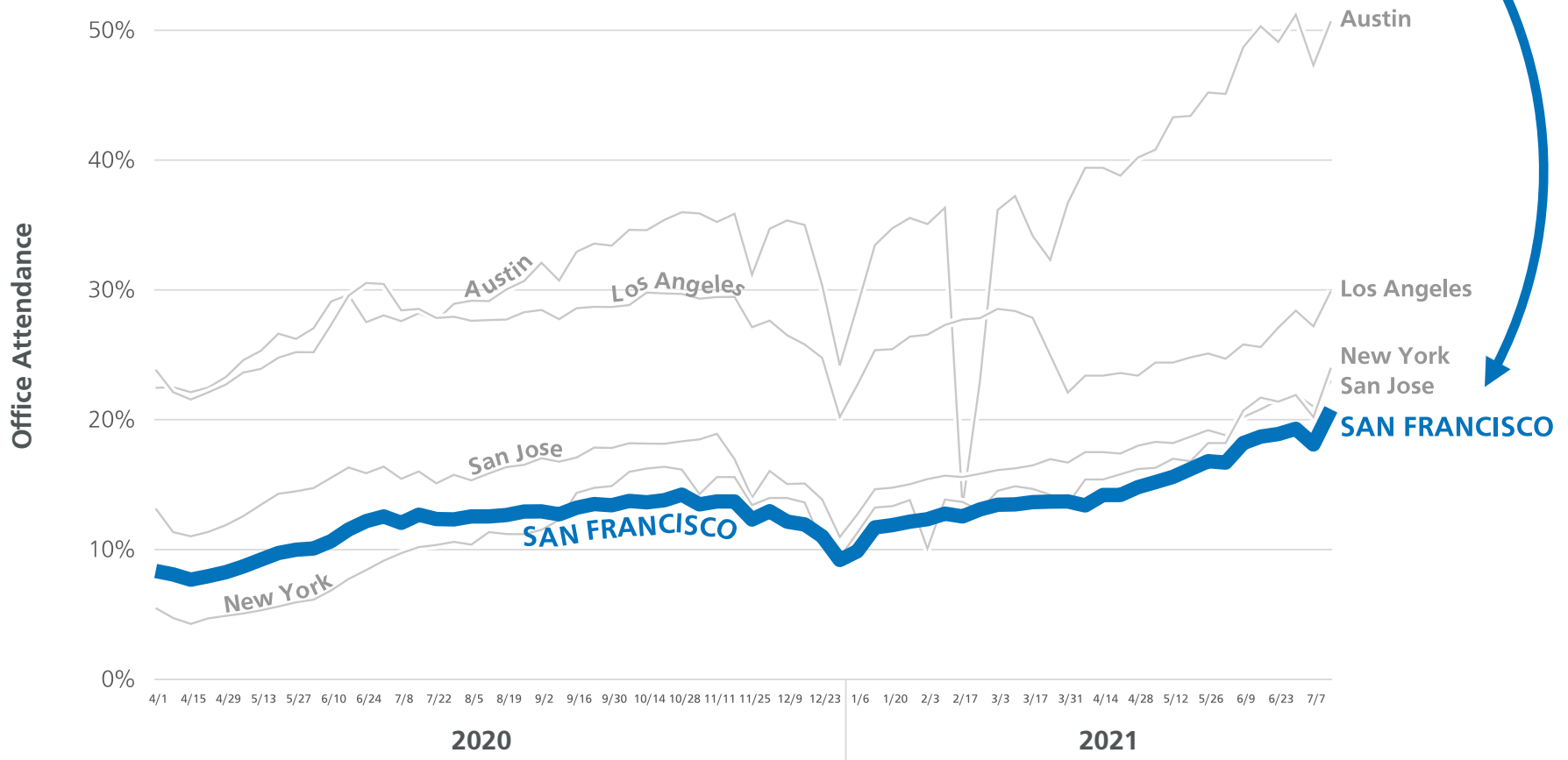
**Because all signs point
to a slow recovery for
Downtown San Francisco**

Office vacancy rates in San Francisco are at “historic highs” and “still rising in Q2”



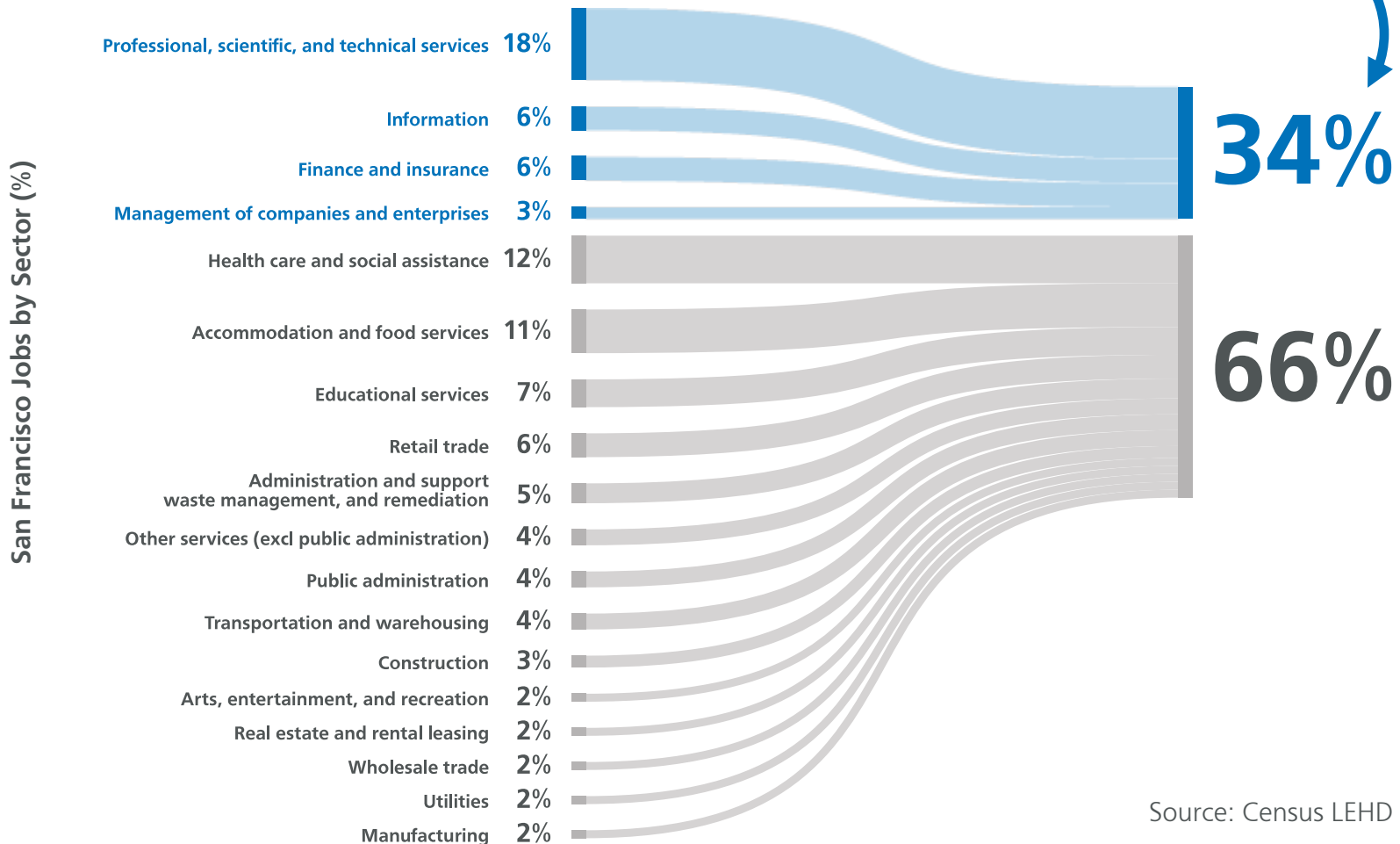
Source: Jones Lang LaSalle, via [SF Office of the Controller](#)

