



# Transit Service Restoration

Jeff Tumlin, Director of Transportation

Julie Kirschbaum, Director of Transit

Government Accountability and Oversight | July 23, 2021

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

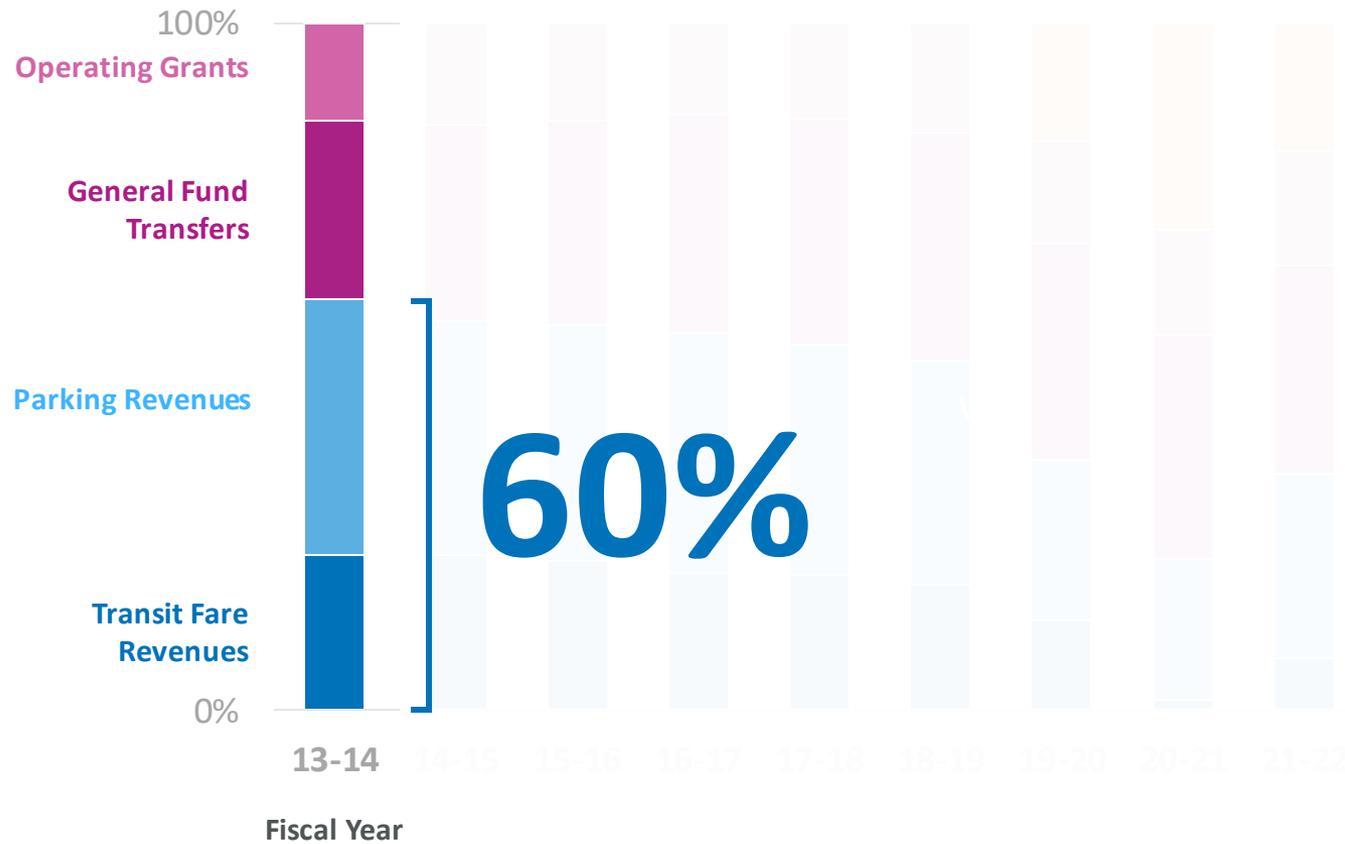
**1999 Prop E requires SFMTA be financially self-sufficient.**

**We cannot borrow money for operations.**

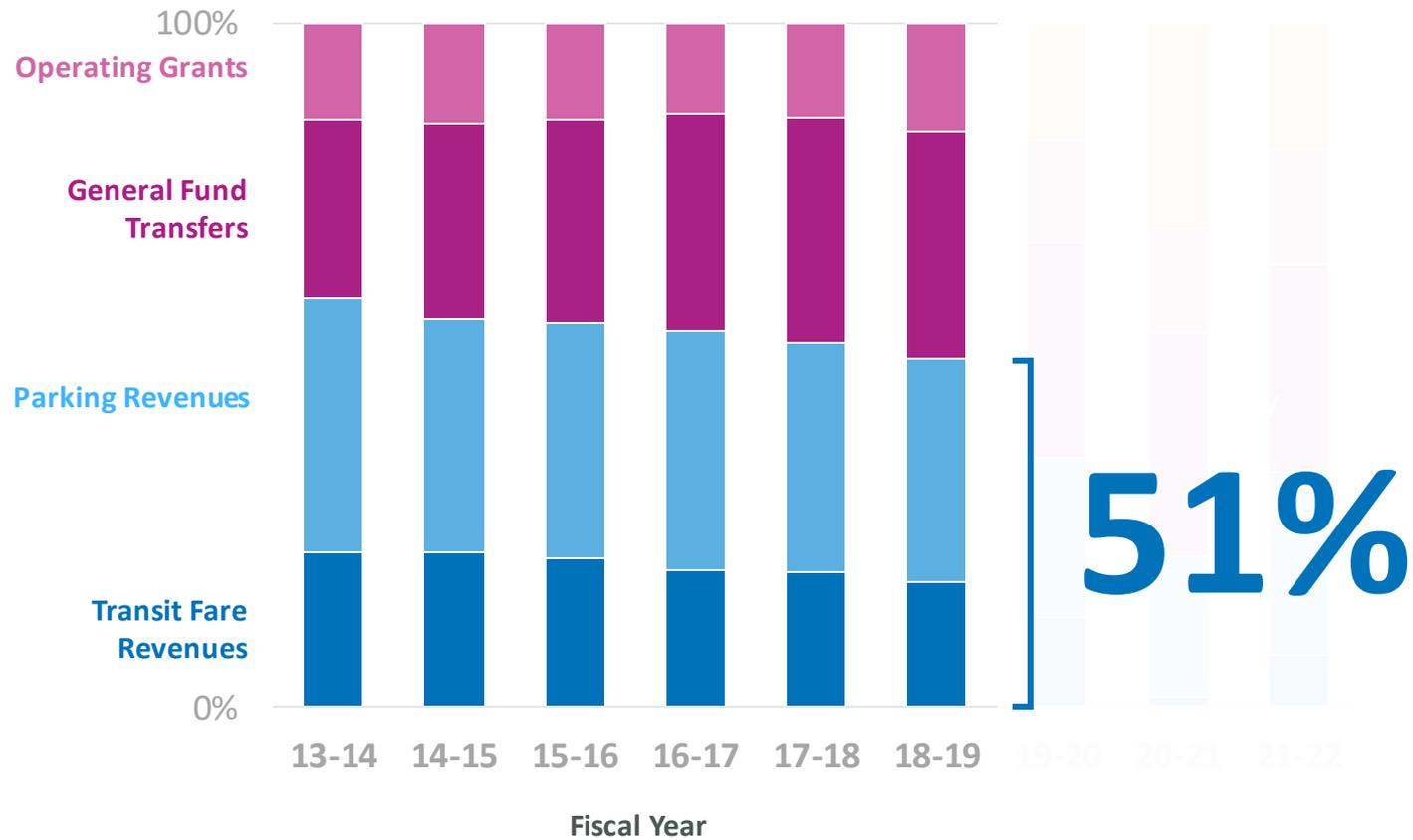
**If we run out of money, we must cut service and workforce**

**Our task: Stable financial base and best Muni service we can afford. Secure new resources for better service**

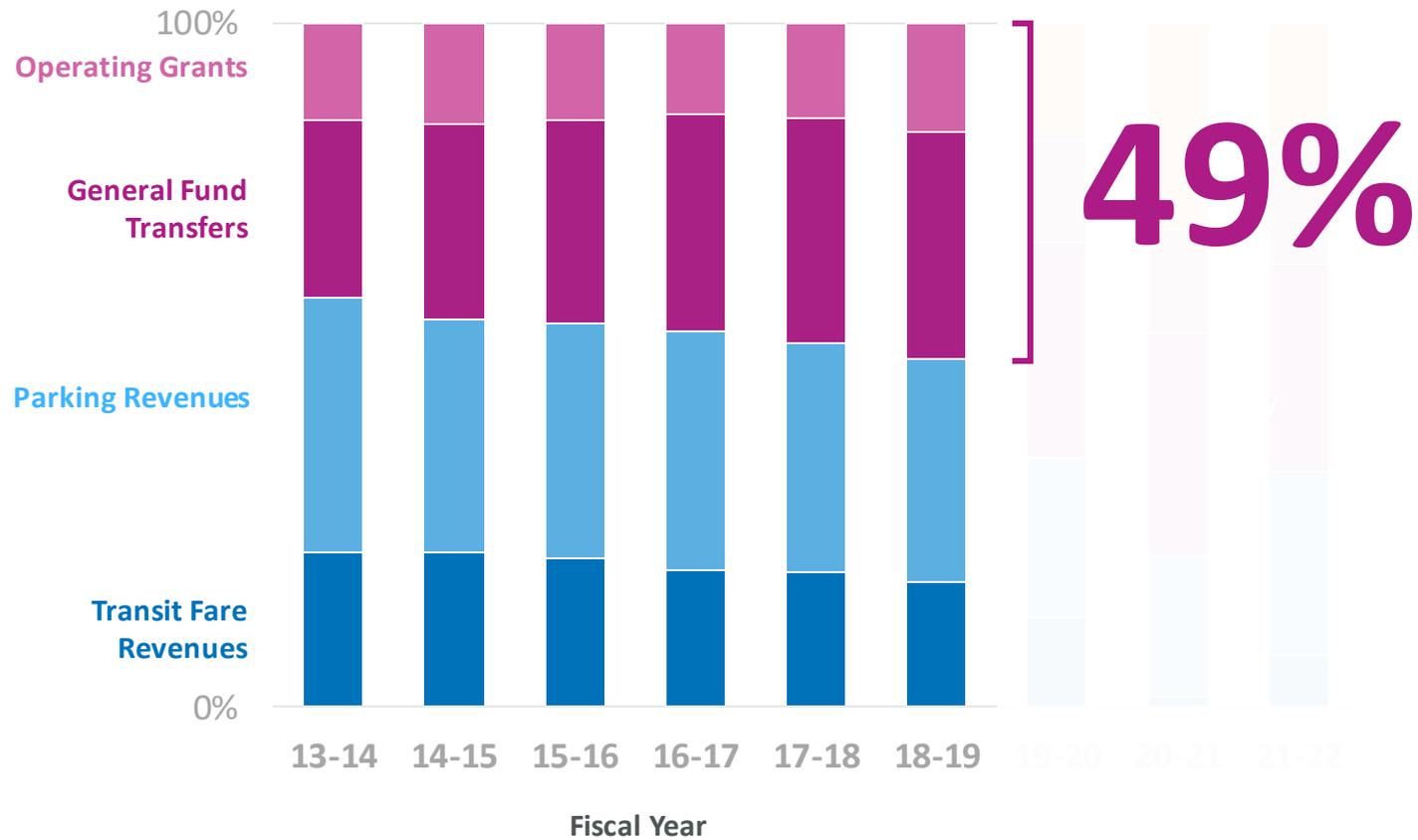
# ... from 60% of the Muni budget in FY13-14 ...



