



San Francisco
TRANSPORTATION 2050



SFMTA

San Francisco Municipal Transportation Agency

2023 Community and Rider Data & Insights

SFMTA Board of Directors
May 2, 2023

In February 2023, the SFMTA Board discussed how to strengthen trust and build community connections.

Two key elements to achieve that included: demonstrating *empathy* and *being transparent*.



Practicing empathy requires the agency to *actively listen* and *understand itself*, and how it is perceived.



We will be **transparent about these findings**, demonstrate our capacity to respond and be reliable partners.

SFMTA 2022
Budget Outreach

SFMTA 2022
Rider Survey

SFMTA 2023
Community Survey

CCSF 2023
City Survey

Transit App
Happiness Benchmark

At today's MTA Board of Directors meeting, we will share the data from various touchpoints with the community over the past 12-months, and related insights.

This journey begins with the outreach done on the SFMTA's budget approximately one-year ago. We will also consider what we have heard from:

- The SFMTA Rider Survey, from this past summer.
- The SFMTA Community Survey completed at the beginning of 2023.
- Real-Time data from our partners at Transit App, and
- Data from the City and County of San Francisco's 2023 City Survey.

This information is meant to provide the Board with *real-time and longitudinal feedback*, as it considers priorities and next steps.

Does the agency's policy priorities match the expectation we are hearing through these sources?



Insights & Synthesis

From all our sources, what do we think?

Measuring public views allows us to create and build on the positive relationships we have. This way we:

- *Seek opinions* of San Franciscans;
- *Stay in touch* with their issues, and
- *Balance the results* transparently.

Positive & Reinforce

- Being A Vital Part of the Community
- Being Accessible
- Steady and Improving Service Quality
- Positive Agency Performance

Things to Work On

- Safety
- Responsiveness
- Being more efficient
- Being more innovative

In synthesizing what we have heard via various surveys and data here are some insights:

- **The view of the SFMTA continues to remain steady**, considering concerns about government. But we want to do even better.
- **People are taking fewer trips.** While our riders have returned the number transit trips they take are reduced. We've adjusted our ridership projections accordingly.
- **Overall, across all surveys 60+% view our transit service positively**; riders rate us higher than non-riders across the board.
- San Franciscans see our service and work as **a vital part of the community**, our Transportation 2050 focus areas continue to address key issues, service needs and projects.

To continue being a vital part of the community, you've told us your **priorities** are:



Investing Equitably



Fast and Convenient Transit



More Repairs and Maintenance

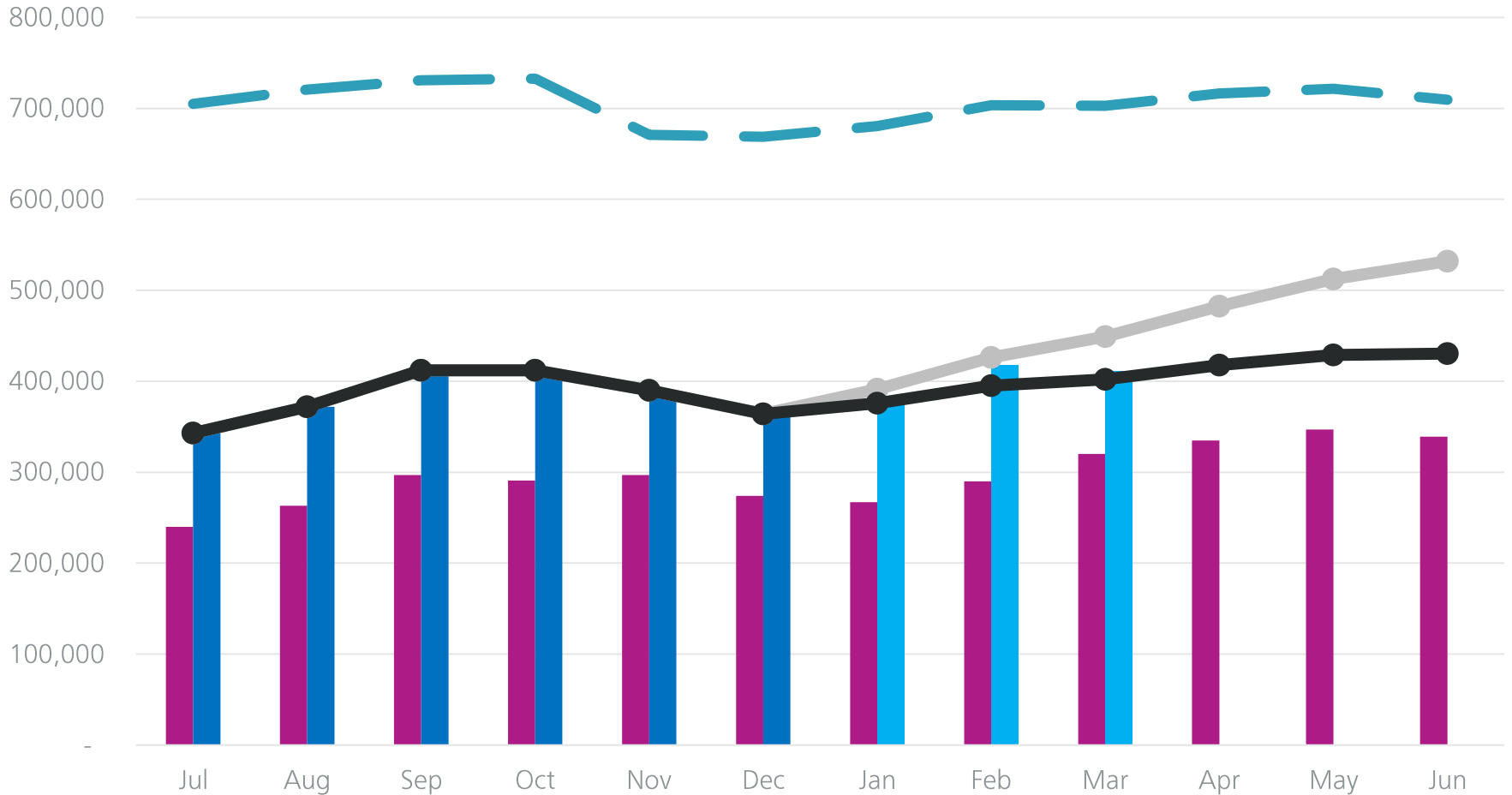


Improving Safety and Access

Muni Ridership Projection Updated

Ridership continues to show a year over year recovery; however, updated projections show a slowing of the recovery to less than originally projected for the FY 2023 budget.

- FY 2022 Actual
- FY 2023 Actual
- Baseline (FY 2019)
- Projection Original
- Projection Updated





2022 Budget Outreach

Open Survey—1,295 respondents
Synthesis of town hall and open comments
Source: 2022 SFMTA Budget Appendix

SFMTA 2022 Budget Outreach

- » Transit Speed, Reliability and Access
- » Personal Safety on Transit and on Streets
- » Equity in delivery of service
- » State of Good Repair infrastructure investments
- » Quick and convenient access throughout San Francisco
- » Avoid fare increases and expand discount programs
- » Reduce traffic congestion through investment in transit
- » Improving the customer experience on transit including improved Next Bus service and cleaner shelters

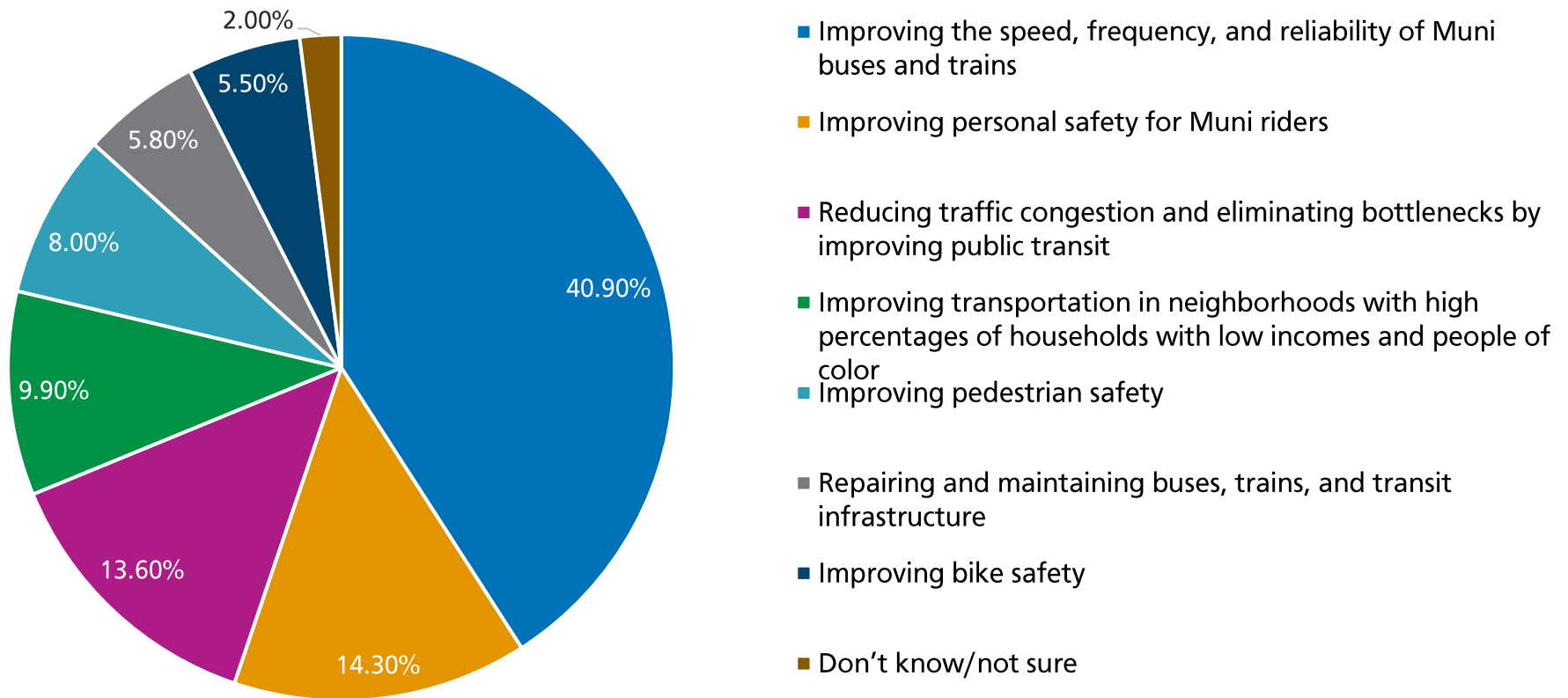
In early 2022, the SFMTA conducted outreach for the development of the priorities for the 2-year budget ending in June 2025. Various themes and insights were generated and resulted in the development of budgetary priorities.

The outreach included:

- An open survey asking first and second priorities
- An open survey question asking for prioritization of various initiatives
- Two open town halls
- Synthesis and analysis of all open comments during all elements of the outreach process conducted in February and March 2022.

2022 SFMTA Budget Survey

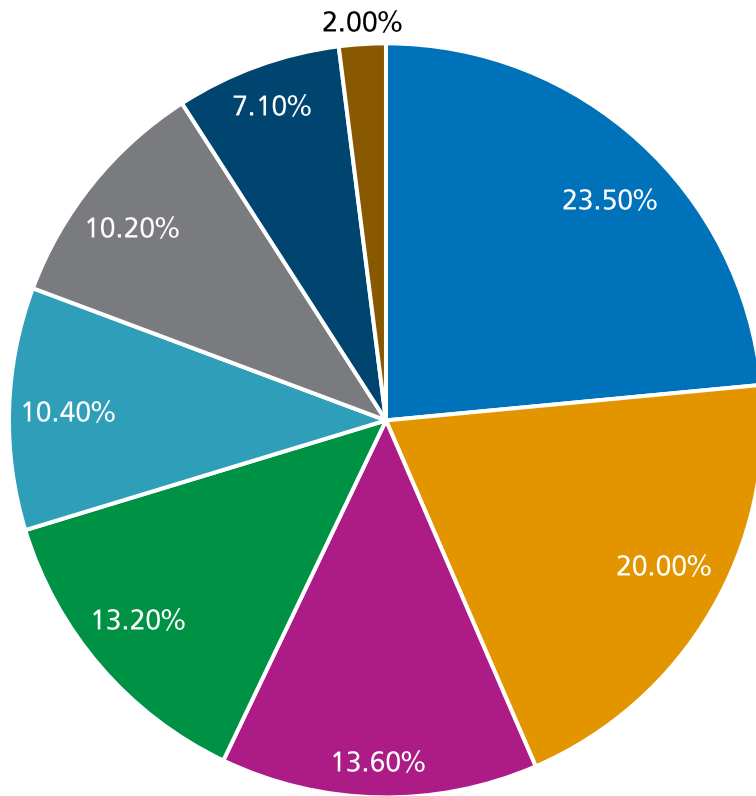
Possible SFMTA Goals: Which Would You Prioritize? First Priority



*1,295 Respondents Final Results April 5, 2022

2022 SFMTA Budget Survey

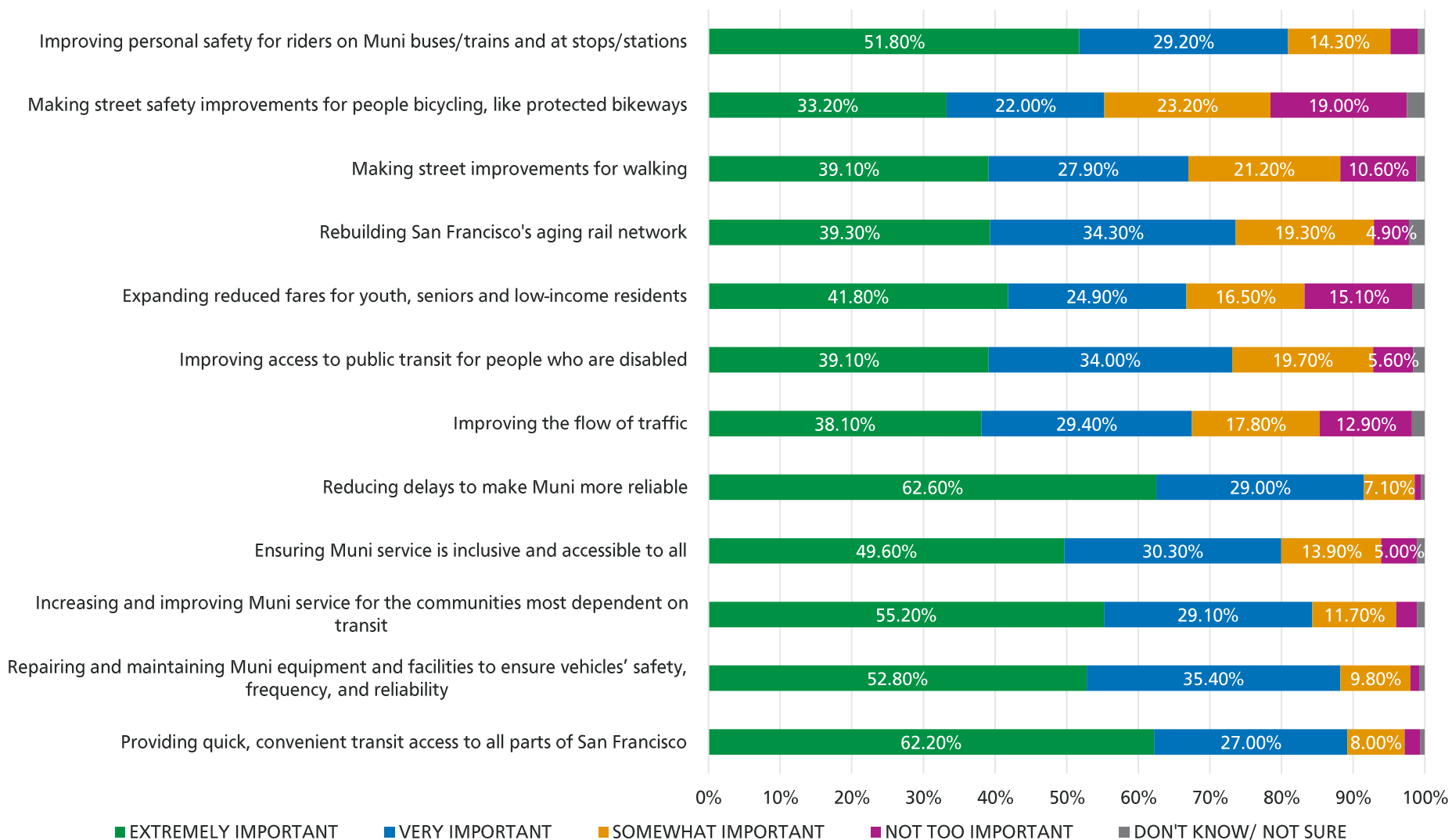
Possible SFMTA Goals: Which Would You Prioritize? Second Priority



- Improving the speed, frequency, and reliability of Muni buses and trains
- Improving personal safety for Muni riders
- Improving transportation in neighborhoods with high percentages of households with low incomes and people of color
- Reducing traffic congestion and eliminating bottlenecks by improving public transit
- Repairing and maintaining buses, trains, and transit infrastructure
- Improving pedestrian safety
- Improving bike safety
- Don't know/not sure

*1,295 Respondents Final Results April 5, 2022

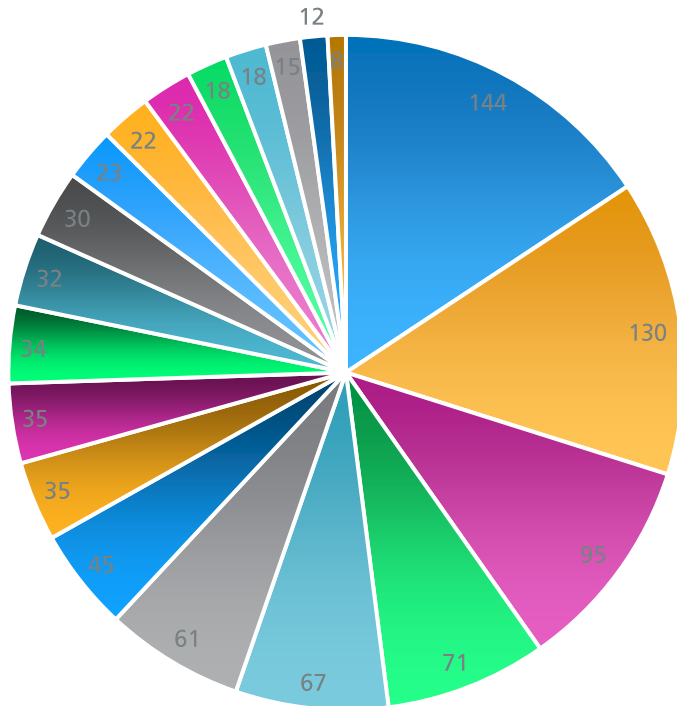
2022 SFMTA Budget Survey - Prioritizing Individual Initiatives



