



Transit Service Restoration Planning and Outreach

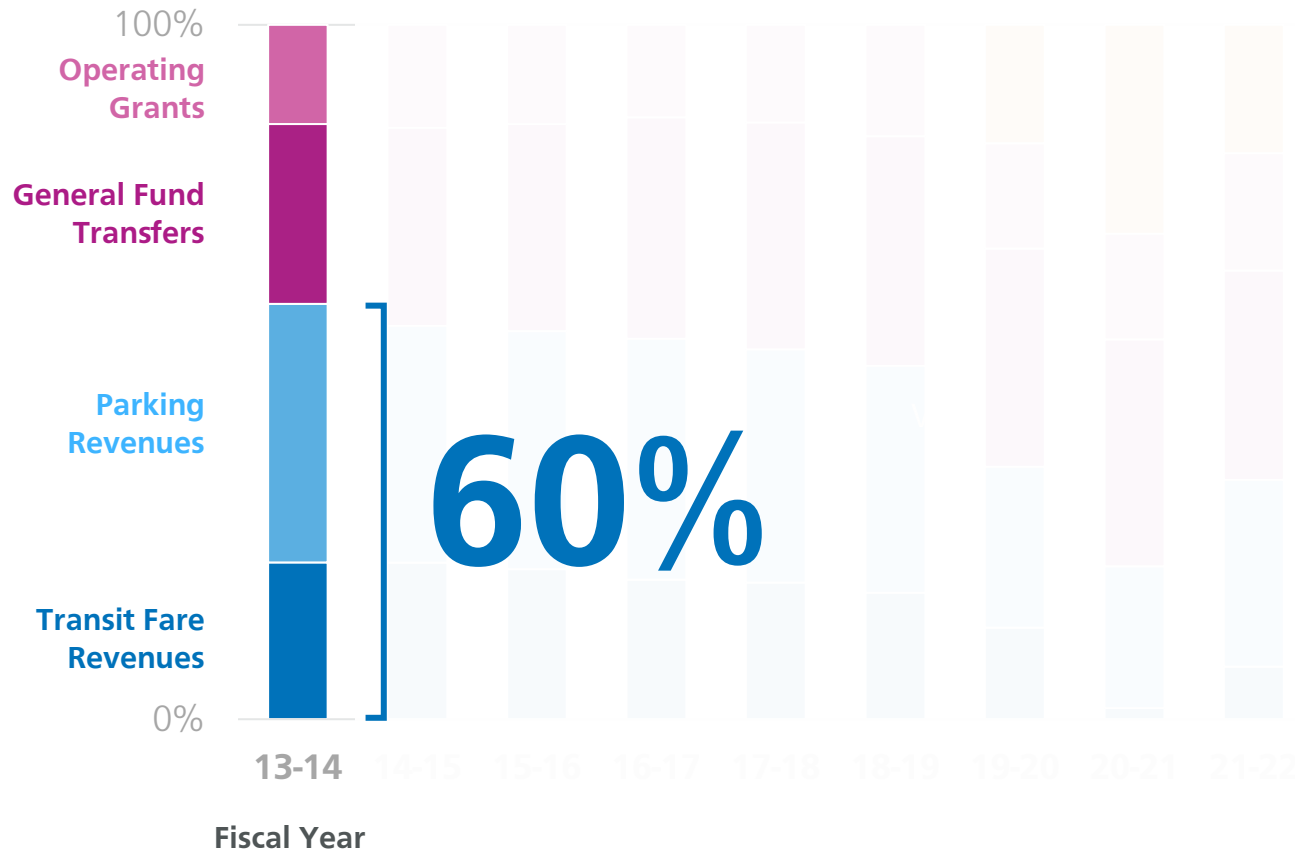
Jeff Tumlin, Director of Transportation

Julie Kirschbaum, Director of Transit

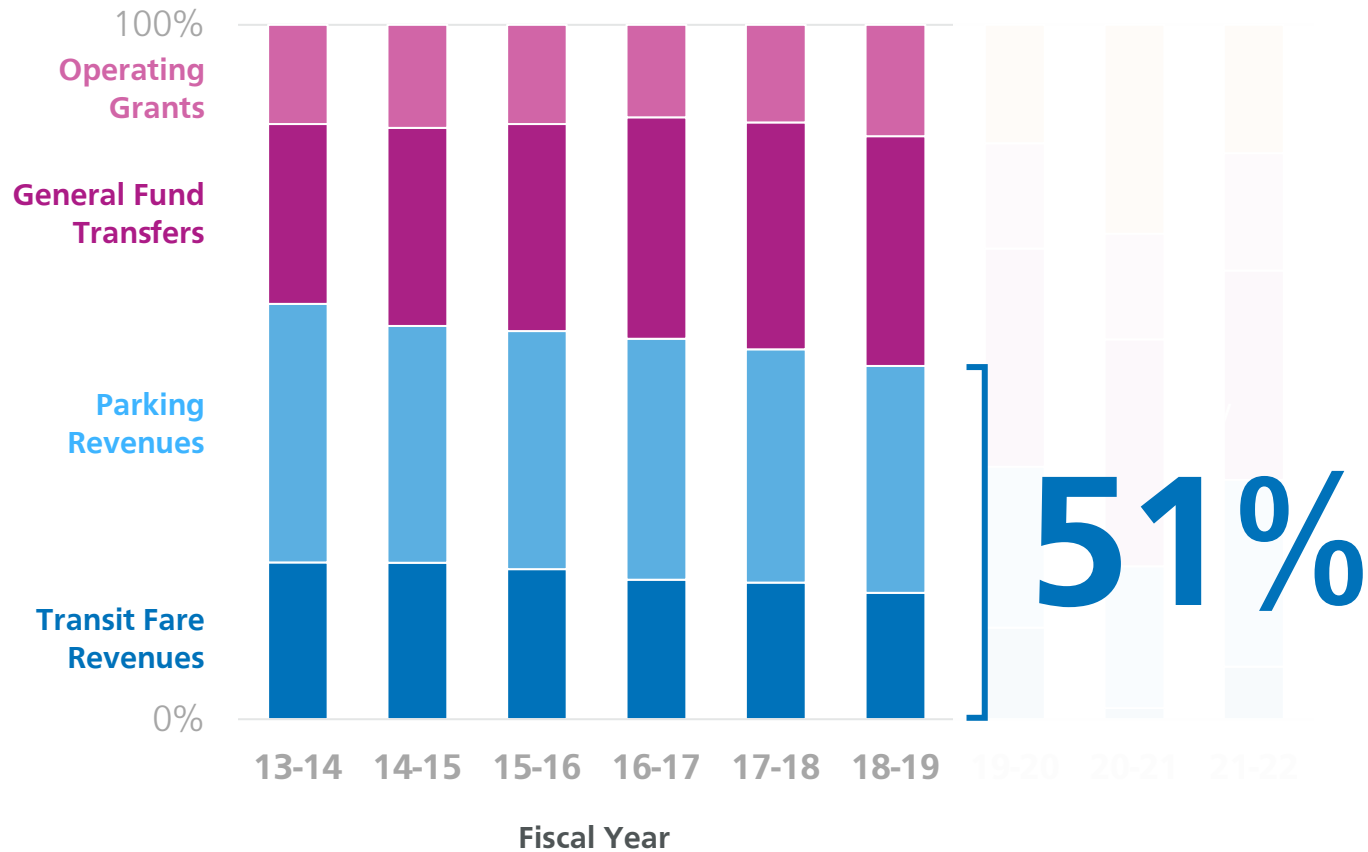
SFMTA Board | July 20, 2021

Before the pandemic, parking and transit revenues were declining as a share of the overall Muni budget ...

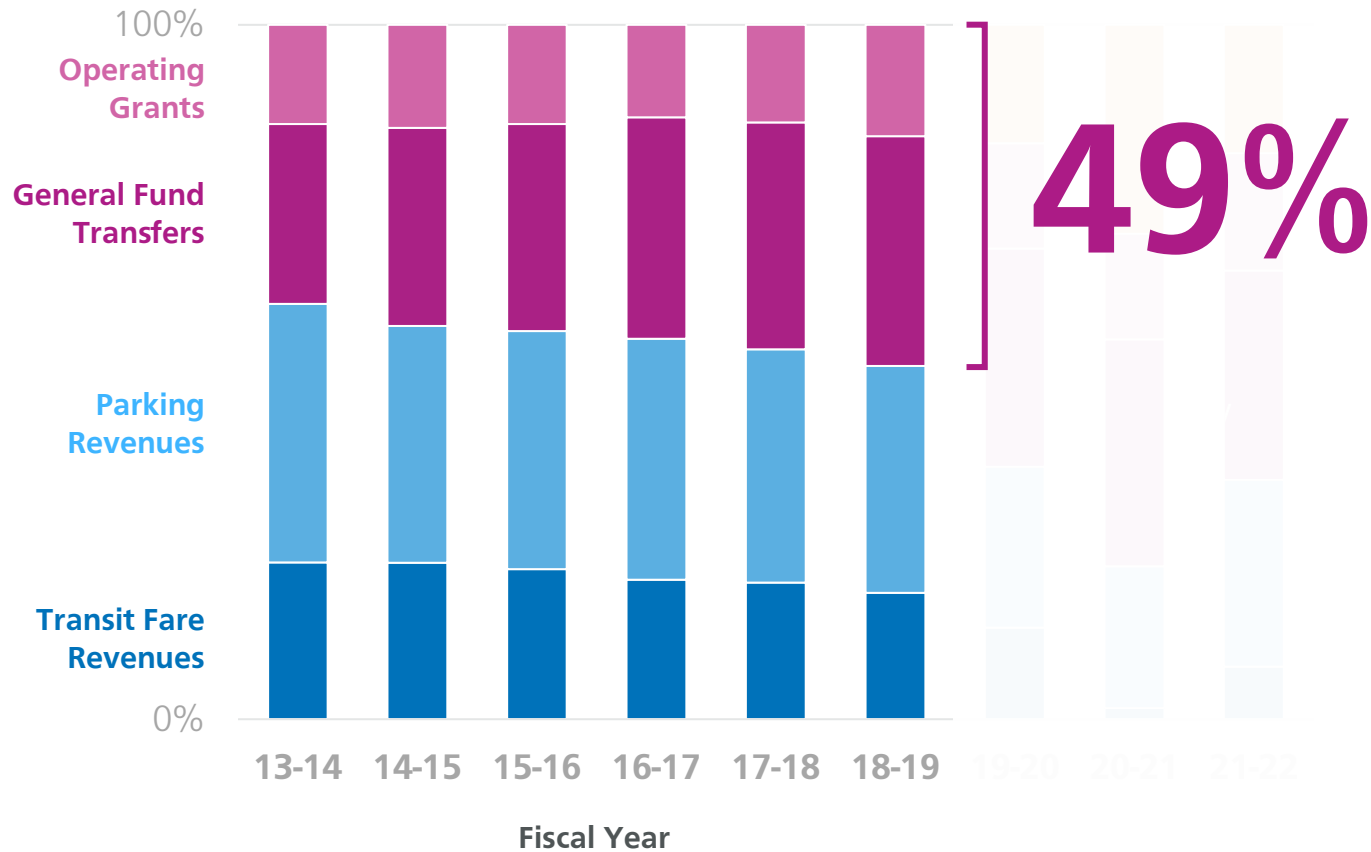
... from 60% of the Muni budget in FY13-14 ...