# ... to 51% in FY18-19

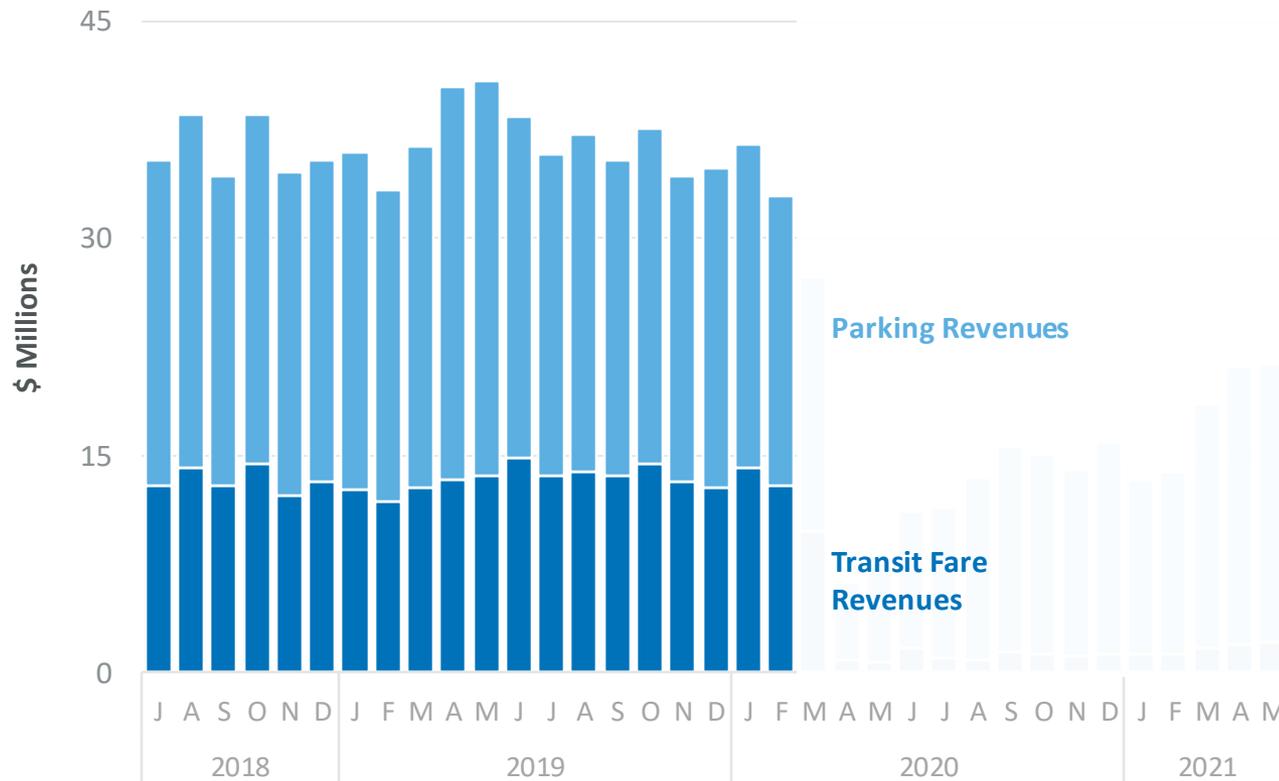


# This has led to increasing, unsustainable, one-time transfers

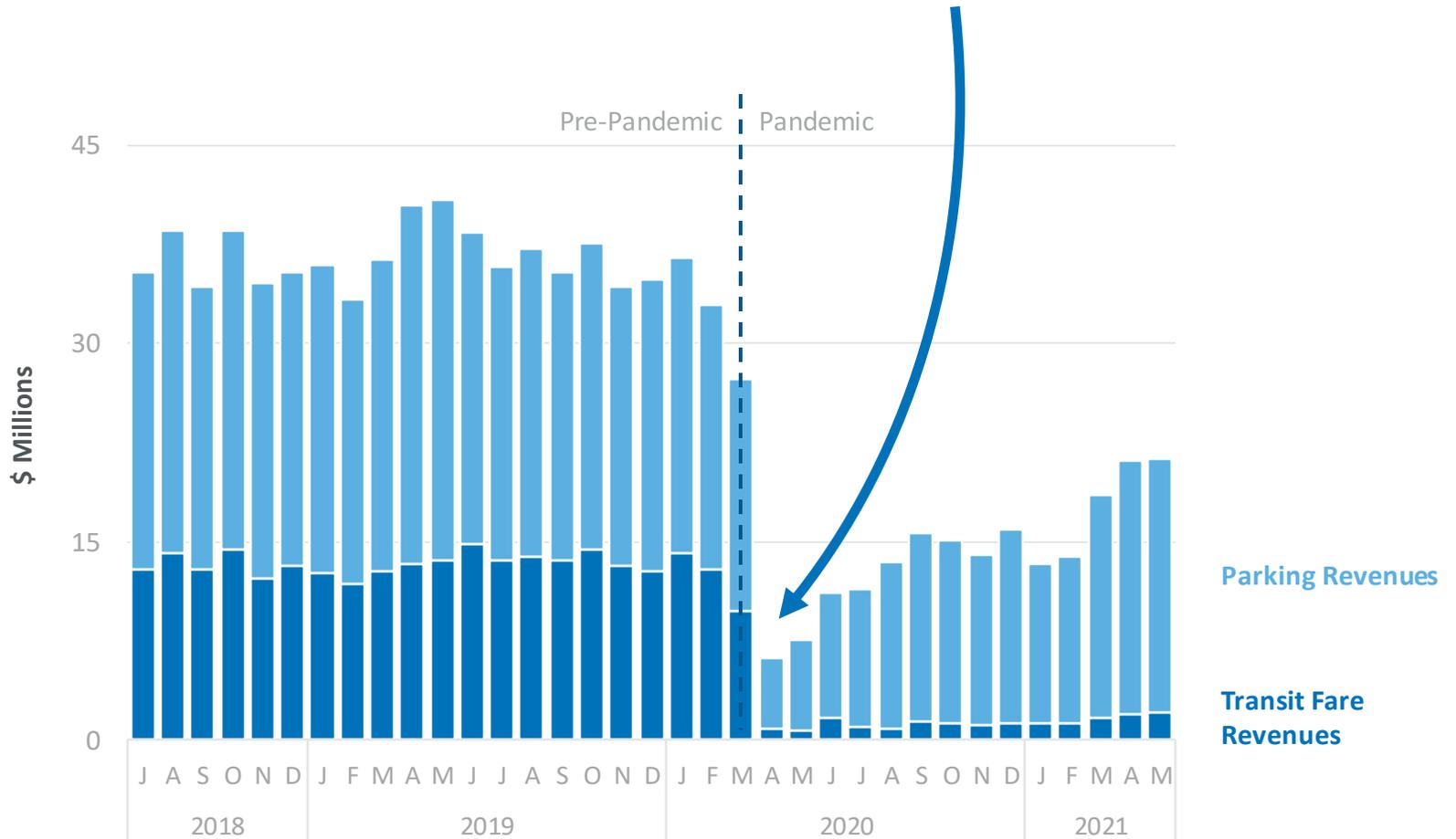


**Which brings us to early 2020**

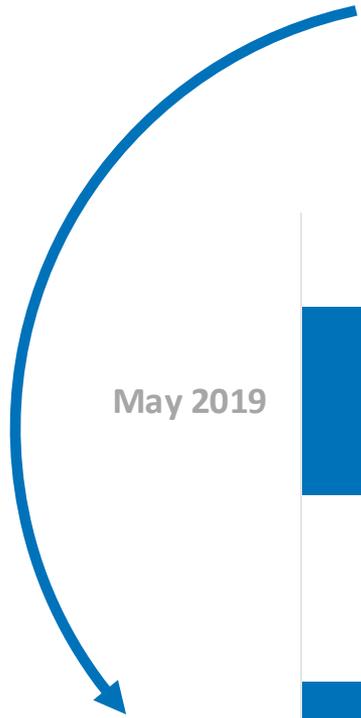
# Parking and transit revenues were relatively flat in the months leading up to February 2020



# But after March 2020, the pandemic cratered both revenue sources



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



May 2019



\$13.7M

May 2021



\$2.2M

**84%**  
LOWER

**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**

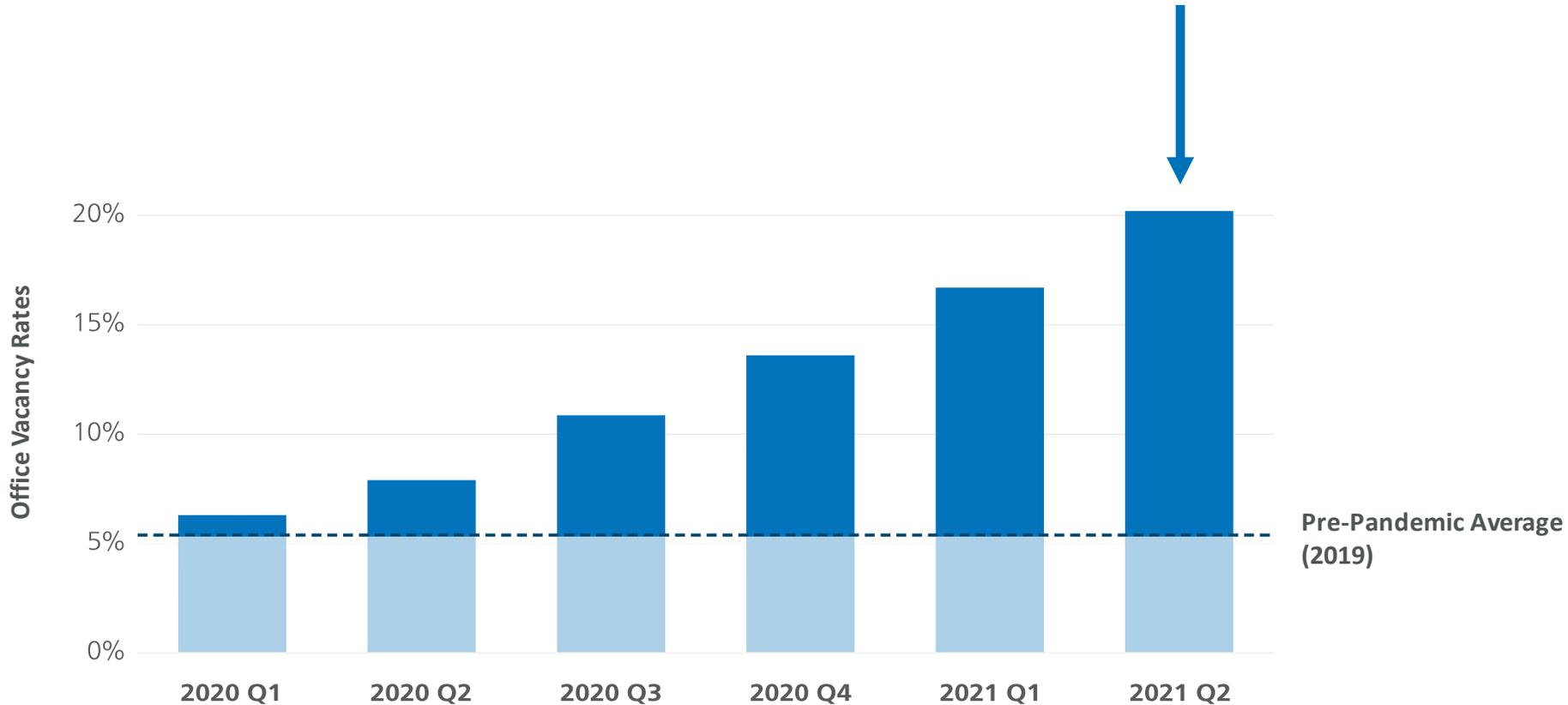
**The remainder must cover our  
expected revenue losses into FY25  
to avoid future cuts**