2022 SFMTA Budget Survey - Categorized Comments

917 additional responses collected from listening sessions, open responses, emails and phone calls. Comments were categorized by MTA staff

- Emphasis on Safety for ALL Modes
- Transit Service: More Frequent, More Lines
- Don't Raise Fares, Add Discount Programs
- Transit Only Lanes to Fix Congestion
- Cleaner Bus Shelters and Stations
- Deliver on State of Good Repair



- Support for Increased Service Lines and Frequency
- Prioritize Safety on Streets and Muni
- Support 100% Pre-Pandemic Service Restoration
- Other
- Concerns About Rising Traffic
- Support for More Transit Only Lanes
- Make the System More Accessible
- Make the SFMTA More Equitable
- Support Existing or Expanded Fare Discount Programs
- Improve and Clean the Bus Shelters and Stations
- Concerns About Slow Streets
- Support for Slow Streets
- Support no Fare Increase (No Indexing)
- Make Muni Free for All
- Improve NextBus
- Improve the Fare Enforcement Program
- Give Less Free Parking or Extend Meter Hours
- Deliver More Capital Improvements
- Improve Outreach to the Communities
- Support Ballot Initiative(s) to Fund the SFMTA



2023 SFMTA Ridership Survey

Multi-Language Voter Survey - 533 respondents



SFMTA

RIDERSHIP SURVEY 2022

Conducted for the San Francisco Municipal Transportation Agency

KEY FINDINGS

August to October 2022

Prepared by

COREY, CANAPARY & GALANIS RESEARCH

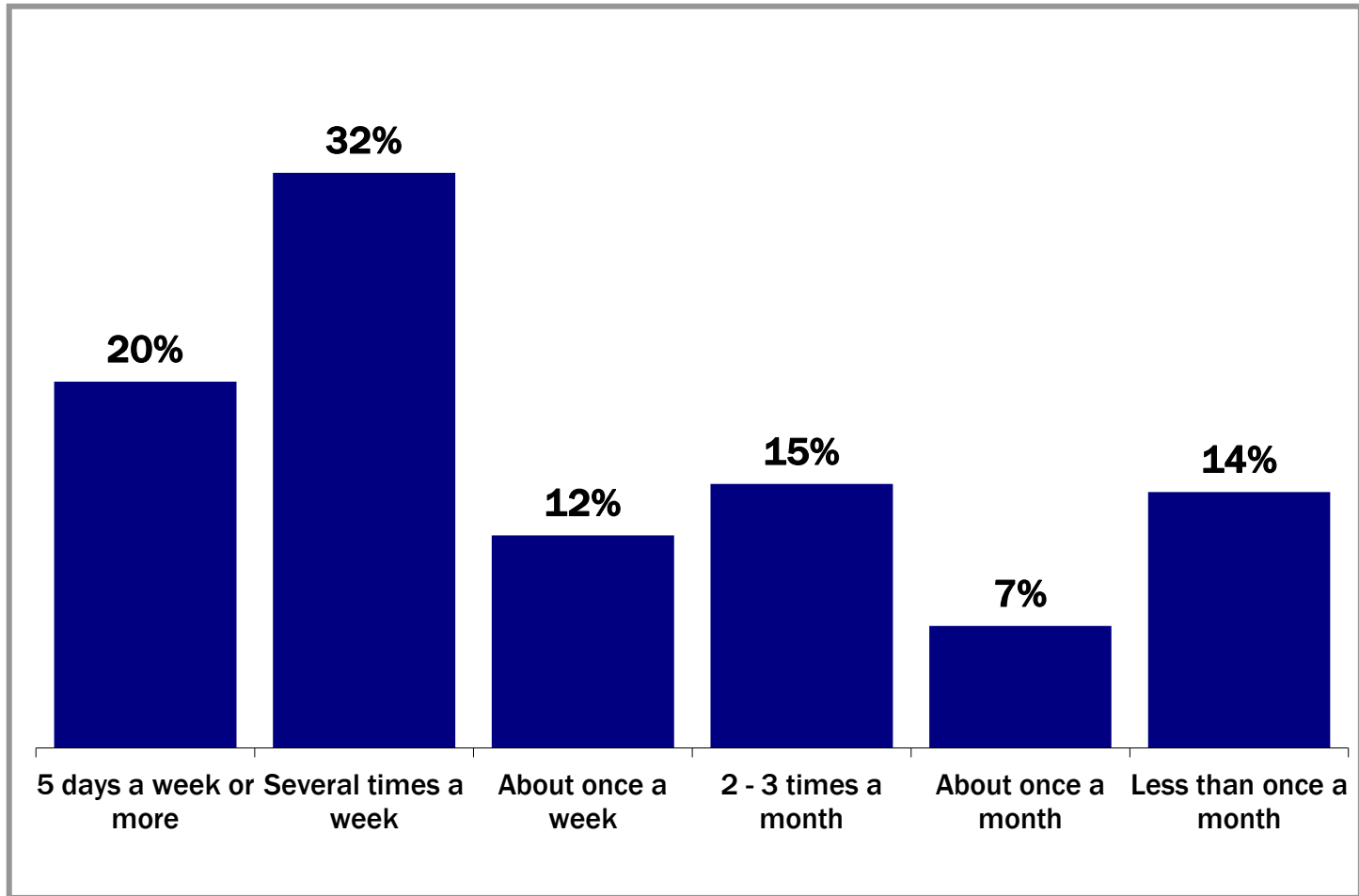
San Francisco, California

SURVEY DETAILS

TECHNIQUE	Telephone interviewing and Self-administered online survey
FIELD DATES	Field work conducted in August through October 2022
INTERVIEWS	533 total completed interviews 297 (56%) telephone, 236 (44%) online
SAMPLE FRAME	Current adult residents of San Francisco. A hybrid cell phone/RDD sample was utilized to contact county residents. Online sample was residents who had registered with SFMTA. Interviews were conducted in English, Spanish, and Chinese.
MARGIN OF ERROR (at 95% confidence level)	+/- 4.2% for total sample (n=533)
NOTES	Responses are rounded to the nearest whole percentage. On some questions, the percentages may not add up 100% because of statistical rounding.

FREQUENCY OF RIDING MUNI

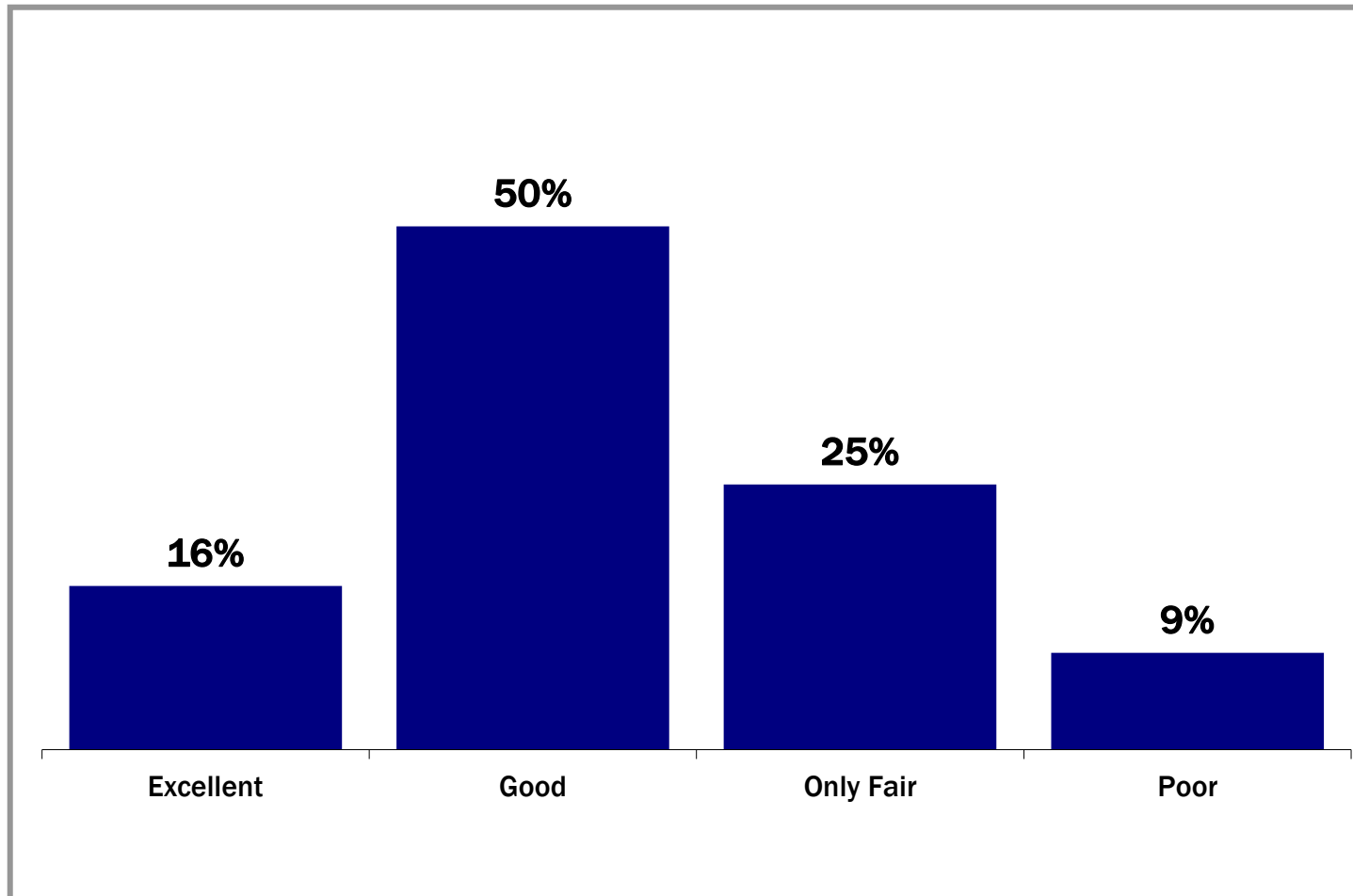
How often do you ride Muni?



SATISFACTION RATINGS

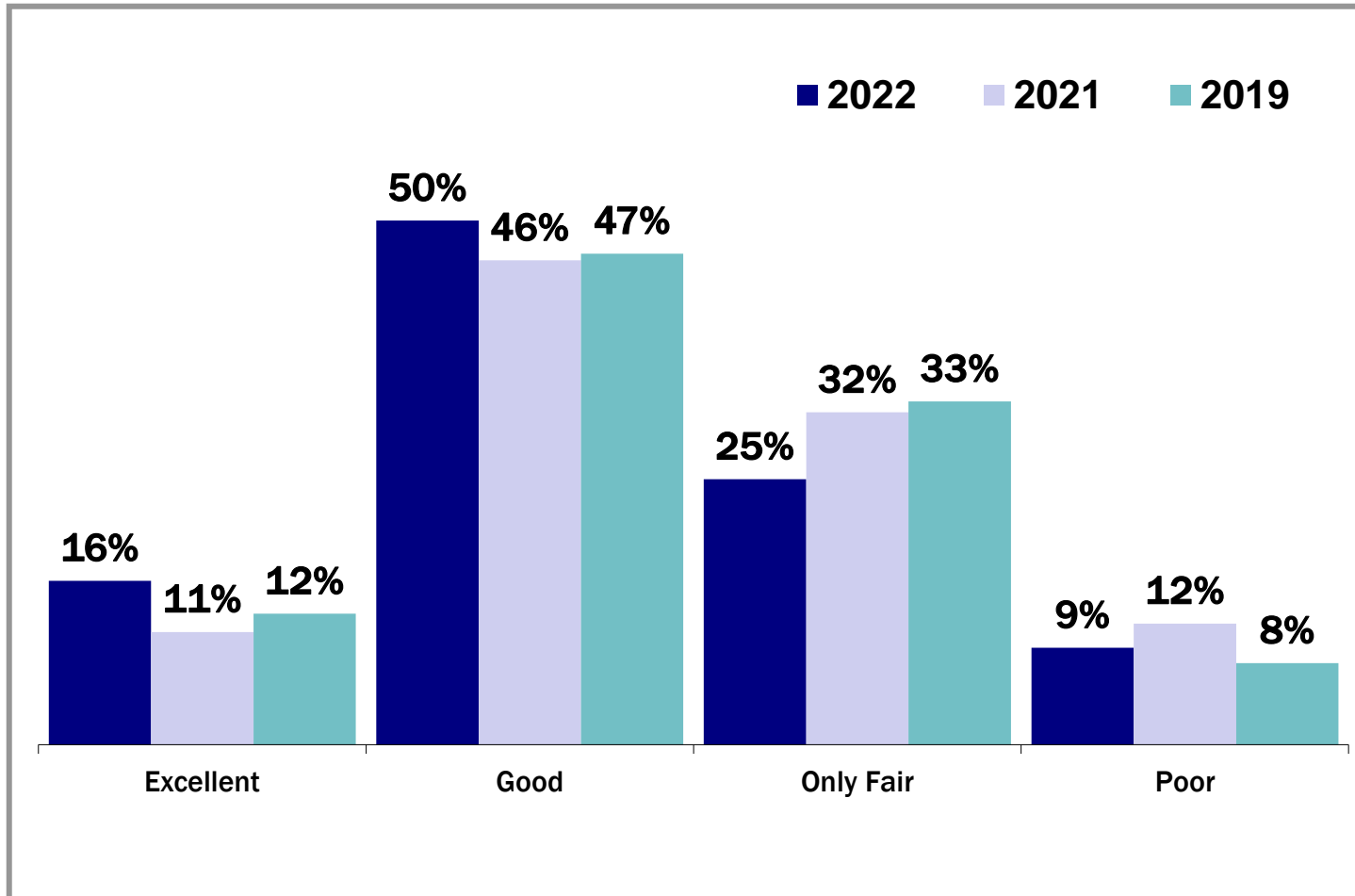
OVERALL RATING OF MUNI SERVICE (2022)

Overall, how would you rate Muni's service? Would you say...



OVERALL RATING OF MUNI SERVICE – THREE YEAR COMPARISON

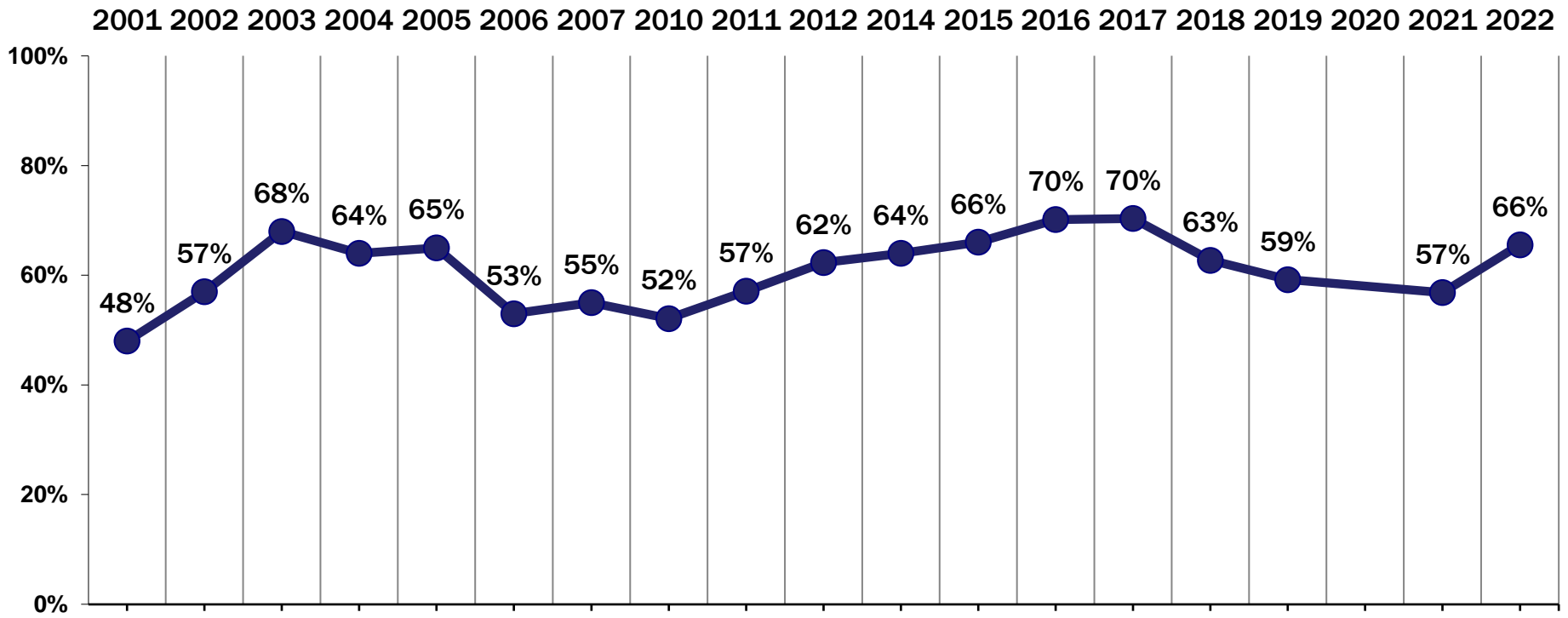
Overall, how would you rate Muni’s service? Would you say...



OVERALL RATING OF MUNI SERVICE - TRENDING

Overall, how would you rate Muni's service? Would you say...