... to 51% in FY18-19

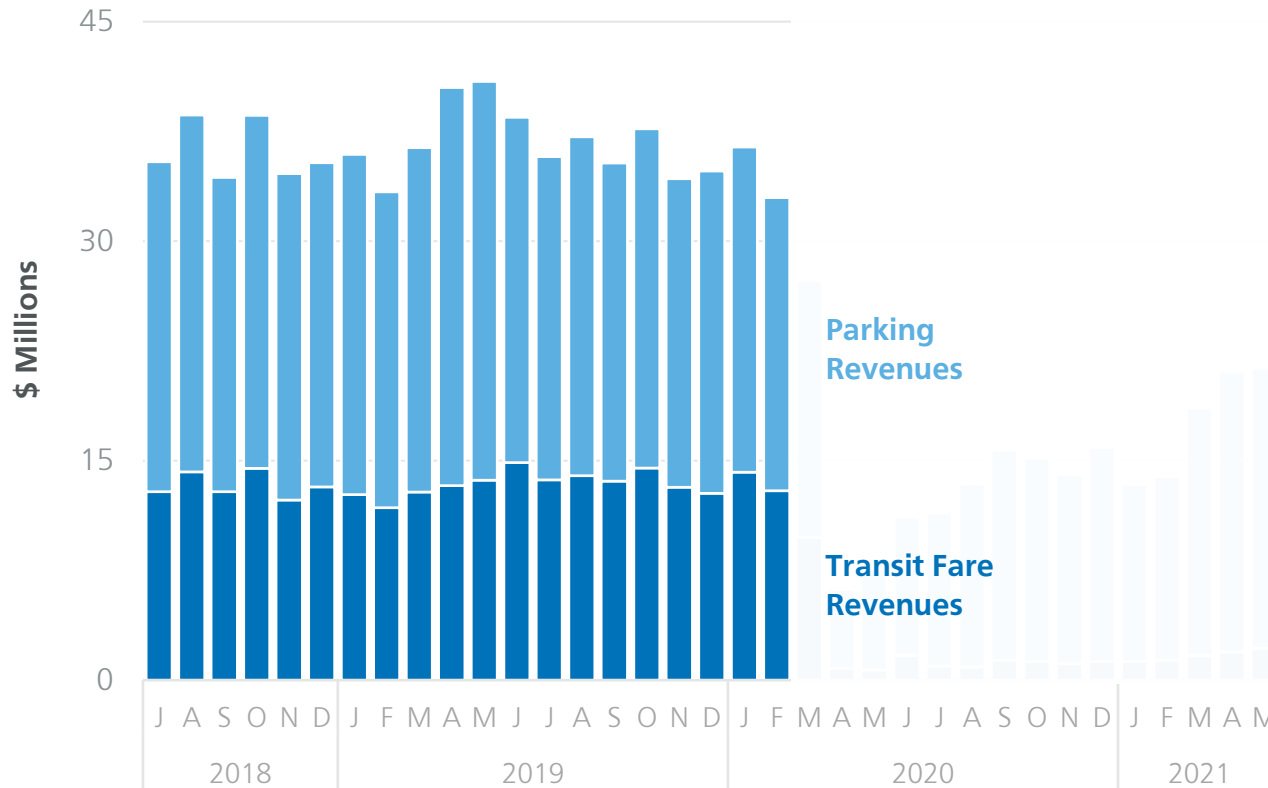


This has led to increasing, unsustainable, one-time transfers

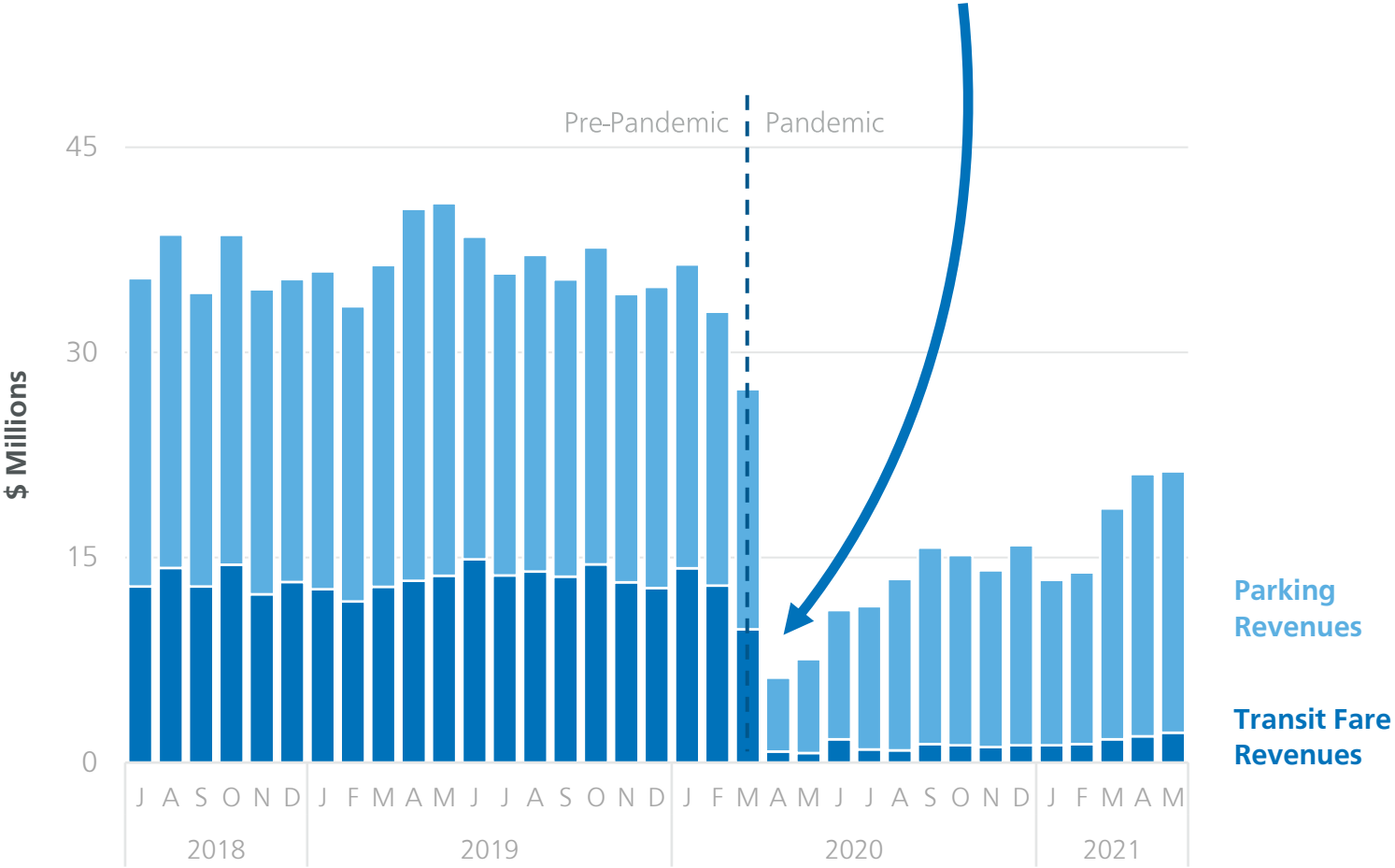


Which brings us to FY19-20

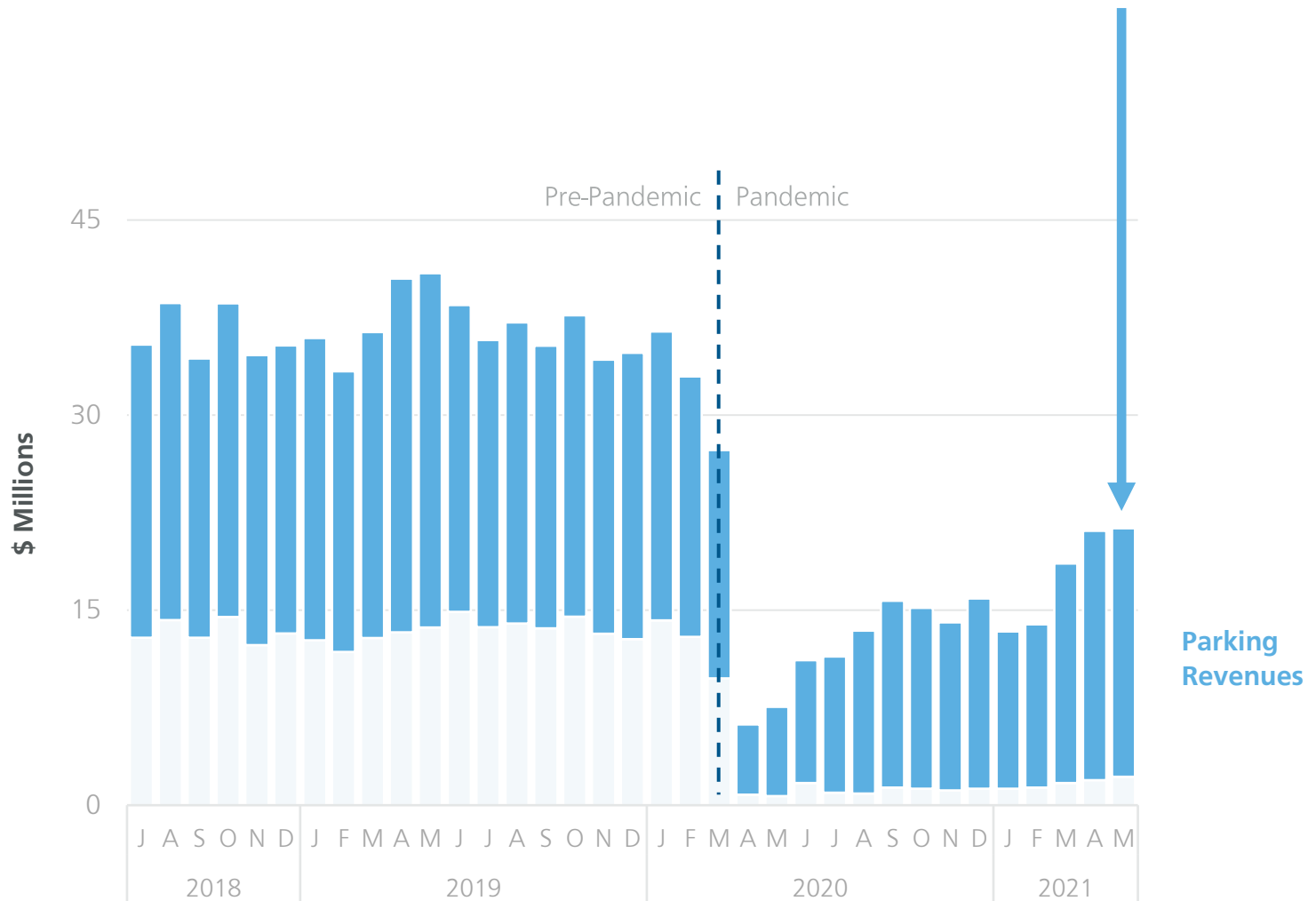
Parking and transit revenues were relatively flat in the months leading up to February 2020



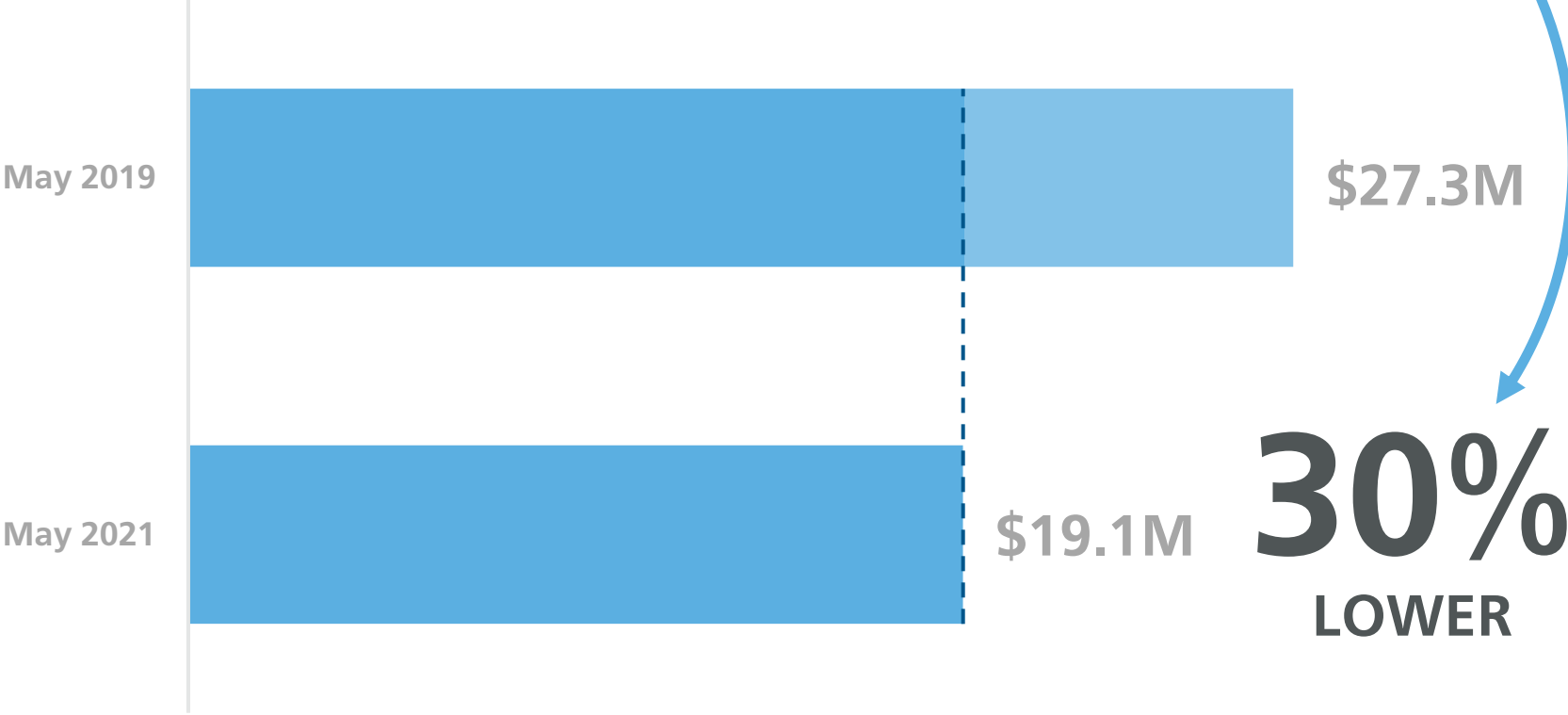
But after March 2020, the pandemic cratered both revenue sources



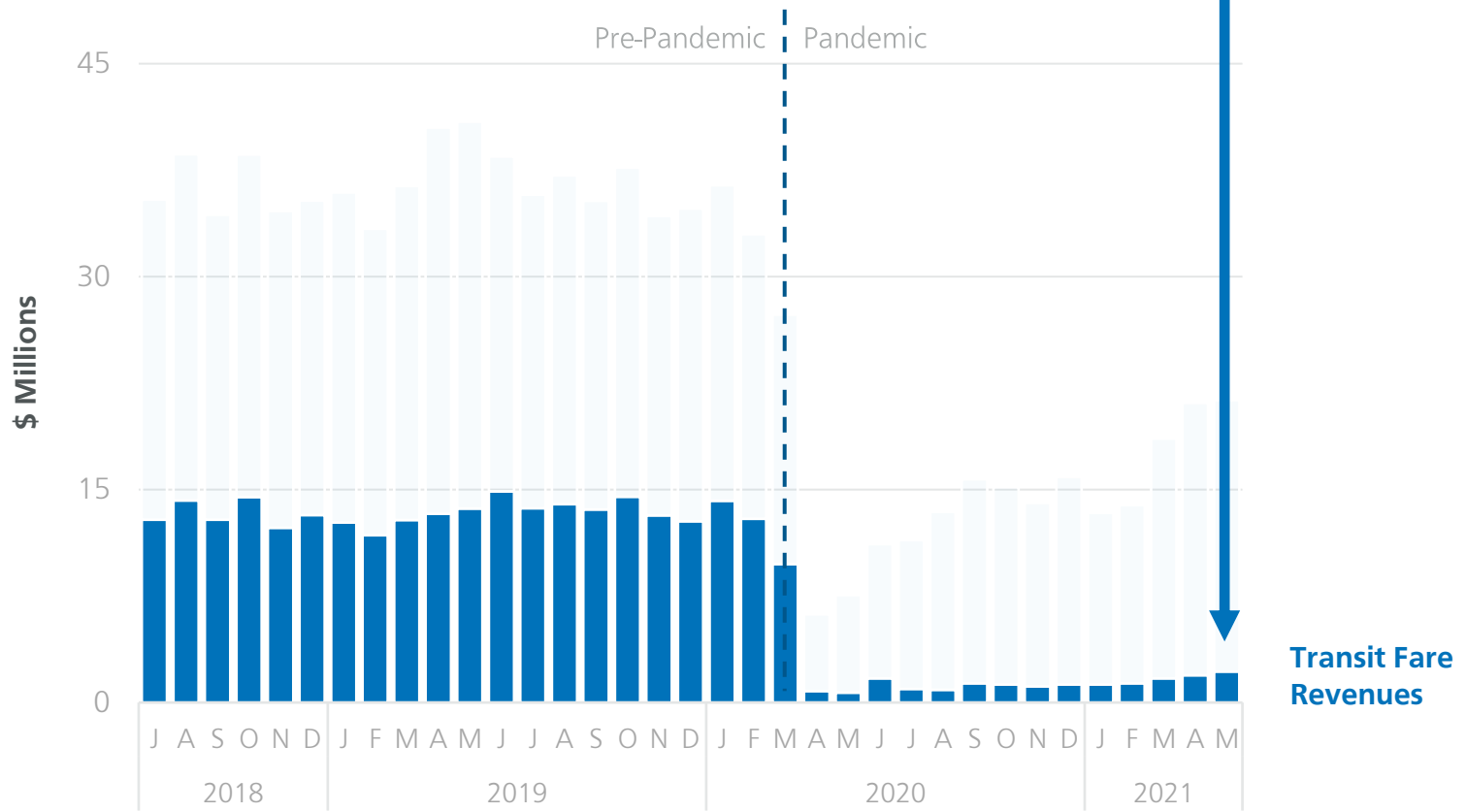
Parking revenue has partly bounced back



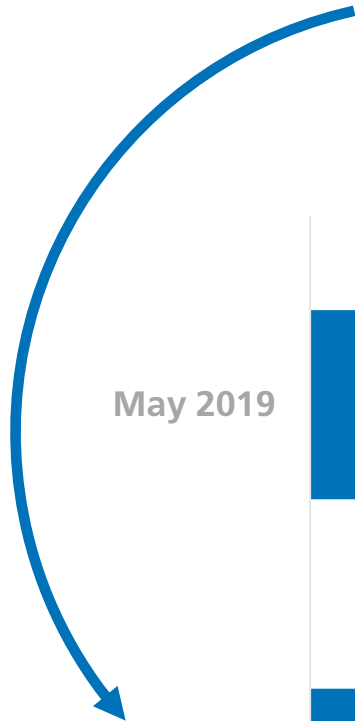
But May 2021 parking revenues were 30% lower than May 2019 levels



Meanwhile, transit revenues have been much slower to return



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



May 2019



\$13.7M

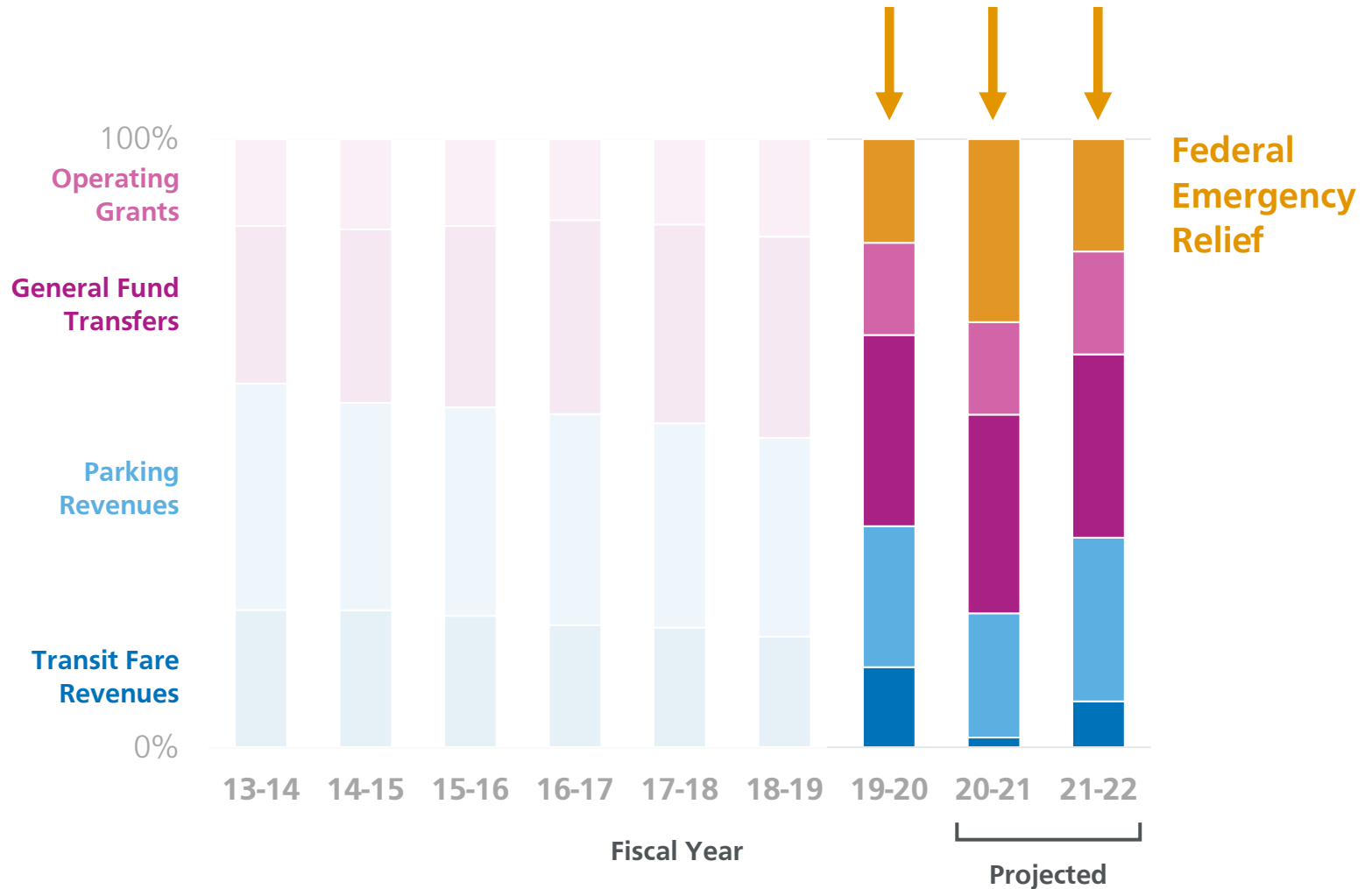
May 2021



\$2.2M

84%
LOWER

In the near term, federal emergency relief funding will be a necessary stopgap



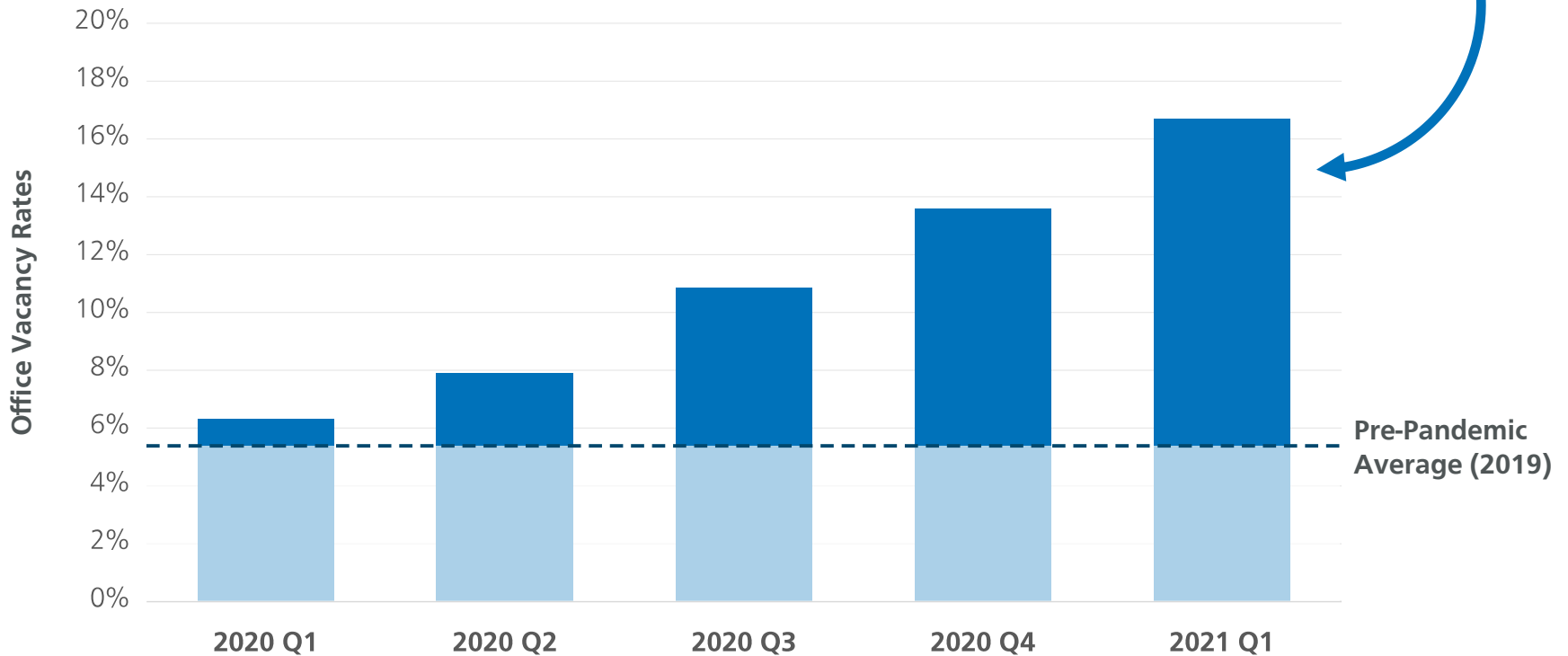
**But we need to make our
federal funding last much
longer than other cities**

Jumping to 100% pre-pandemic service levels now could have disastrous long-term impacts—on Muni finances and ultimately service

Why?