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

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

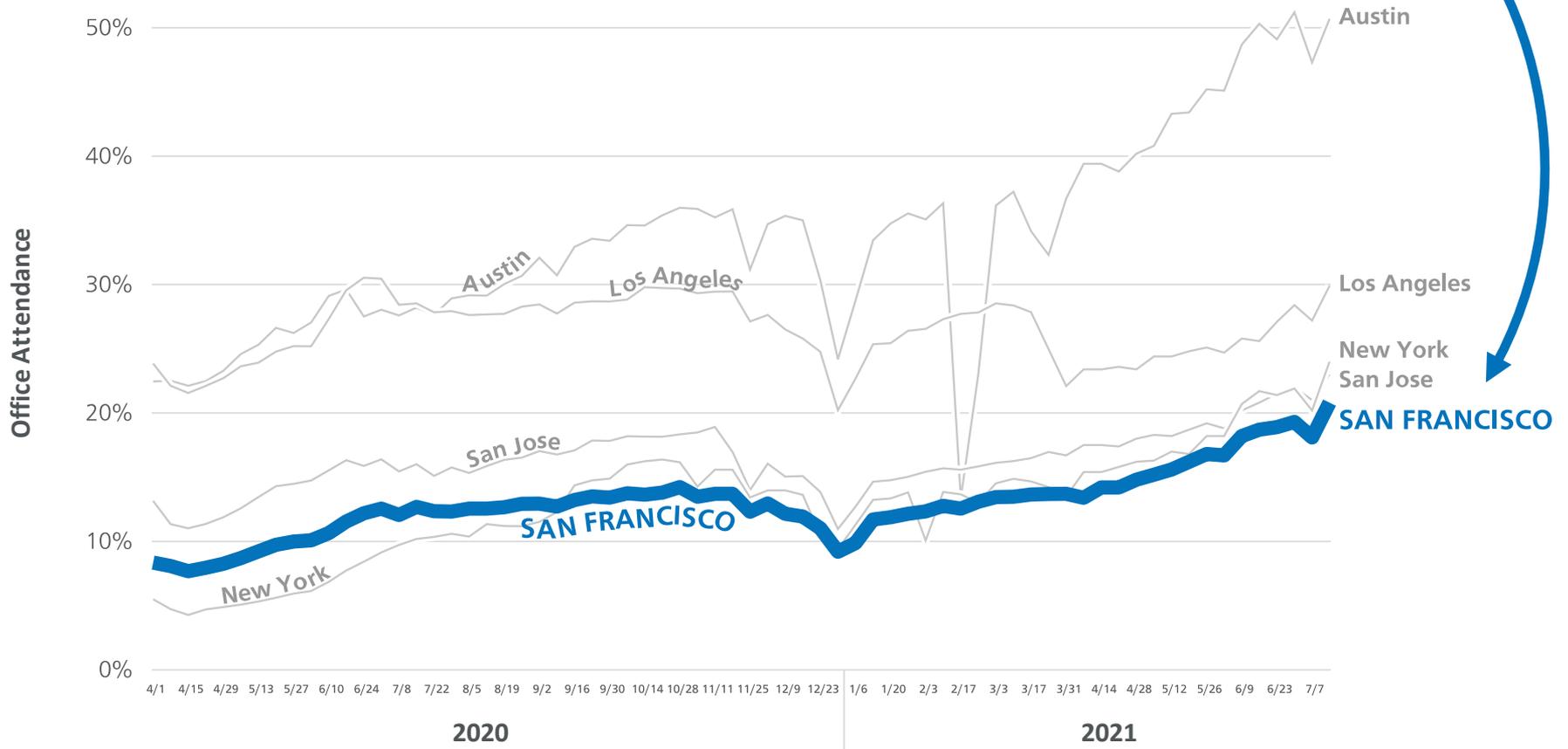
**Tracking monthly data from  
Controller's Office:**

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



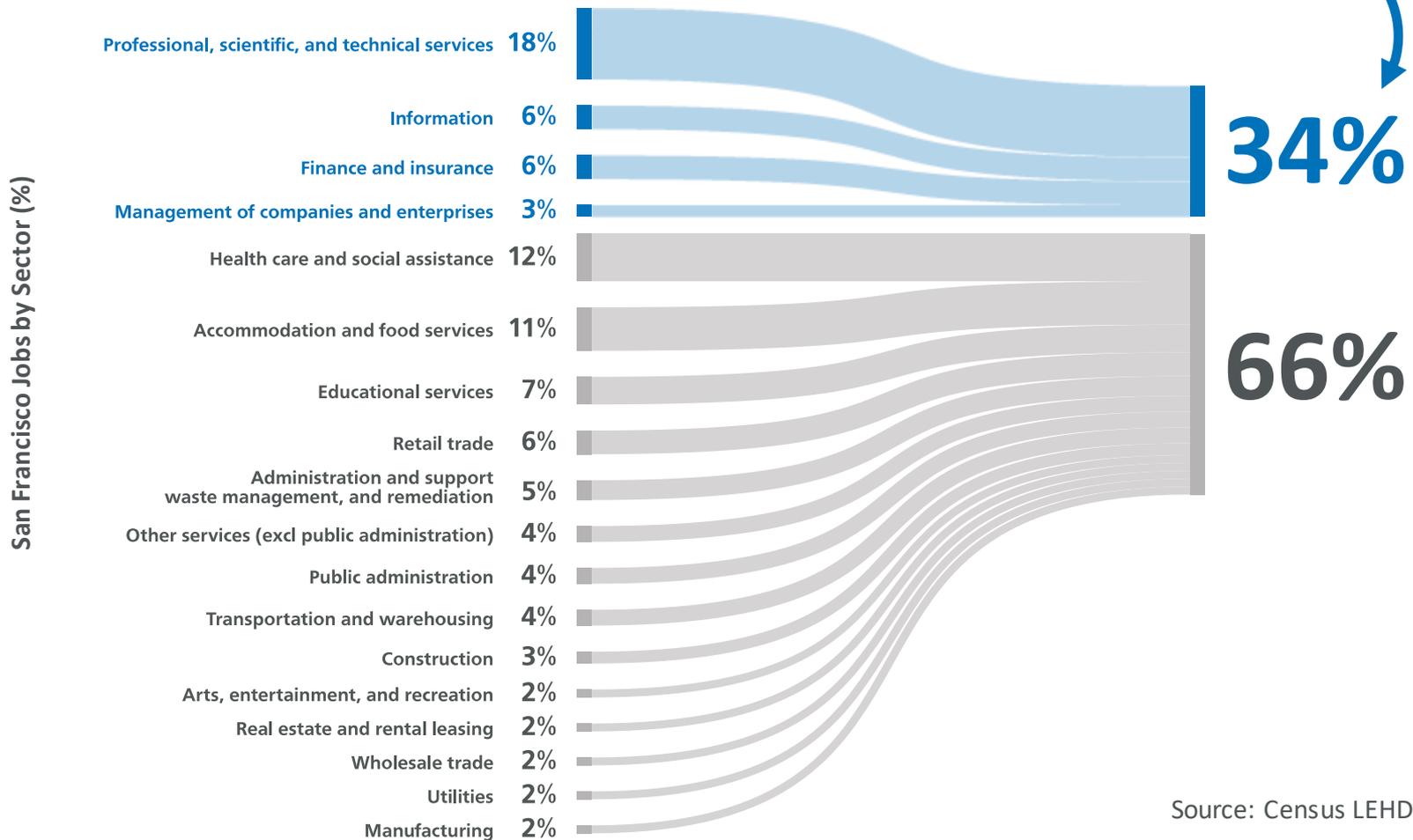
Source: Jones Lang LaSalle, via [SF Office of the Controller](#)

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



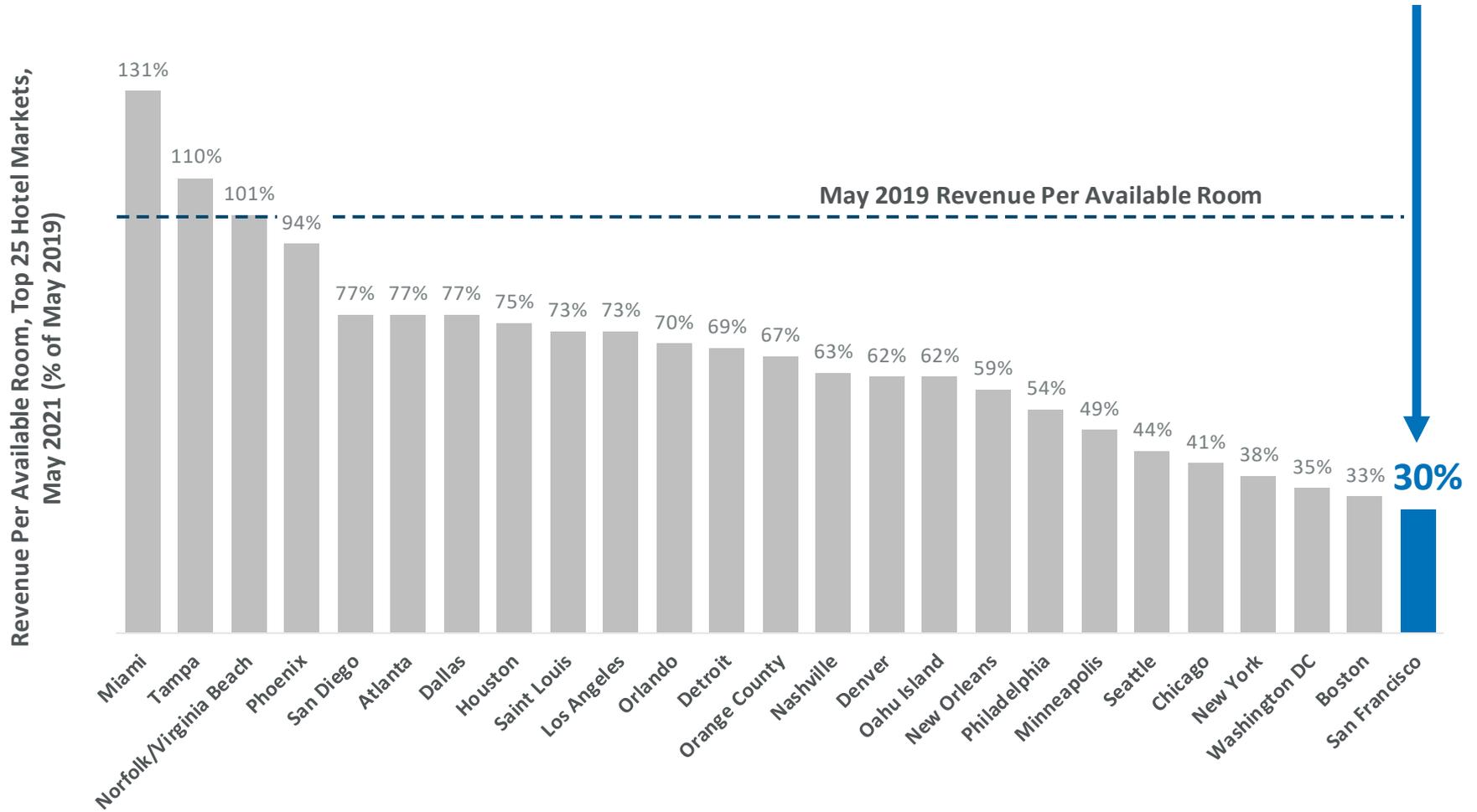
Source: Kastle Systems, via [SF Office of the Controller](#)