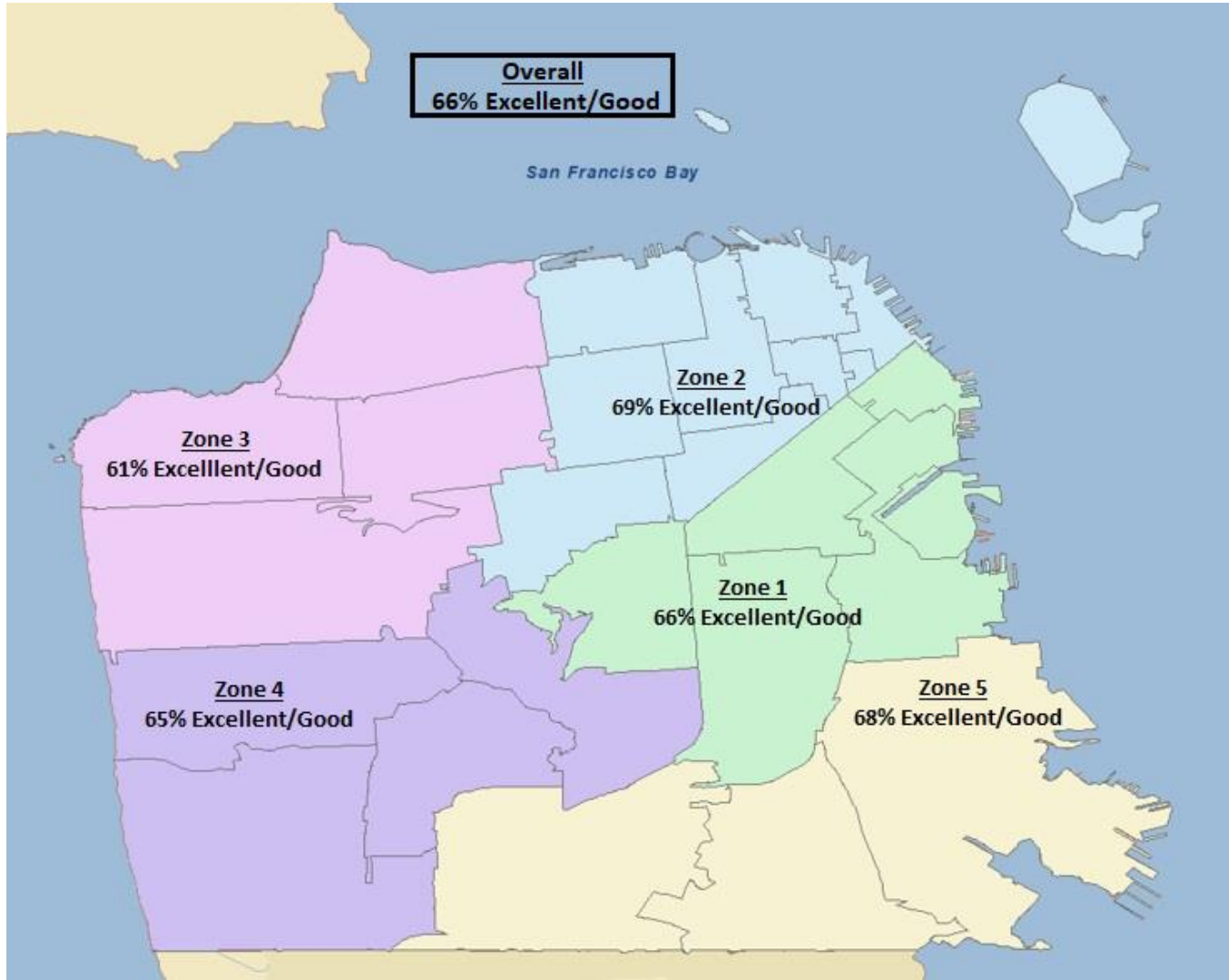
Trending: Overall Rating of Muni Service
Excellent and Good Ratings Combined



Important Note: Between 2001-2004, a 5 point scale was used: excellent, good, fair, poor and very poor. Since 2005, a four point scale has been used: excellent, good, fair, and poor. Survey was not conducted in 2020

OVERALL RATING OF MUNI SERVICE – GEOGRAPHIC DISTRIBUTION

Overall, how would you rate Muni's service? Would you say...



RATING OF SPECIFIC MUNI ATTRIBUTES

Now I would like to ask about the Muni’s performance in different areas. For each area I read, please tell me whether Muni does an excellent job, a good job, a fair job, or a poor job in this area.

	(% saying <u>excellent</u> or <u>good</u>)		
	2022	2021	2019
Accessibility for persons with disabilities.....	81%	79%	71%
Operator (driver) helpfulness.....	73%	70%	66%
Trips take a reasonable amount of time.....	65%	57%	61%
Cleaning Muni Vehicles^.....	57%	60%	49%
Frequency of service.....	51%	45%	50%
Communication with the public^.....	51%	50%	48%
Accurate arrival predictions	49%	45%	50%
Reliability / On-time performance.....	47%	42%	44%
Safety and security from crime while onboard or waiting for Muni.....	42%	38%	-
Managing crowding on Muni vehicles.....	37%	38%	31%

Base: 2022 All Riders (n=456)

^ In 2019, these were phrased as “Vehicle cleanliness” and “Communication with riders”

RATING OF SPECIFIC MUNI ATTRIBUTES

QUADRANT CHART

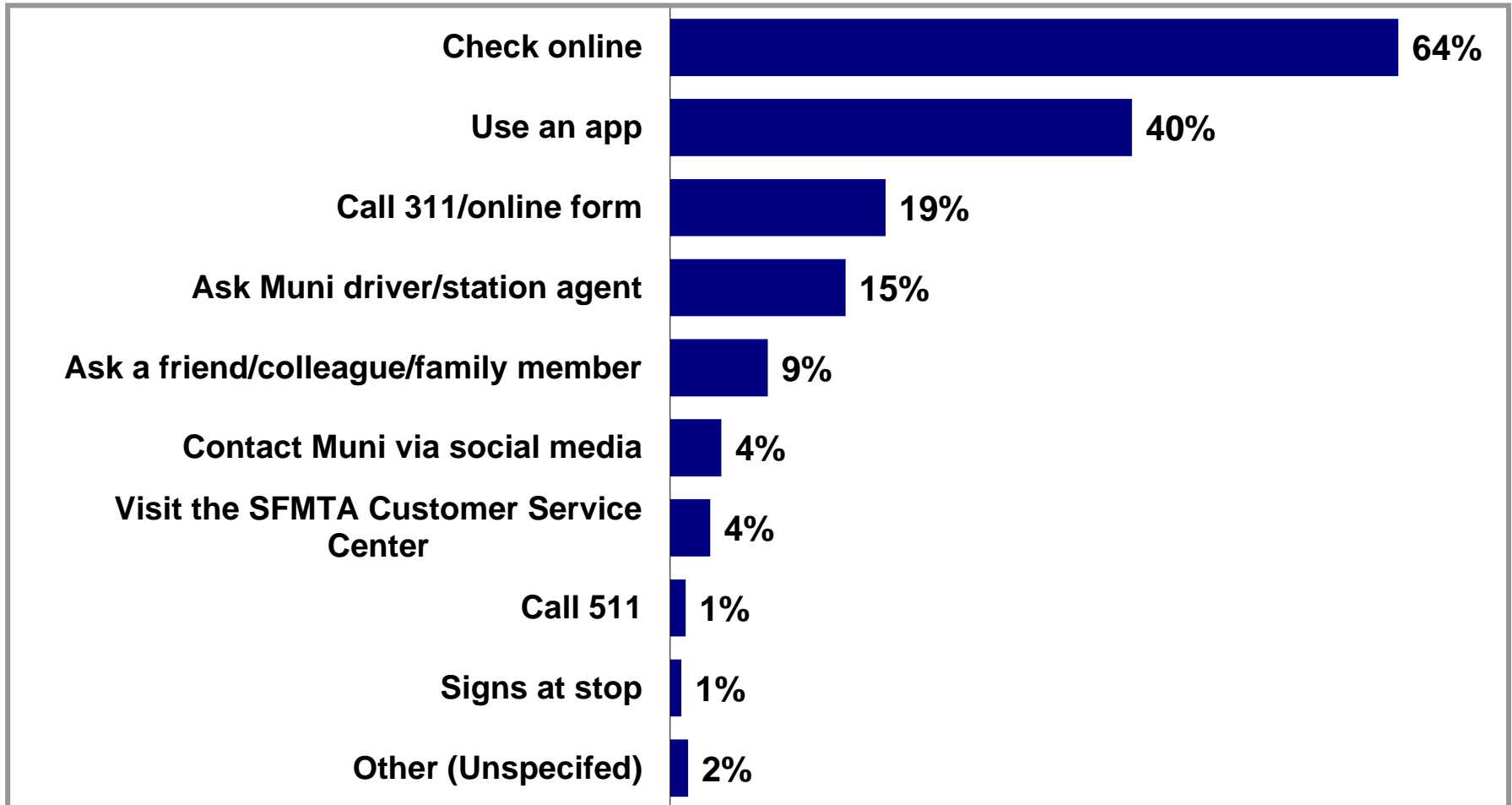


COMMUNICATION

MUNI INFORMATION SOURCES

If you needed information about Muni, how would you obtain this information?

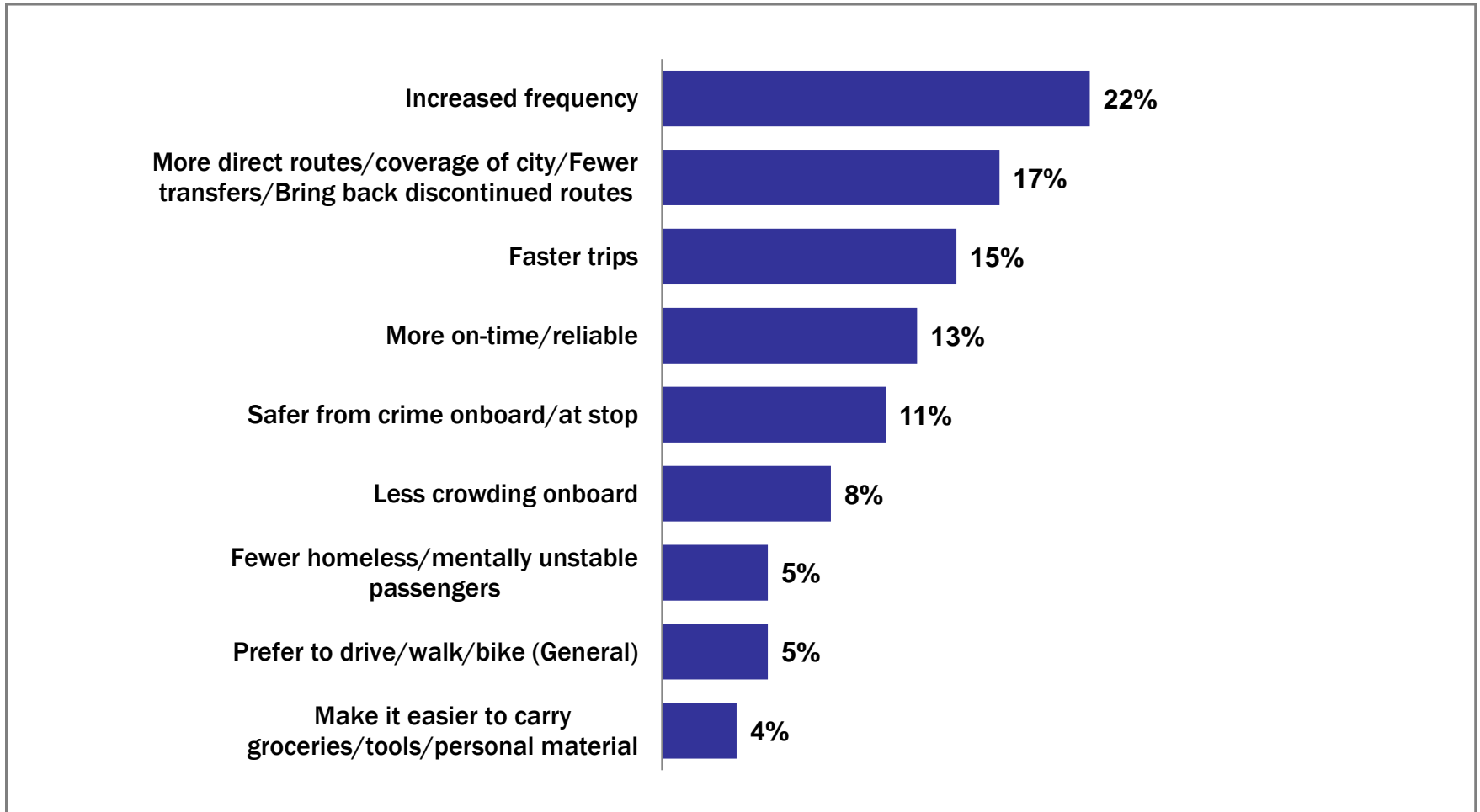
(Open-Ended. Multiple Responses Accepted)



NON-RIDERS

NON-RIDERS

What could Muni do to get you to try transit for this type of trip?*(
(Open-Ended. Multiple Responses Accepted)



*Partial list, only responses 4% or greater overall are shown, see crosstabulated tables for complete list
Base - Have not ridden Muni in the past three years (N=77)



2023 SFMTA Community Survey

Multi-Language Voter Survey - 884 respondents








San Francisco Municipal Transportation Agency 2023 Community Survey

Key Findings of a Study Conducted February 10-20, 2023



OPINION
RESEARCH
& STRATEGY

Survey Methodology

Dates	February 10-20, 2023
Survey Type	Dual-mode Voter Survey
Research Population	San Francisco Voters
Total Interviews	884
Margin of Sampling Error	±3.5% at the 95% Confidence Level
Contact Methods	 Telephone Calls  Email Invitations  Text Invitations
Data Collection Modes	 Telephone Interviews  Online Interviews
Languages	English, Spanish & Chinese

(Note: Not All Results Will Sum to 100% Due to Rounding)



Perceptions and Use of Muni

Three in five approve of the SFMTA and Muni's performance, regardless of which name is used.

I am going to mention a few organizations within City government. Please tell me whether you approve or disapprove of the job they are doing.

■ Strng. Appr. ■ Smwt. Appr. ■ Don't Know ■ Smwt. Disappr. ■ Strng. Disappr.

Total Appr. **Total Disappr.**



The San Francisco Municipal Transportation Agency, also known as SFMTA



63% **32%**



The San Francisco Municipal Transportation Agency, also known as Muni



62% **34%**



BART



58% **27%**



Caltrain



46% **13%**



^San Francisco city government








35% **59%**

71% of riders approve of the job being done by SFMTA compared to 48% of non-riders.

Approval ratings for Muni have declined slightly, while those for SFMTA have remained consistent.

Total Approve

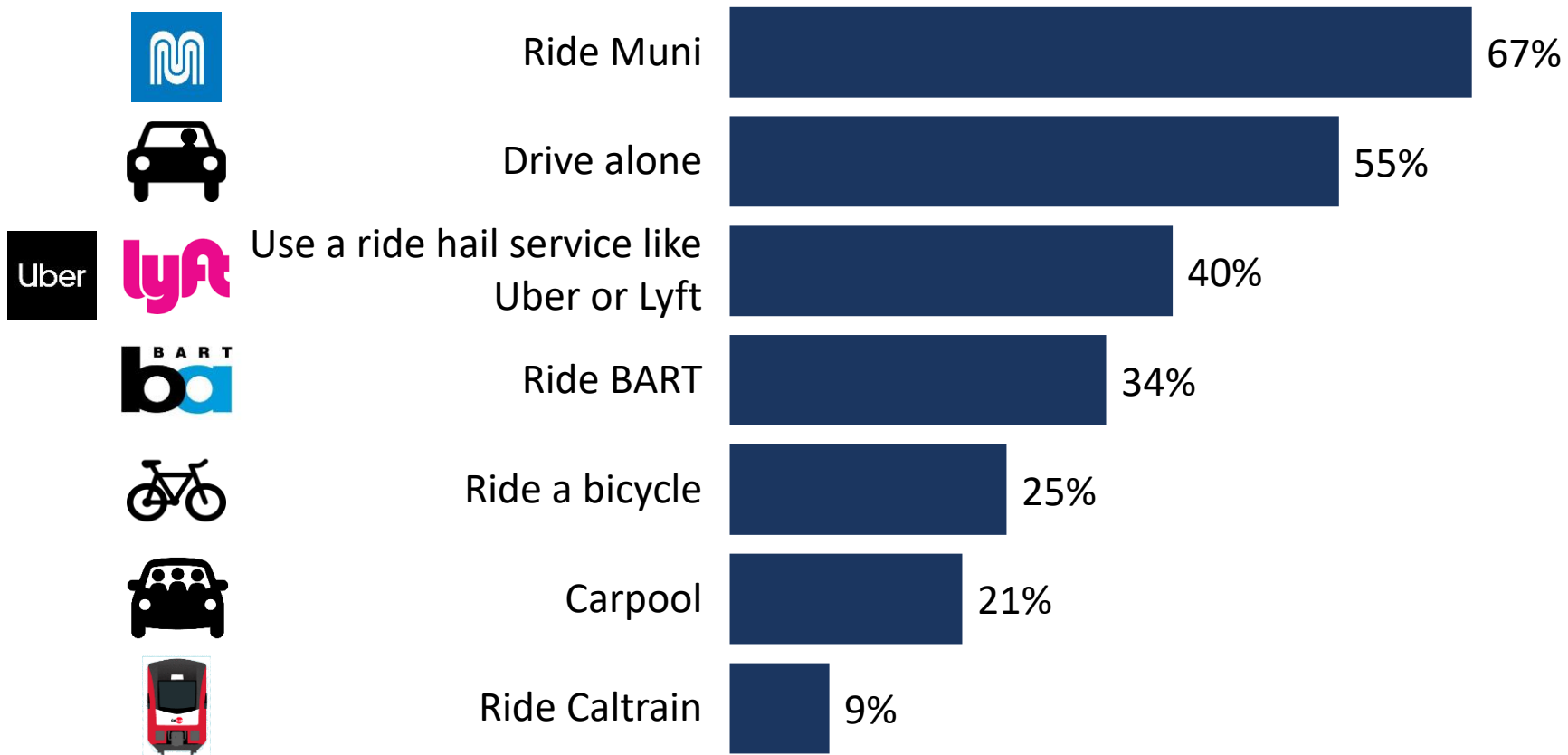
Person/Organization		2021	2023	Difference
	The San Francisco Municipal Transportation Agency, also known as SFMTA	64%	63%	-1%
	BART	60%	58%	-2%
	Caltrain	49%	46%	-3%
	The San Francisco Municipal Transportation Agency, also known as Muni	69%	62%	-7%
	^San Francisco city government	59%	35%	-24%

71% of riders approve of the job being done by SFMTA compared to 48% of non-riders.