"San Francisco metro area continues to lag comparable metro areas in office attendance"



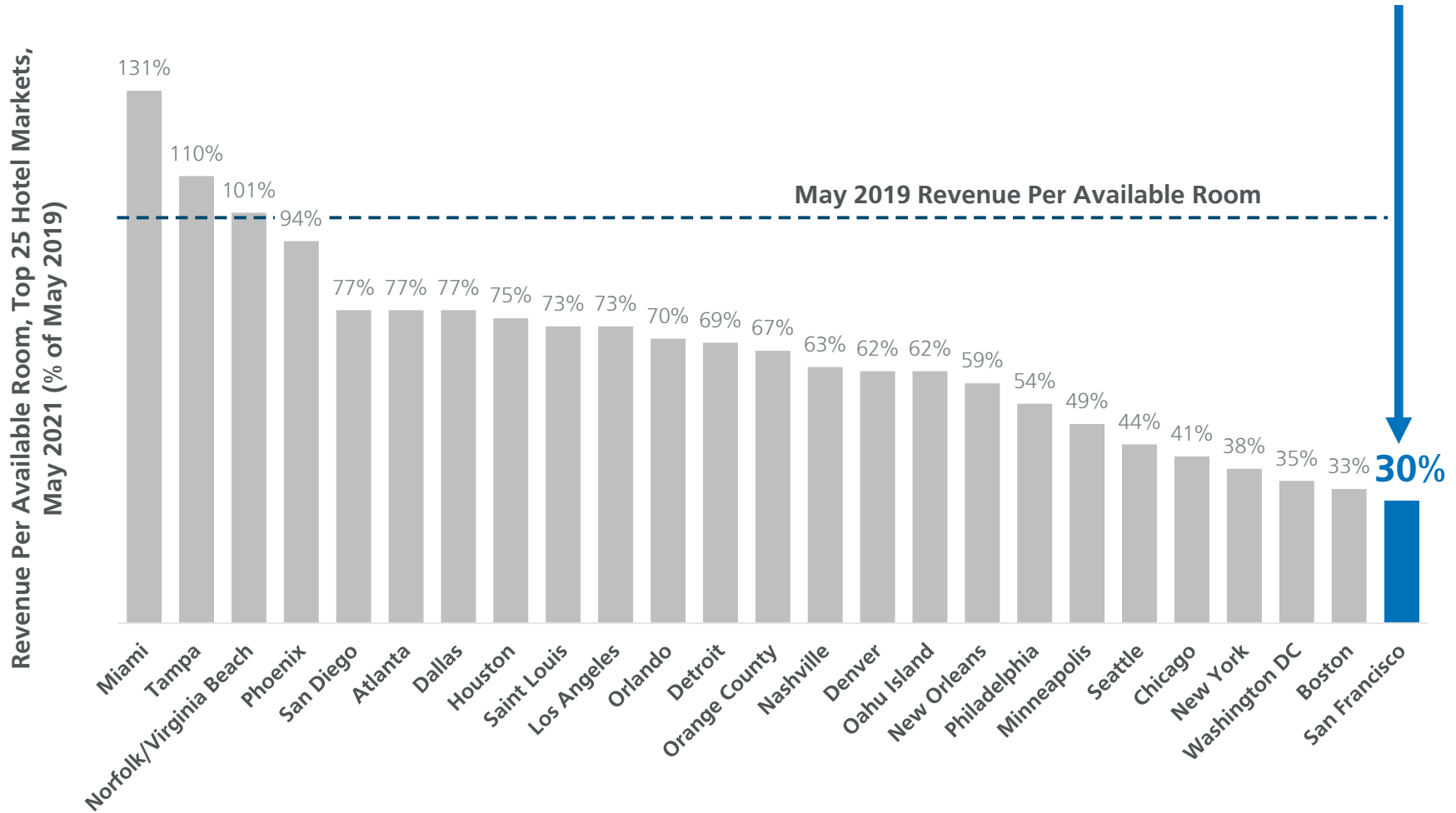
Source: Kastle Systems, via [SF Office of the Controller](#)

More than one-third of all jobs in San Francisco are in sectors that are well-suited to working from home



Source: Census LEHD (2018)

San Francisco's hotel recovery is the worst in the nation—30% of pre-pandemic levels as of May 2021



Source: [American Hotel & Lodging Association](#)

Visitor spending “will not be back to 2019 levels before 2025”