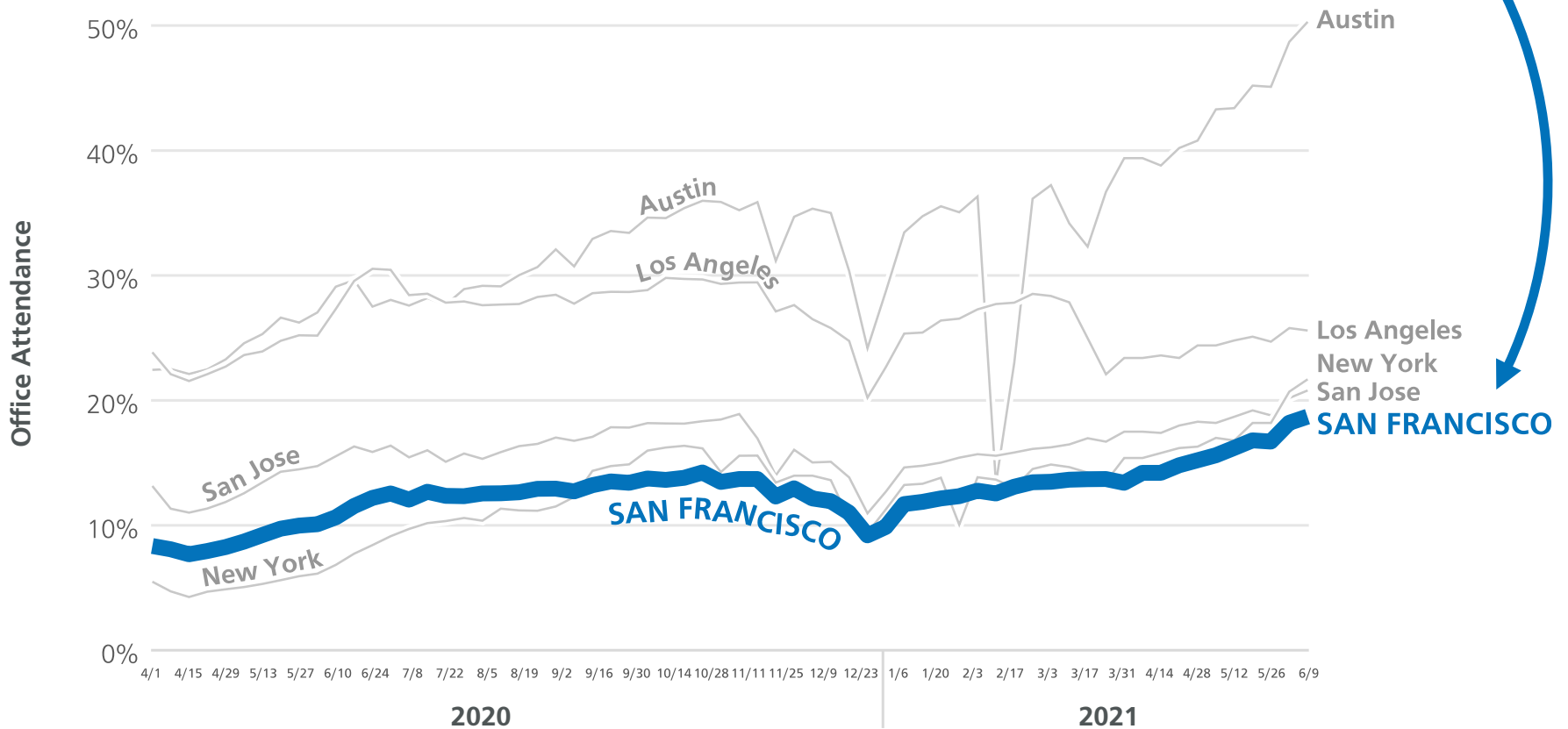
Because all signs point to a slow recovery for Downtown San Francisco

Office vacancy rates in San Francisco are at “historic highs” and “still rising in Q1”



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

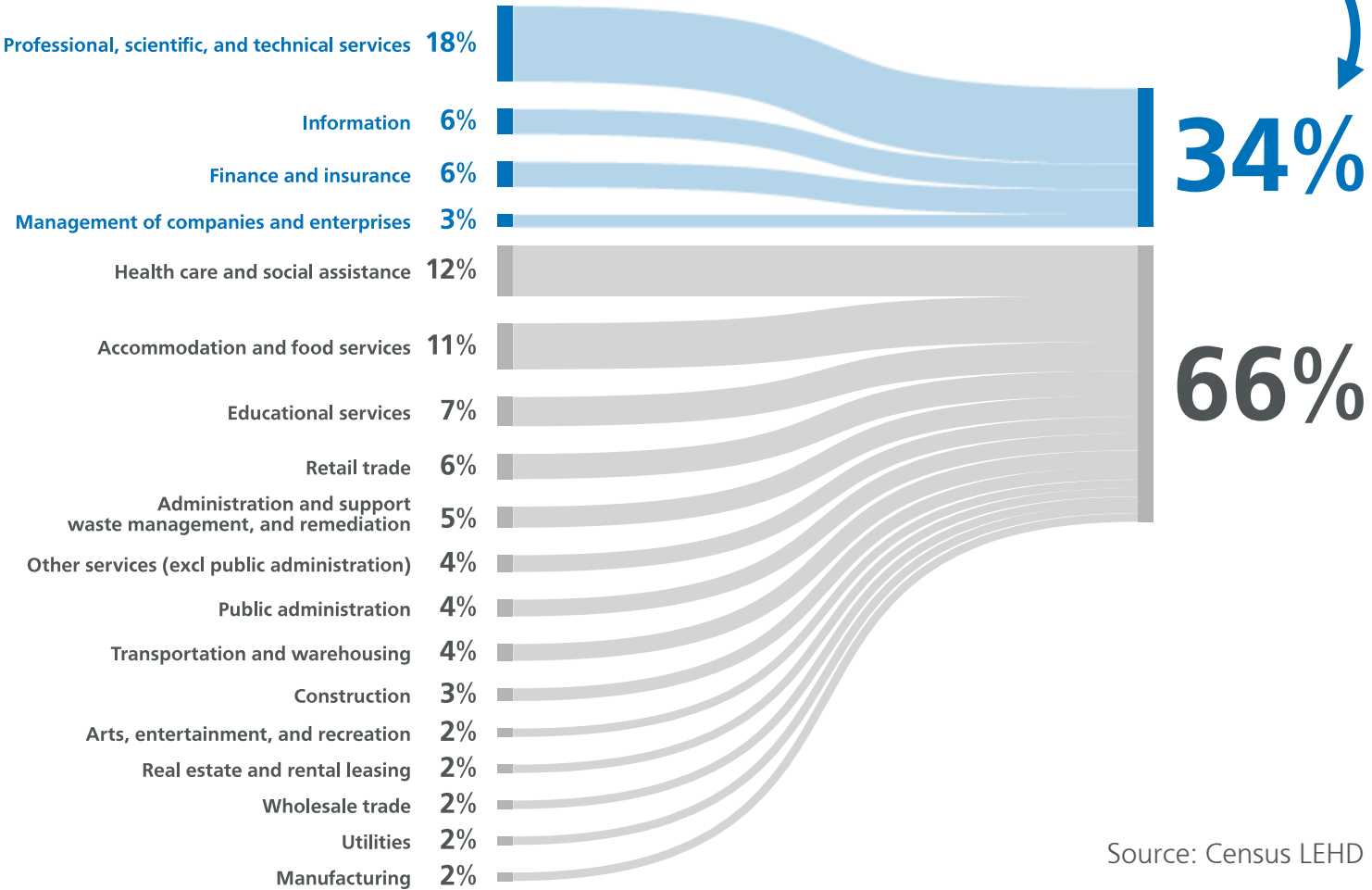
“San Francisco metro area continues to lag comparable metro areas in office attendance”



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

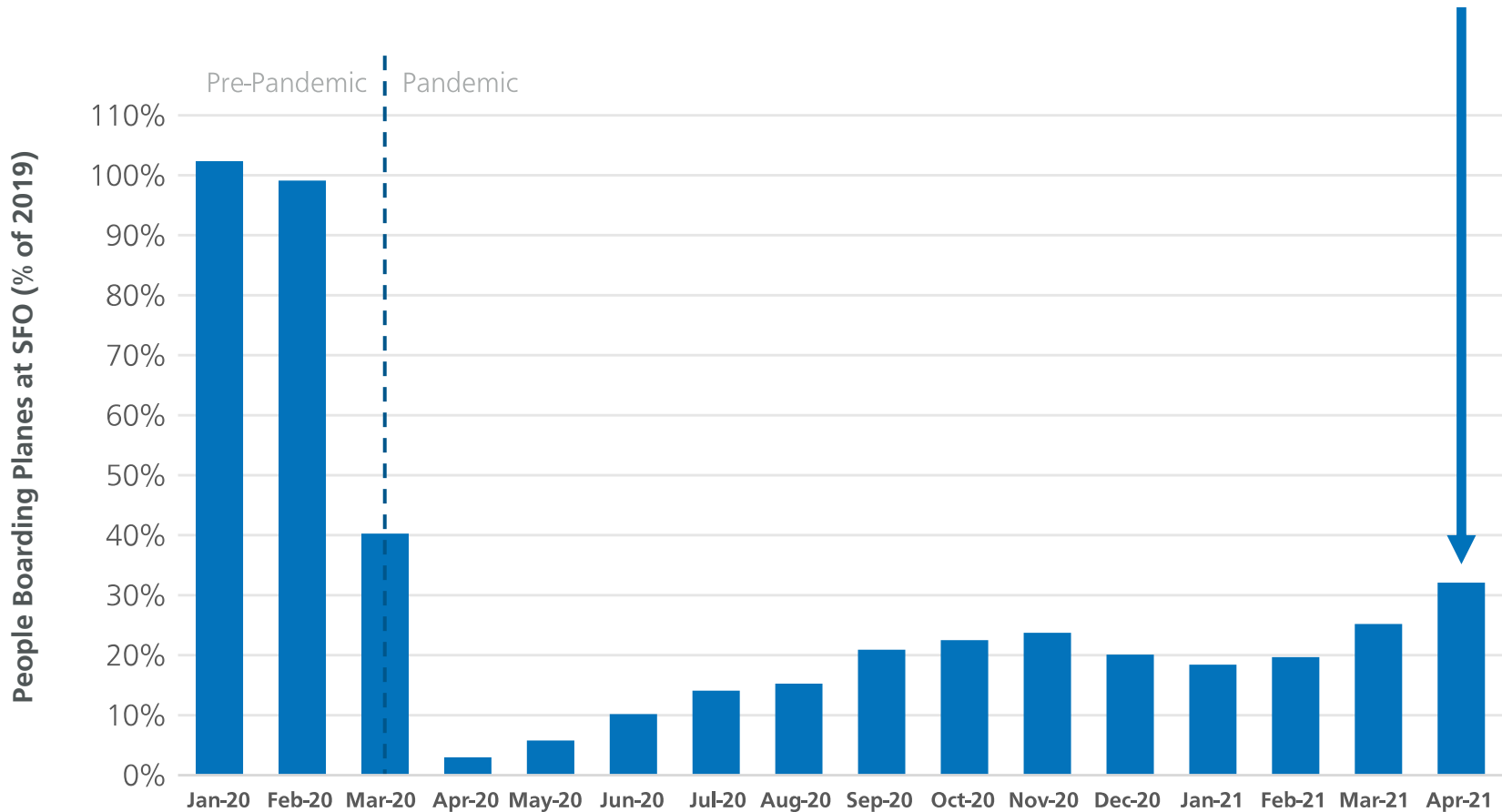
More than one-third of all jobs in San Francisco are in sectors that are well-suited to working from home

San Francisco Jobs by Sector (%)



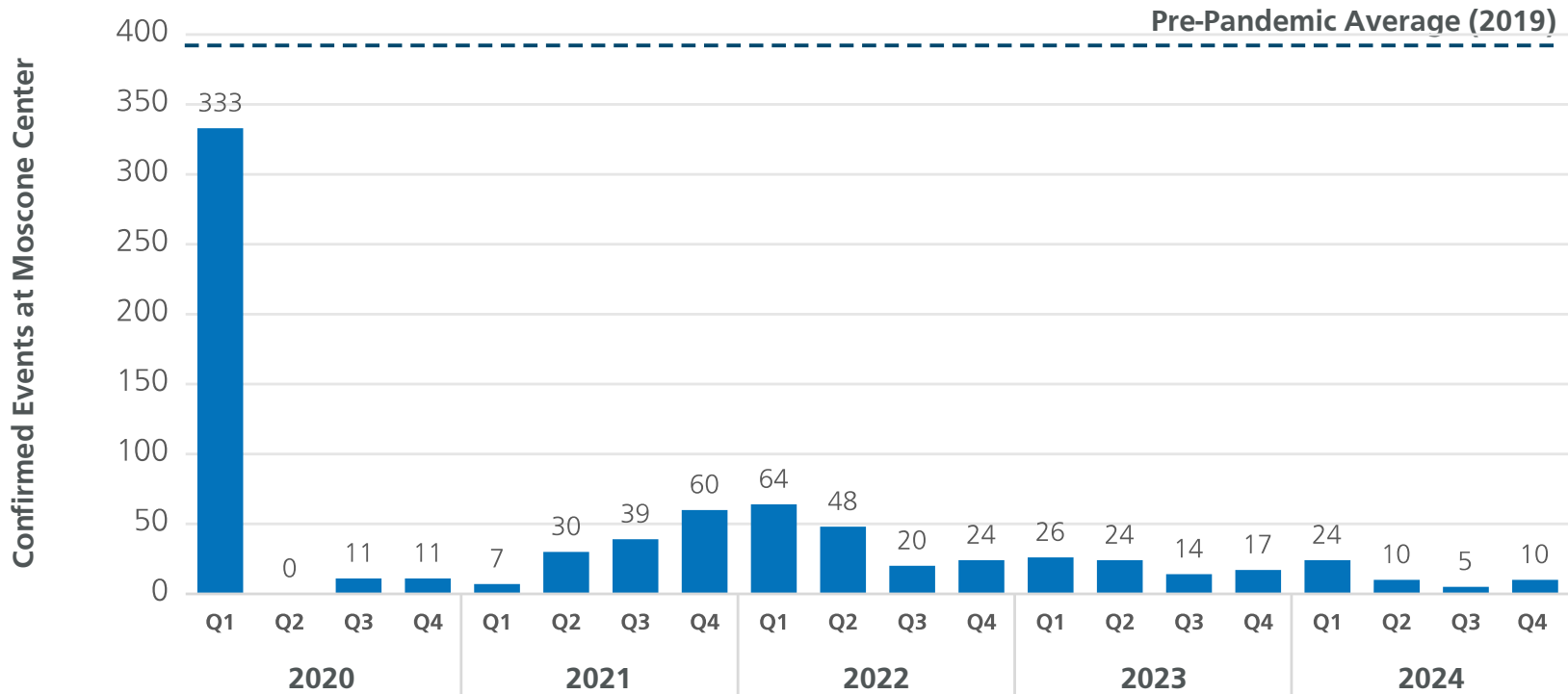
Source: Census LEHD (2018)

The number of people boarding planes at SFO was at “30% pre-pandemic levels as of April”



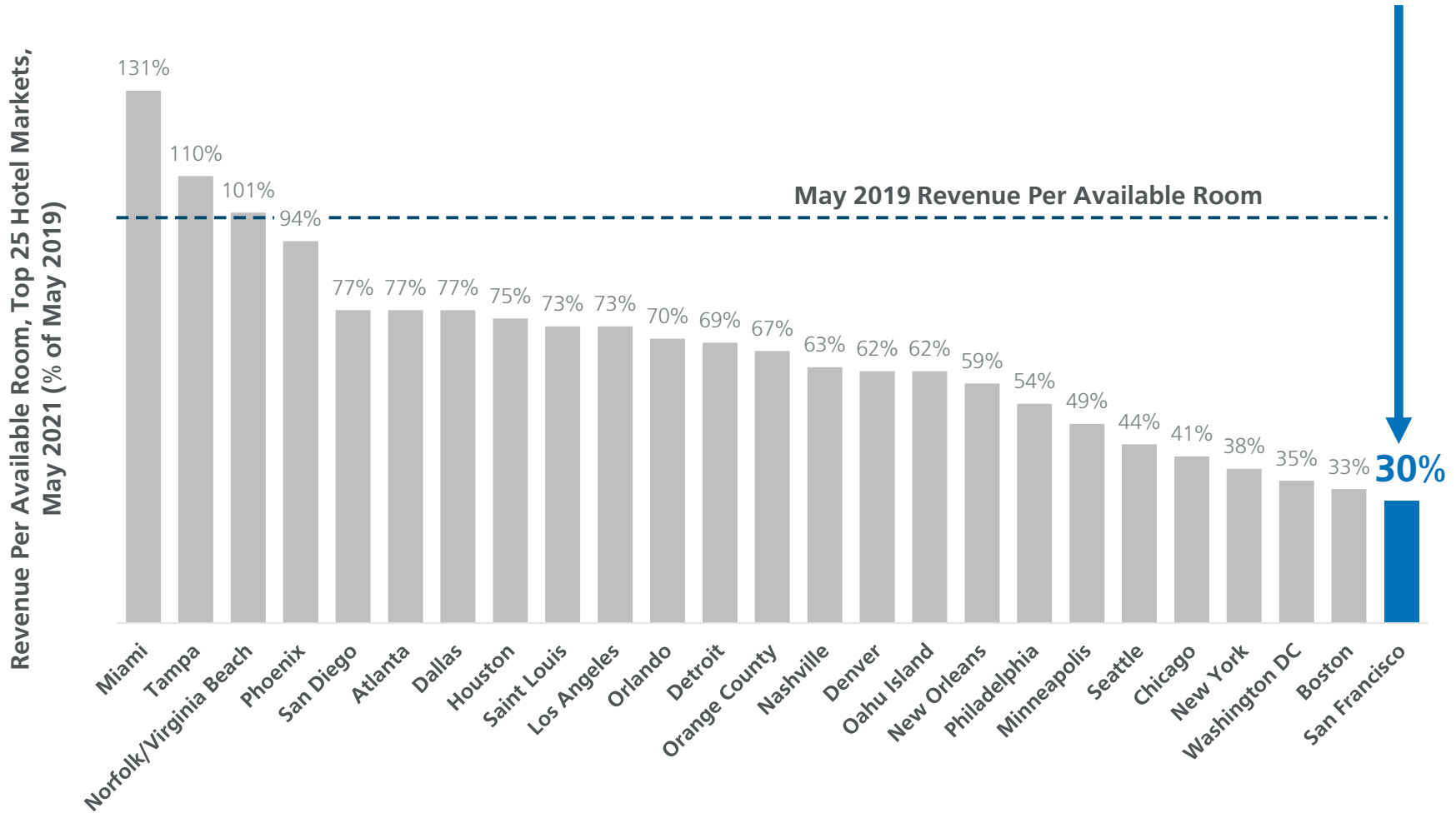
Source: San Francisco International Airport (SFO), via [SF Office of the Controller](#)