Q1. I am going to mention a few organizations within City government. Please tell me whether you approve or disapprove of the job they are doing.
 ^Not Part of Split Sample

Two-thirds of respondents ride Muni at least 2-3 times per week.

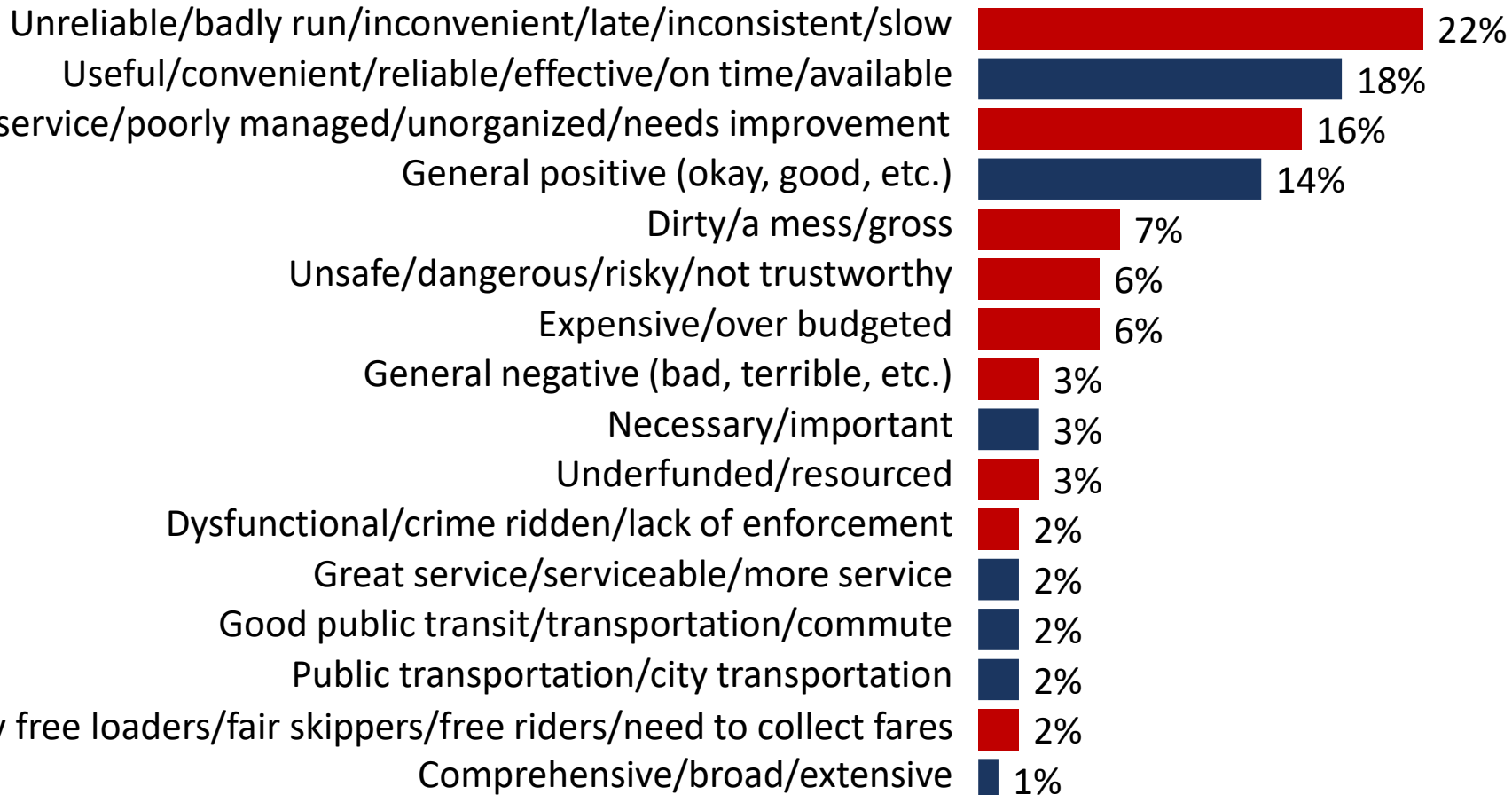
Do you regularly, at least 2 or 3 times per week, use any of the following modes of transportation? By that I mean for any purpose, including commuting to school or work, running errands, or recreation.



Respondents describe SFMTA as both unreliable and slow and as useful and convenient at similar rates.

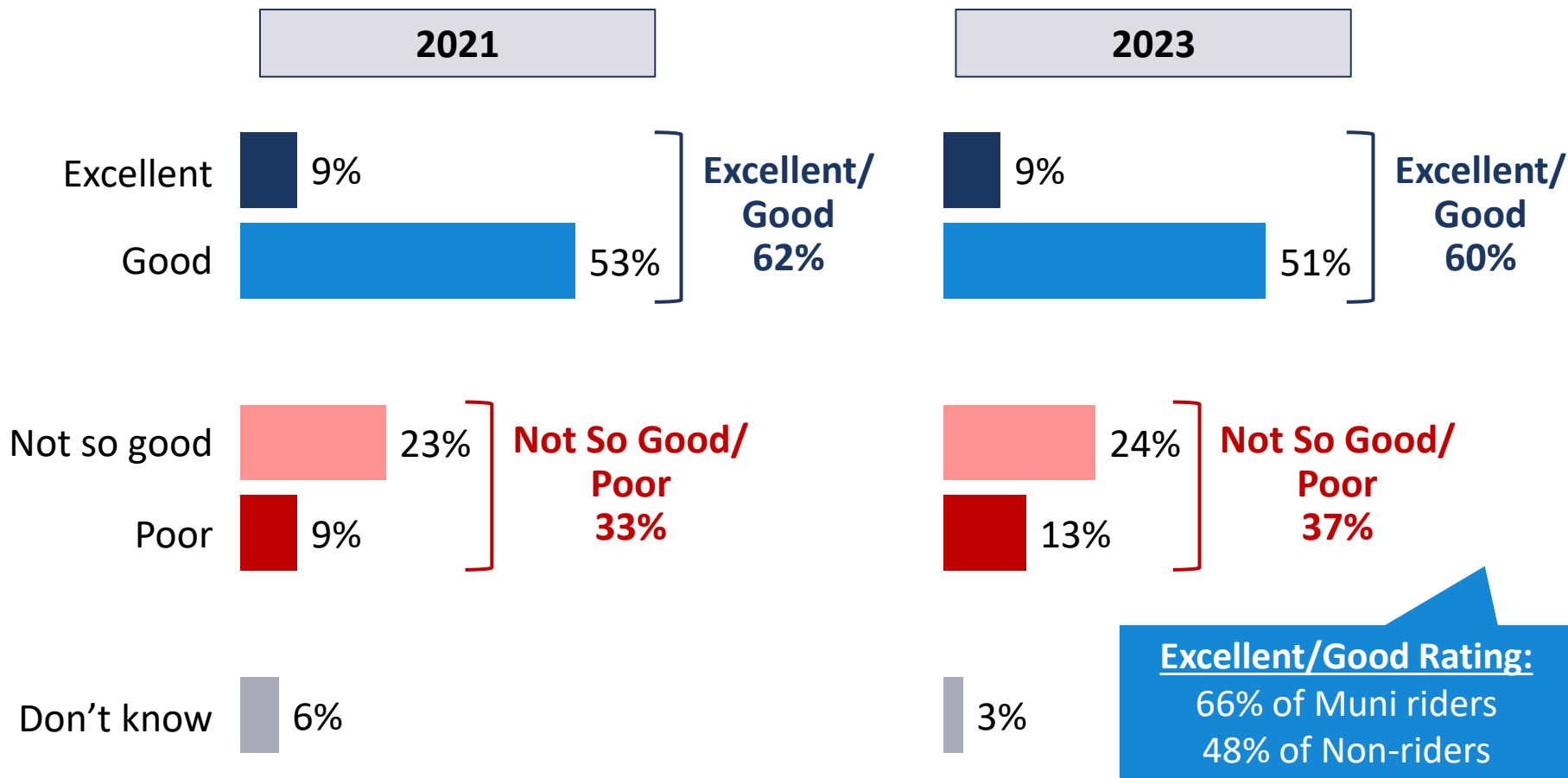
If you had to describe the SFMTA or Muni in 1 or 2 of your own words, how would you describe it?

(Open-ended; Asked of Half Sample Only, n=442)



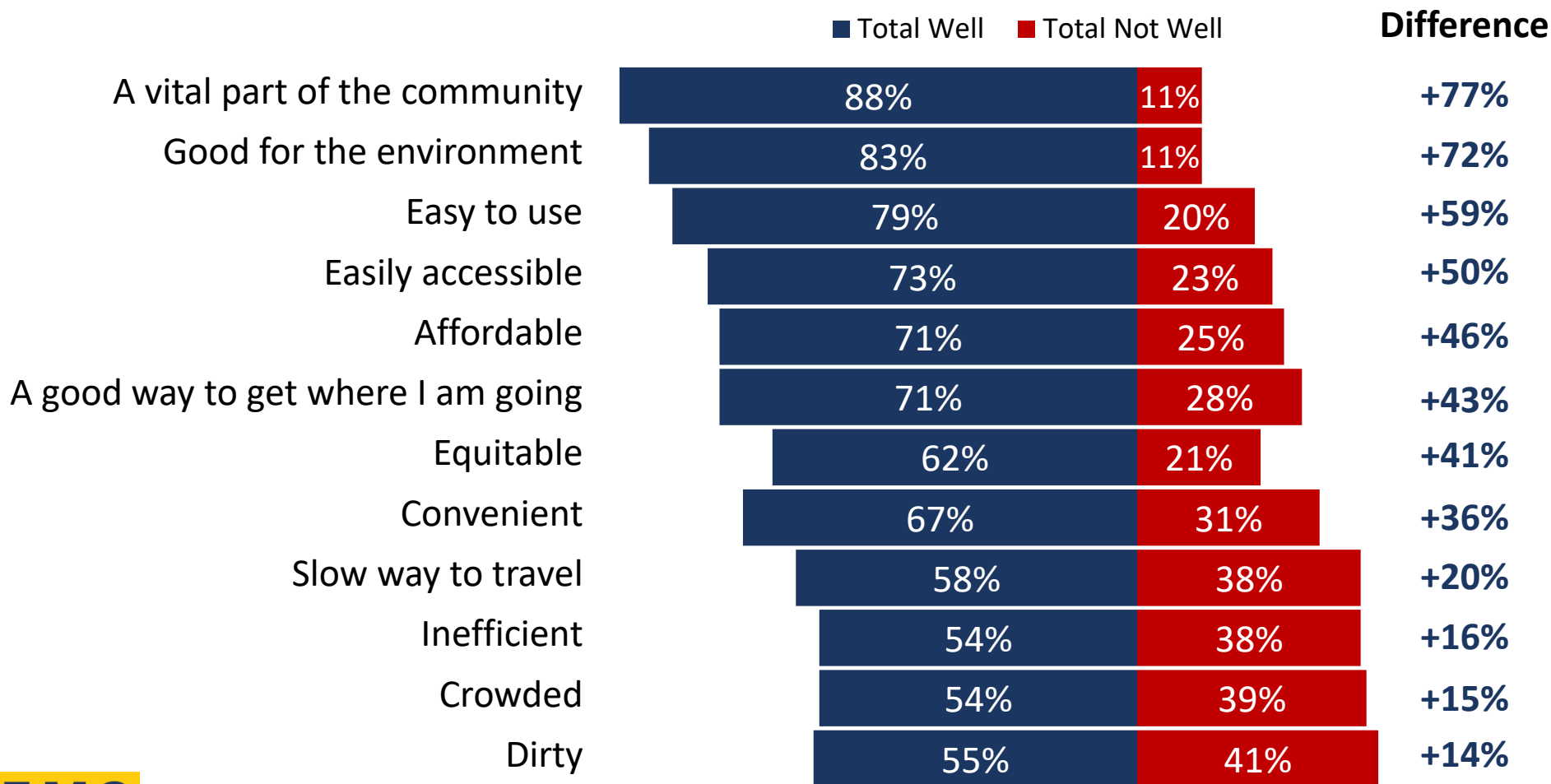
Three in five say Muni service is at least “good,” but few say it is “excellent.”

How would you rate the quality of Muni’s service— is it excellent, good, not so good or poor?

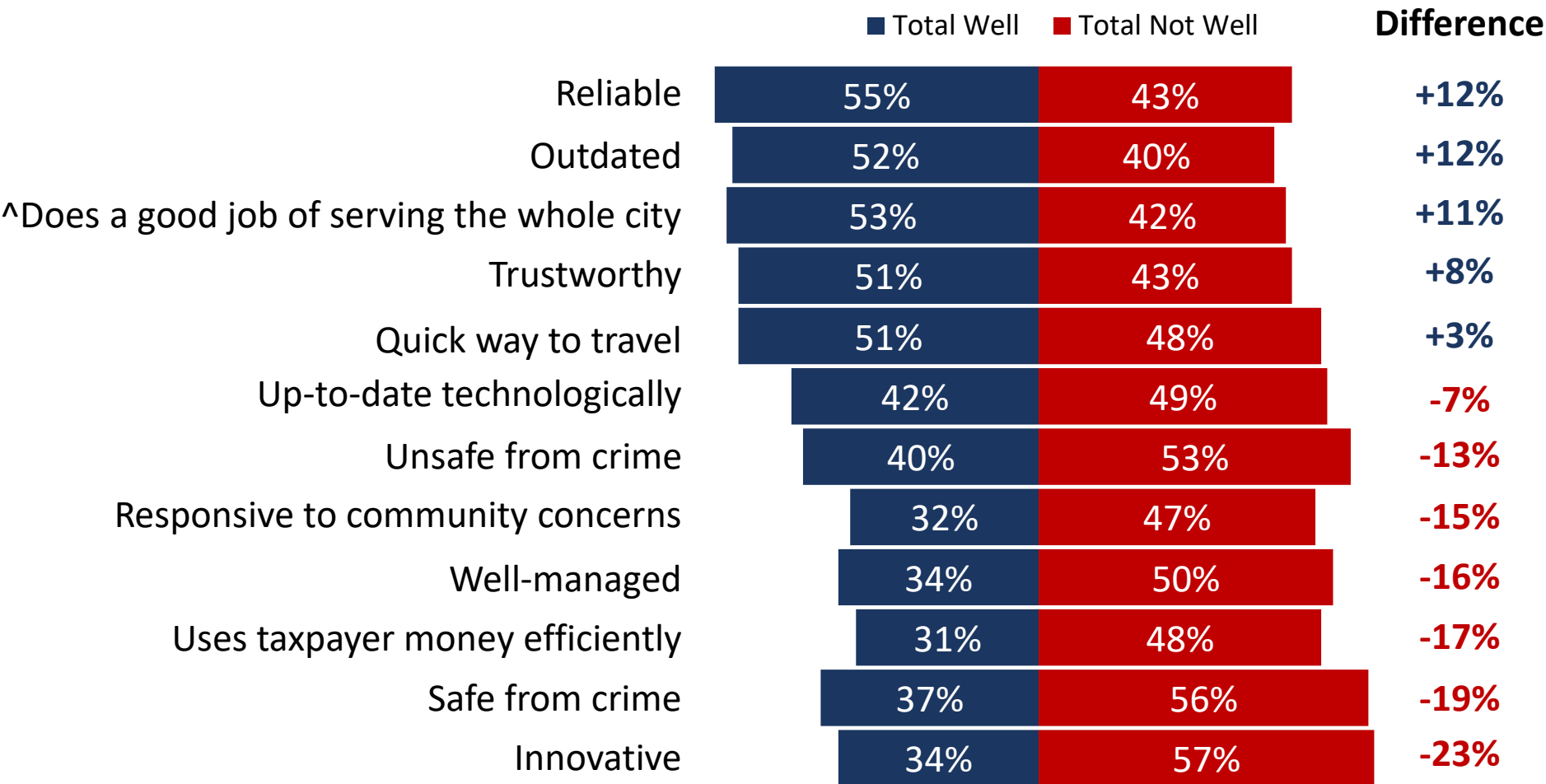


SFMTA is seen as “a vital part of the community,” “good for the environment” and “easy to use.”

Here is a series of words and phrases that someone might use to describe SFMTA and Muni. Please tell me if it describes SFMTA and Muni as an organization very well, somewhat well, not too well, or not at all well.



Respondents most often say that “safe from crime” and “innovative” do *not* describe SFMTA and Muni well.



Perceptions of Muni management, responsiveness and trustworthiness have worsened.

Total Well

Word/Phrase	2021	2023	Difference
Inefficient	51%	54%	+3%
*Quick way to travel	48%	51%	+3%
Good for the environment	82%	83%	+1%
Outdated	51%	52%	+1%
Affordable	71%	71%	0%
Easy to use	83%	79%	-4%
A vital part of the community	92%	88%	-4%
Dirty	60%	55%	-5%
Safe from crime	42%	37%	-5%
Easily accessible	78%	73%	-5%
Innovative	40%	34%	-6%
Convenient	74%	67%	-7%
Reliable	62%	55%	-7%
Uses taxpayer money efficiently	38%	31%	-7%
^Does a good job of serving the whole city	63%	53%	-10%
Well-managed	44%	34%	-10%
Responsive to community concerns	42%	32%	-10%
Crowded	66%	54%	-12%
Trustworthy	63%	51%	-12%
Up-to-date technologically	55%	42%	-13%

Riders have more positive views than non-riders, particularly in terms of Muni as a good way to get where they are going.