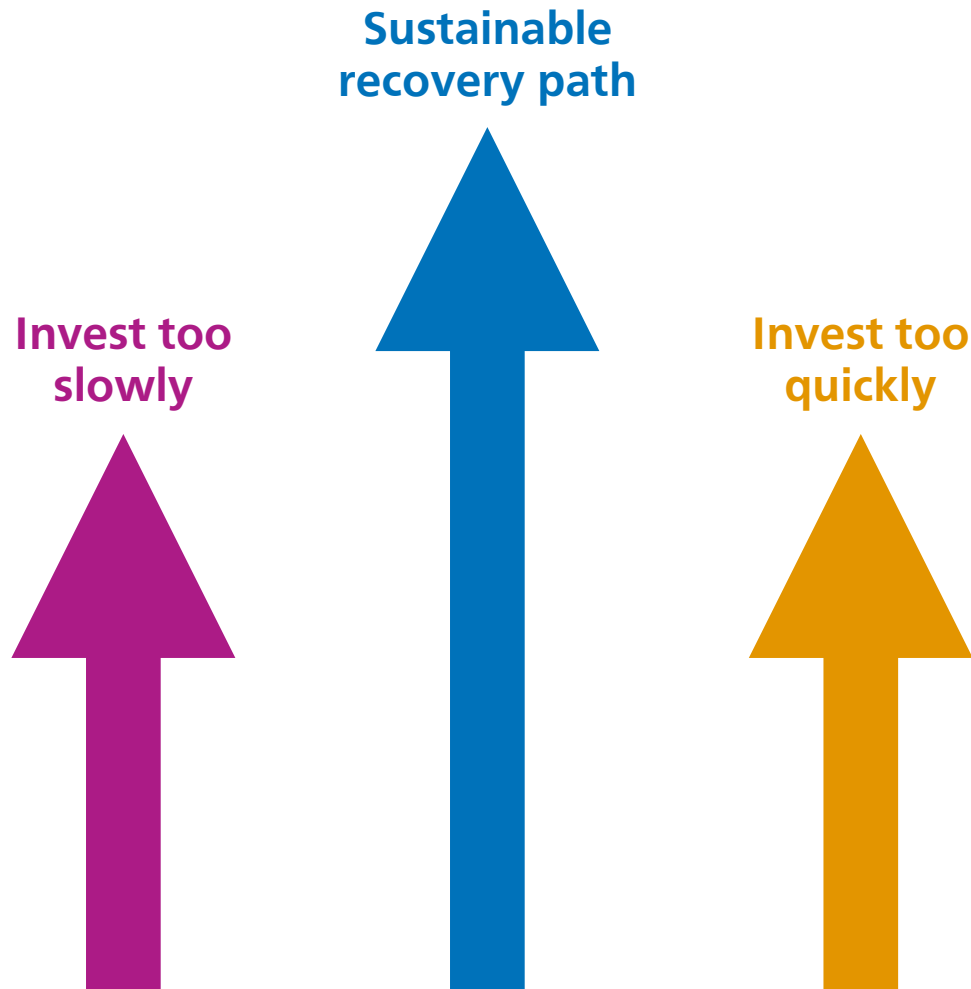
Outlook for the future

San Francisco Travel expects that the situation will gradually improve moving forward. Overall visitation to the city is forecast to reach 15.3 million in 2021. Overall visitor spending is expected to grow from \$2.1 billion in 2020 to \$3.5 billion in 2021. Total visitation is anticipated to return to pre-pandemic levels by 2023. Spending will not be back to 2019 levels before 2025 due to a slower recovery of international visitors and average rate in the city.

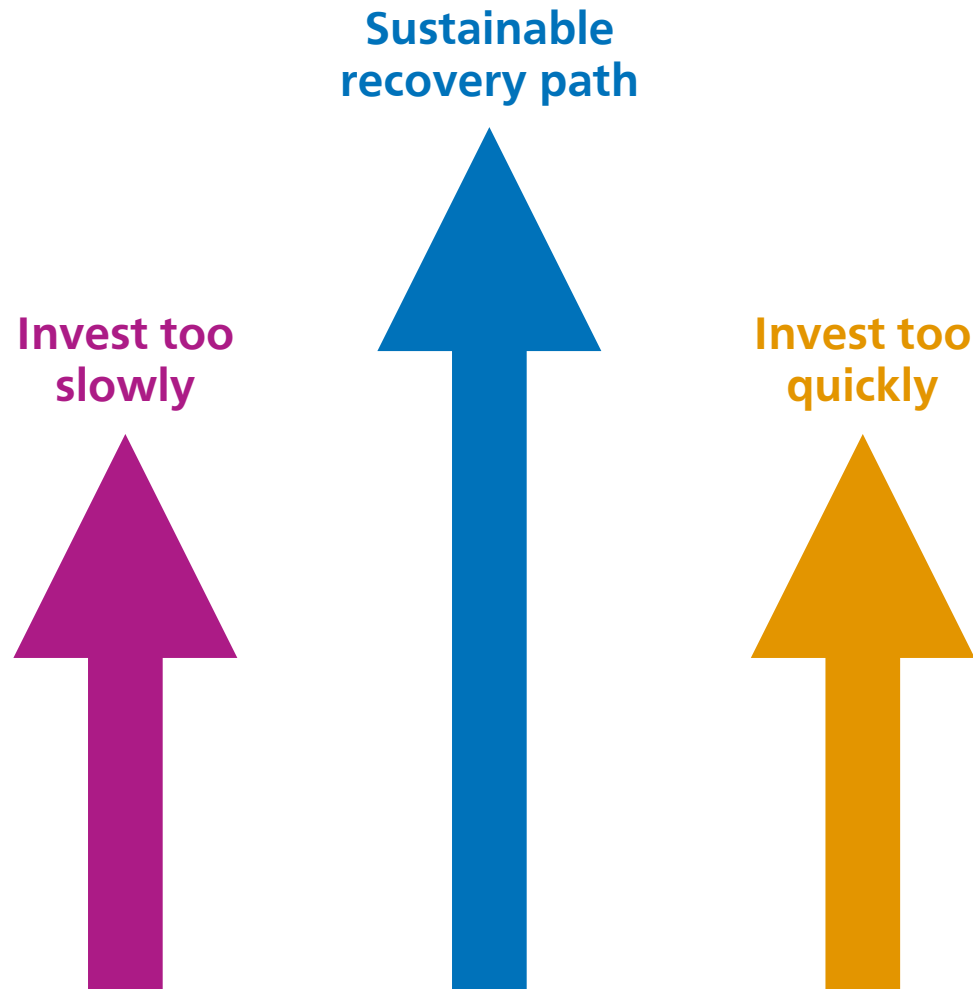
Source: [SF Travel](#)