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

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

## Outlook for the future

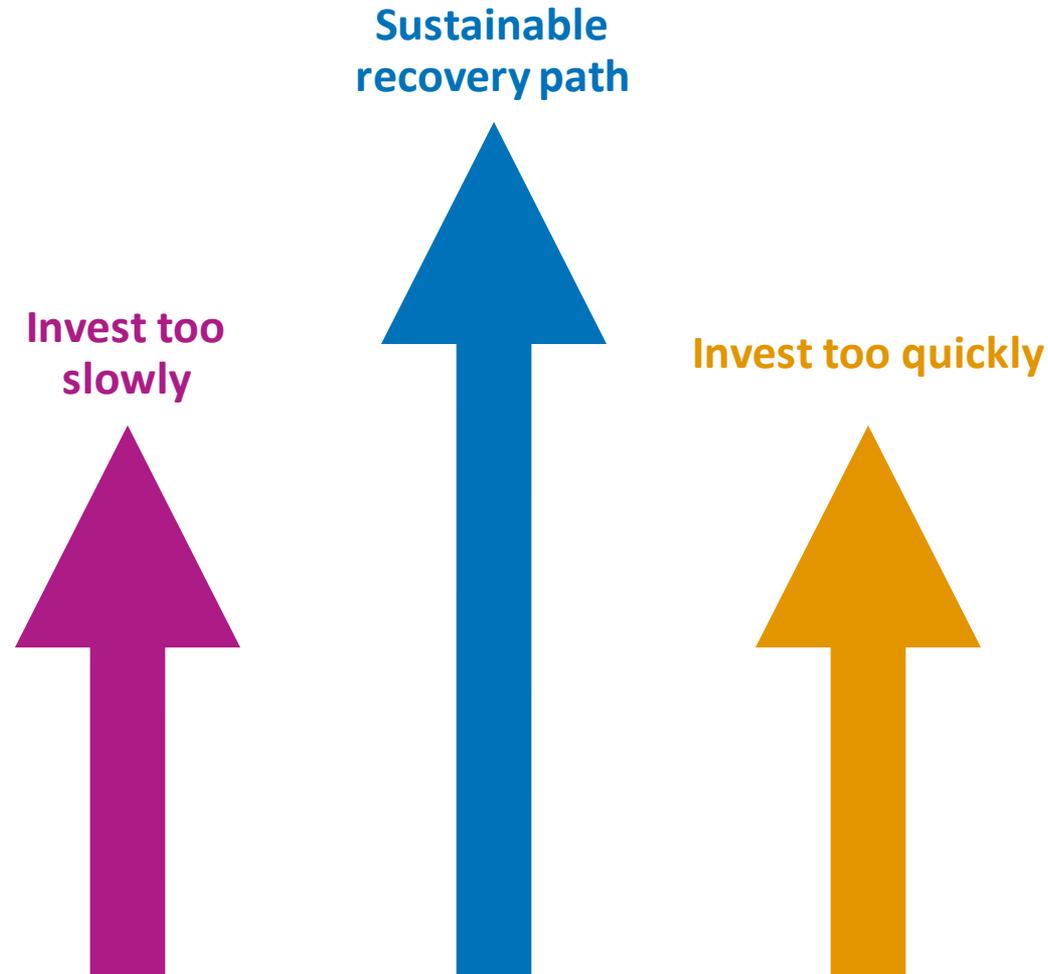
San Francisco Travel expects that the situation will gradually improve moving forward. Overall visitation to the city is forecast to reach 15.3 million in 2021. Overall visitor spending is expected to grow from \$2.1 billion in 2020 to \$3.5 billion in 2021. Total visitation is anticipated to return 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](#)

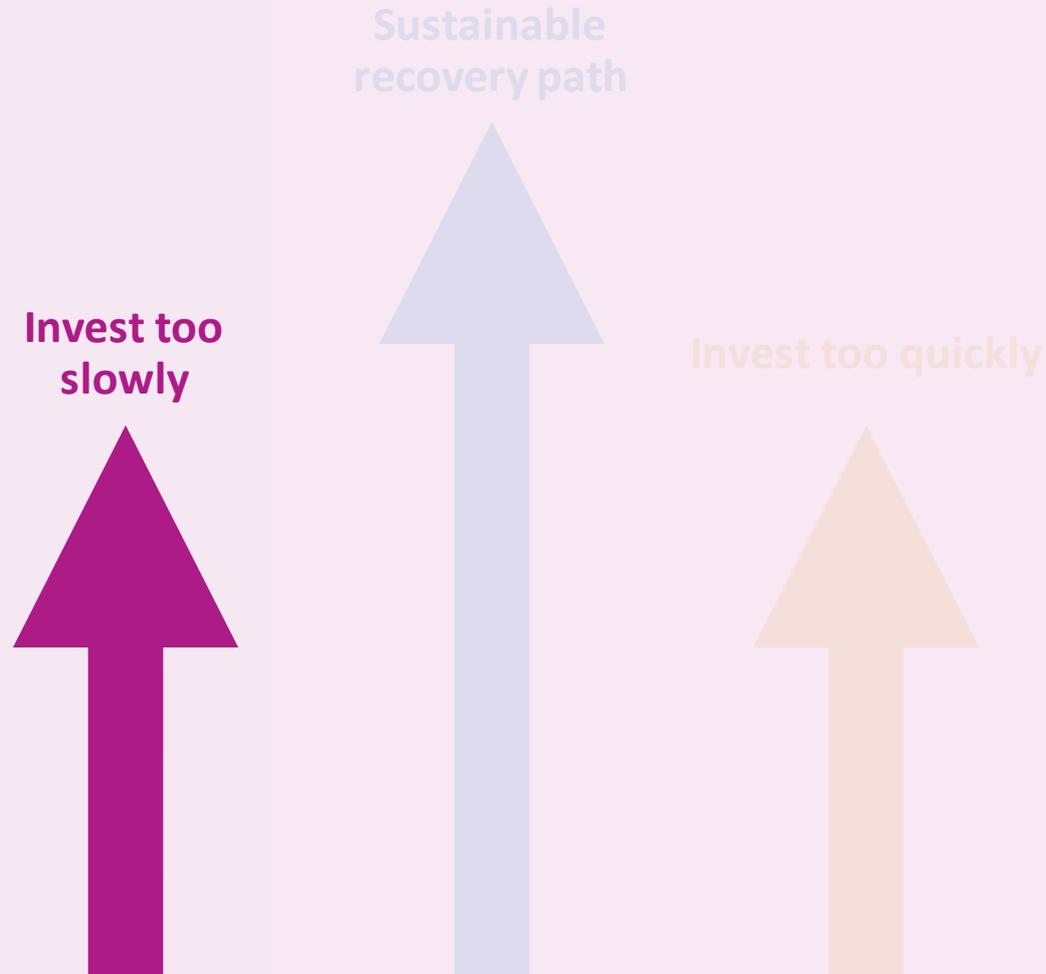
**Sales-tax funded suburban operators  
can fully restore service this year.**

**But Muni must make its one-time  
funding last until 2025 or risk drastic  
service cuts as soon as 2023**

# We must restore service fast enough to serve riders and SF's economic recovery, but not risk bankruptcy

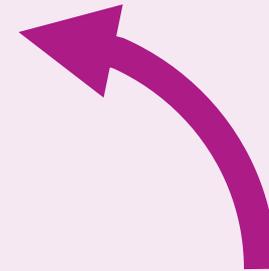


# If we invest too slowly in the transit recovery ...

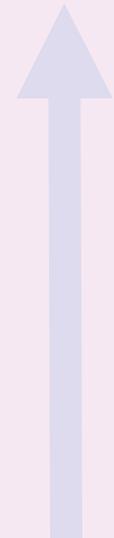


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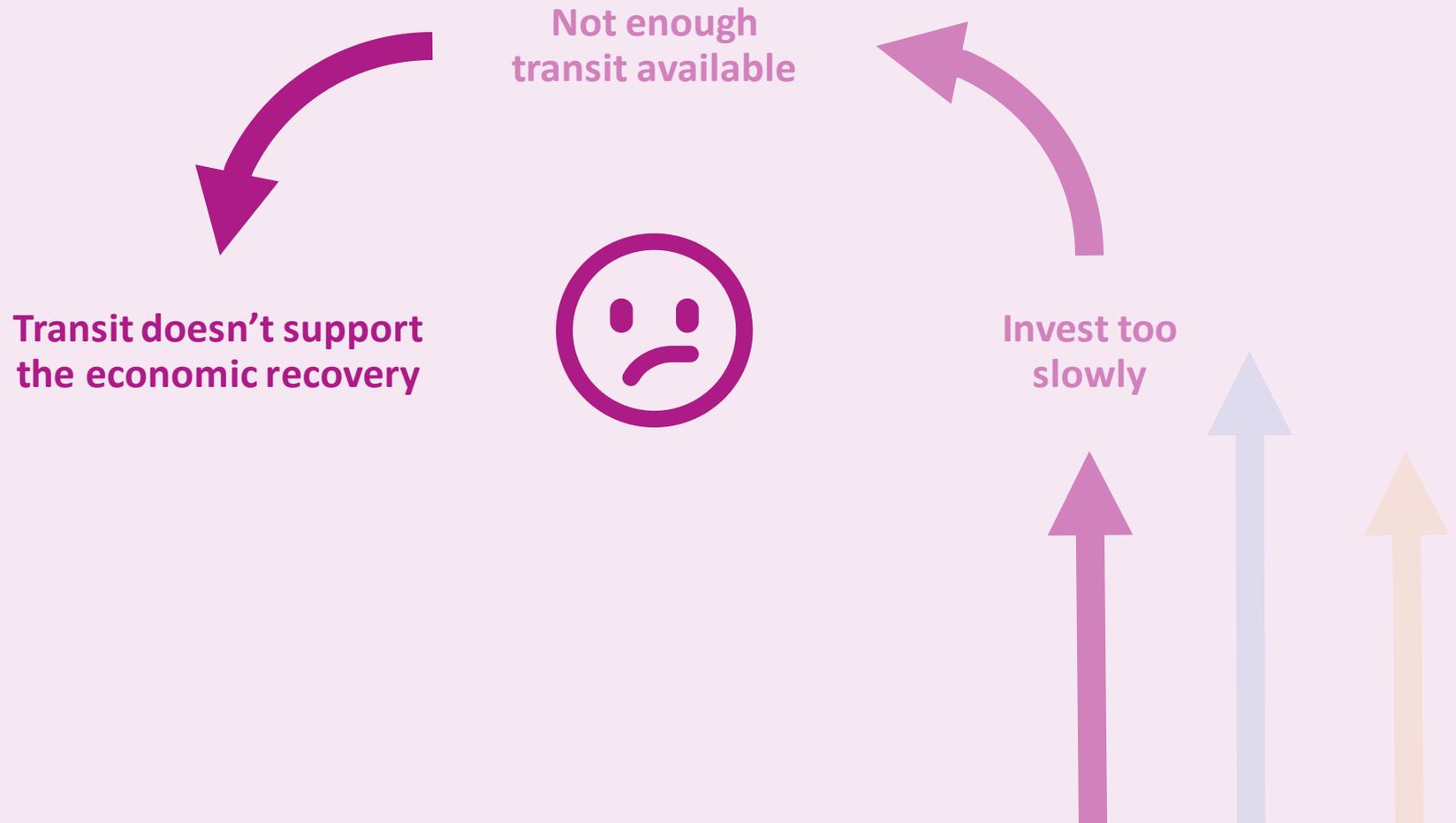
Not enough  
transit available