Total Well

Word/Phrase	All Respondents	Non-Riders	Riders
A vital part of the community	88%	79%	93%
Good for the environment	83%	77%	87%
Easy to use	79%	67%	85%
Easily accessible	73%	65%	76%
Affordable	71%	69%	72%
A good way to get where I am going	71%	50%	83%
Convenient	67%	57%	71%
Equitable	62%	55%	66%
Slow way to travel	58%	64%	55%
Reliable	55%	48%	58%
Dirty	55%	64%	51%
Crowded	54%	42%	60%

Muni riders are more positive about the job it does connecting the city and are more likely to say it is a quick way to travel.

Total Well

Word/Phrase	All Respondents	Non-Riders	Riders
Inefficient	54%	62%	50%
Does a good job of serving the whole city	53%	41%	59%
Outdated	52%	59%	47%
Trustworthy	51%	44%	54%
Quick way to travel	51%	35%	60%
Up-to-date technologically	42%	38%	43%
Unsafe from crime	40%	35%	43%
Safe from crime	37%	31%	41%
Well-managed	34%	26%	38%
Innovative	34%	29%	36%
Responsive to community concerns	32%	27%	35%

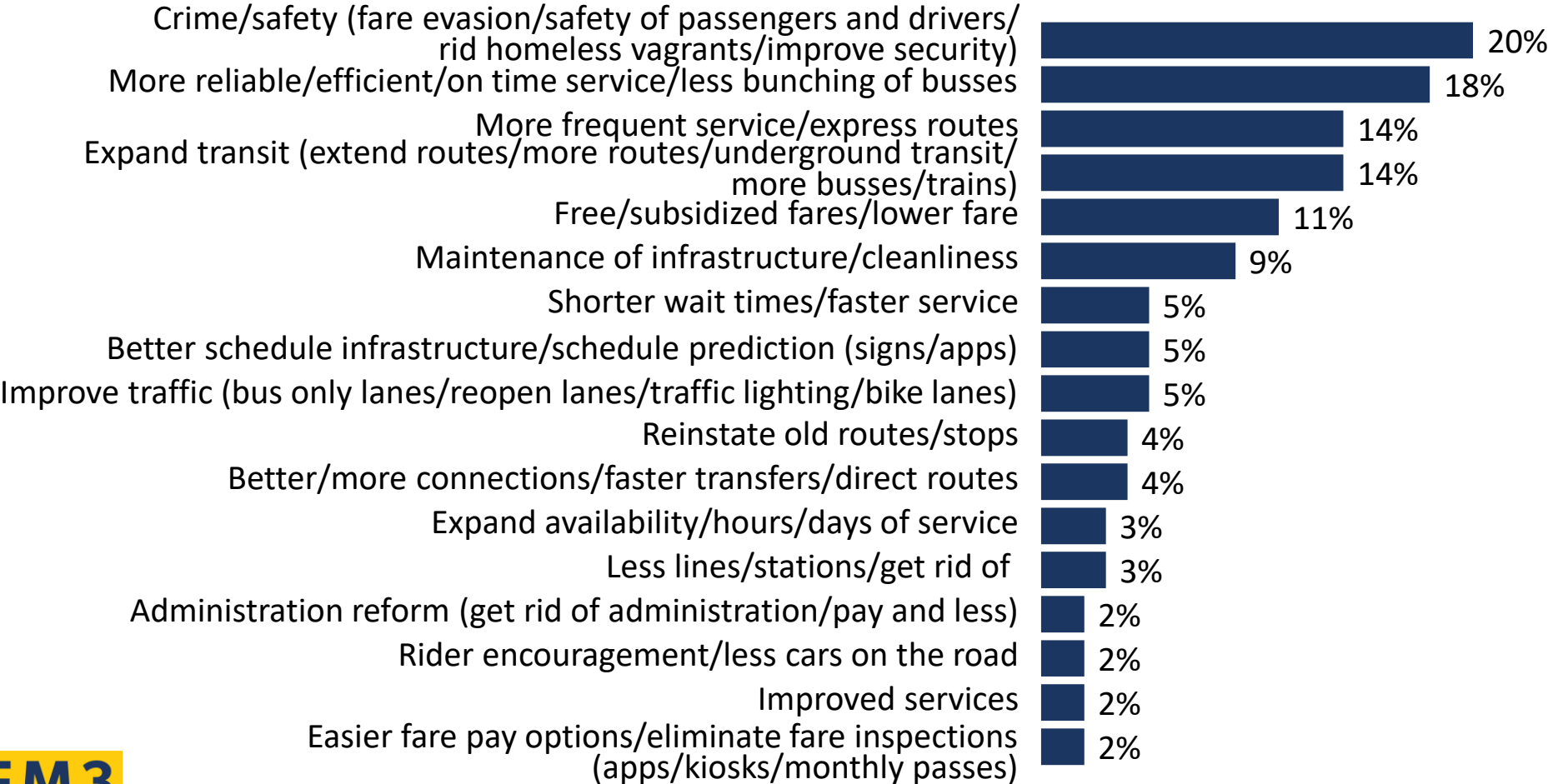


Project Priorities

Respondents most want to see crime addressed and improved reliability and frequency.

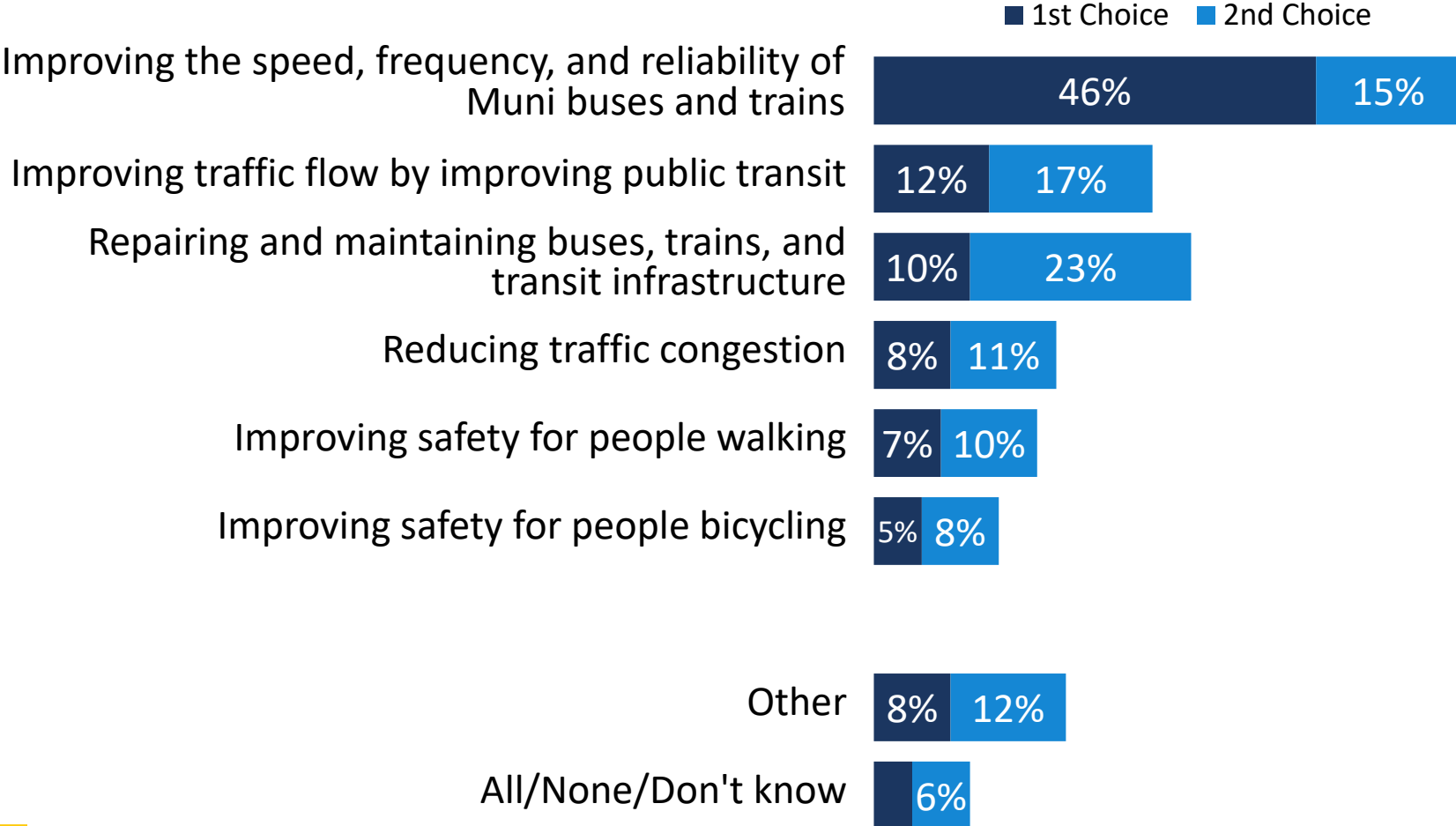
What's the most important change you would like to see made to Muni and transportation in San Francisco?

(Open-ended; Asked of Half Sample Only, n=442)



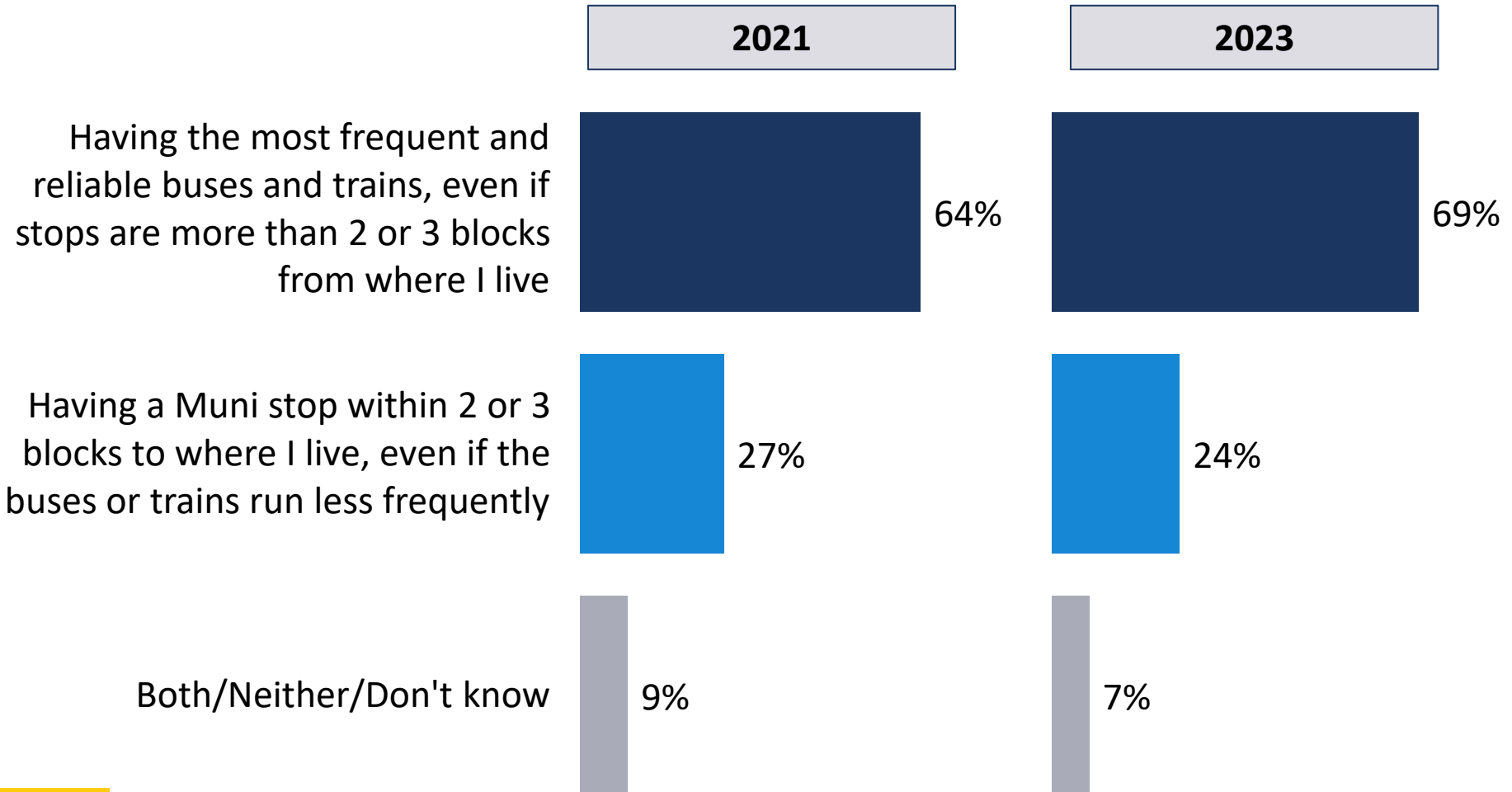
Improving the speed, frequency and reliability of Muni buses is respondents' highest priority for the agency.

*I'm going to read you some different transportation goals for San Francisco.
Please tell me which one should be the highest priority.*



Respondents still overwhelmingly prefer having frequent, reliable transit over having stops close to their home.

*I am going to read you a pair of statements about Muni.
When thinking about improving Muni service, which is more important:*



Repairing and maintaining Muni equipment and reducing delays are the top priorities for service.

I am going to read you a list of projects SFMTA might prioritize in the future to improve service to San Franciscans. Please tell me how important of a priority each project should be for Muni: extremely important, very important, somewhat important, or not too important?

■ Ext. Impt. ■ Very Impt. ■ Smwt. Impt. ■ Not Too Impt. ■ Don't Know

Ext./Very Impt.

Repairing and maintaining Muni equipment and facilities to ensure vehicles' safety, frequency, and reliability



84%

Reducing delays to make Muni more reliable



83%

Providing quick, convenient transit access to all parts of San Francisco



81%

Increasing safety from crime on Muni buses



79%

Increasing and improving Muni service for the communities most dependent on transit