**There are three possibilities as we
bring back service, and we are
trying to strike the right balance**

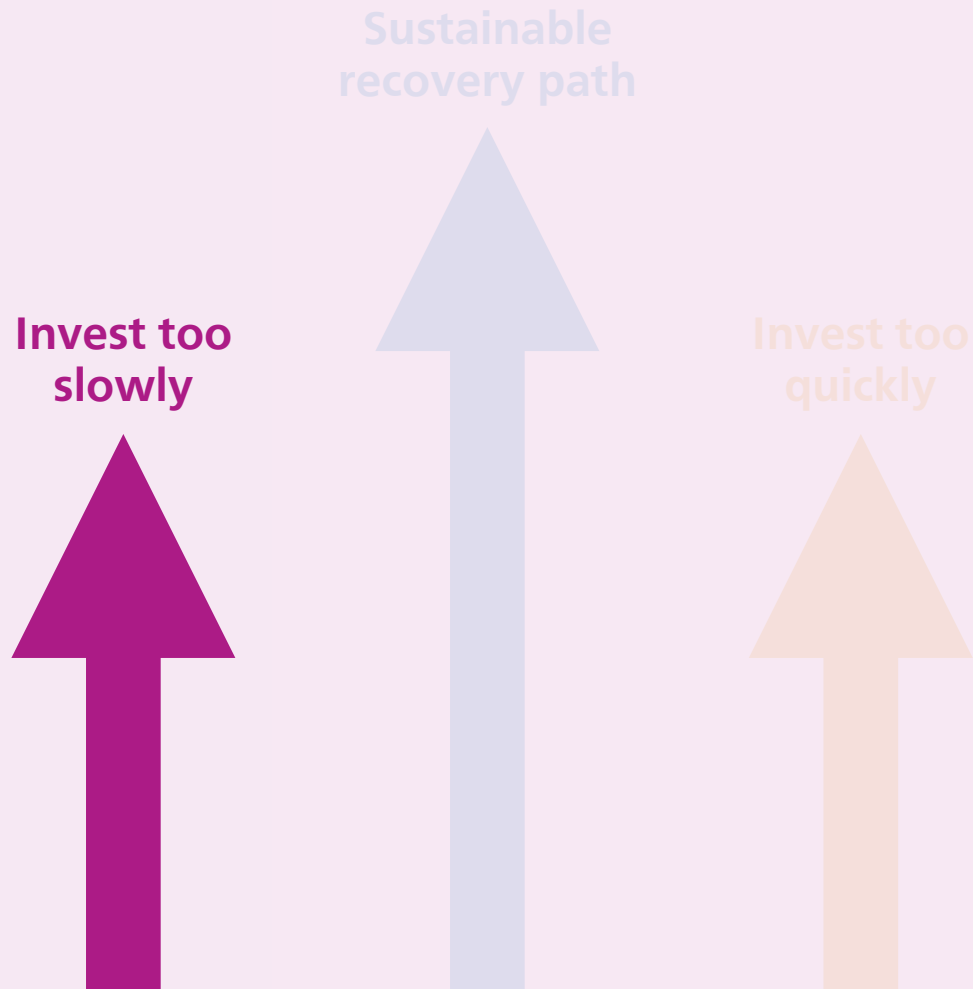
The three possibilities are: invest too slowly, invest too quickly, or take a sustainable recovery path



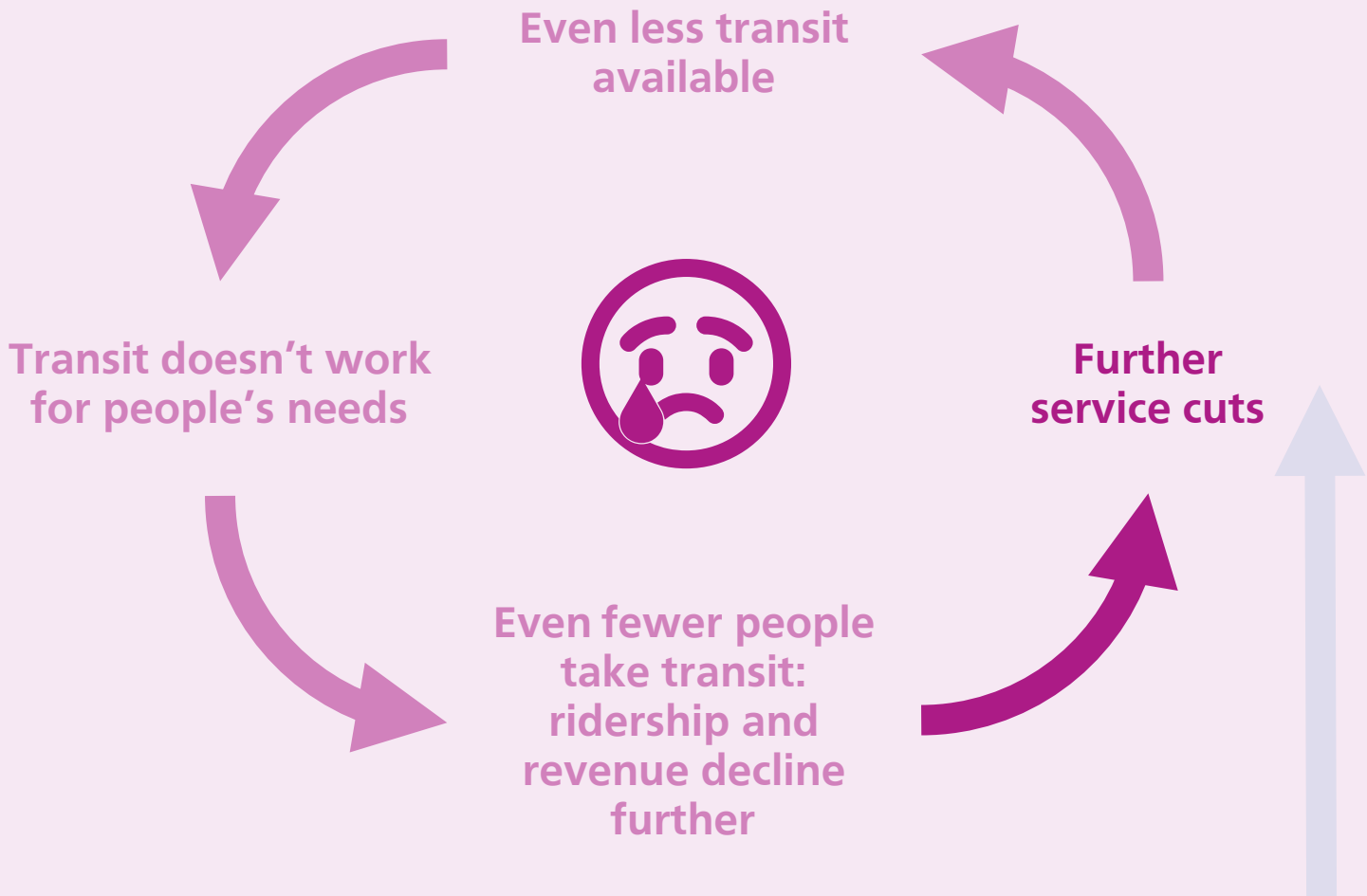
The three possibilities are: invest too slowly, invest too quickly, or take a sustainable recovery path



If we invest too slowly in the transit recovery ...