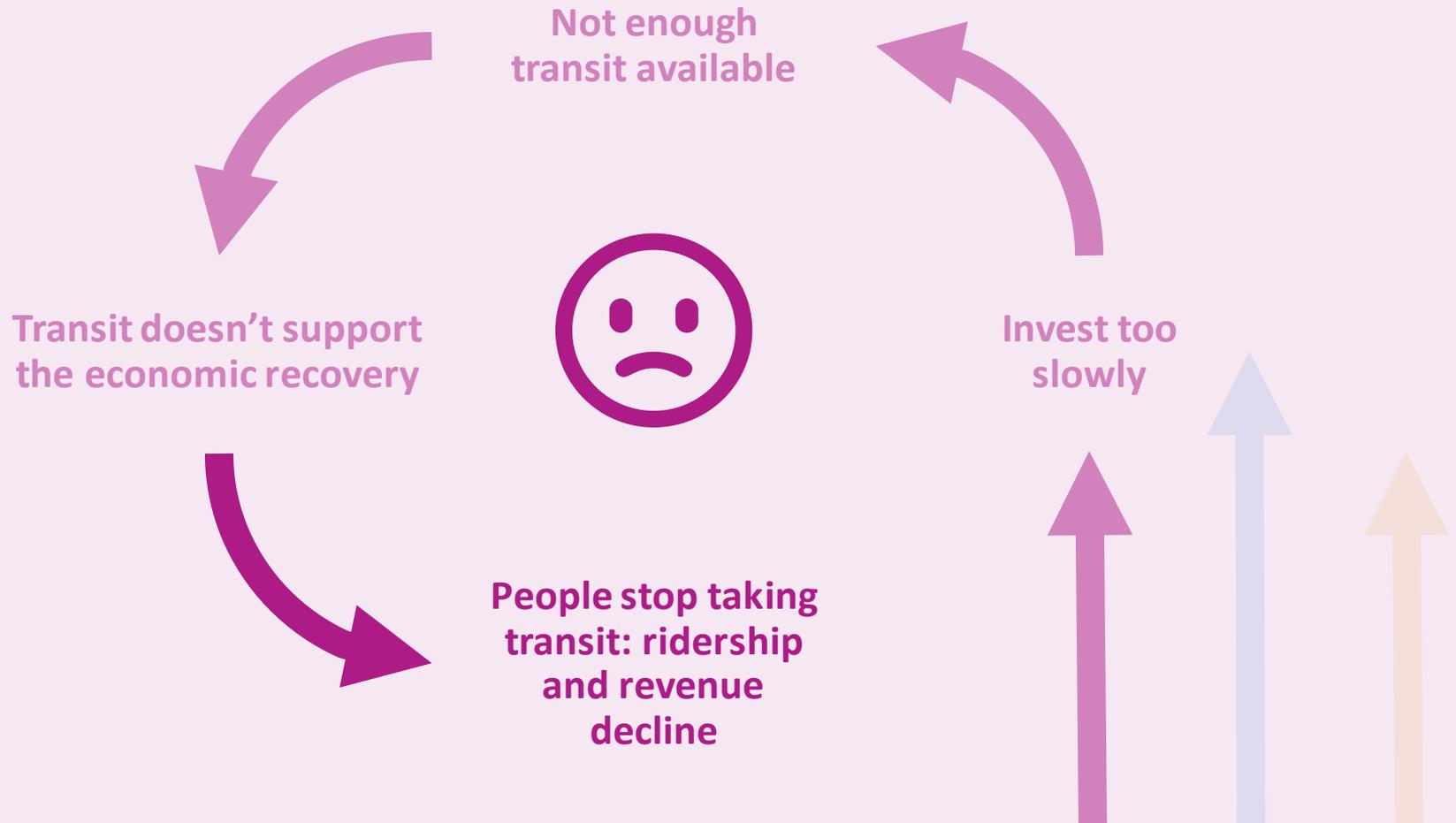
Invest too  
slowly



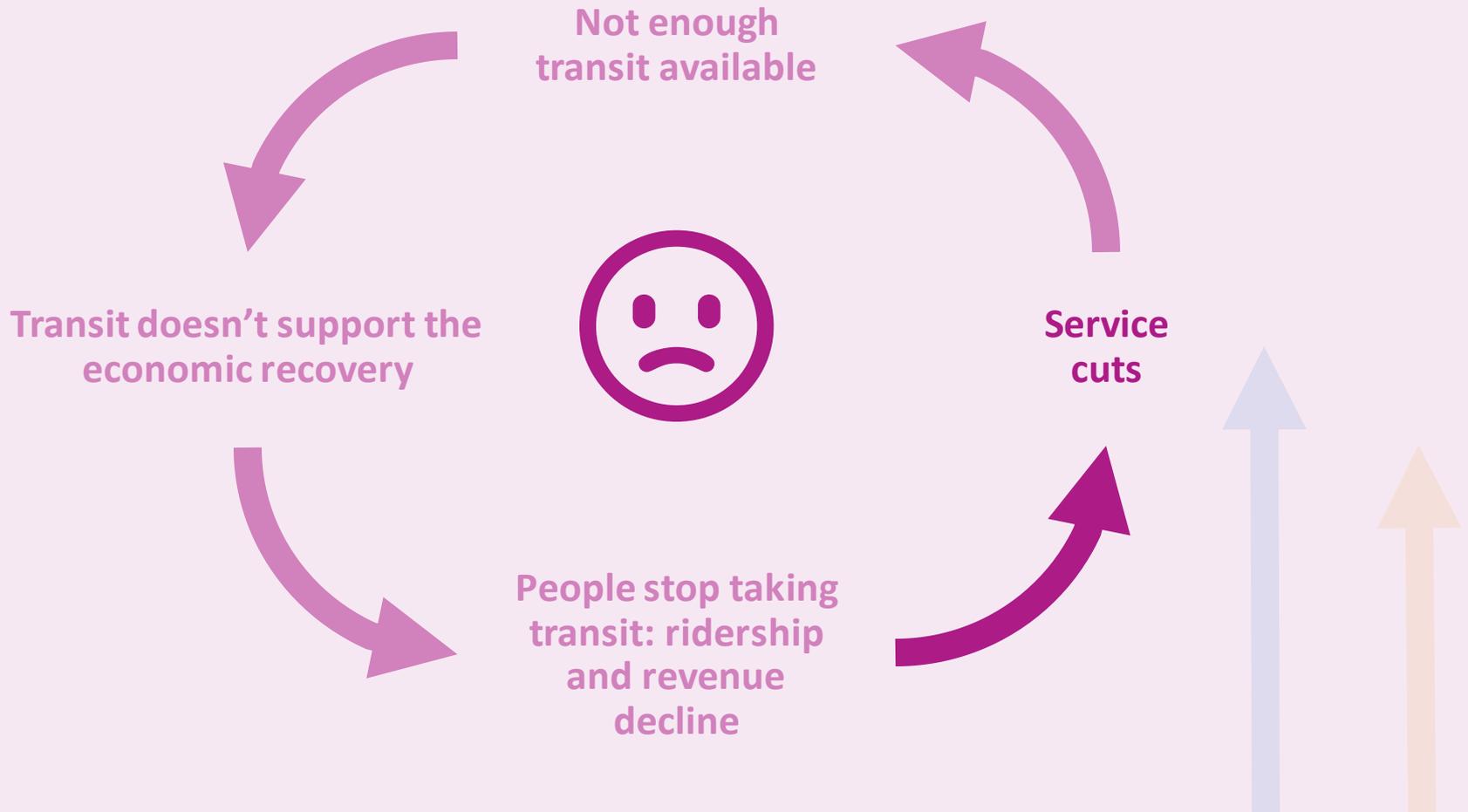
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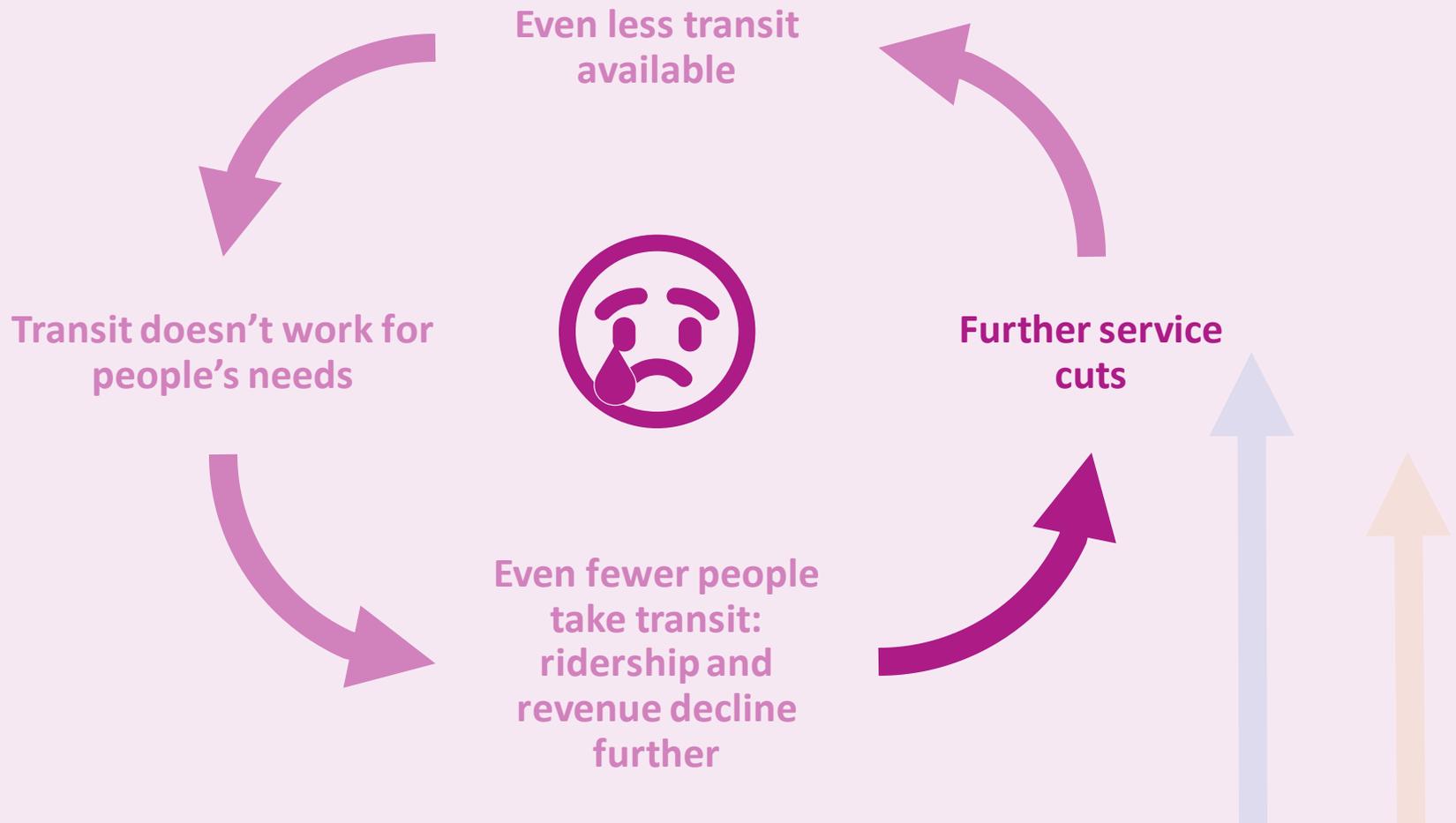
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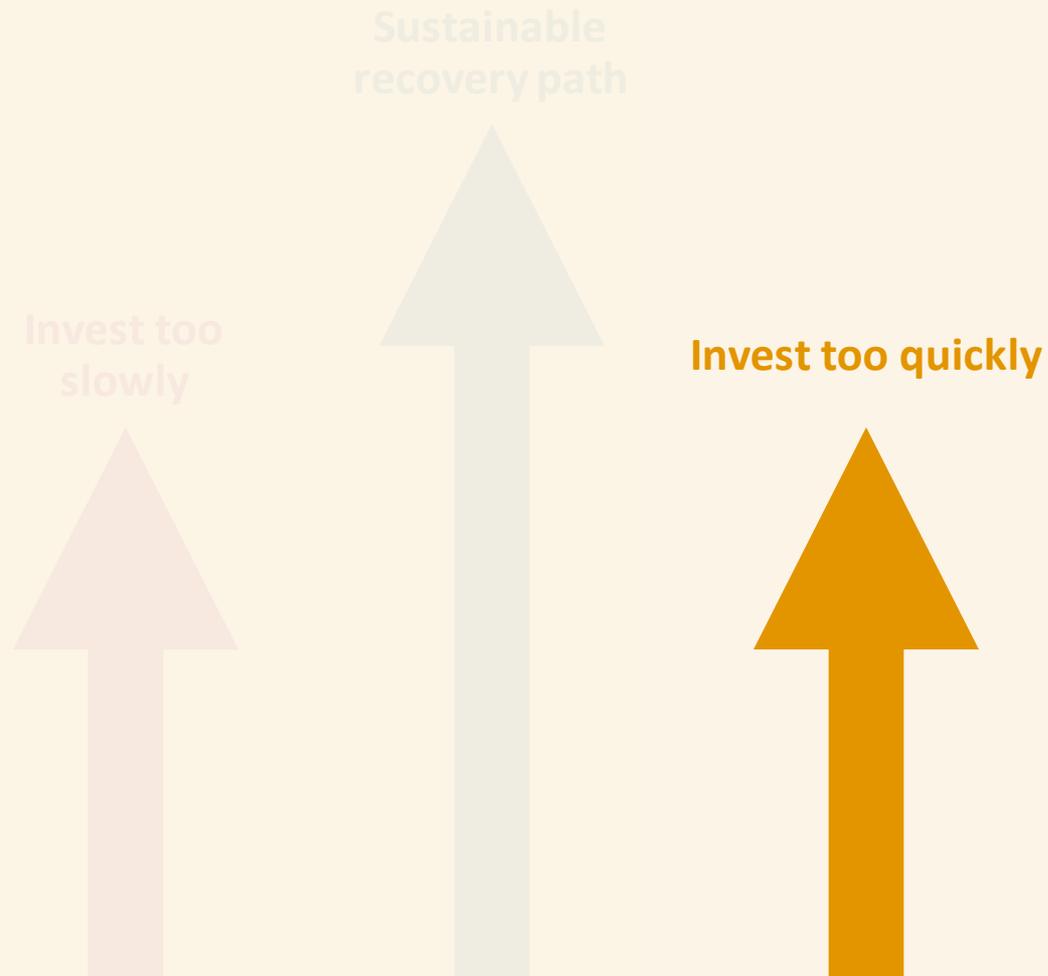
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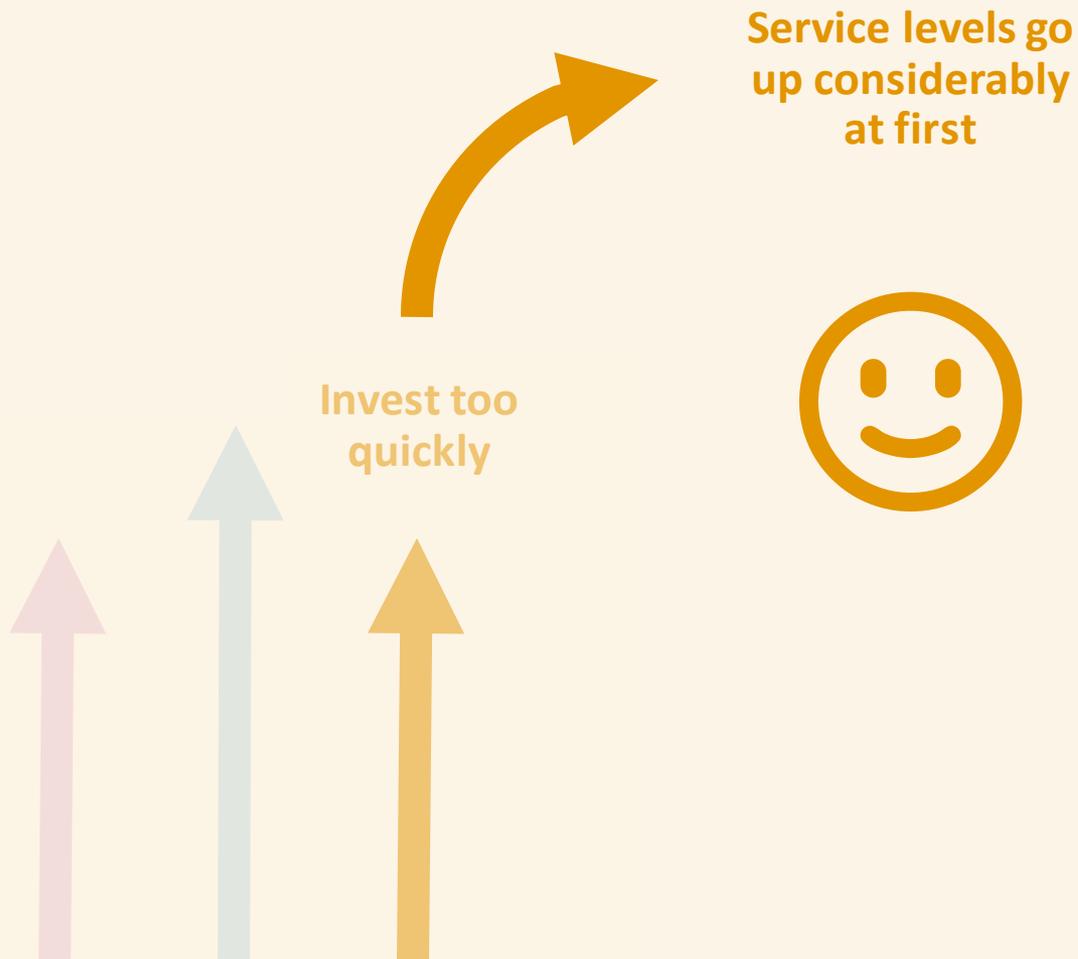
... we end up in a  
transit death spiral