79%

Ensuring Muni is affordable and easy to use for all San Franciscans



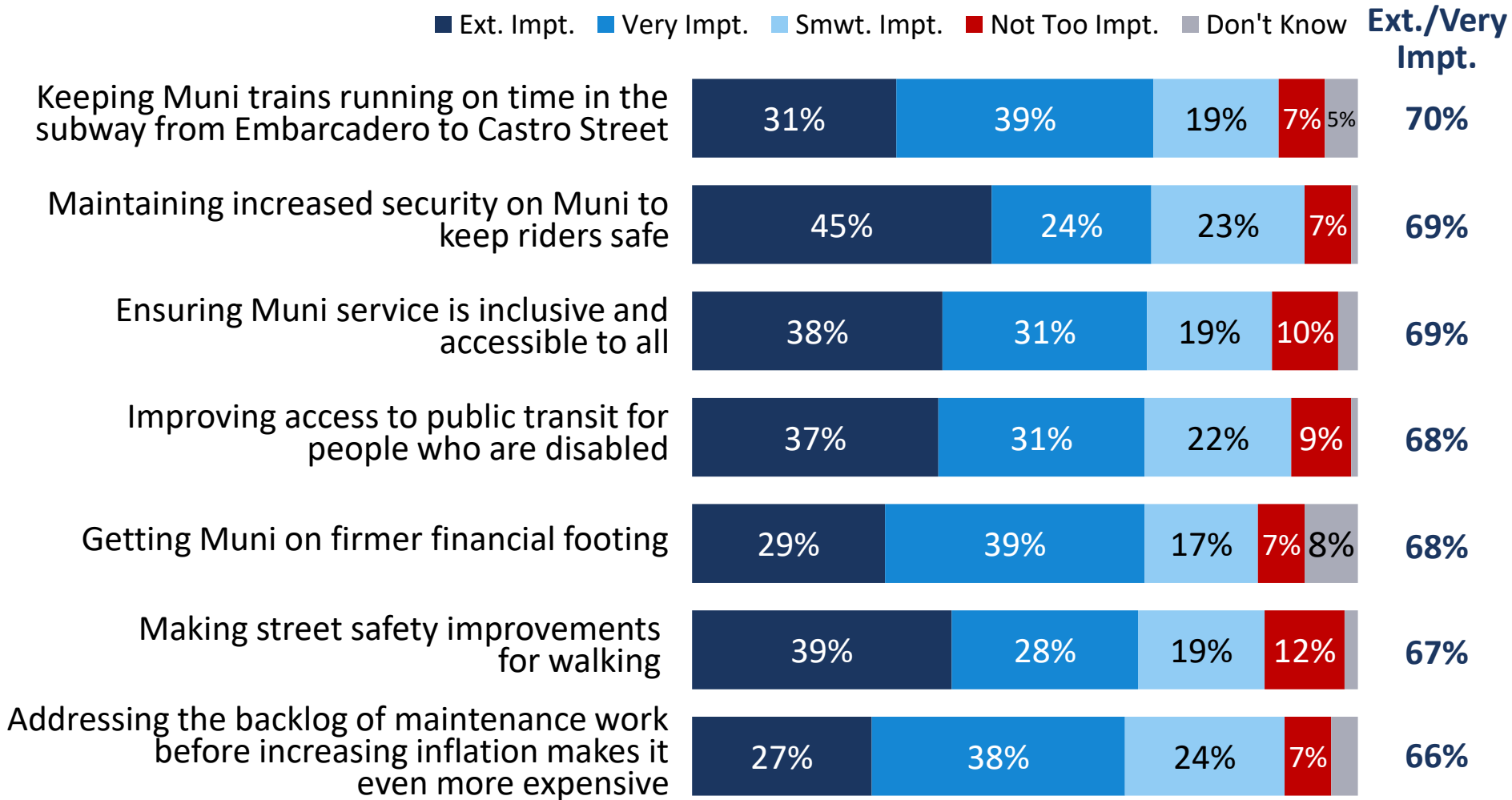
78%

Upgrading San Francisco's aging rail network



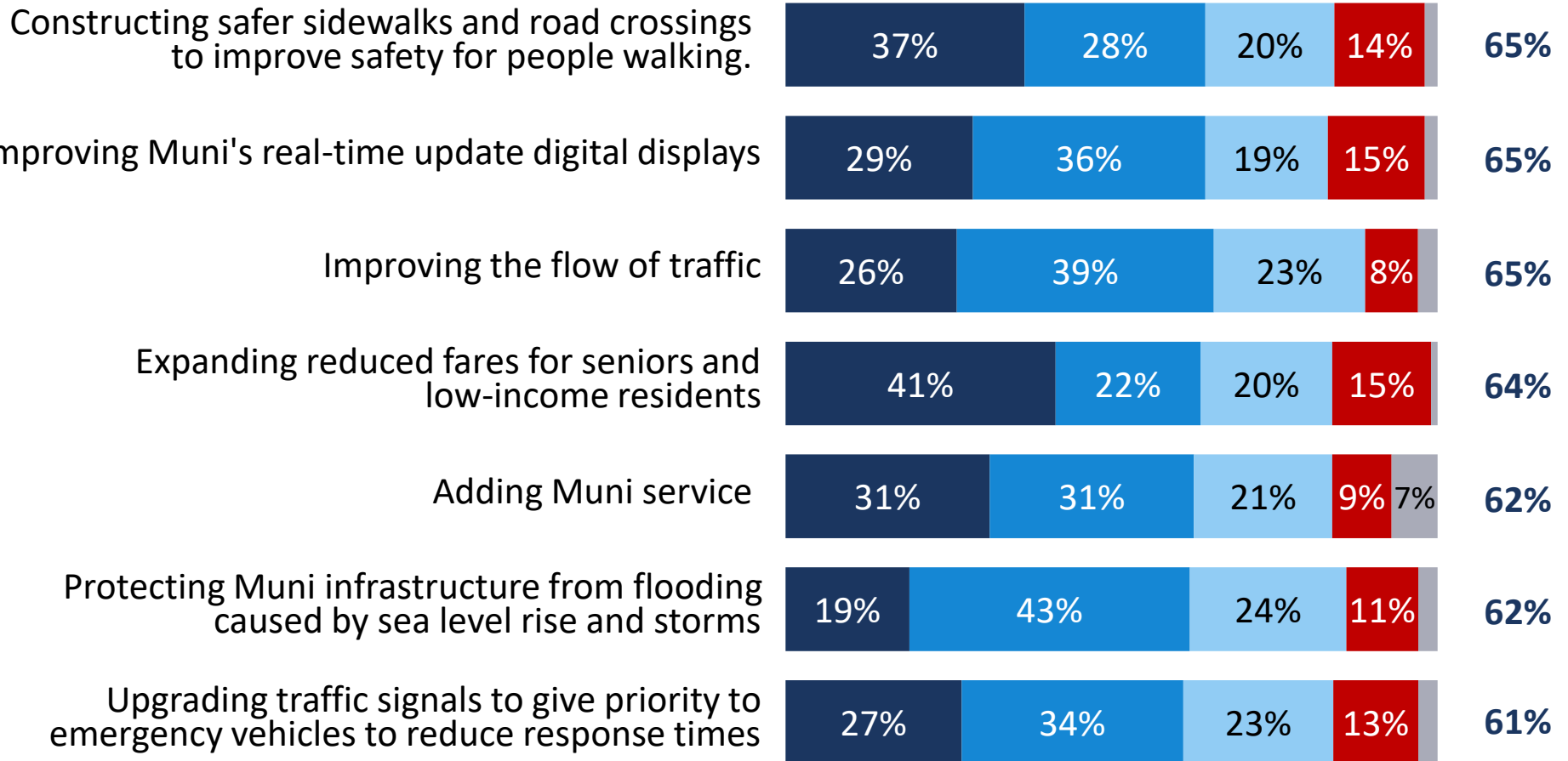
73%

Keeping trains running on time, maintaining security and ensuring service is inclusive are also highly important.



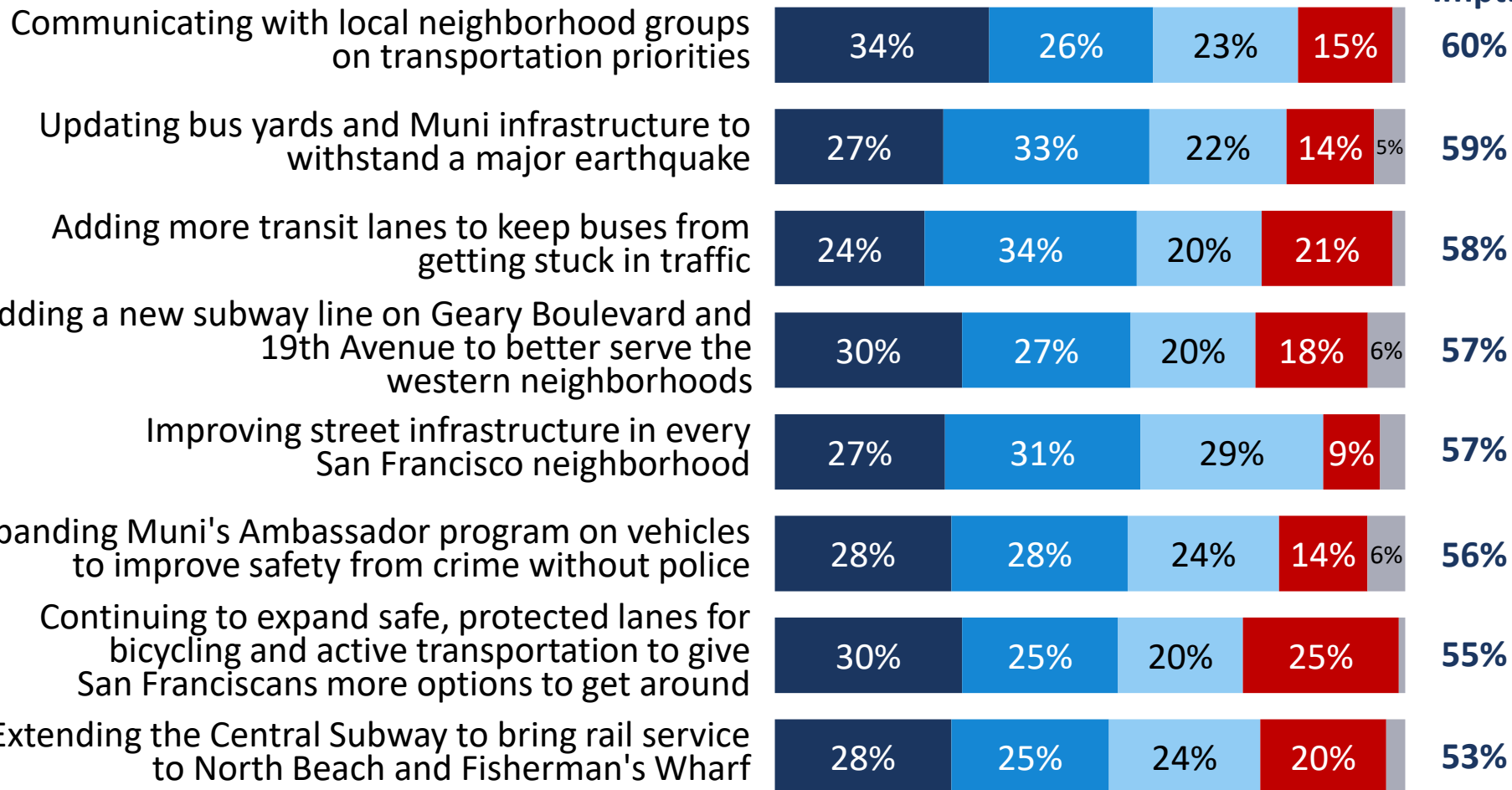
Safer sidewalks, real-time displays and improving the flow of traffic are similar in importance.

■ Ext. Impt. ■ Very Impt. ■ Smwt. Impt. ■ Not Too Impt. ■ Don't Know **Ext./Very Impt.**



Three in five say communicating with neighborhood groups is important.

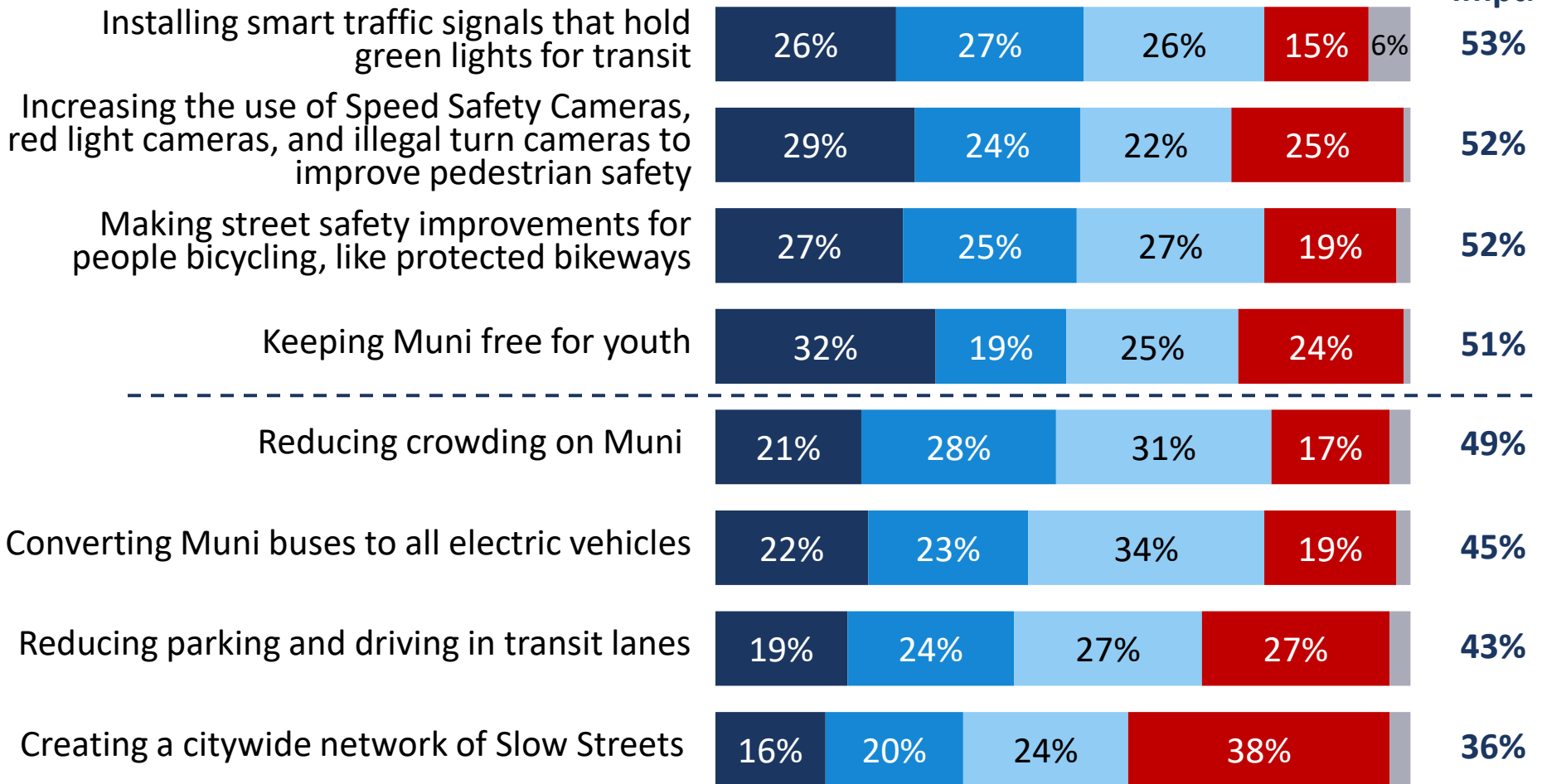
■ Ext. Impt. ■ Very Impt. ■ Smwt. Impt. ■ Not Too Impt. ■ Don't Know **Ext./Very Impt.**



Q9. I am going to read you a list of projects SFMTA might prioritize in the future to improve service to San Franciscans. Please tell me how important of a priority each project should be for Muni: extremely important, very important, somewhat important, or not too important? Split Sample

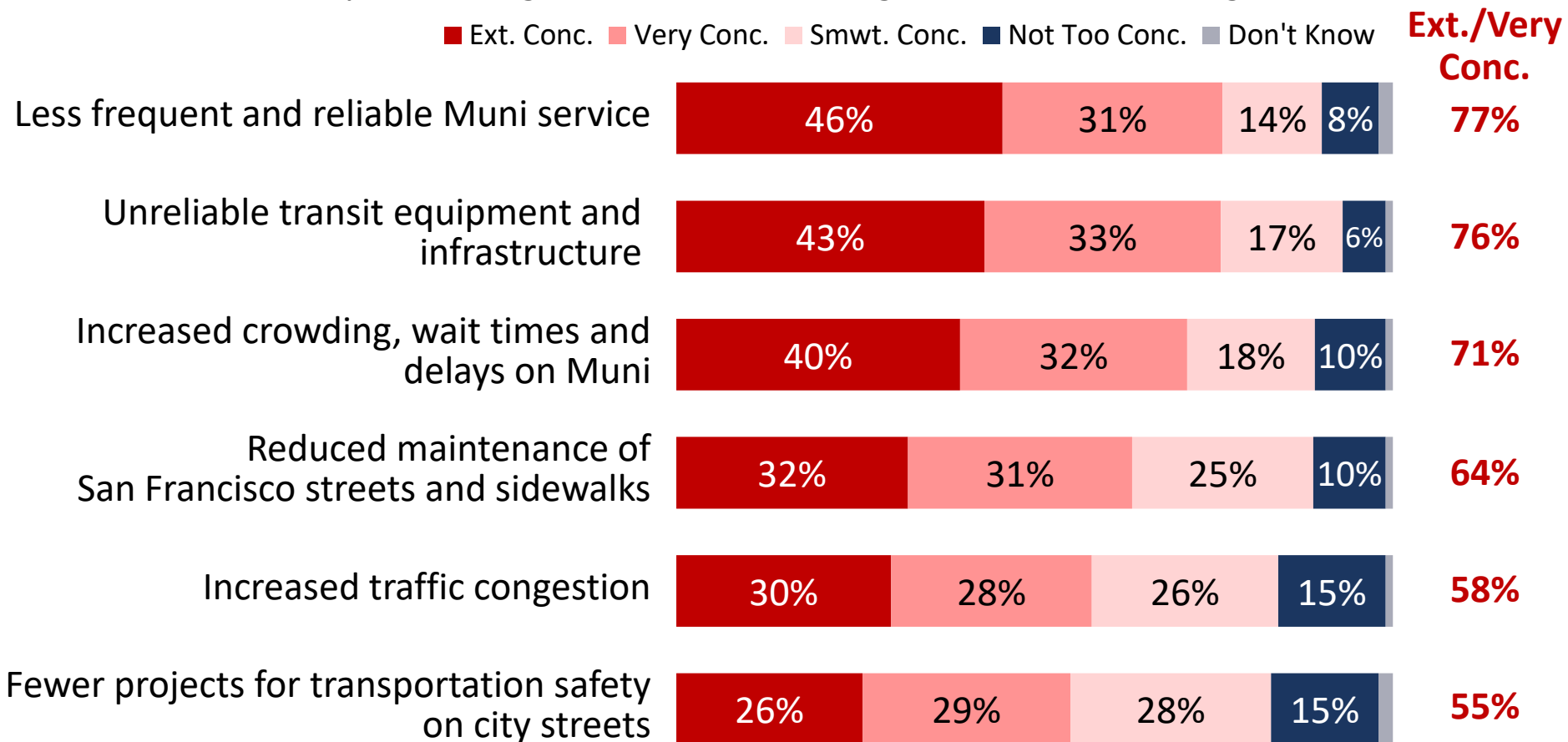
Reducing parking in transit lanes and expanding Slow Streets are the lowest priorities.

■ Ext. Impt. ■ Very Impt. ■ Smwt. Impt. ■ Not Too Impt. ■ Don't Know **Ext./Very Impt.**



The most concerning outcomes of SFMTA cuts would be less frequent service and unreliable equipment.

I am going to read you a list of potential outcomes if SFMTA and Muni does not receive additional funding. Tell me if it is extremely concerning, very concerning, somewhat concerning, or not too concerning.

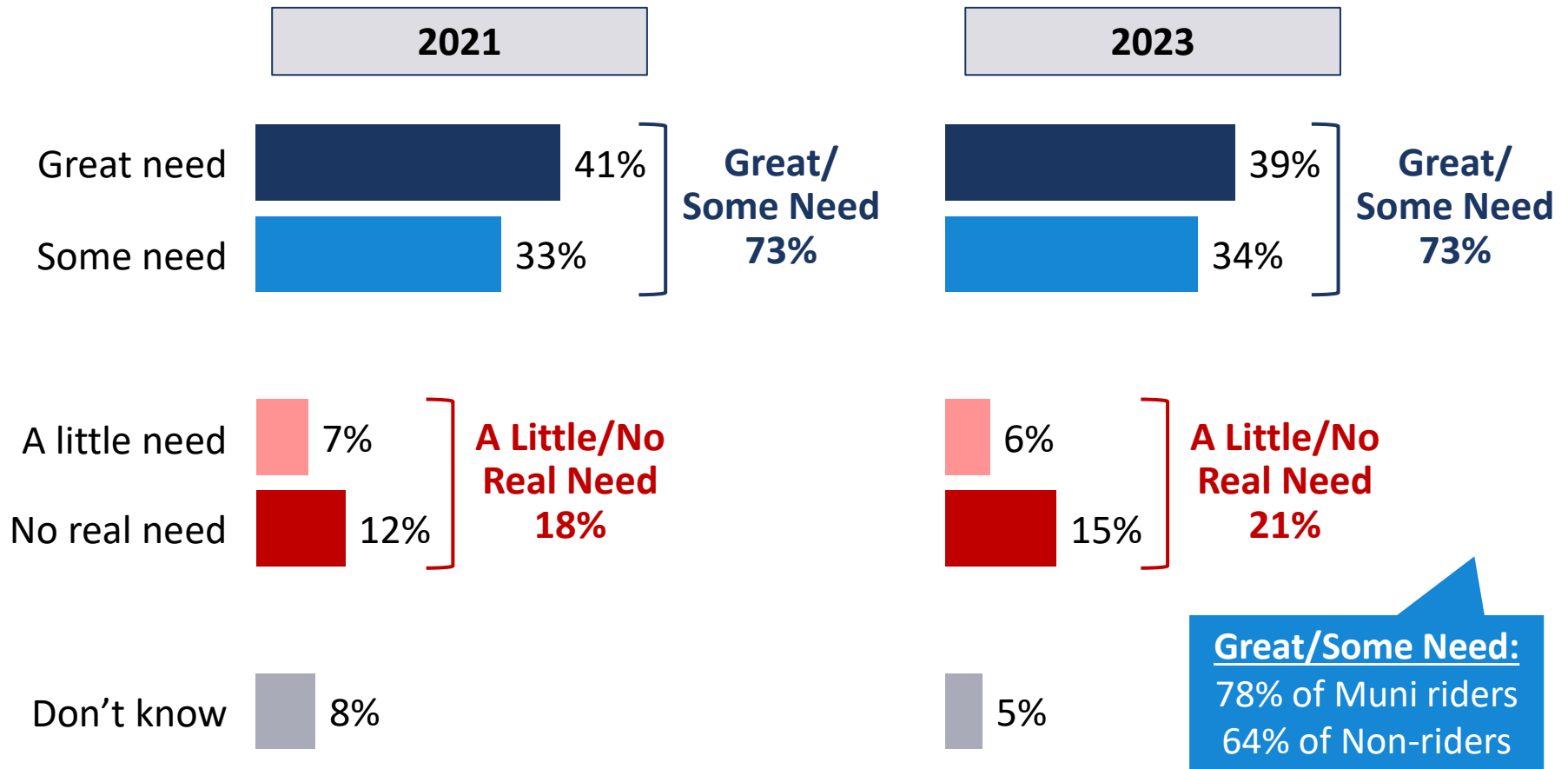




Support for Funding Muni

Nearly three-quarters still think SFMTA and Muni are in need of additional funds.