Future bookings at the Moscone Center are “significantly below pre-pandemic levels”



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

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](https://www.ahla.com)

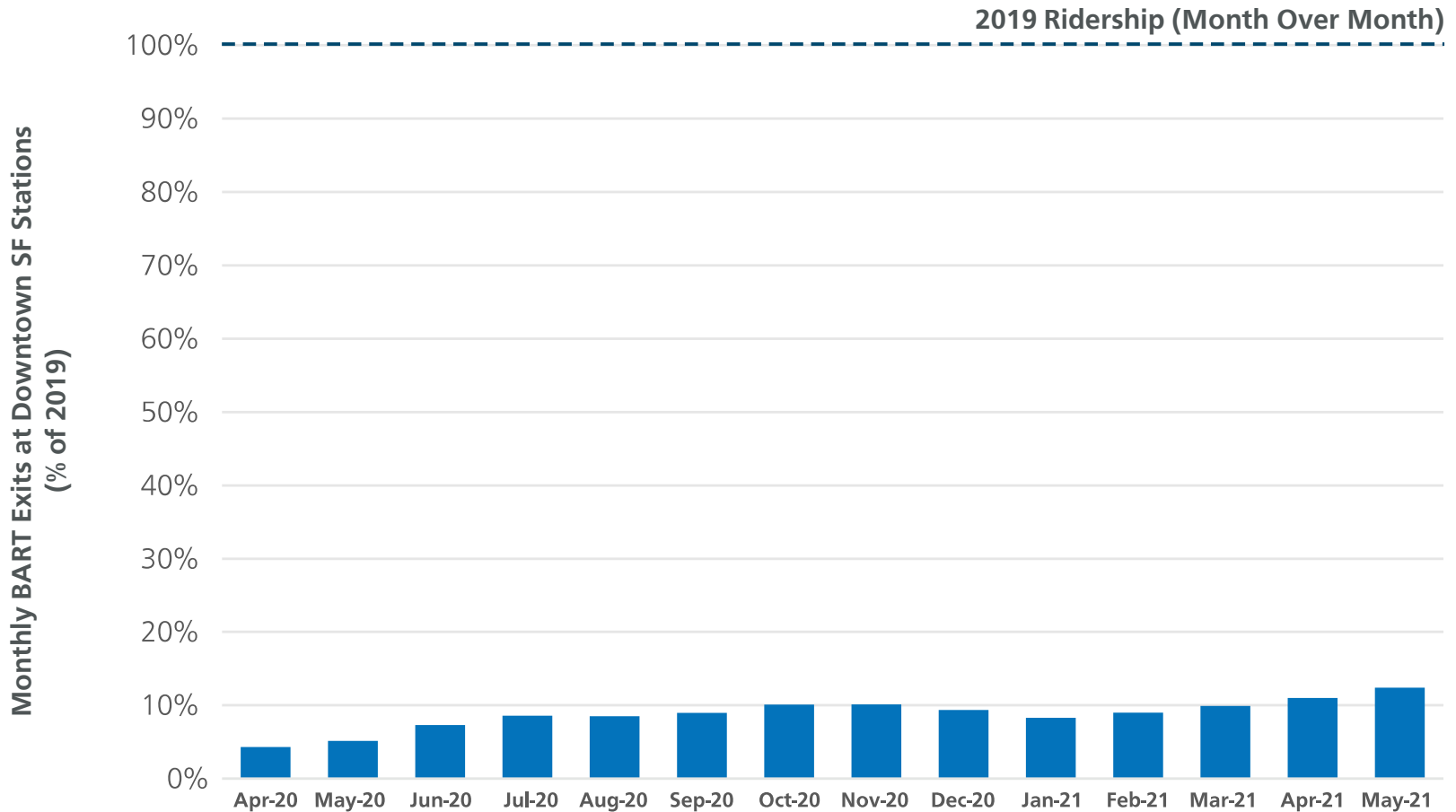
Visitor spending “will not be back to 2019 levels before 2025”

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.

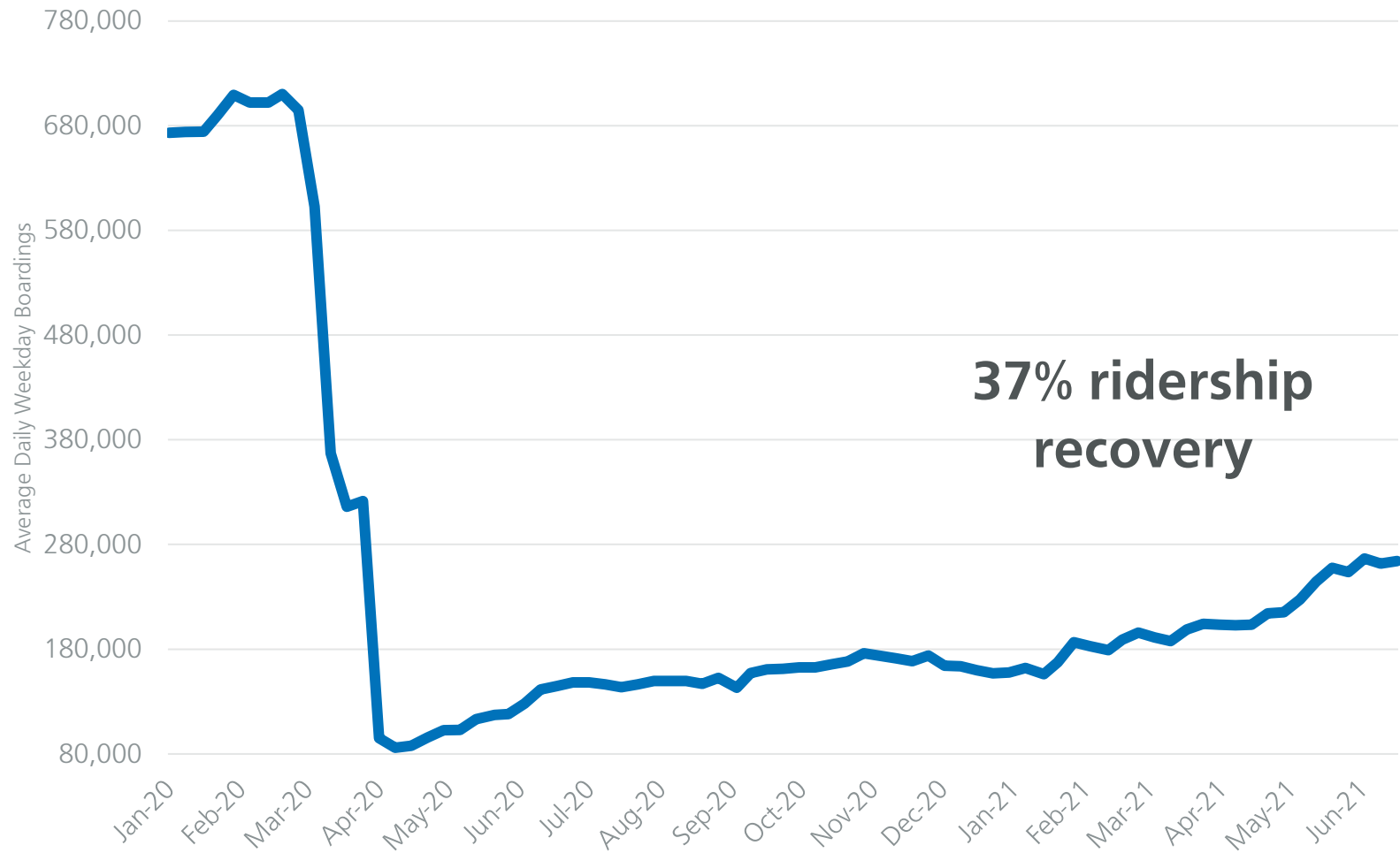
Source: [SF Travel](#)

“BART ridership to downtown San Francisco stations was 12% of normal in May”



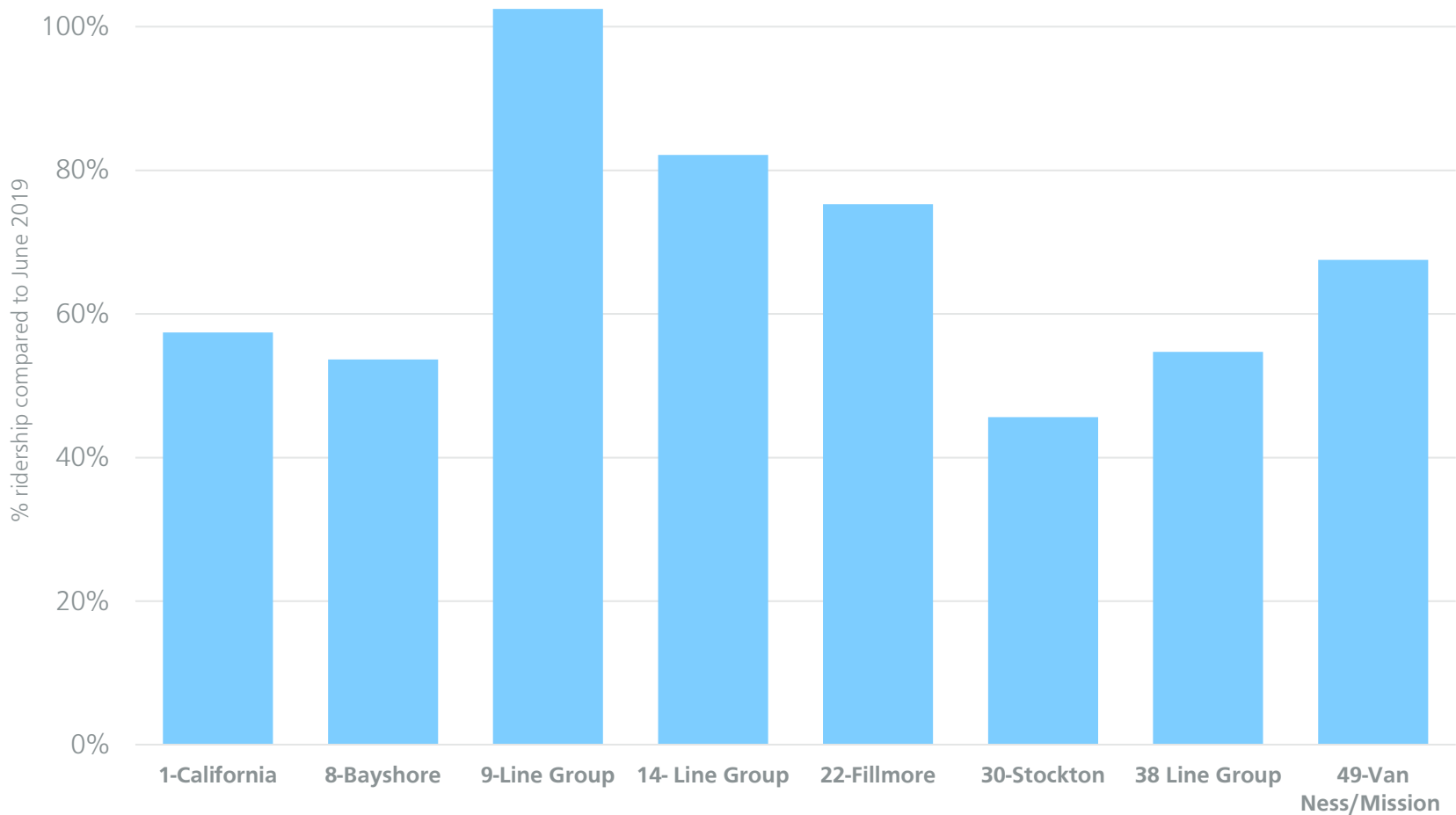
Source: BART, via [SF Office of the Controller](#)

Ridership



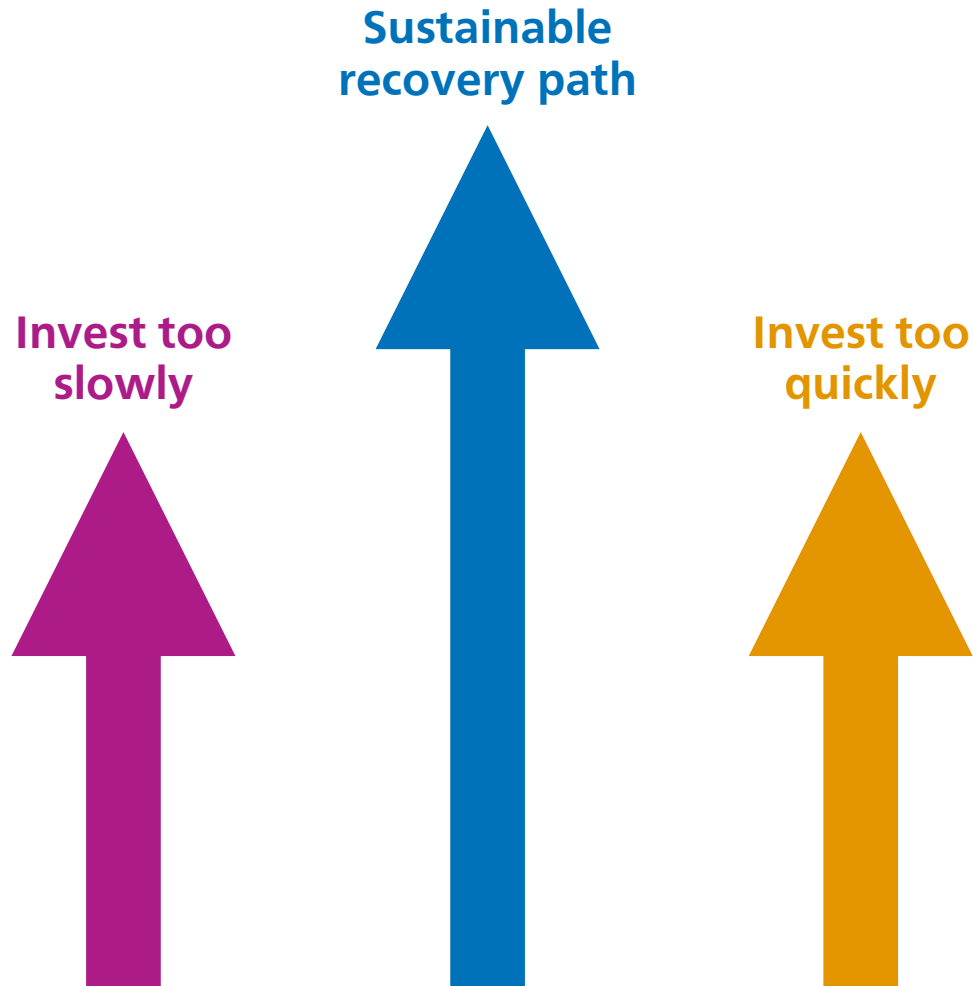
Weekend ridership recovery along major bus routes

Weekend ridership is rebounding faster, in most cases than weekday

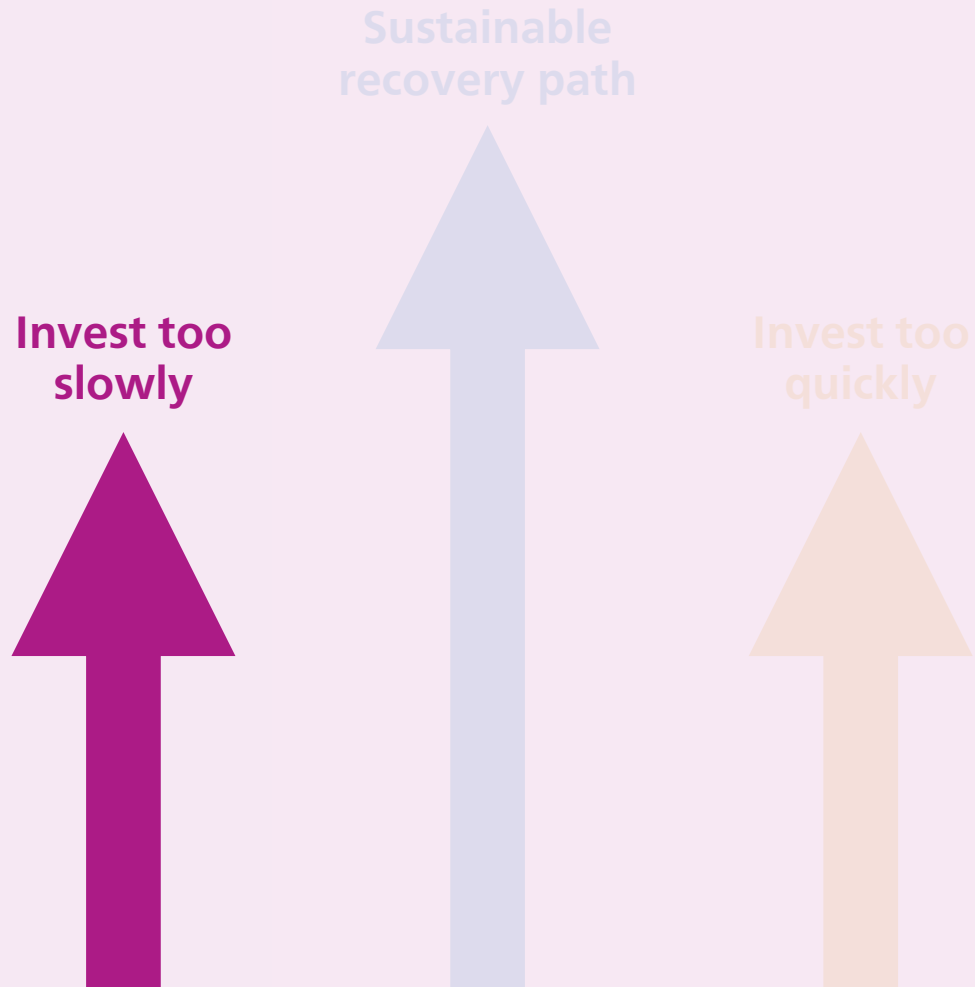


**There are three possibilities as we
bring back service, and we are
trying to strike the right balance**

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

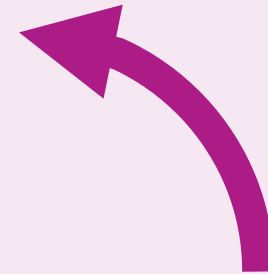


If we invest too slowly in the transit recovery ...