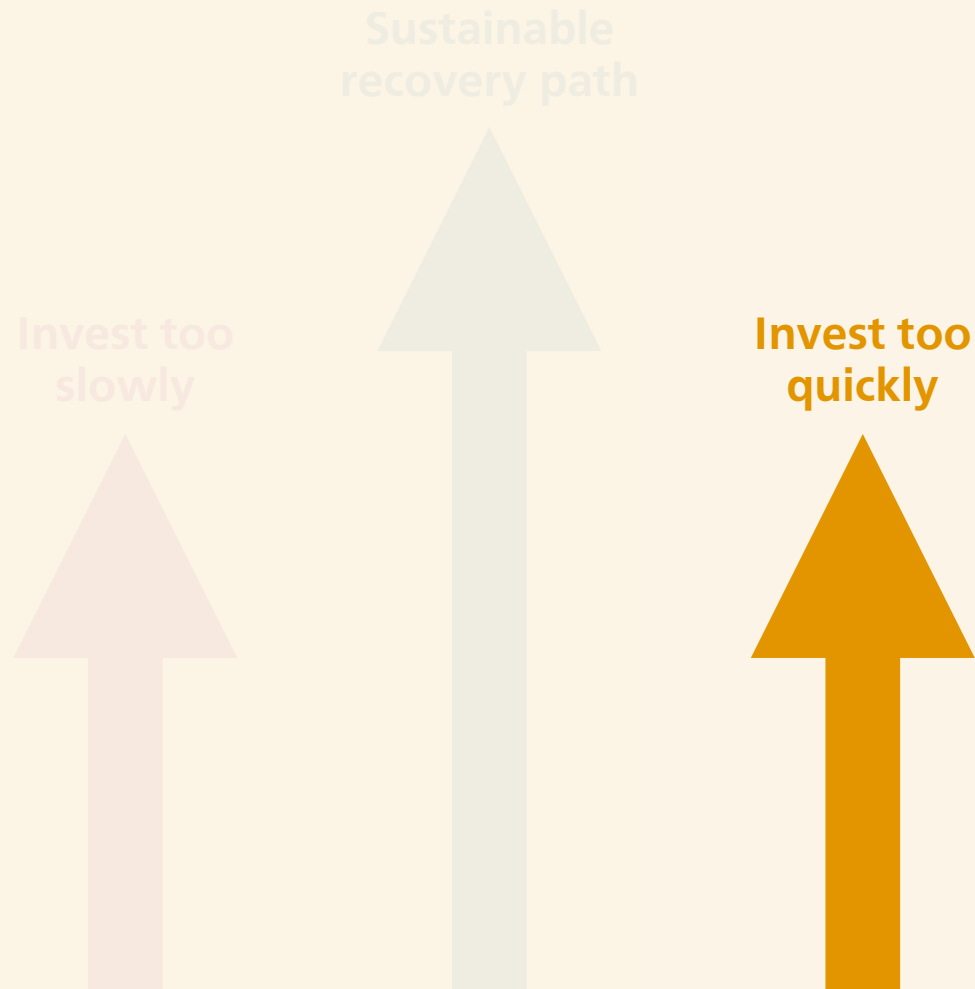
If we invest too slowly in the transit recovery ...



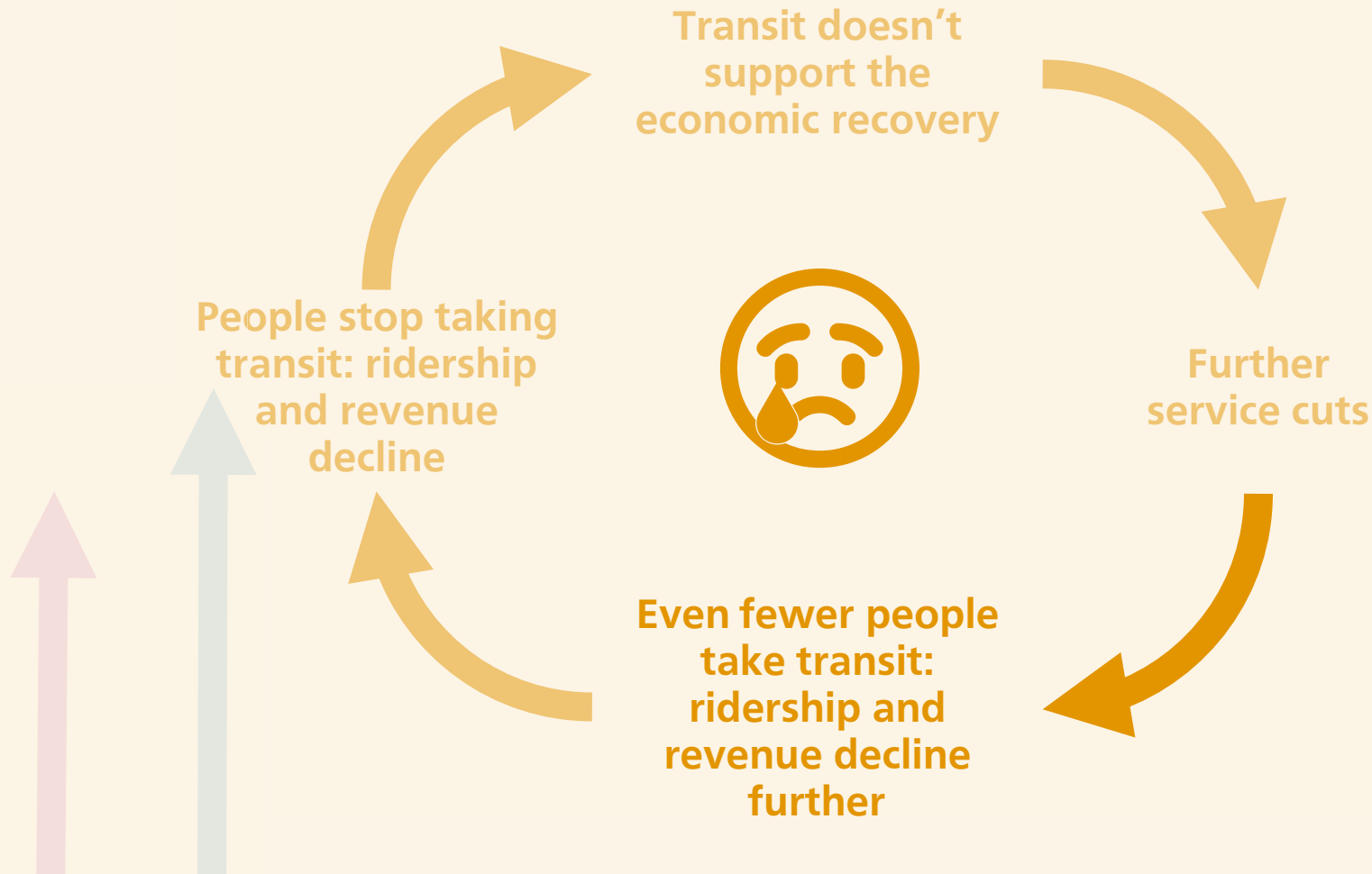
... we end up in a
transit death spiral



If we invest too quickly in the transit recovery ...