Do you think there is a great need, some need, a little need, or no real need for additional funds to improve the SFMTA and Muni's transportation and public transit system in San Francisco?



Hypothetical Bond Ballot Language Tested

Detailed Version (*Half Sample*)

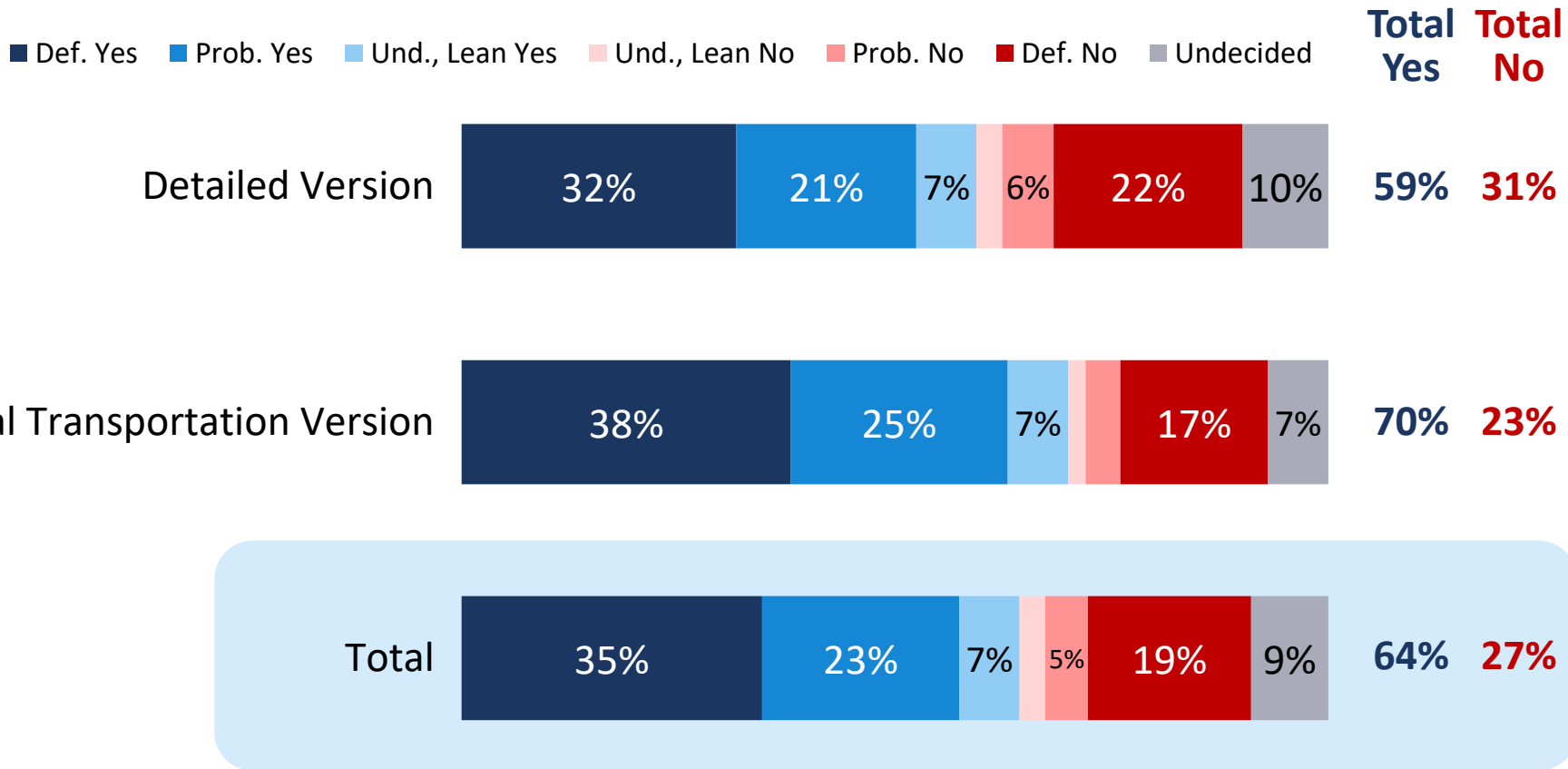
To increase Muni's safety, reliability and frequency, reduce delays, improve disabled access, improve service for communities most dependent on transit, reduce traffic congestion, and improve transportation safety and 911 response times by repairing, constructing and improving aging Muni equipment, facilities and bus yards, and constructing and redesigning streets and sidewalks, and to pay related costs; shall the City and County of San Francisco issue \$400 million in general obligation bonds for 30 years, with an estimated average tax rate of \$0.010/\$100 of assessed property value, providing \$30 million annually, subject to citizen oversight and independent audits?

General Transportation Version (*Half Sample*)

To reduce traffic congestion, fix potholes, repair sidewalks, improve pedestrian safety, improve 911 response times, protect transit infrastructure from sea level rise, repair, construct and improve aging transportation infrastructure, facilities and bus yards, and to pay related costs; shall the City and County of San Francisco issue \$400 million in general obligation bonds for 30 years, with an estimated average tax rate of \$0.010/\$100 of assessed property value, providing \$30 million annually, subject to citizen oversight and independent audits?

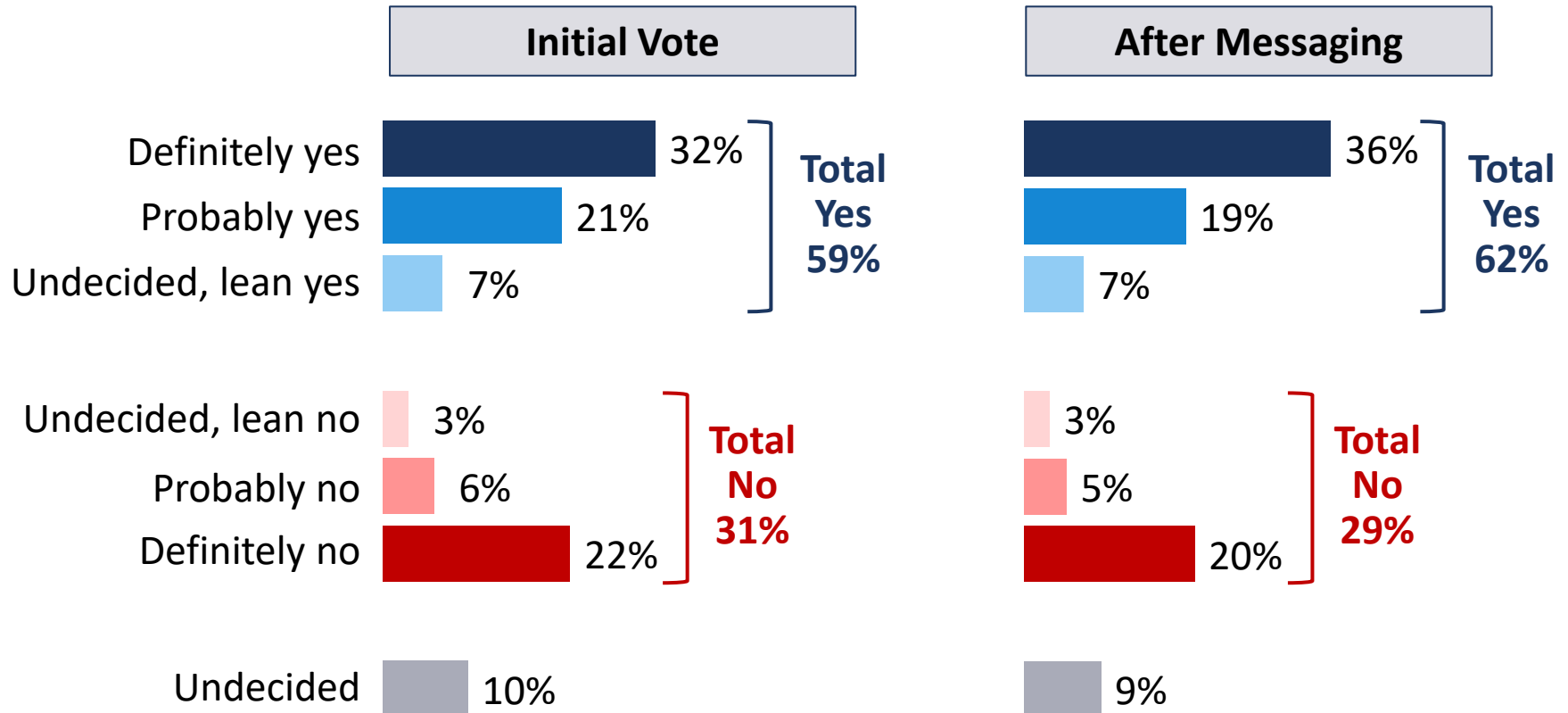
The more general version of the ballot measure receives stronger support.

Do you think you would vote “yes” in favor of this measure or “no” to oppose it?



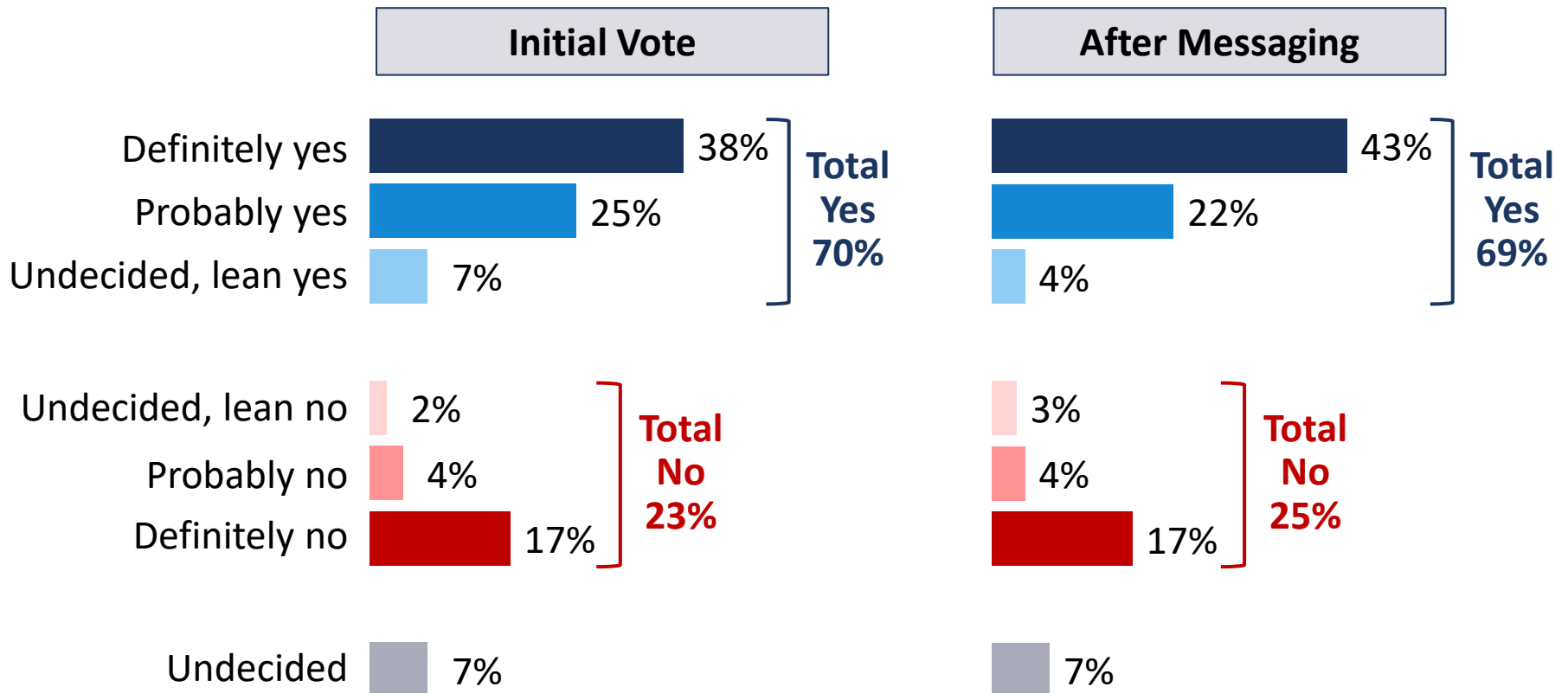
Support for the detailed measure grows by three points after messaging...

Detailed Version: To increase Muni's safety, reliability and frequency, reduce delays, improve disabled access, improve service for communities most dependent on transit, reduce traffic congestion, and improve transportation safety and 911 response times by repairing, constructing and improving deteriorating Muni bus yards, facilities, transportation infrastructure and equipment, and constructing and redesigning streets and sidewalks.



...while support for the general language grows more intense, though not broader.

General Transportation Version: To reduce traffic congestion, fix potholes, repair sidewalks, improve pedestrian safety, improve 911 response times, protect transit infrastructure from sea level rise, and repair, construct and improve aging transportation infrastructure, facilities and bus yards.





San Francisco City Survey

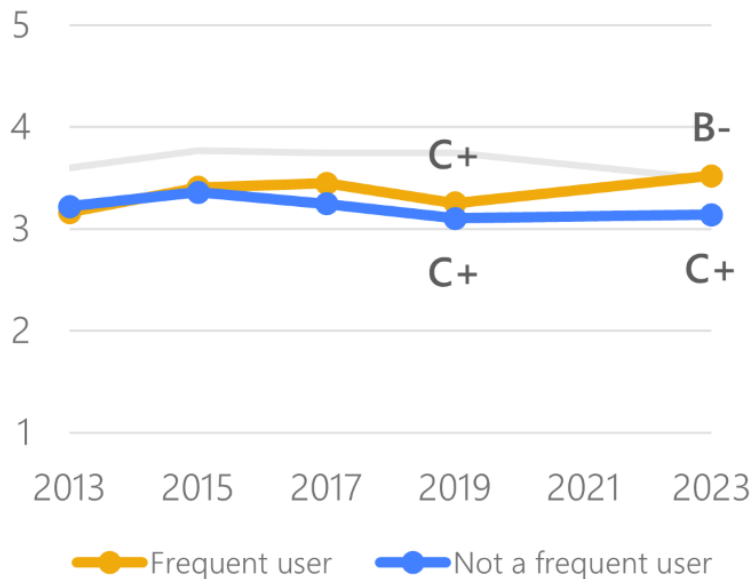
Survey of San Francisco Residents – 2,540 Respondents
Source: 2023 San Francisco City Survey

2023 Muni Rating

B-

In 2023, the overall Muni rating was a B-, with 46% rating Muni an A or a B.

This is the highest grade Muni has received since 2013.



The City Survey objectively assesses San Francisco residents' use of and satisfaction with various city services every few years. The 2023 survey is the first since 2019 due to the COVID-19 pandemic. The 2023 City Survey is the 18th survey conducted.

Some high-level findings include:

- In 2023, the overall Muni rating was a B-, with 46% rating Muni an A or a B. This is the highest-grade Muni has received since 2013.
- The Muni grade *was the only overall grade to increase since 2019*, improving from a C+ to a B-.
- Frequent users tend to grade Muni slightly higher than those who don't ride Muni frequently.