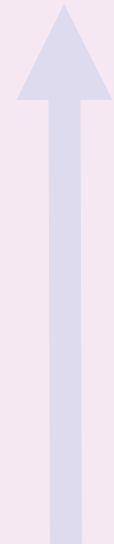


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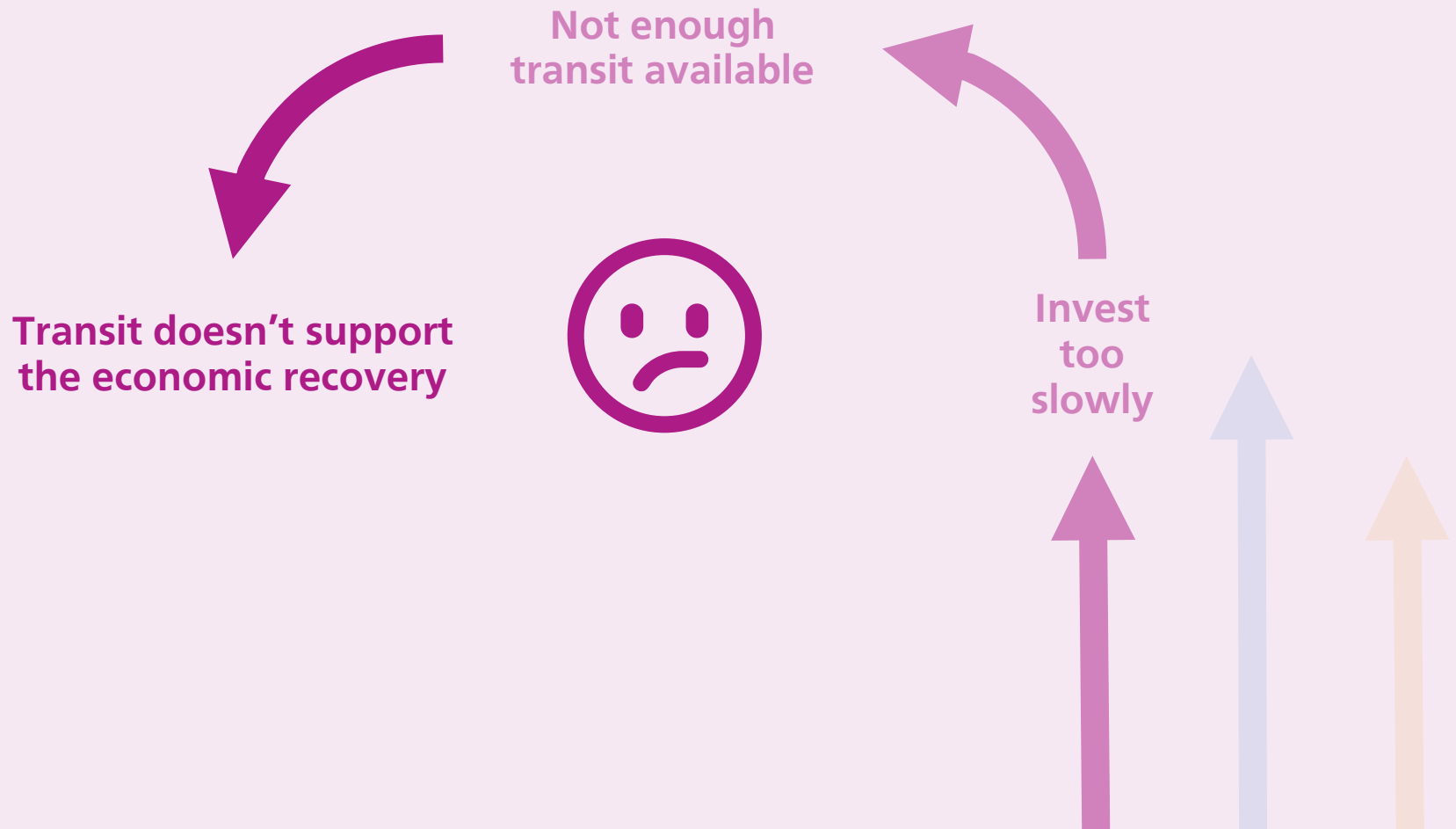
Not enough transit available



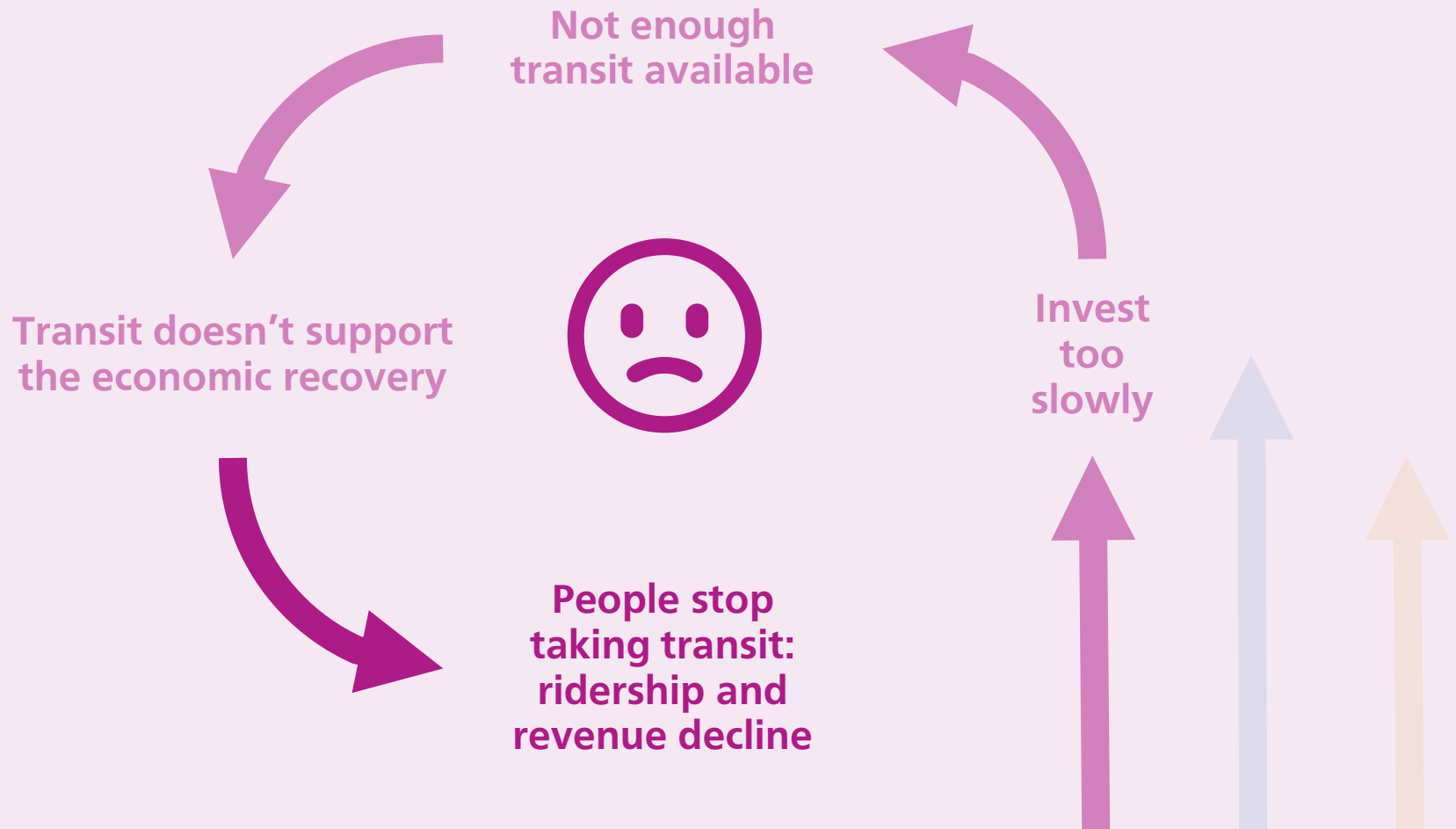
Invest too slowly



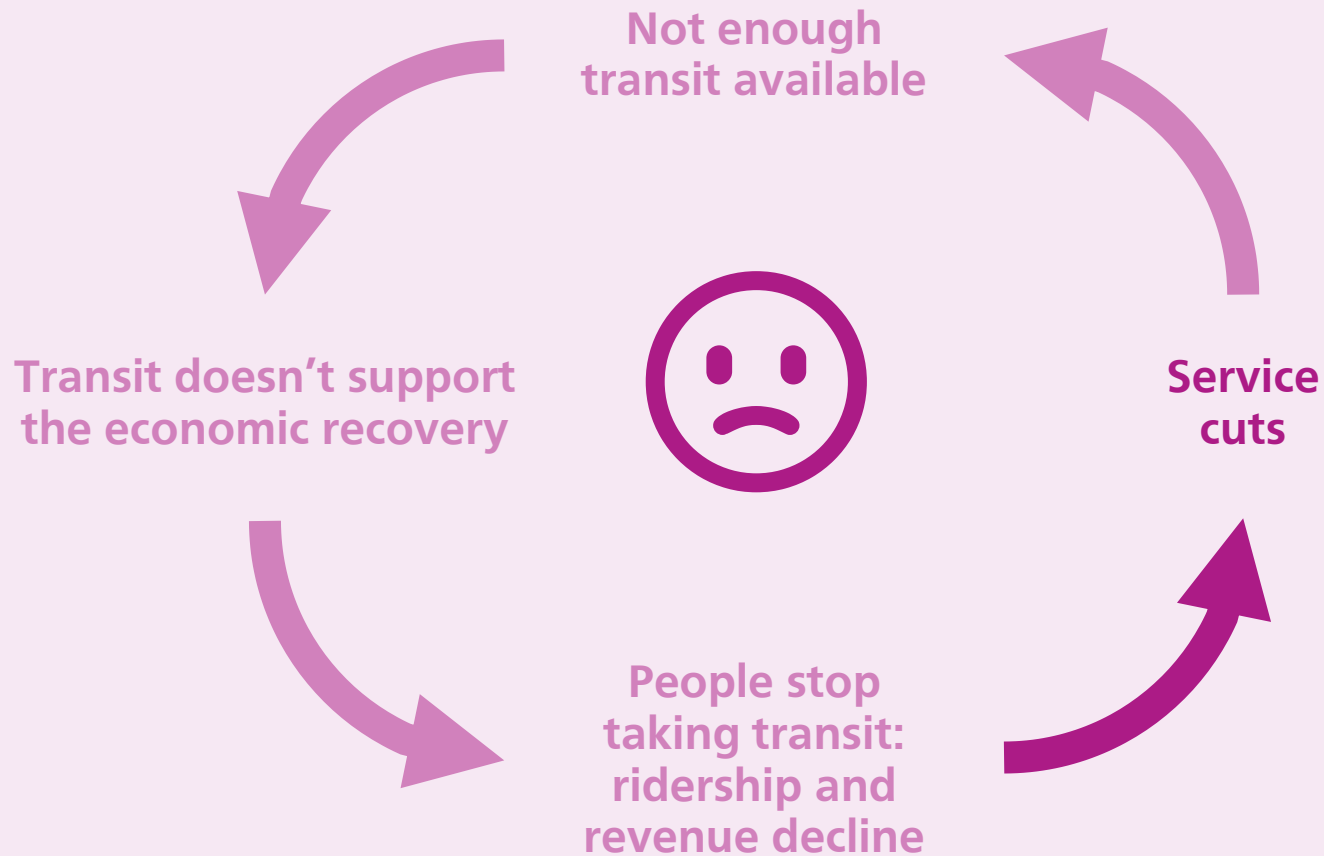
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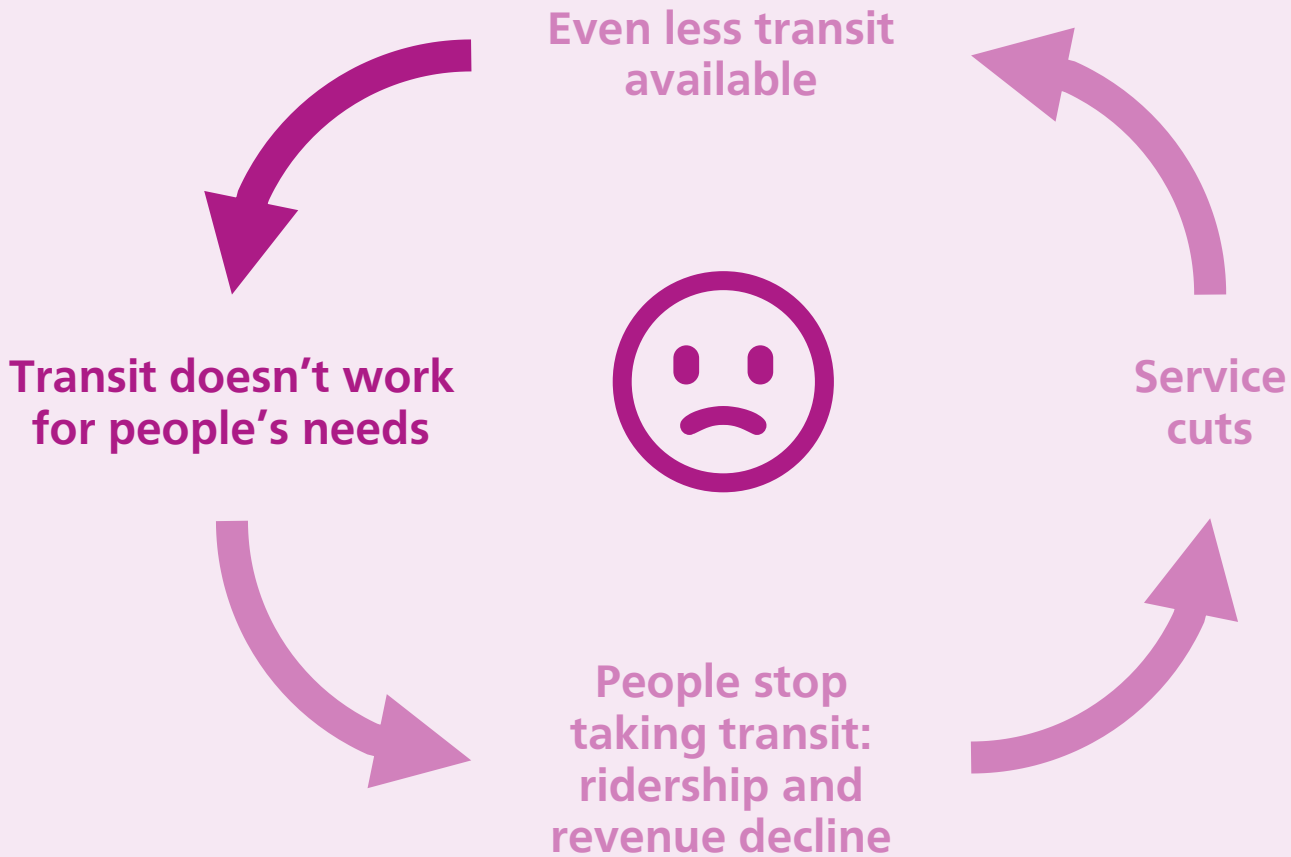
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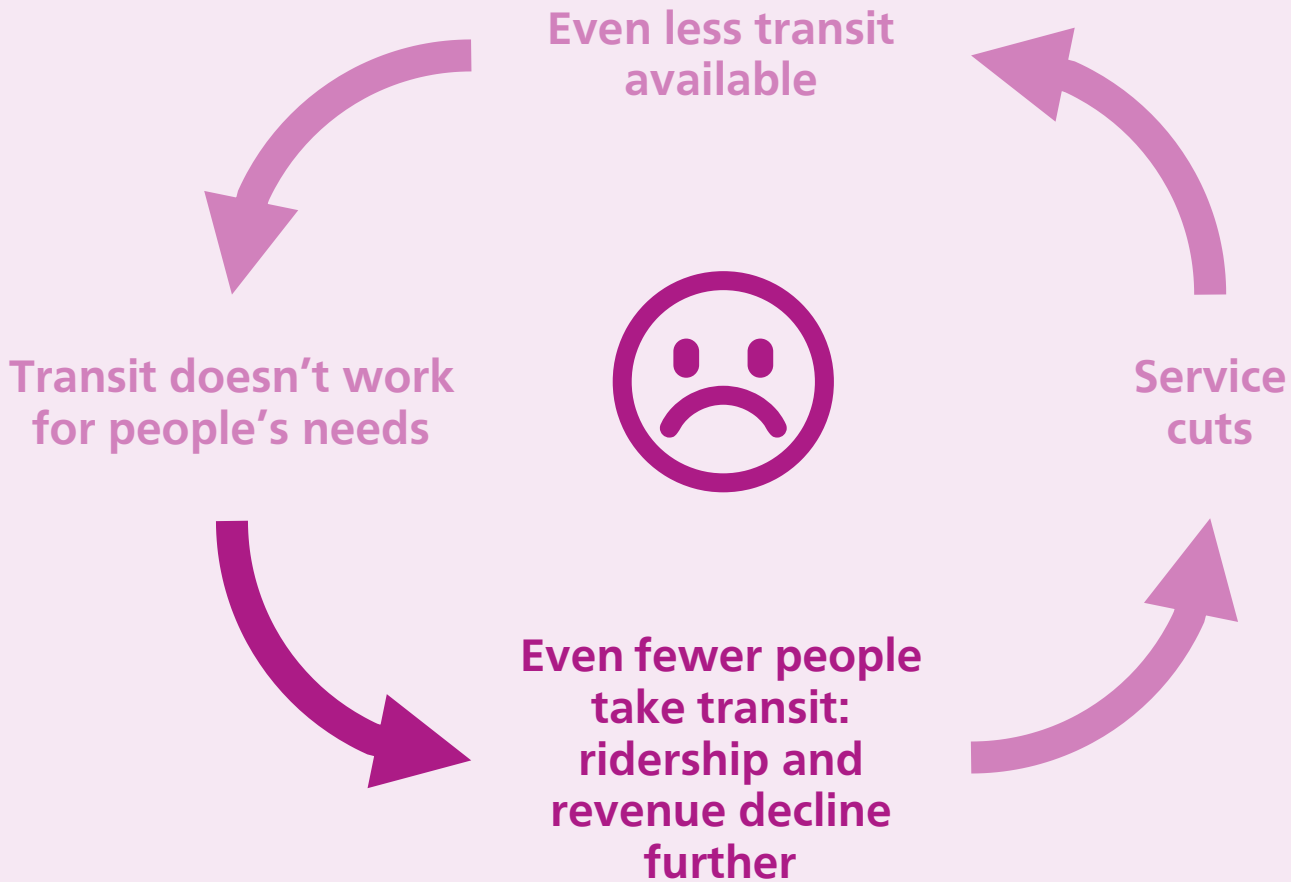
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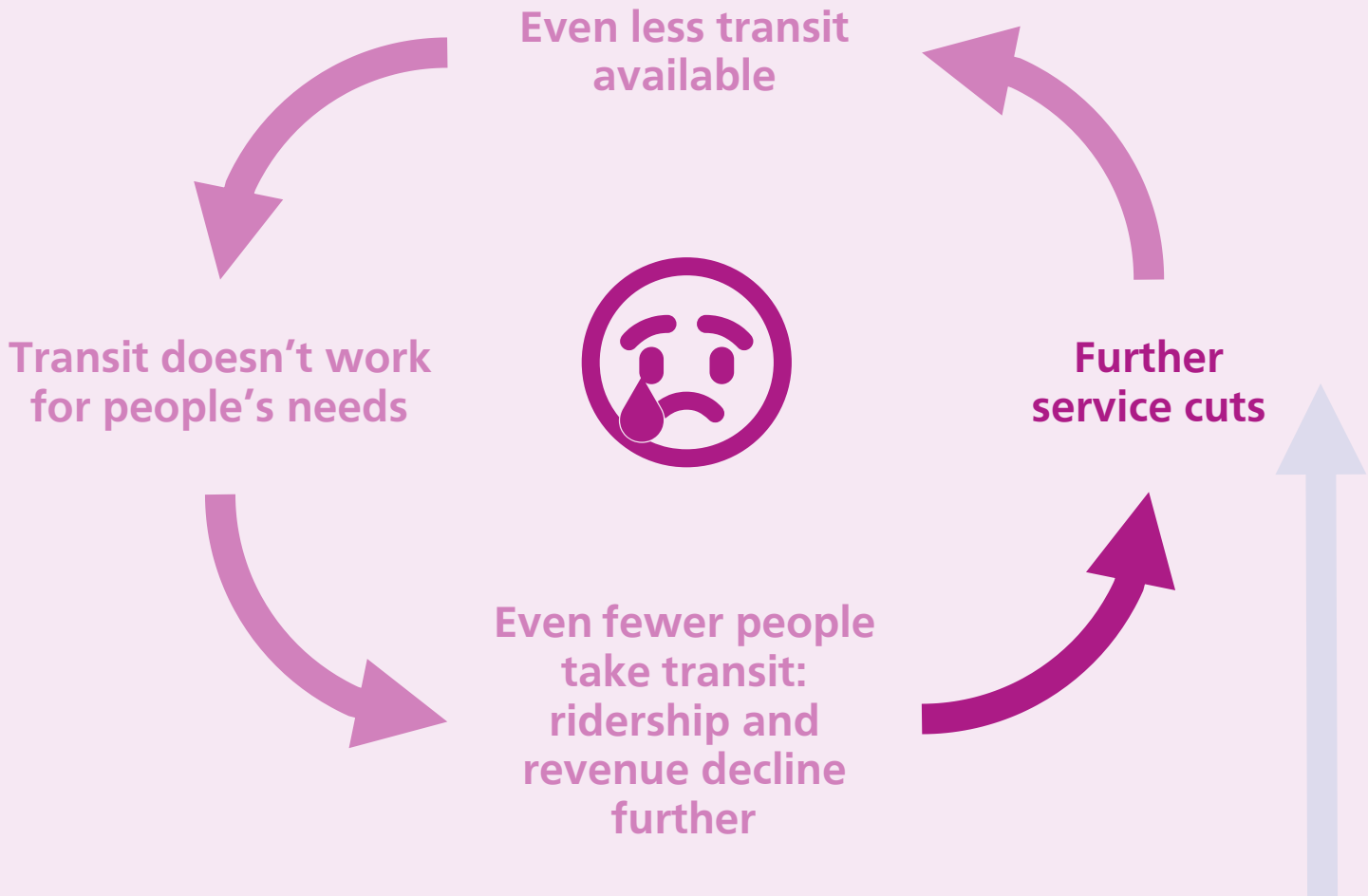
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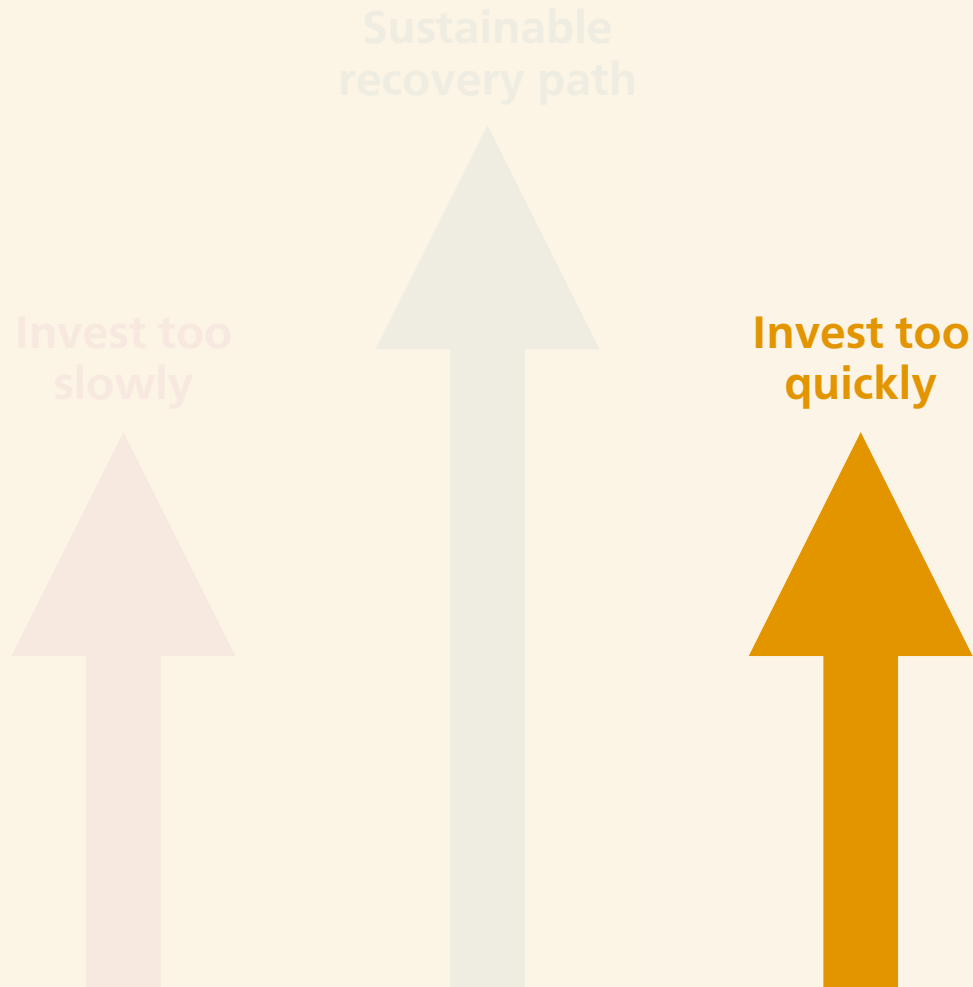
If we invest too slowly in the transit recovery ...