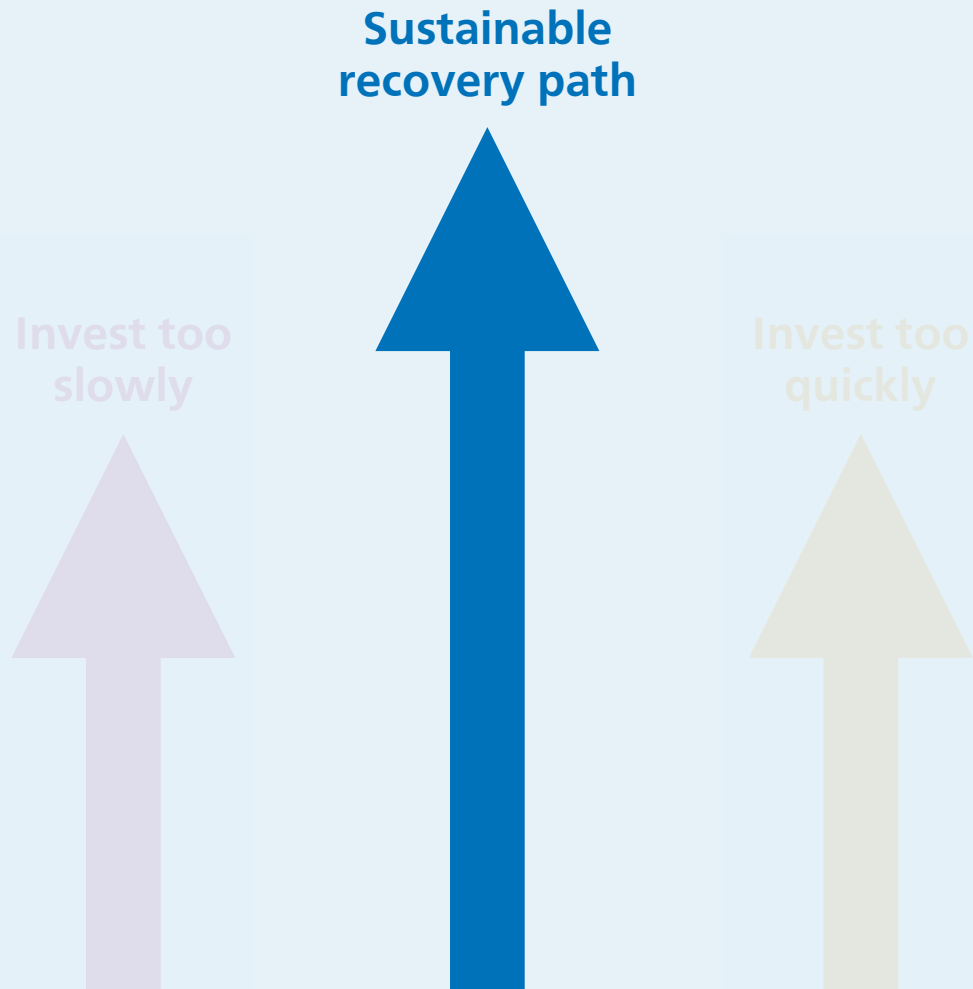
If we invest too quickly in the transit recovery ...



... we also end up in a
transit death spiral



It's urgent that we find a sustainable balance

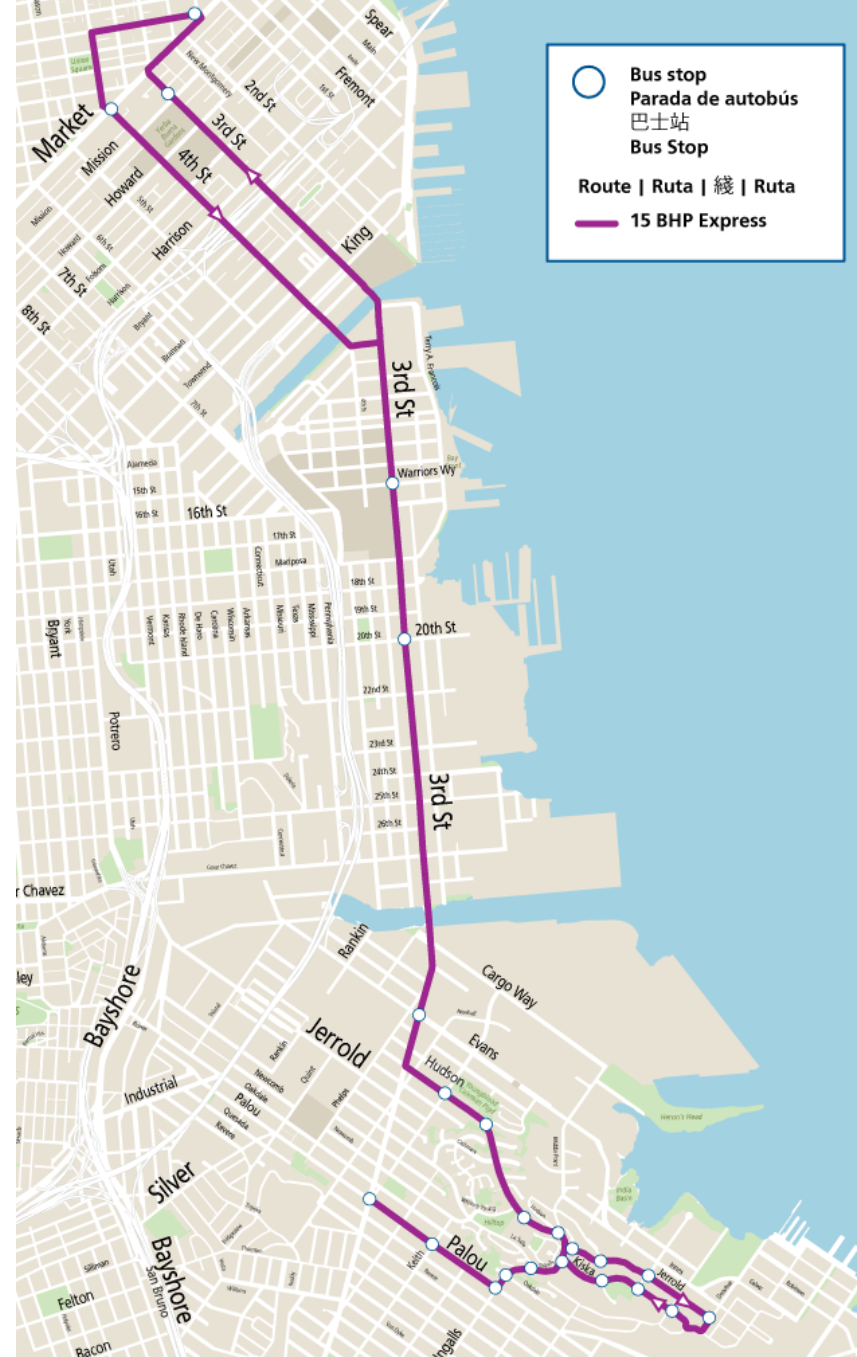


**As we restore service,
equity is our first priority,
and access is our second**

**We have expanded mobility for
those most impacted by the
pandemic by incorporating their
needs into our restoration planning**