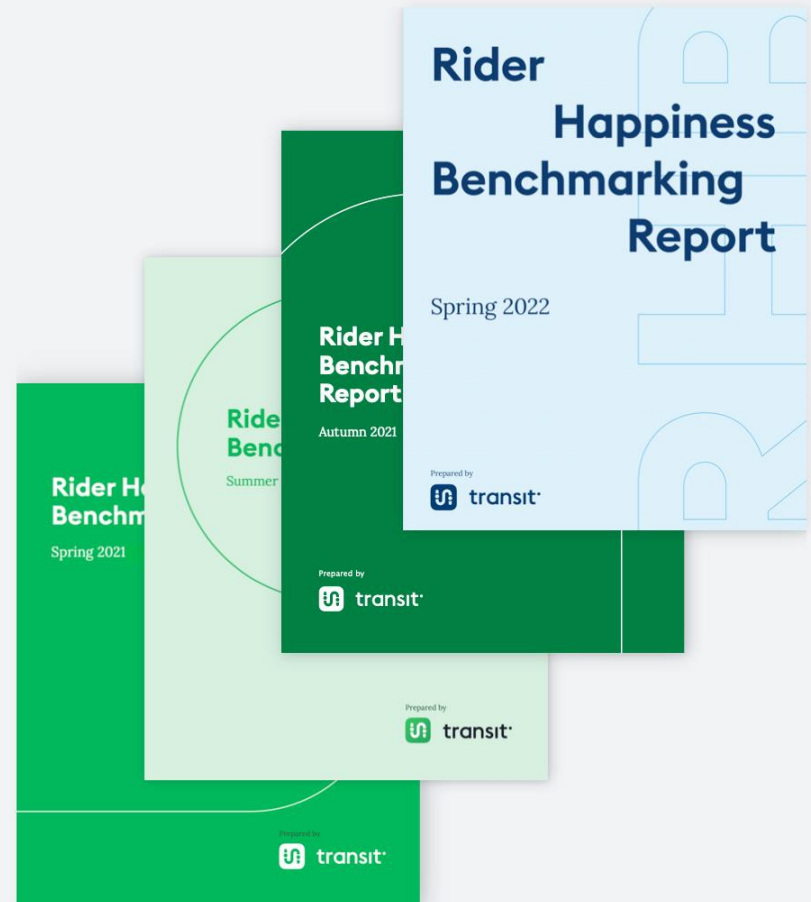
Transit Rider Happiness Benchmark

Muni Responses - On-Board Real-Time Survey



Transit's *Rider Happiness Benchmarking (RHB) Program*

- Quarterly customer satisfaction survey
- Compares over time and across 70 agencies
- Questions asked:
 - Rider satisfaction
 - Riding habits
 - Demographics
- Developed with the support of our Steering Committee members



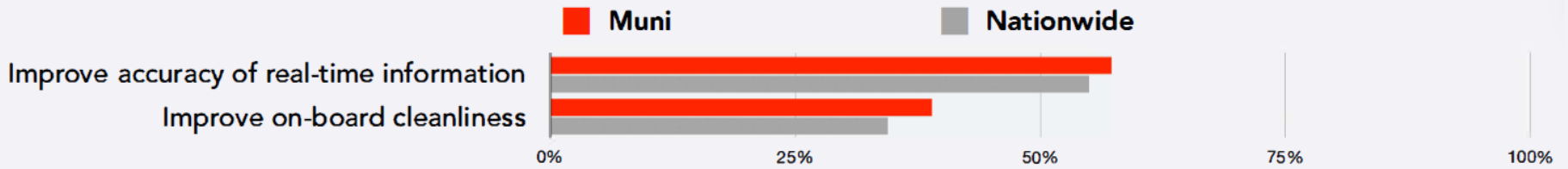
Measure overall service quality

- NPS is a cross-industry metric used to level set overall satisfaction
- Question is standard
How likely are you to recommend _____ to a friend?
- Muni is near the top and improving quarter over quarter
 - Aug 2022: -15
 - Nov 2022: -4
 - Jan 2023: 1

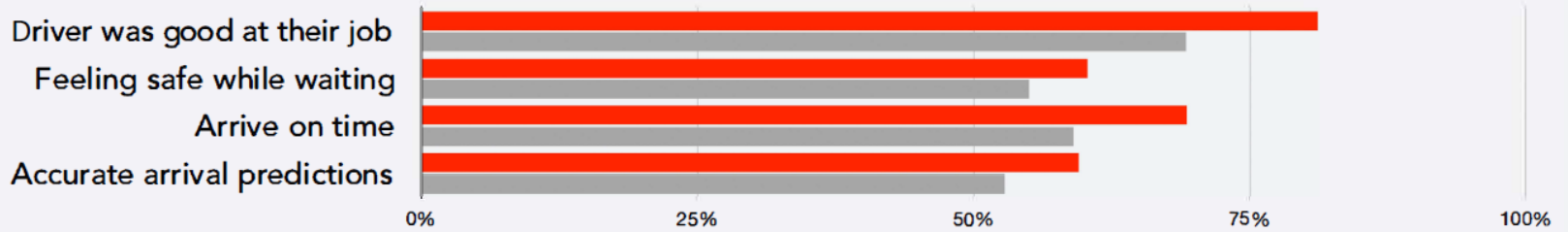


SOURCE: TRANSIT'S RIDER HAPPINESS BENCHMARKING SURVEY PROGRAM, JAN 2023

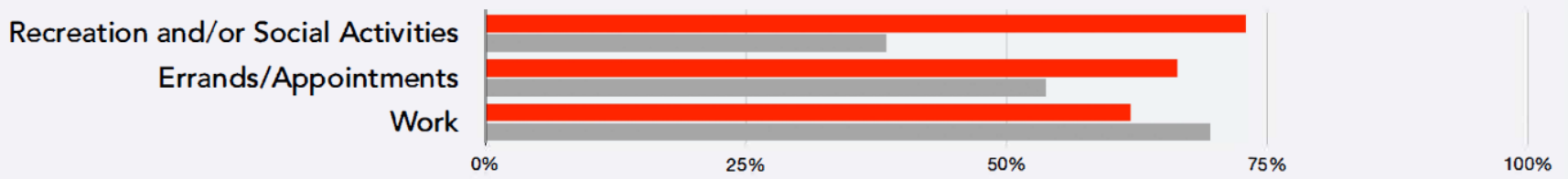
PRIORITIES FOR IMPROVEMENT



SERVICE QUALITY



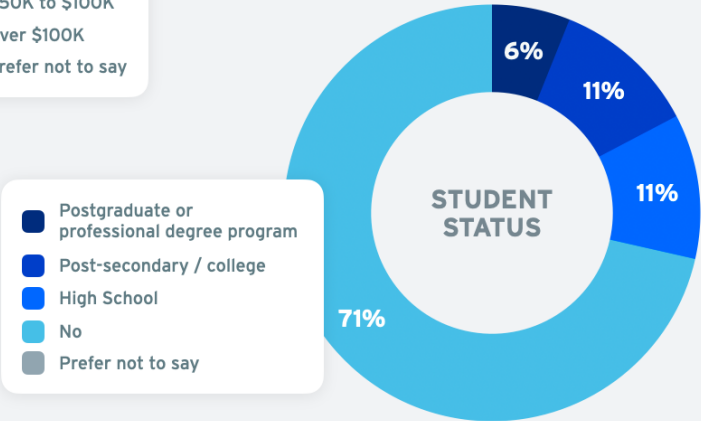
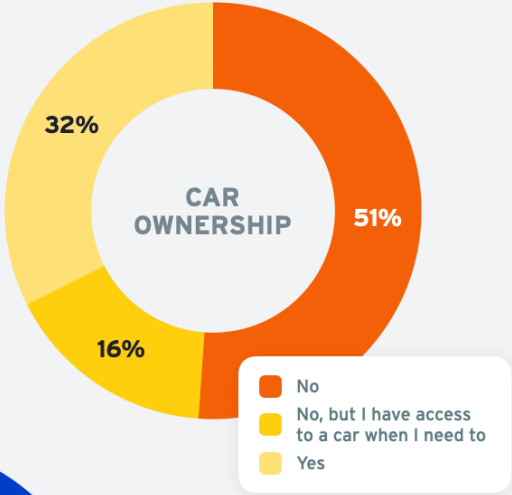
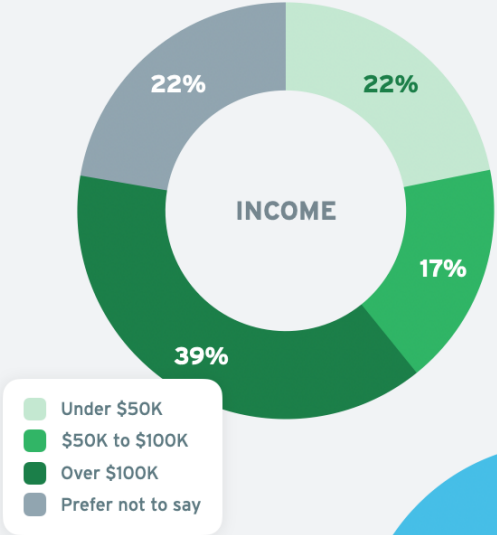
DESTINATIONS



SOURCE: TRANSIT'S RIDER HAPPINESS BENCHMARKING SURVEY PROGRAM, JAN 2023

Transit's user demographics for Muni

- 55% are non-white
- 31% are over 45
- 57% ride 5 or more days per week
- 16% have trouble seeing, hearing, or walking

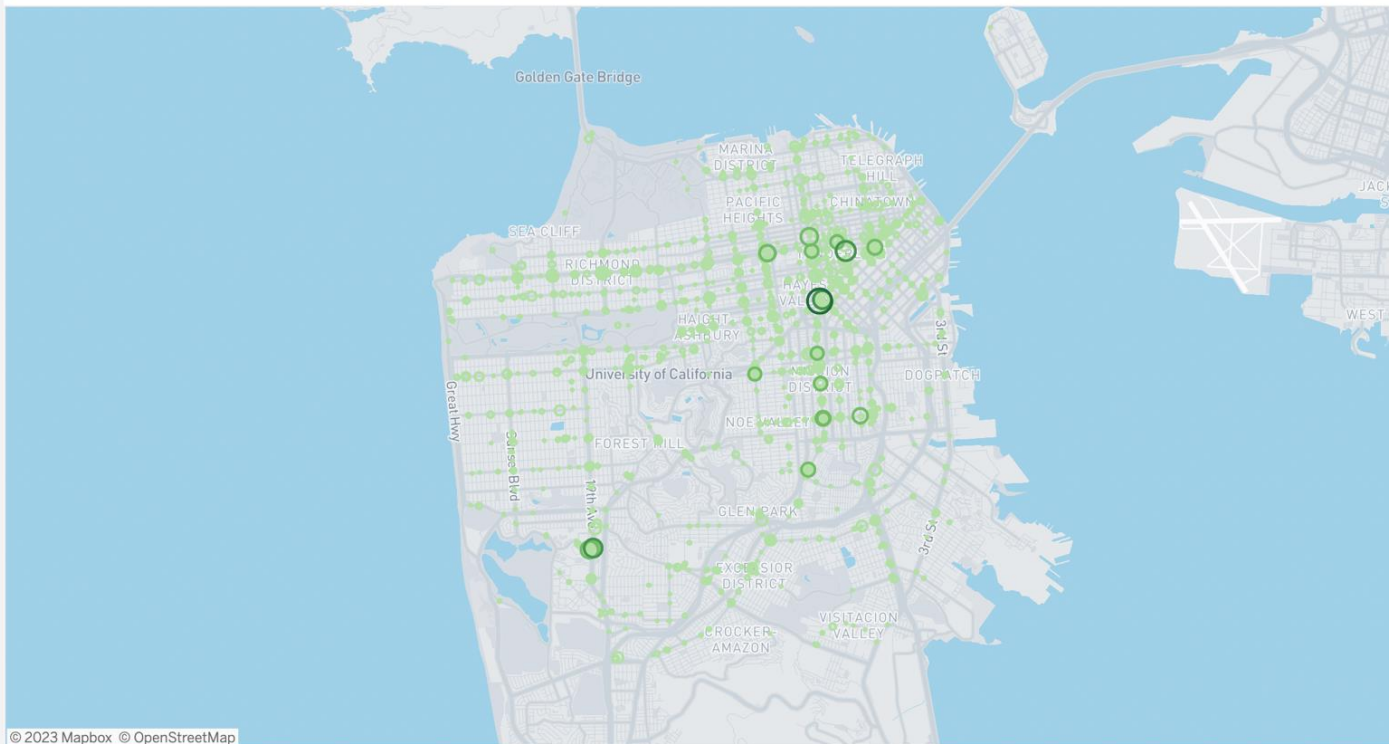


SOURCE: TRANSIT SURVEY, JAN. 2023

Focus on problem areas and monitor improvement

Number of responses that were "It's dirty!"

On day(s) [Sunday, Monday, Tuesday and 4 more] and hour(s) [All]



Question

How clean is this [vehicle_name] stop?

Answer

It's dirty!

Responses per stop



Responses per stop

- 1
- 20
- 40
- 60
- 80
- 102

Date range

8/16/2022 12:00:00 AM 3/6/2023 11:41:11 PM

Day of week

(All)

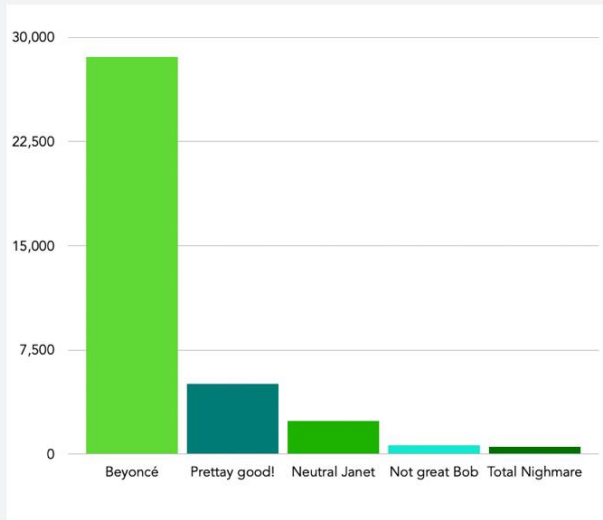
Hour of day

(All)

Min. responses per question / stop

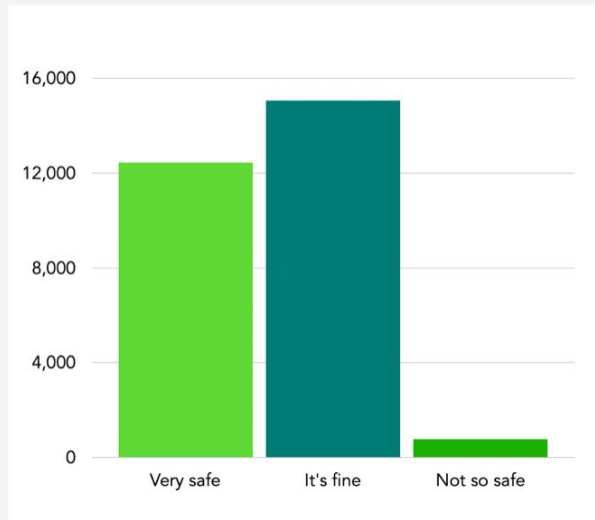
3 234

OVERALL TRIP RATING



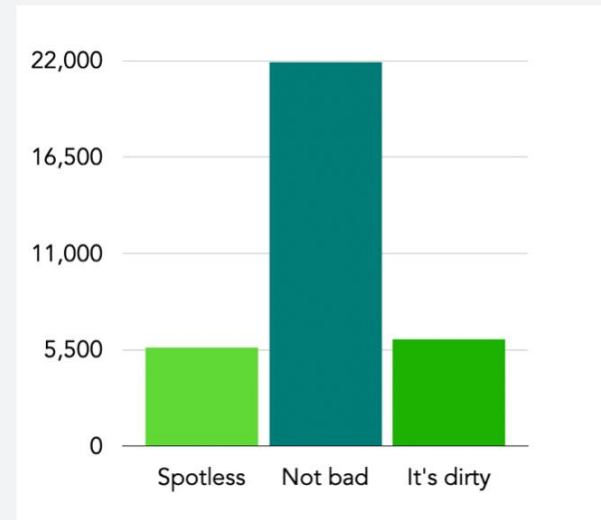
**90% (3-MONTH AVERAGE)
GAVE A FAVORABLE
OVERALL TRIP RATING**

SAFETY ONBOARD



**2.5% (12/12/22 - 2/13/23) DID
NOT FEEL SAFE ON BOARD**

STOP CLEANLINESS



**18.5% (FIRST 2-MONTH
AVERAGE) THOUGHT IT
WAS DIRTY**



Conclusion

Listening, considering and being responsive.

We are always striving to meet the community's needs. We listen, learn and work to constantly be better.

Our goal is to be responsive to what we hear and build the support to get to the transportation system San Franciscans want.

An aerial photograph of a city street intersection. A large, rectangular construction site is the central focus, showing a cleared area of dirt and some construction equipment. The surrounding area is densely packed with buildings of various heights and styles. A prominent white building with a large, arched entrance is in the lower-left foreground. A tall, modern glass skyscraper stands in the center-left. In the lower-right foreground, a building features a 'Bank of America' logo. The text 'Thank you.' is overlaid in a large, white, sans-serif font across the middle of the image.

Thank you.



Appendix

Transportation 2050 Actions

Presented at February 2023 MTA Board Workshop
Full Source: [T2050 MTA Board Presentation Full](#)

Priorities



We planned to be **adaptive** during this time.

While the pace of the recovery has slowed, we have several actions we can take.

POLICY

OPERATIONS







CAPITAL

**Our goal is high quality service that builds trust.
Investing in the workforce, hiring and op efficiency.
Strategic capital improvements.**

Policy Options







POLICY

-  **Policy: Extended Meter Hours**
Consider expansion of meter hours into the evenings.
-  **Policy: Expand Paid Parking Zones**
To better manage parking expand meters and residential parking permit zones.
-  **Policy: Transit Fares – Continue Automatic Indexing Policy**
Deviation from the policy starting in FY 25 results in a revenue loss.
-  **Policy: Transit Fares – Remove the Clipper Discount**
Deviation from the policy starting in FY 25 results in a revenue loss.
-  **Policy: Advocate with the region for State Transit Relief**
Continue to advocate with the State for bridge funding to buy time for other recovery options.
-  **Policy: Advocate for new local Transportation GO Bond**
25% of assets beyond useful life, capital expenditures now, reduce operating costs later.

Operations Options



OPERATIONS

-  **Ops: Grow Transit Demand**
Continue investments in safety, security, cleanliness, and reliability to grow transit ridership and fare revenues.
-  **Ops: Ops Investments that Reduce Costs**
Make one-time investments to reduce staff time and produce cost savings including attendance management, hiring processes, administrative processes, utility costs.
-  **Ops: Review City Department Workorder Costs**
Perform audit of current City Department workorders, verifying service for billings.
-  **Ops: Ensure Transit Fare Compliance**
Review fare per passenger costs regularly as recovery continues + continue to promote fare compliance across the transit system.

Capital Options



CAPITAL



Capital: Train Control Upgrade Project

The Train Control System Upgrade (TCUP) project will support the efficient use of the Muni Metro Subway, creating efficiency and improved customer experience.



Capital: Traffic Signal Replacement & Upgrades

Traffic Signals are one of the major infrastructure elements in the Agency's backlog; condition assessment shortly will be complete. Investment in signals reduces long-term maintenance costs, supports Muni Reliability, and improves street safety.



Capital: Facility Replacement & Joint Development

Facilities are one of the major infrastructure elements in the Agency's backlog; condition assessment is complete with \$200 m in deferred maintenance. Investment in facilities allowed for modern maintenance bays and support equipment, better training facilities, more efficient utility use and provides the potential for joint-developments that will generate long term revenues – sites include Potrero Yard, Presidio Yard, 5th and Mission Parking Garage and Moscone Parking Garage.