... we end up in a
transit death spiral



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



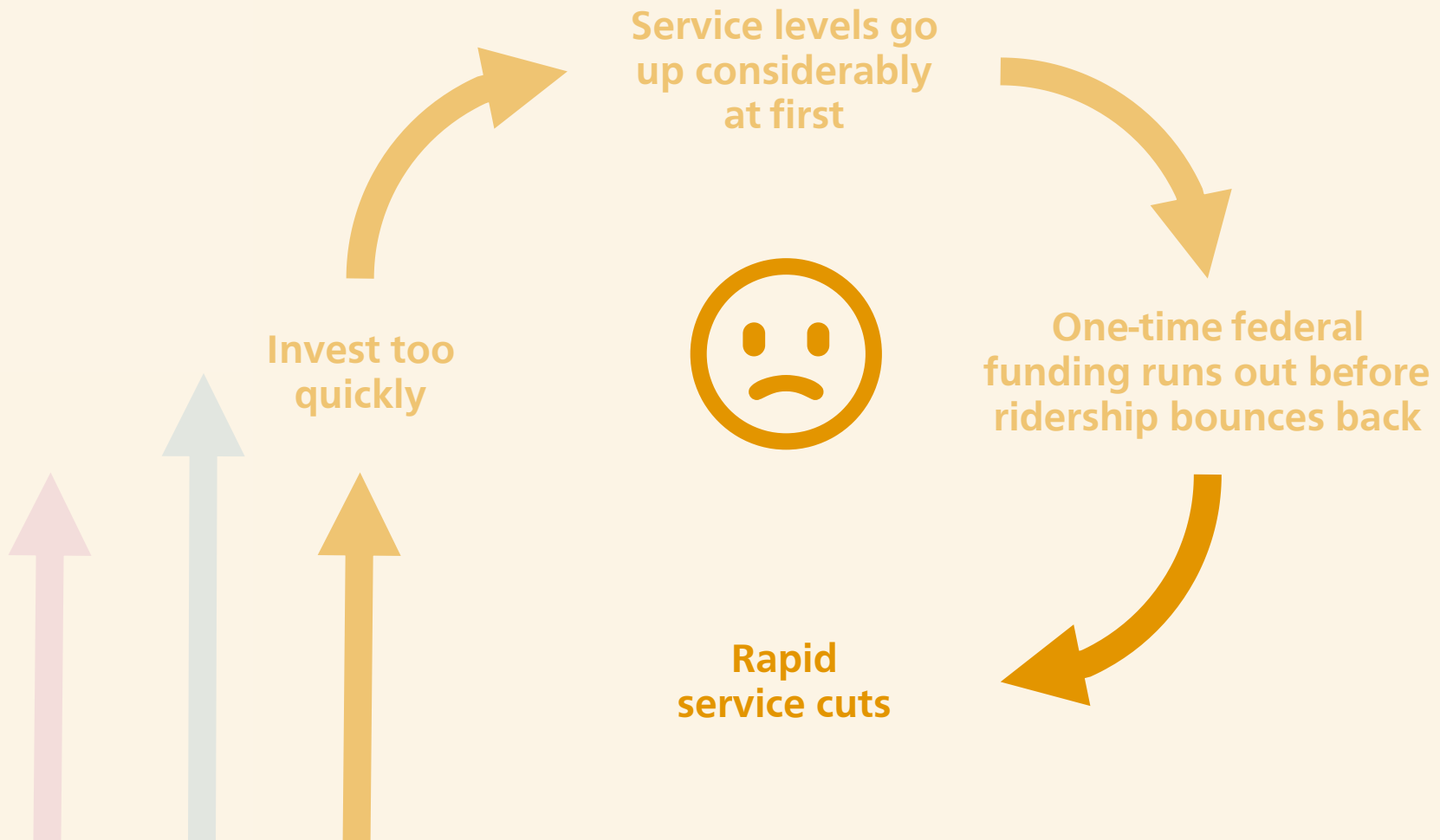
If we invest too quickly in the transit recovery ...



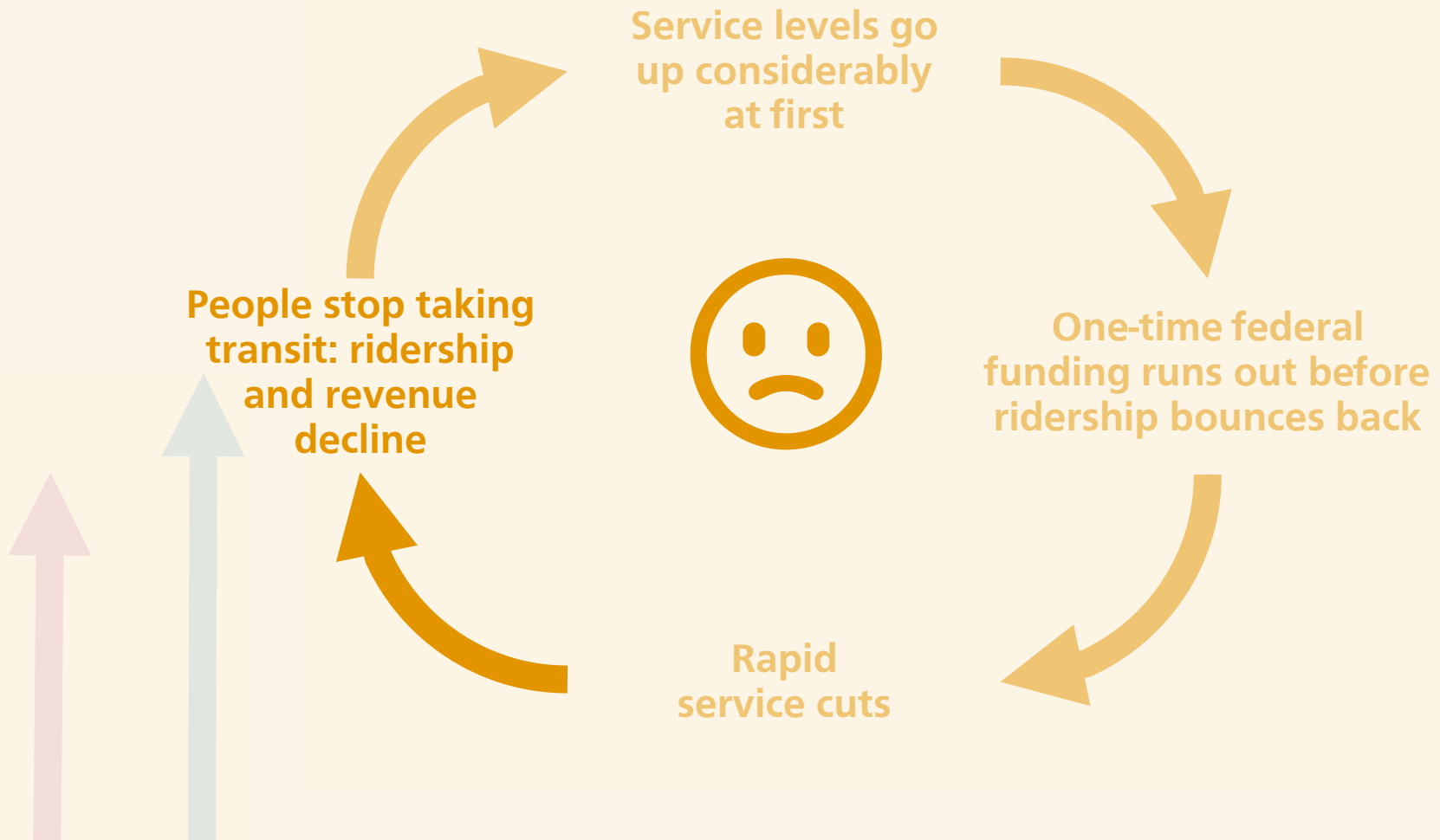
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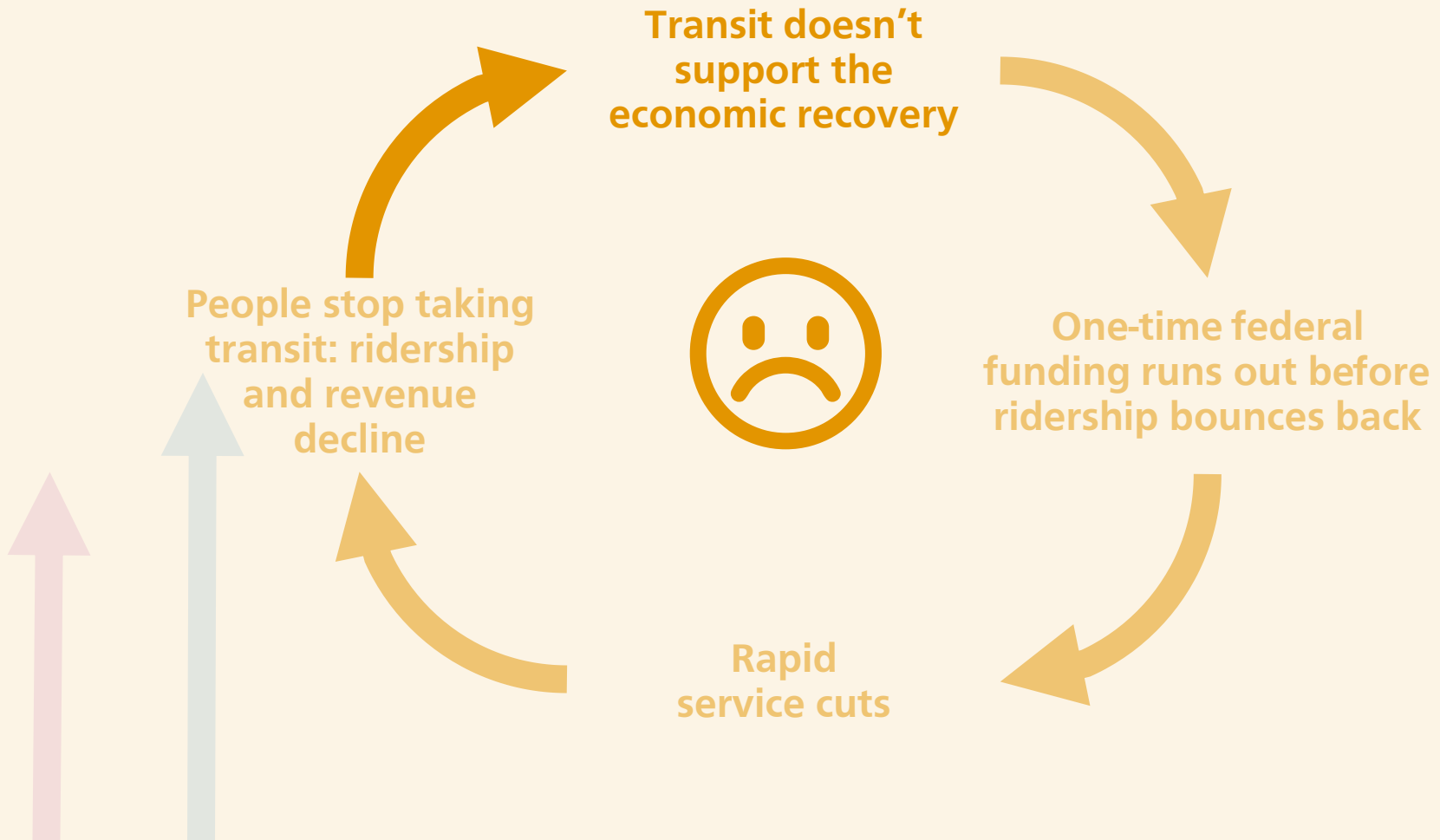
If we invest too quickly in the transit recovery ...