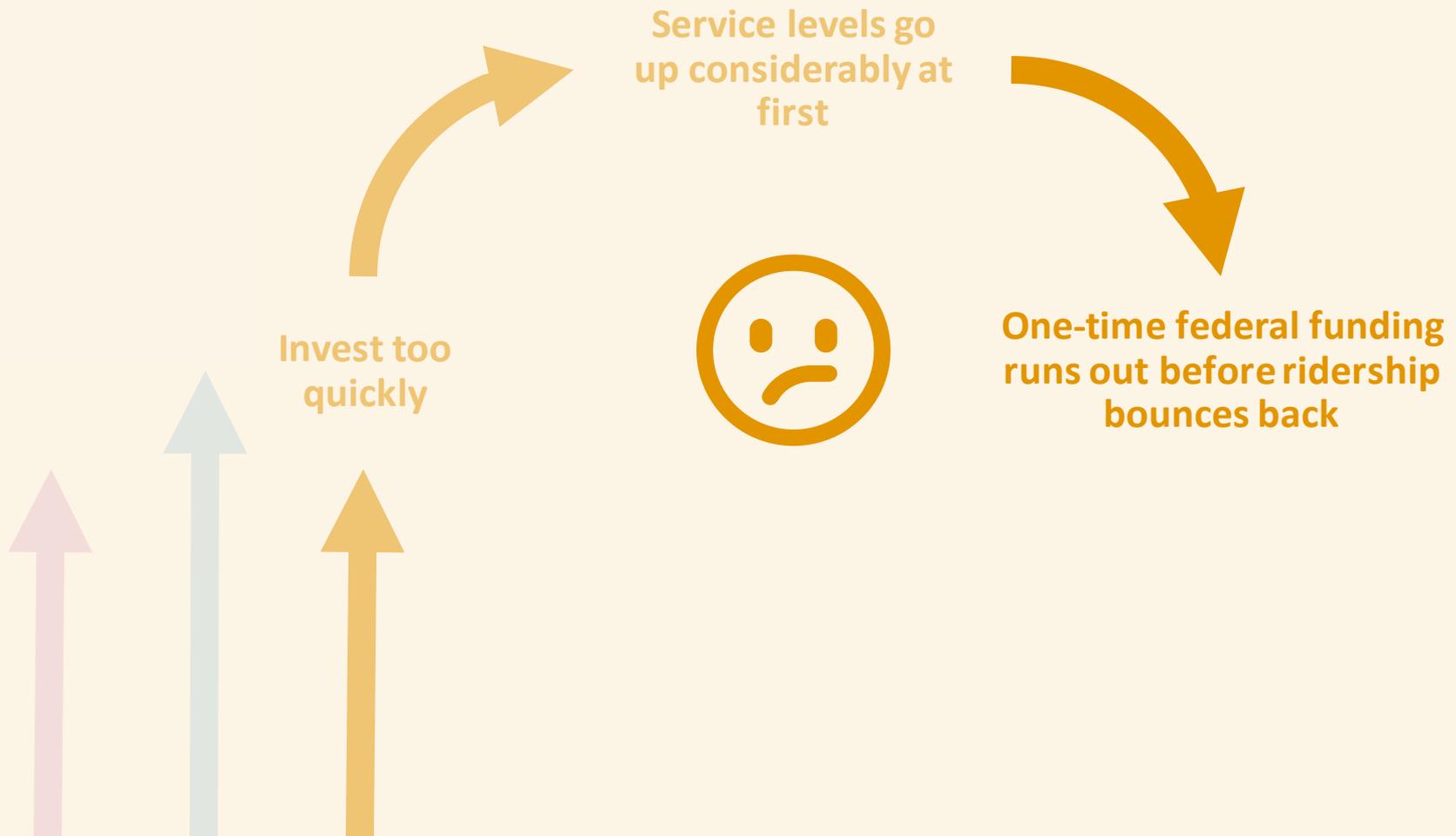
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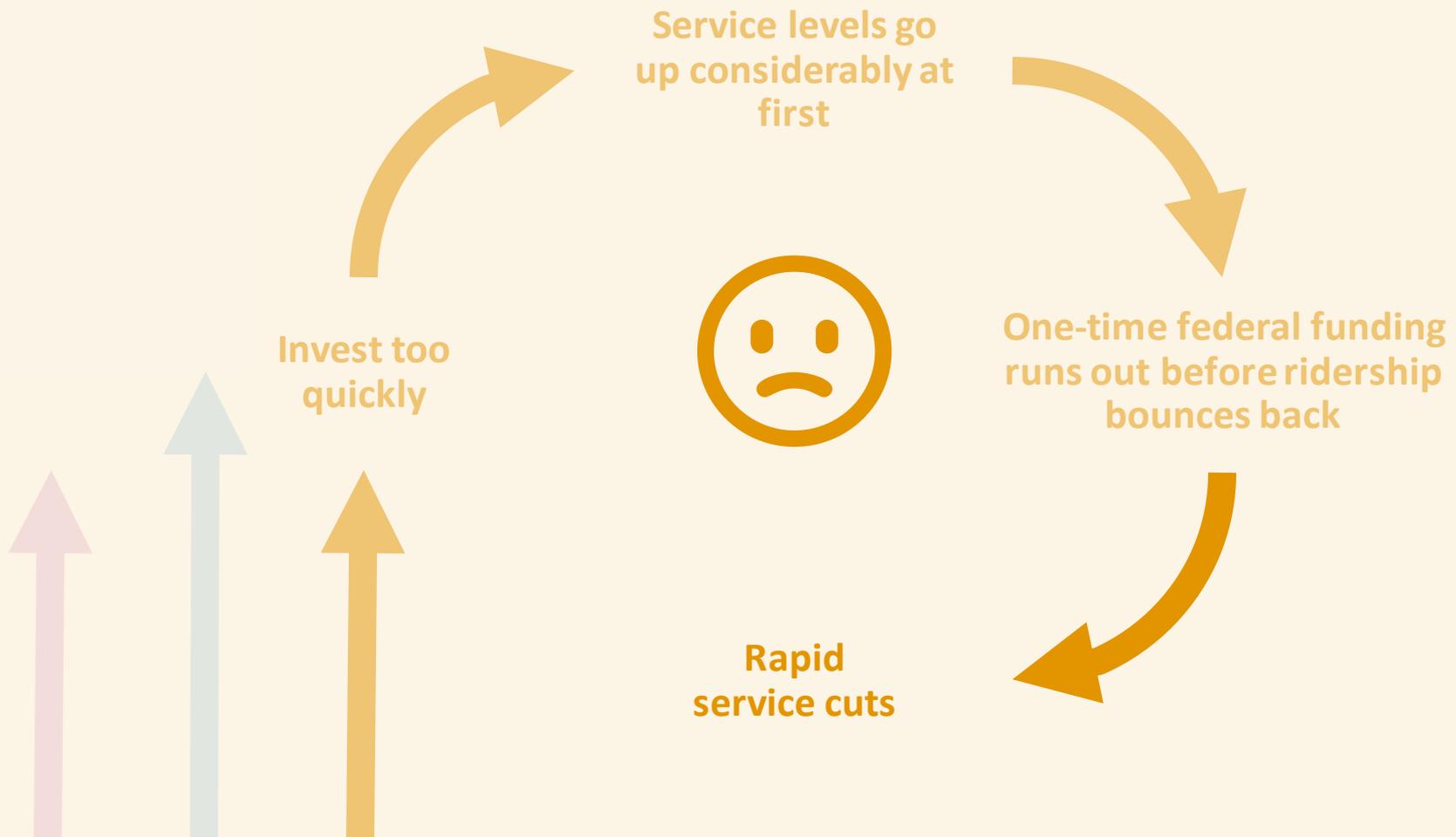
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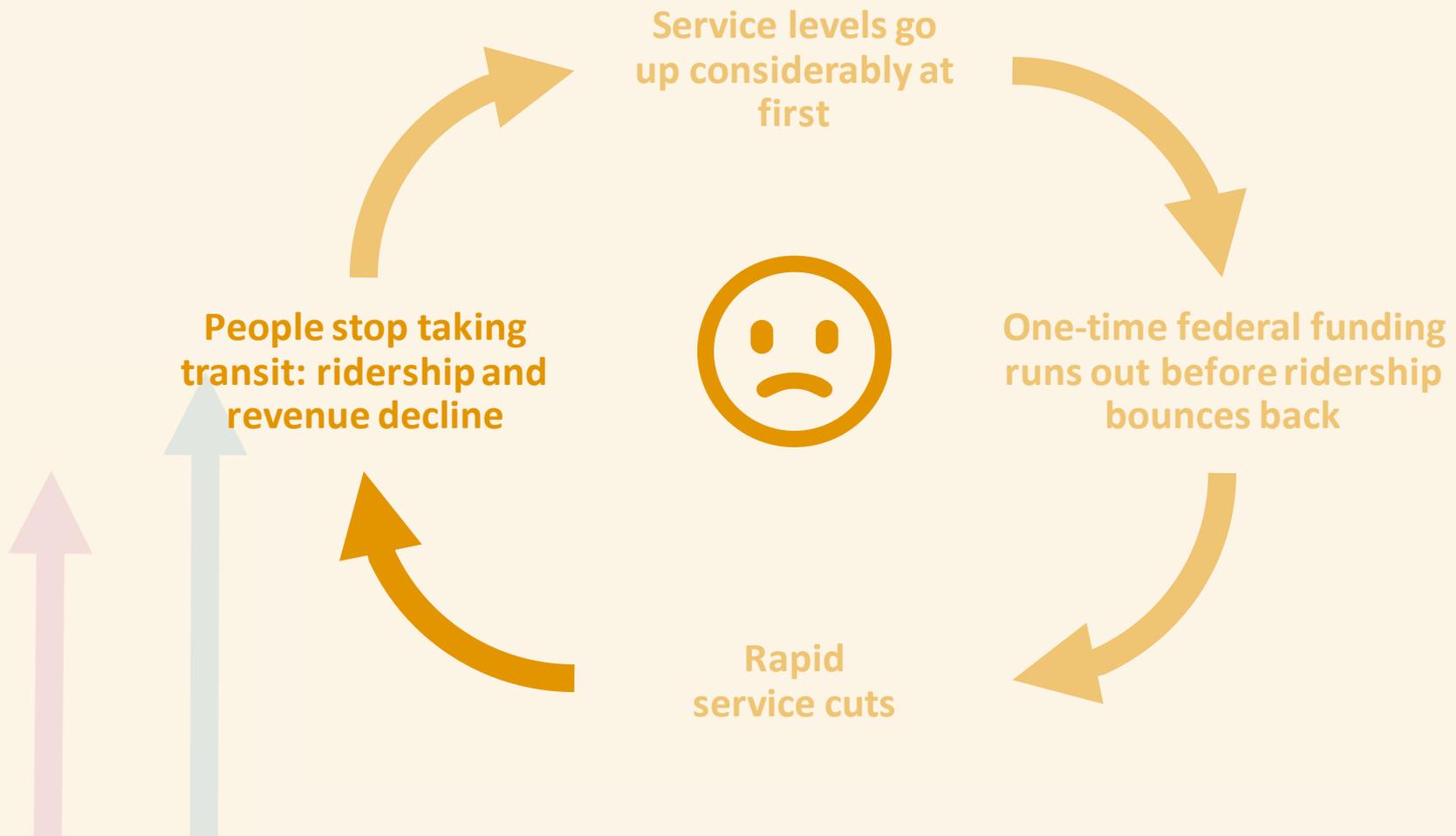
# If we invest too quickly in the transit recovery ...