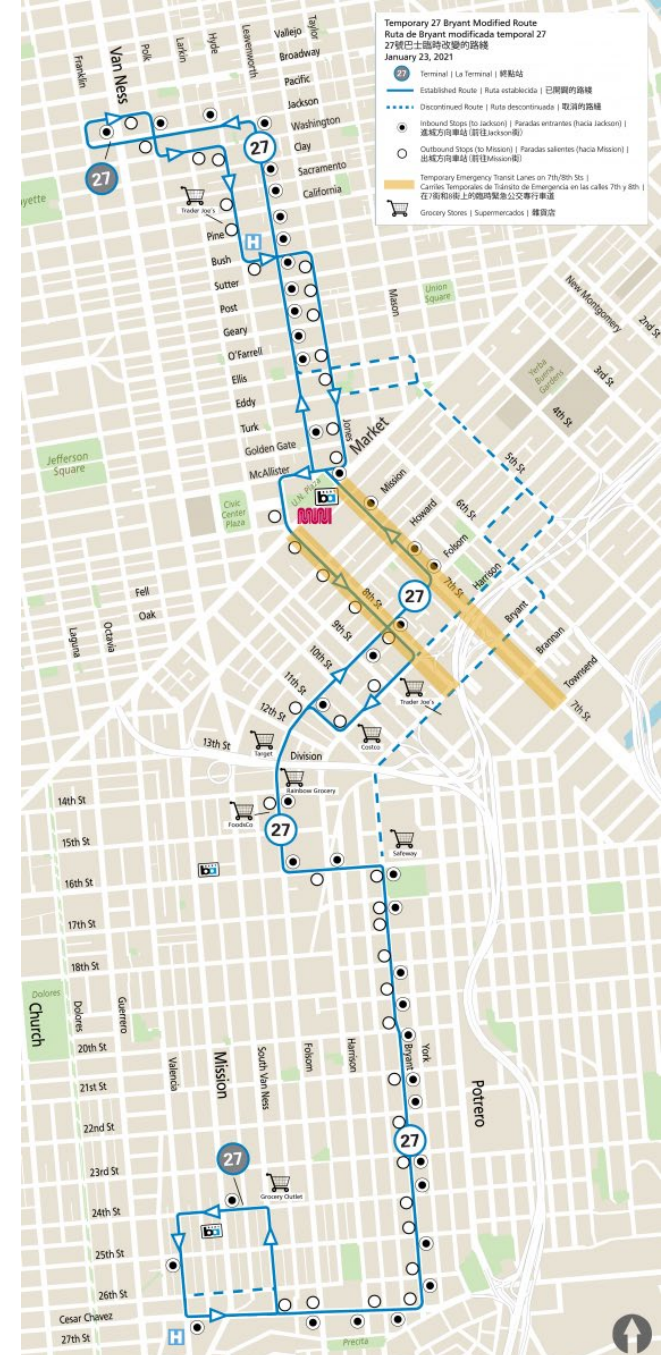
15 Bayview Hunter's Point Express

- Community-designed route connects the hilly communities east of Third Street to Downtown
- Selected by residents based on fall 2020 survey
- Four-fold increase in access to jobs within 30 minutes, nine-fold increase within 45 minutes



27 Bryant

- Reflects outreach conducted with Tenderloin, SoMa, and Mission community members
- Improved access to essential grocery stores and food banks
- Route modified to improve reliability



**98% of San Francisco residents will
have walkable access to Muni by
August 2021**

Transit Access: August 2021

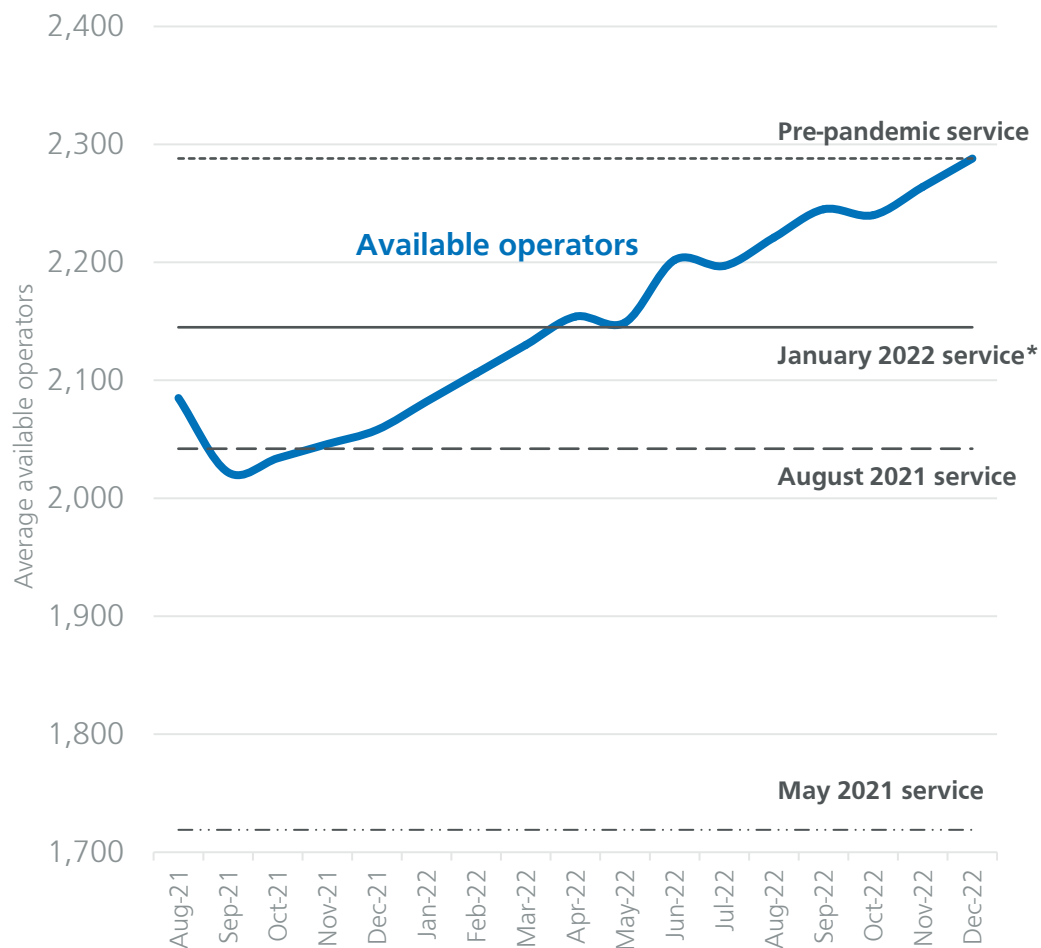
98% of residents will have transit access within a 2-3 block walk by August 2021