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



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



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



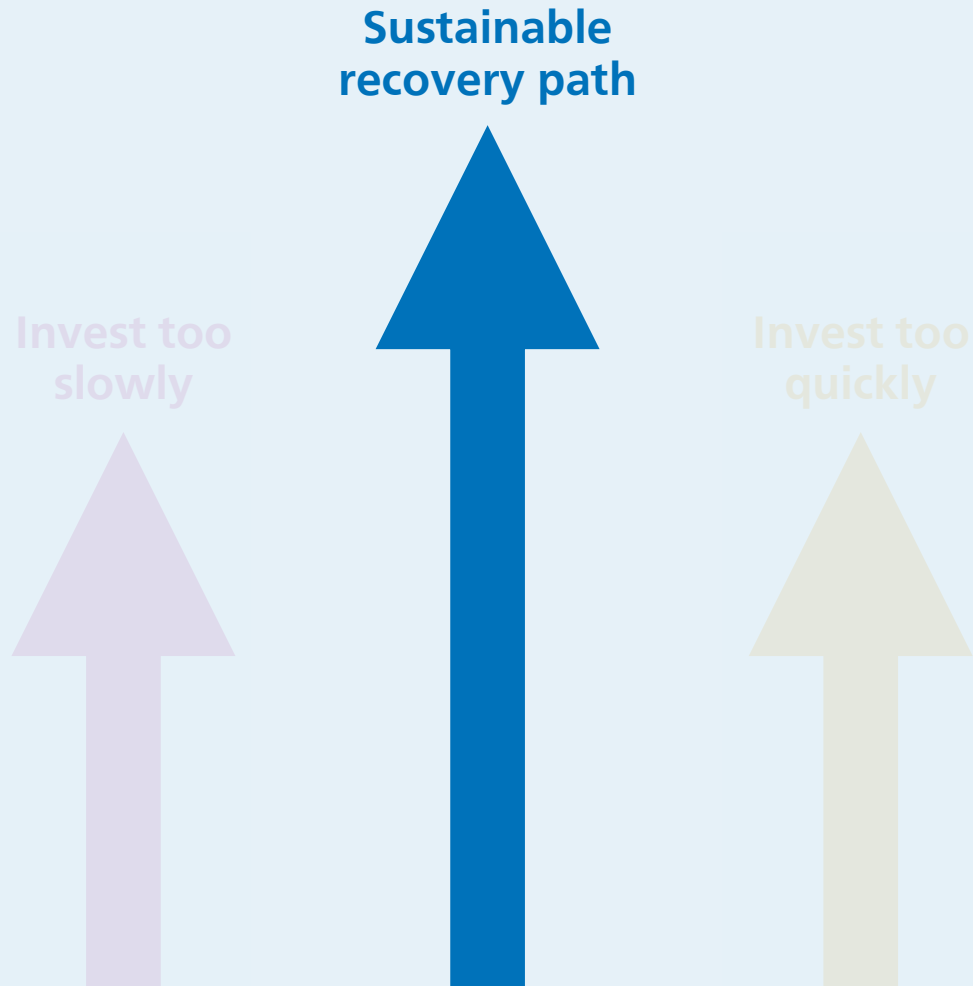
If we invest too quickly in the transit recovery ...



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



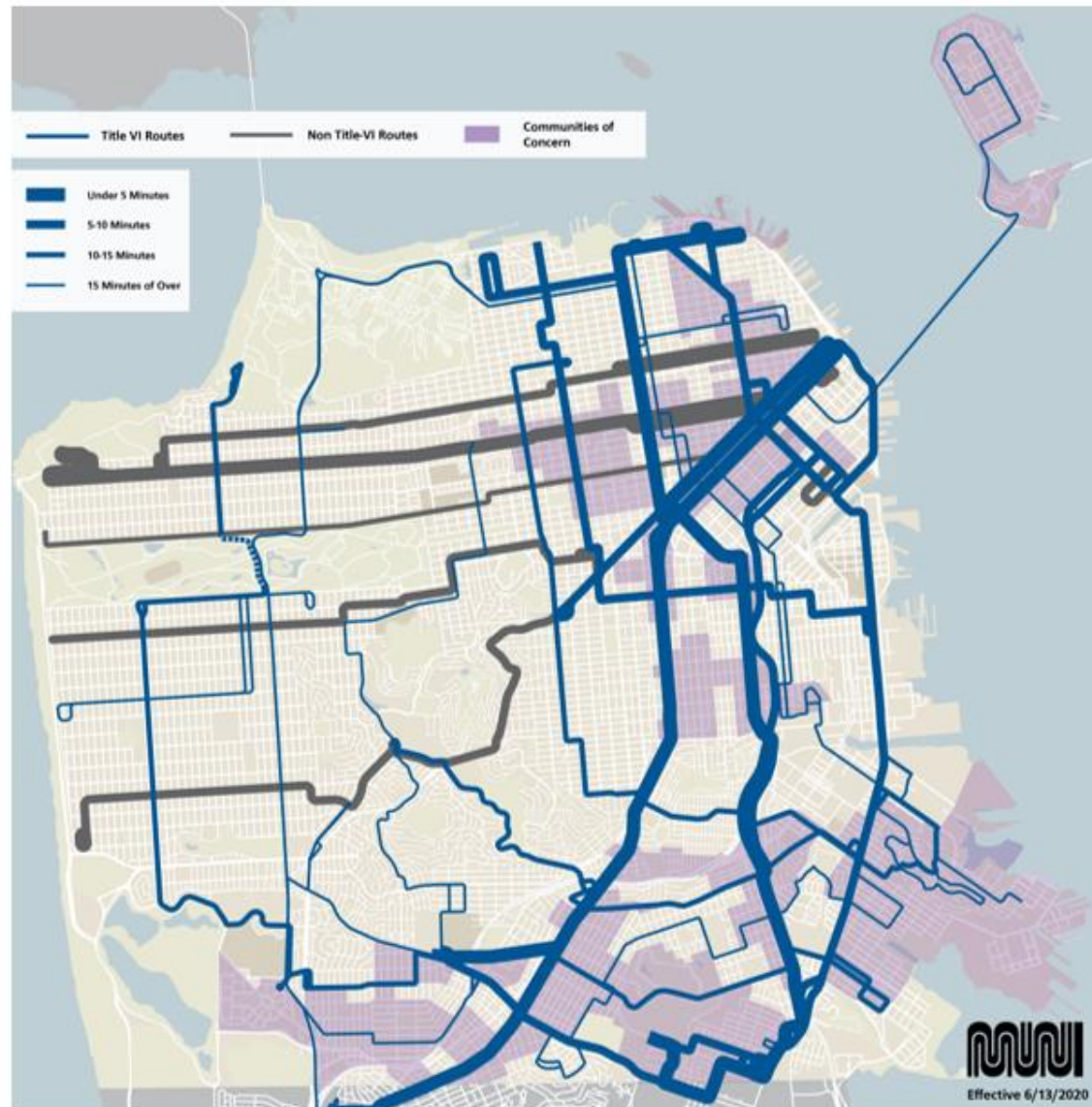
It's urgent that we find a sustainable balance



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

COVID19 Service Strategy

- How do we deliver *predictable* service during an unpredictable time?
- How do we ensure equity is at the core of our decisions?
- How do we make the best use of our limited resources?
- How have trip patterns changed?



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-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

Transit Access: August 2021

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



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

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

*Denotes new route

Major Muni routes serving schools

- Every SFUSD School is served by at least one Muni route
- Almost 30% of SFUSD middle schoolers and 50% of high schoolers use Muni as their primary way to get to school

Outreach to SFUSD Schools

- School-specific materials on service restorations & changes
- Multilingual multimedia outreach
- Coordination with Safe Routes to Schools team



Free Muni for All Youth provides free transit to all youth under the age of 19 with **no enrollment** requirements

School Trippers: August

Middle Schools

Aptos
Giannini
Everett
Francisco
James Lick
Hoover
King
Presidio
Roosevelt
Rooftop
Visitacion Valley

High Schools

Balboa
Burton
Galileo
Lincoln
Washington

Pre-COVID school trippers covered by existing/expanded service

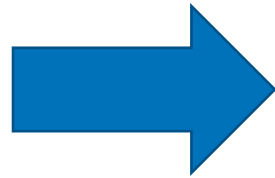
Everett MS: 22 Fillmore
Marina MS: 30 Stockton service
O'Connell HS: Extended 12 Folsom

Winter 2022 Network Study & Outreach



Routes Not In Operation As Of August 14

- 2 Clement
- 3 Jackson
- 6 Parnassus
- 10 Townsend
- 21 Hayes
- 41 Union
- 47 Van Ness
- Express/peak only buses
- 76X Marin Headlands
- E Embarcadero



Scenarios being examined:

1. Return the Familiar Network
2. Build a High-Frequency Network
3. Develop a Mixed Network, balancing coverage and frequencies

What is an access study, and why is it important?

To measure the **total access for people**, we examine all the trips to all the places they might be going, determine **how long those trips take** on the network.

This travel time includes walking time, waiting time, and riding time.

Our analysis is looking at the **opportunity cost** of directing our limited resources to one place rather than another.

**San Francisco has dense
transit service.**

Convenient but duplicative transit
service uses our resources
inefficiently.

When these routes parallel others with higher frequencies, for example, the **additional walk time can be made up by faster travel time.**

What else can we do with these resources?

- **Improve frequencies** along heavily-traveled routes
- **Introduce new connections** or services like a new rapid line

The research will provide scenarios
and **presents tradeoffs.**

Public outreach will weigh the
options against our values.

Outreach Process: Overview

July – August

Initiating
Stakeholder
Engagement

August

Three network-
wide scenarios are
finalized and
presented to the
public for feedback

September – October

Feedback collected
and incorporated

Outreach on
specific corridors
(as needed)

Outreach
concludes

October – November

Options before
MTAB (with
public's feedback)
for action

Schedule finalized
and put through
service change
process

Outreach Goals

- What worked well, or needed improvement, in the Familiar Network?
- What works well, or needs improvement, in the High-Frequency Network?
- What mix of coverage and frequency is right for your community?



Outreach Approach

Flexible approach planned based on the needs of different stakeholders

Strategies include:

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





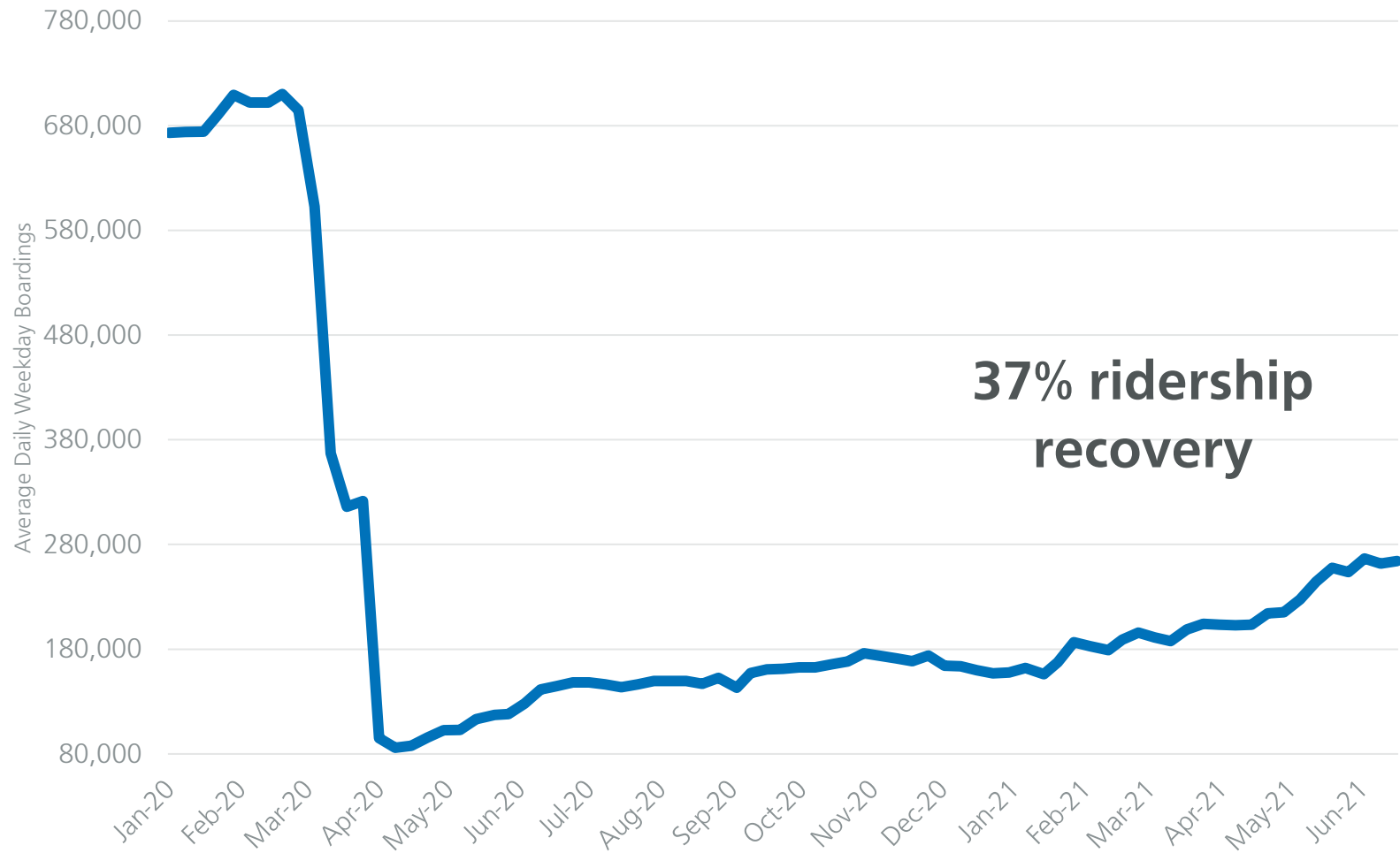
Thank You!