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



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

Transit doesn't support the economic recovery

Further service cuts



People stop taking transit: ridership and revenue decline

Rapid service cuts



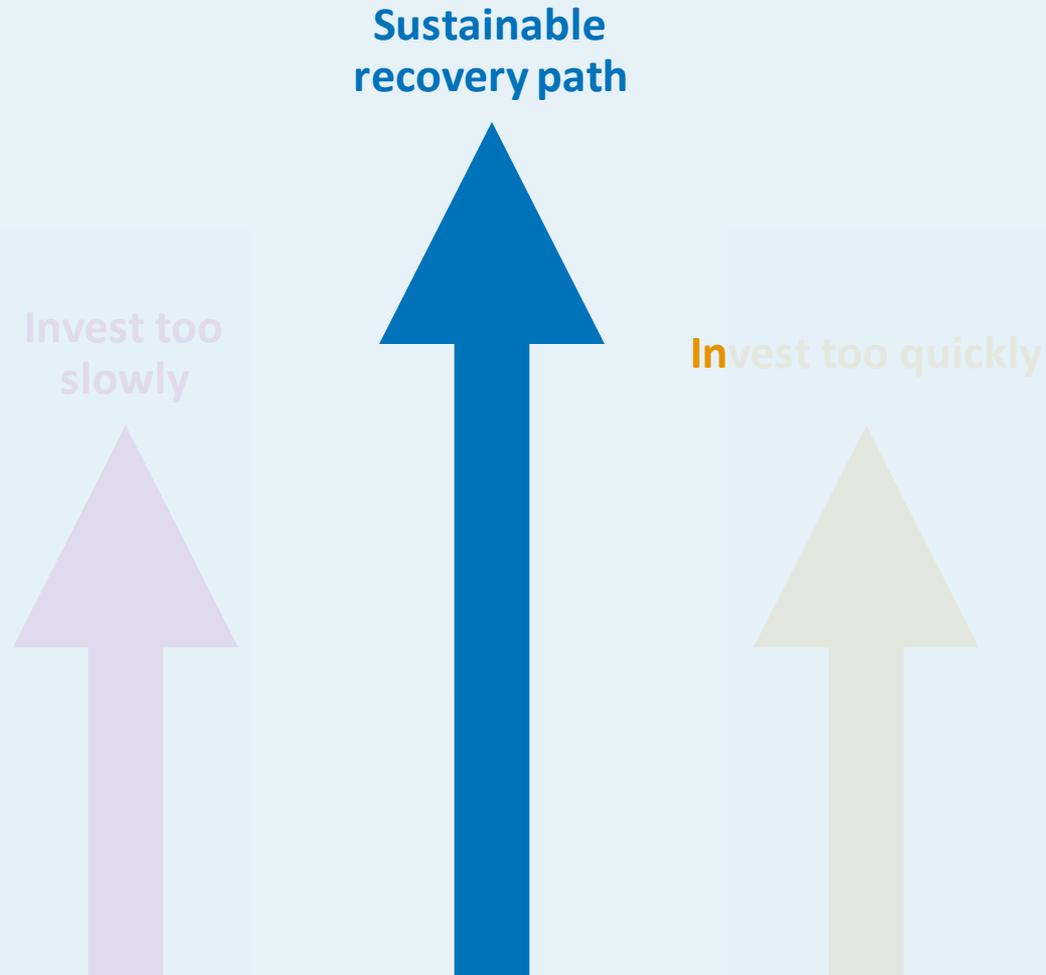
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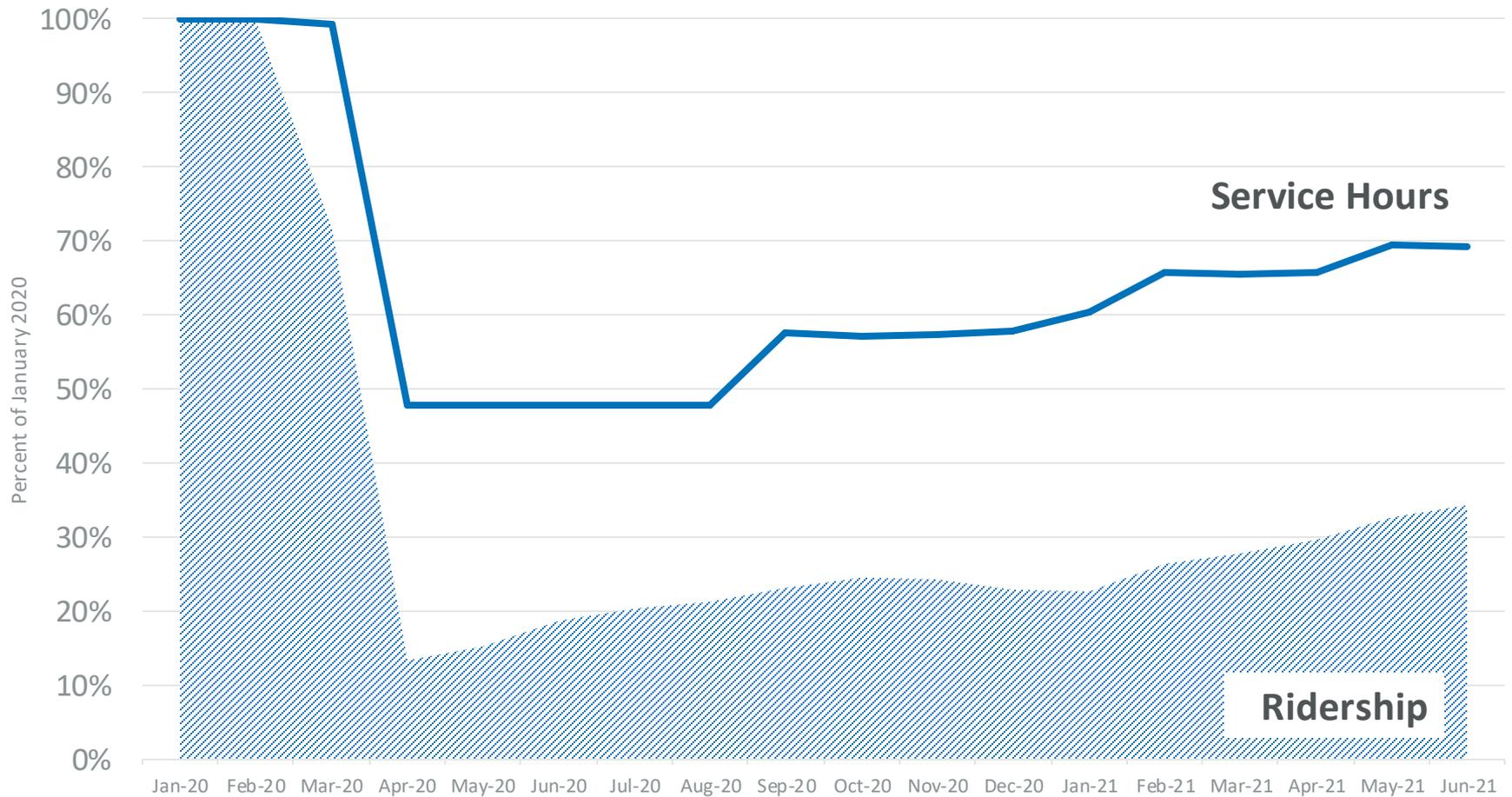
... we also end up in a transit death spiral