During the recovery, the impacts of the pandemic will continue to be felt across the agency's operations—staffing poses a major challenge



Operator hiring and service demand



- Operator hiring and training currently underway will provide sufficient operators to deliver planned service in January 2022
- Further service restoration or future expansion, will require additional financial resources and training time
- Starting with the August 2021 service restoration, the SFMTA will be fully utilizing existing operator staffing

**January 2022 schedule is an estimate and subject to change
All data are estimates based on past trends and are expected to require revision over time.*

Transit hiring plan: Support teams

- HR is embarking on a massive hiring plan to support the transit division
- These staff are essential behind the scenes support for the public-facing operations
- Filling vacancies is critical for service delivery

Transit Function	Total Vacancies	Total Filled	Total	% Vacant
Transit Operations & Training	184	369	553	33%
Vehicle Maintenance	133	805	938	14%
Maintenance of Way + Mechanical Systems	82	162	244	34%
Planning/Administration	27	24	51	53%
Transit Capital Delivery	18	39	57	32%
Cable Car	23	99	122	19%
Safety	2	6	8	25%
Scott Center	2	13	15	13%
Total	471	1,517	1,988	24%

Vacancies as of July 15, 2021

Reliable service requires adequate staffing



Why study the network now?

San Francisco has changed.

**The system needs to adapt to meet
the needs of our future and more
accurately reflect our values.**

Service restoration plan

The service restoration plan will be circulated for public feedback this fall

1. The Familiar Network

- All routes currently suspended return
- Update frequencies to reflect resource constraints

2. The High Access Network

- Discontinue most duplicative routes and improve frequency on parallel or alternative routes
- Continue building out 5-Minute Network
- Expand the number of places people can go quickly
- Some alignment changes to improve access

3. The Hybrid Network

- A mix of the first two
- Most suspended routes return in some form
- Some alignment changes to improve access



Public Feedback for Service Restoration

Service restoration outreach questions

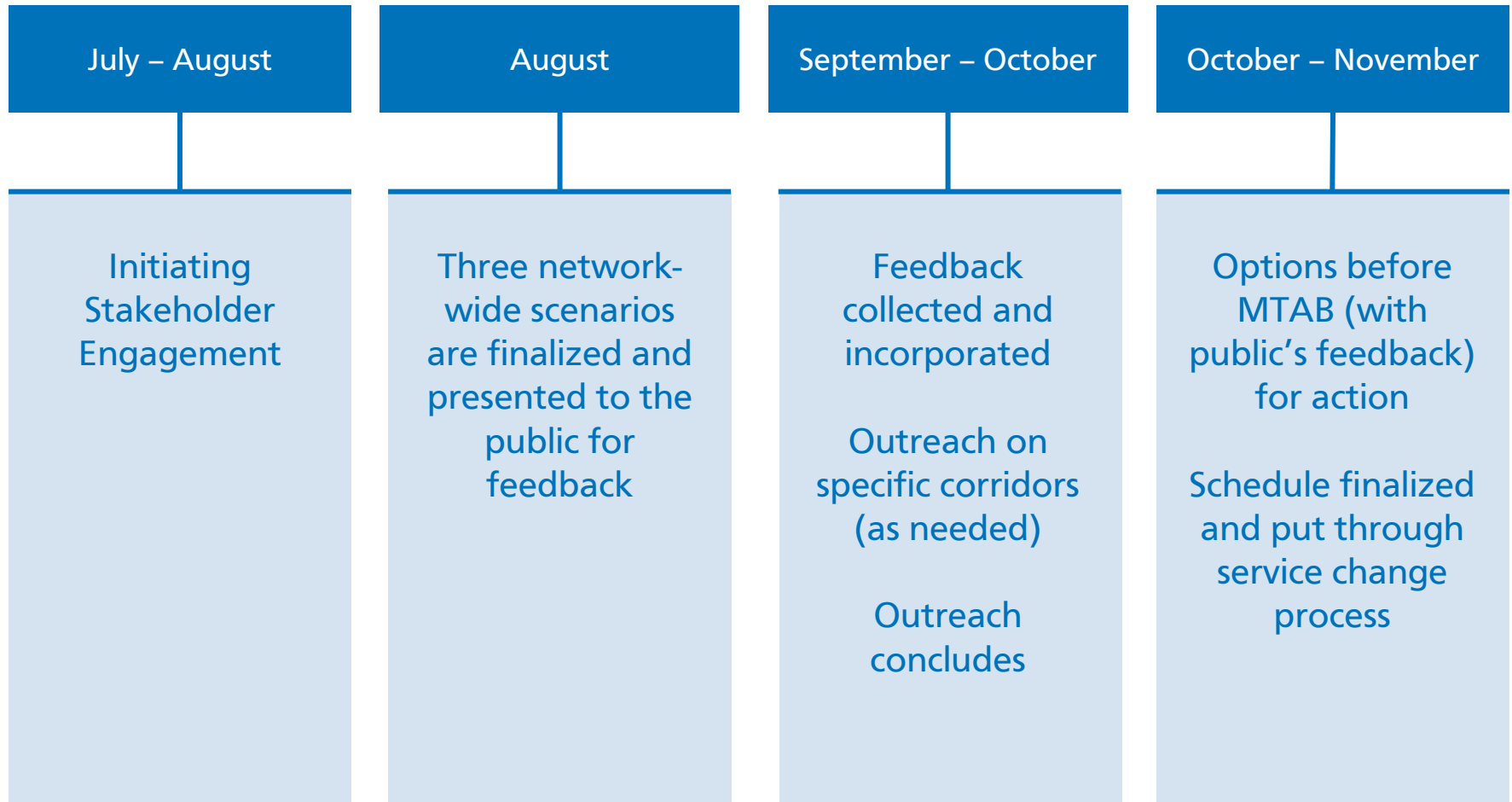
The service restoration plan will provide both a short-term (2022) and a long-term vision (2023-beyond) for public feedback:

- Who benefits most from each option?
Who benefits least?
- What mix of coverage and frequency is right for your community?
- Which service plan advances our commitment to equitable transit?



Service restoration outreach timeline

The service restoration plan will be determined by public feedback this fall





Outreach Tactics

- Online story map and webpage
- Briefings with key stakeholders, neighborhood associations and community-based organizations
- Multilingual informational flyers and posters
- Multilingual media outreach
- Virtual open house and office hours with interpretation available upon request
- Emails to stakeholders
- Agency blog posts





Thank You!