Appendix

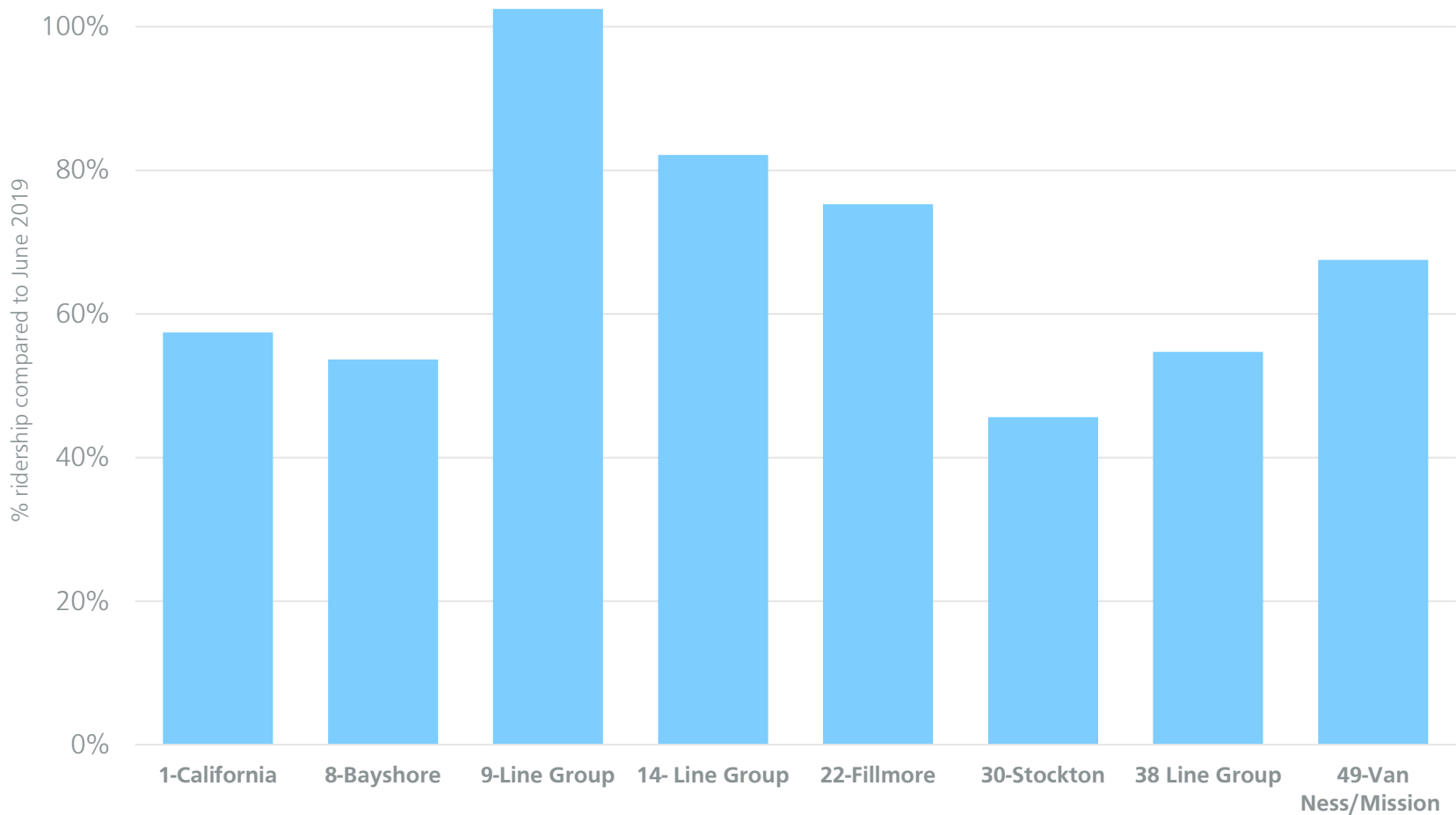
Transit System Performance Indicators

Ridership



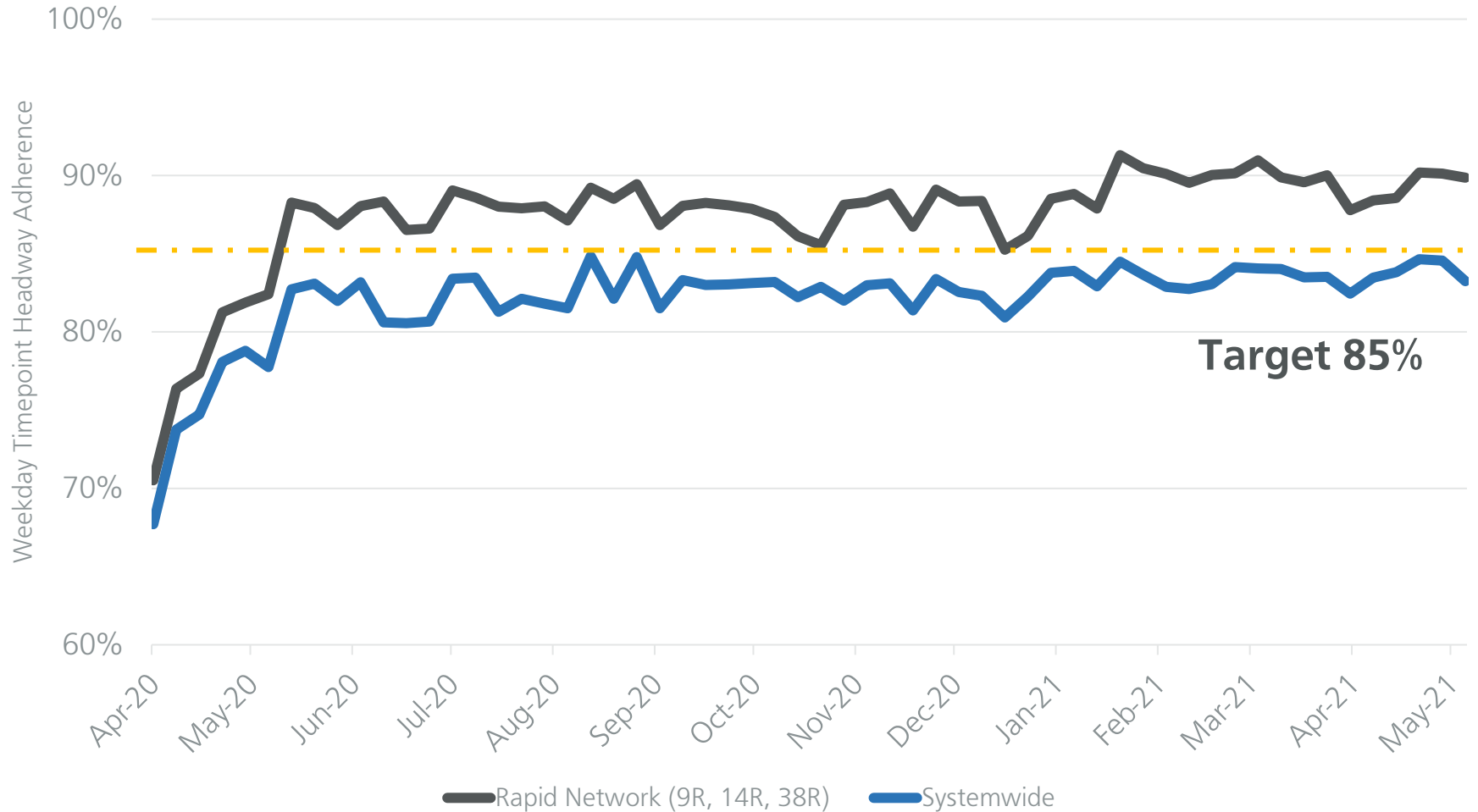
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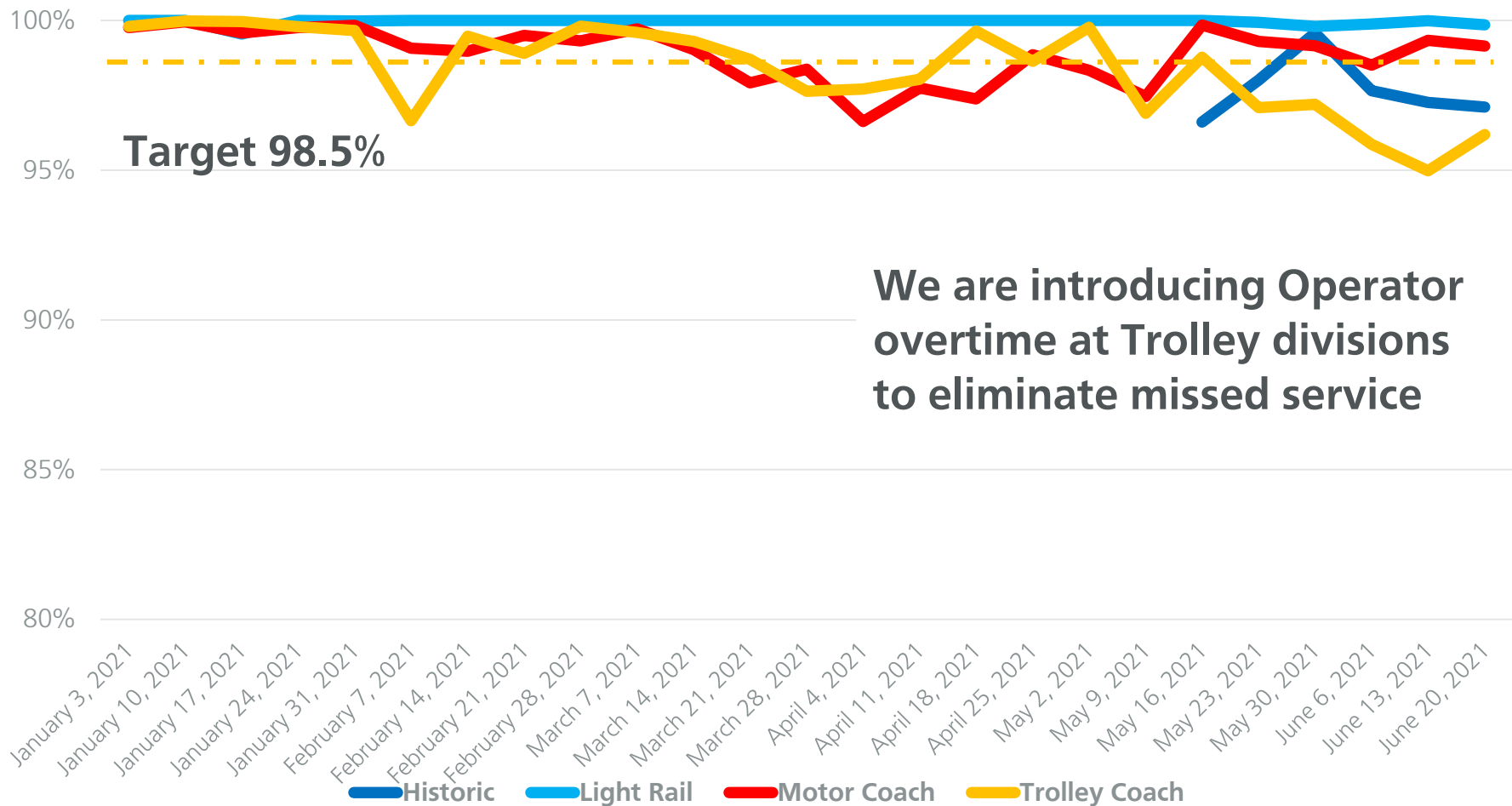


Headway

We manage high frequency routes to headway, which has improved system reliability



Service Delivery

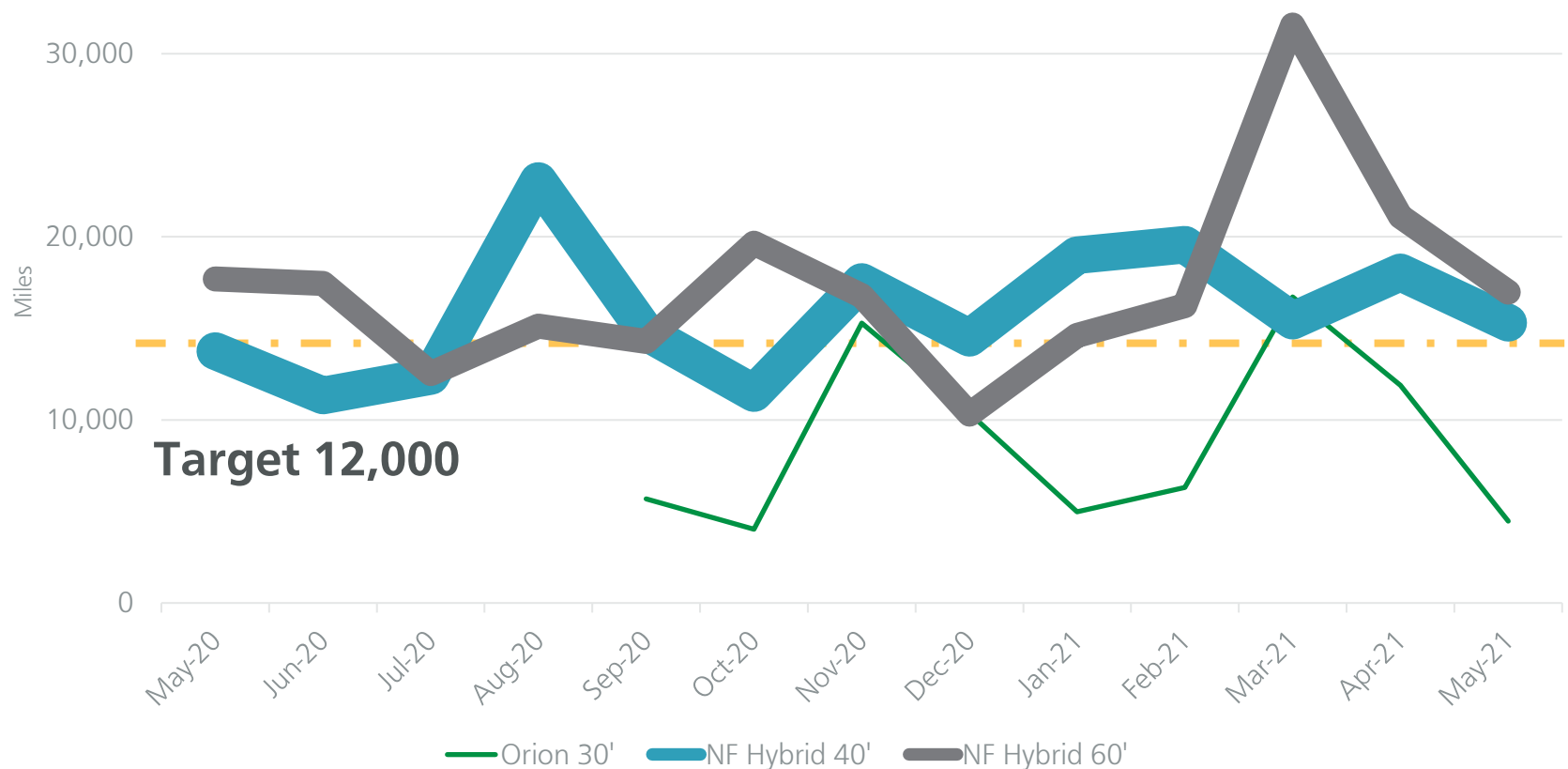


We are introducing Operator overtime at Trolley divisions to eliminate missed service

Motor Coach Reliability

Consistently exceeding reliability targets

Mean Distance Between Failures, MDBF

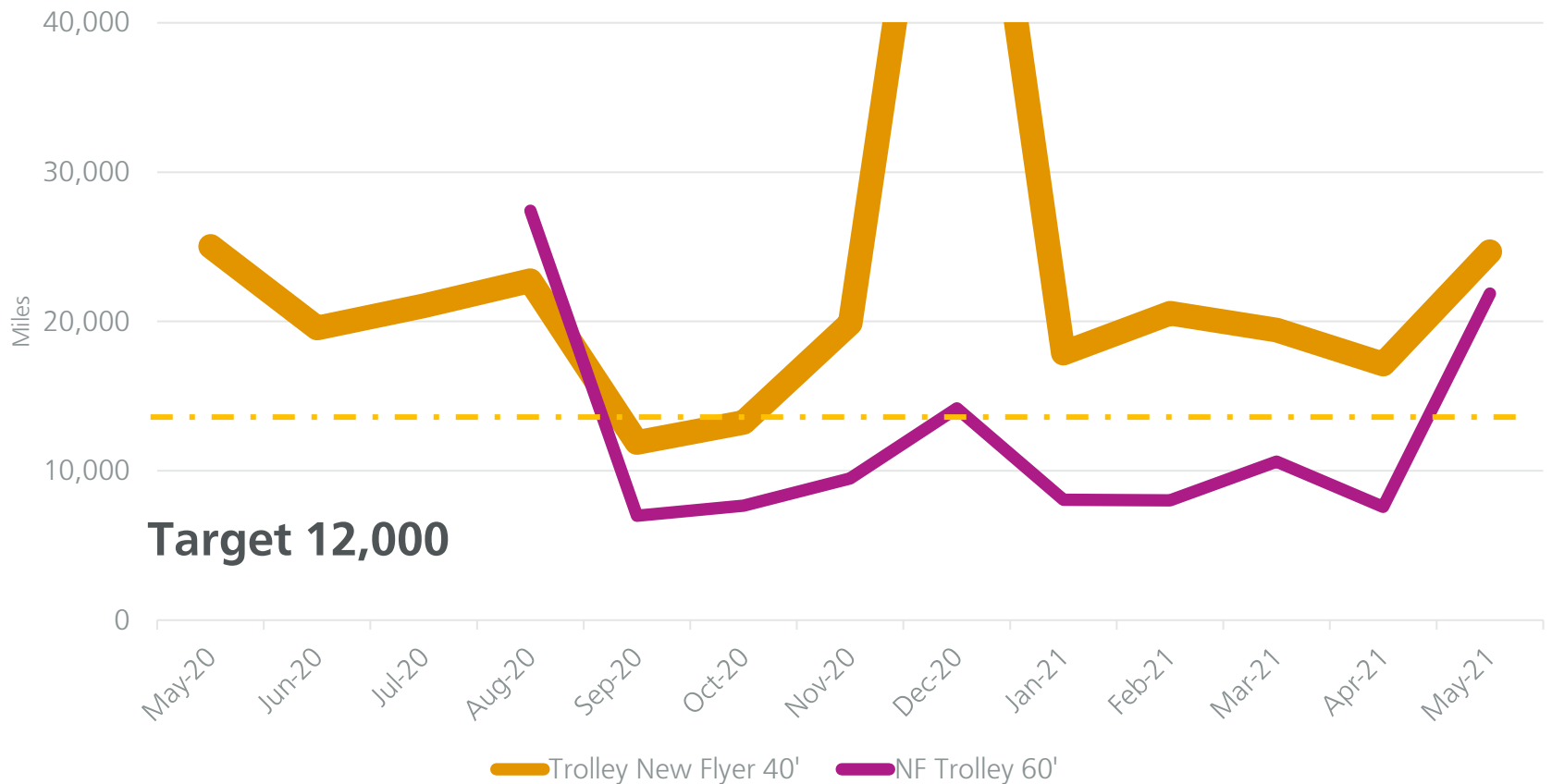


Notes: 30' Orion did not operate from May 2020-August 2020

Trolley Coach Reliability

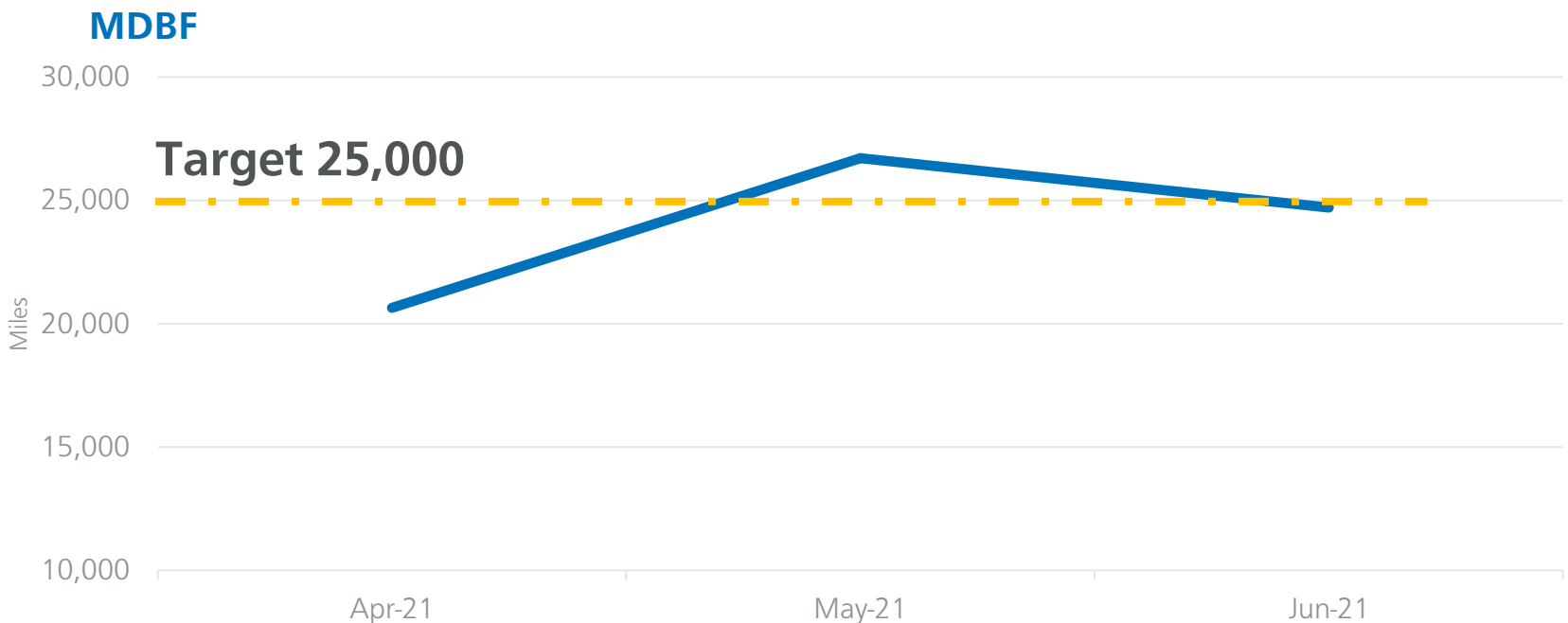
60' Fleet reliability improving

Mean Distance Between Failures, MDBF



LRV4 Reliability

LRV4 Contract reliability program paused in April 2020 due to low monthly mileage. The program will restart in the fall with more normalized rail operations.



These figures are *not* part of the formal contractual reliability program but demonstrate that fleet performance remains high.