# It's urgent that we find a sustainable balance



# Pandemic Service Hours and Ridership

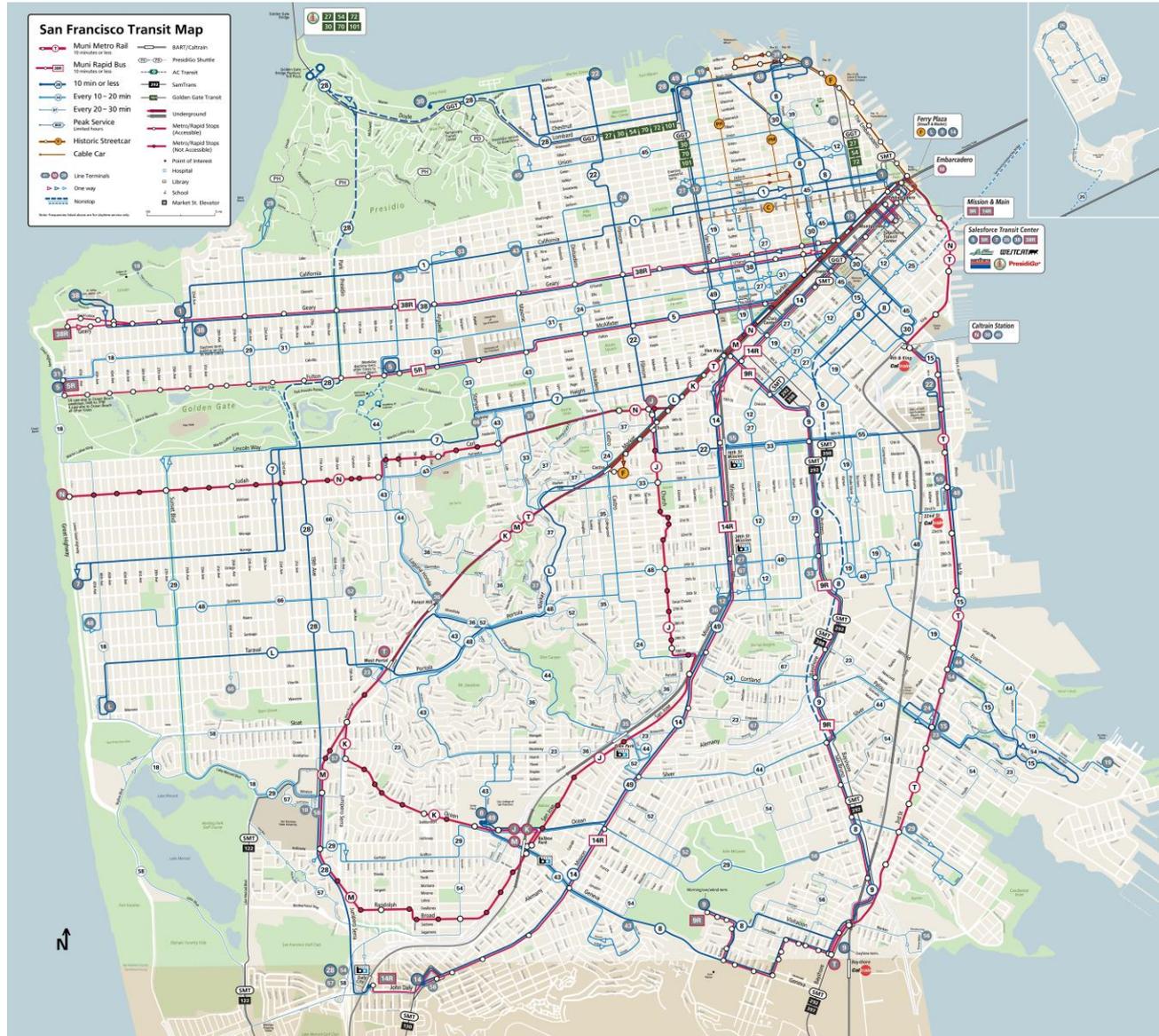


*Note: Excludes Cable Car and Special Service, hours between April 2020 – August 2020 are approximations*

# August Restorations Expanded

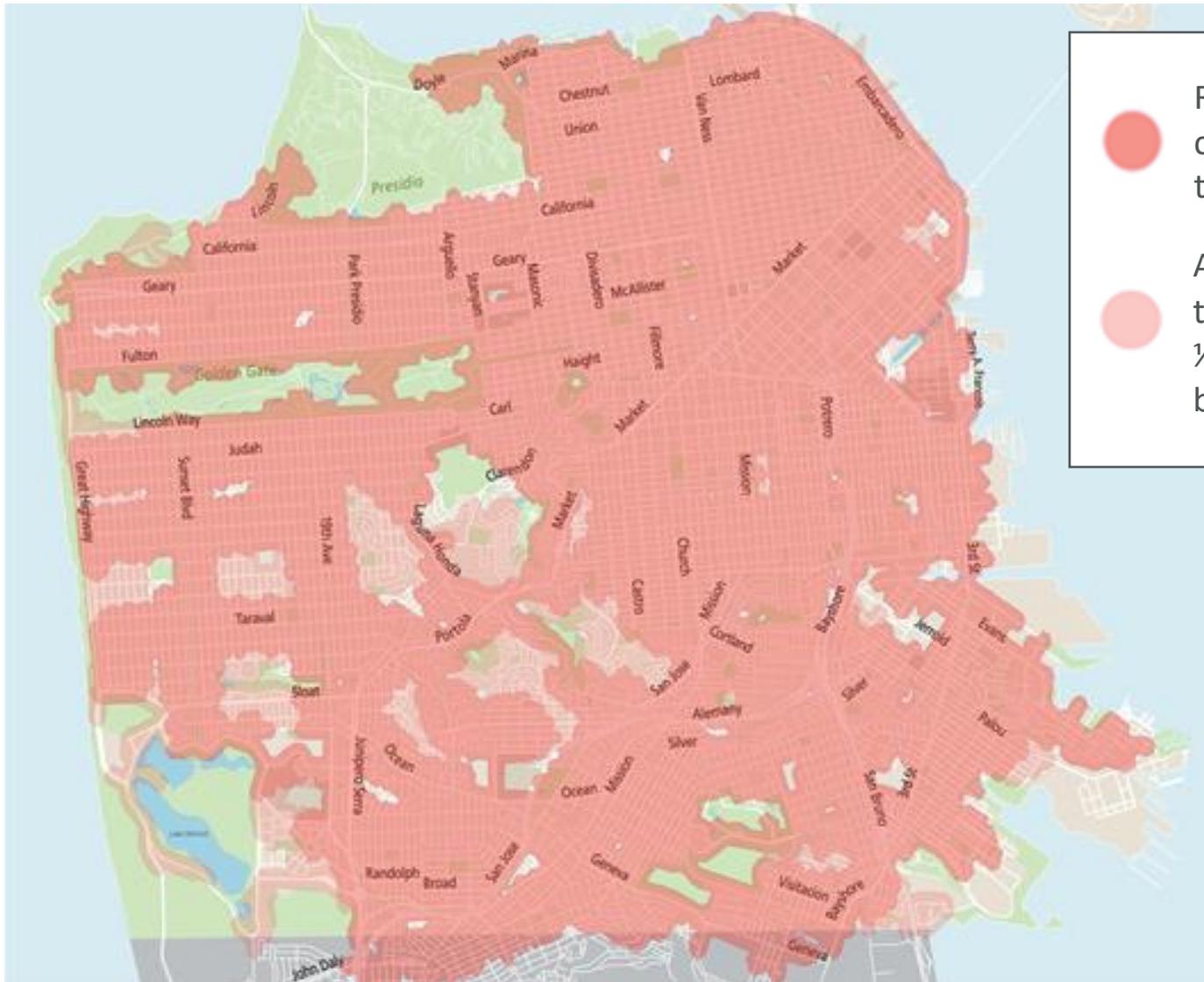
Additions based on community and Operator feedback:

- 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



# Transit Access: August 2021

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



Residential areas that are currently within 1/4 mile of a transit stop



Additional residential areas that will be within 1/4 mile of a transit stop beginning in August 2021

**Pace of service restoration is limited by  
high vacancy rates and hiring**

# 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%
<b>Total</b>	<b>471</b>	<b>1,517</b>	<b>1,988</b>	<b>24%</b>

Vacancies as of July 15, 2021

# We're developing a plan for every contingency:

Share of pre-COVID service:

**Slow SF economic recovery and no new operating funds: 85%**

**Faster recovery and new operating funds: 100%**

**Actual funding need met: 110%**

**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

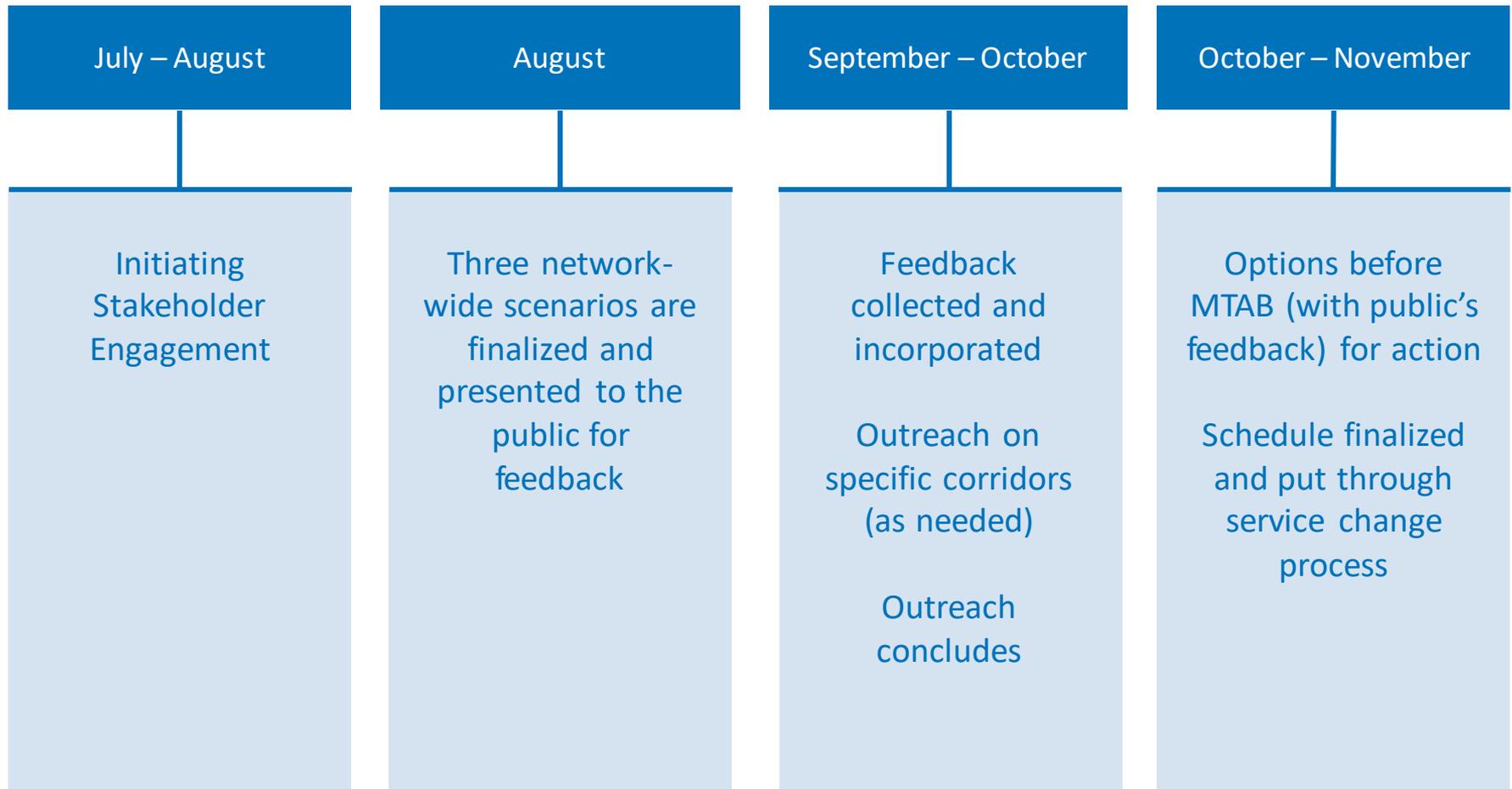
- Discontinue most duplicative routes and improve frequency on parallel or alternative routes
- Continue building out 5-Minute Network
- Expand the number of places people can go quickly
- Some alignment changes to improve access

## 3. The Hybrid Network

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

# Service restoration outreach timeline

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





Thank You!