

File No. 210748

Committee Item No. 3
Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Government Audit and Oversight
Board of Supervisors Meeting:

Date: Nov. 4, 2021
Date: _____

Cmte Board

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<input type="checkbox"/>	<input type="checkbox"/>	Ordinance
<input type="checkbox"/>	<input type="checkbox"/>	Legislative Digest
<input type="checkbox"/>	<input type="checkbox"/>	Budget and Legislative Analyst Report
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OTHER

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>SFMTA Memo – September 30, 2021</u>
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<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Referral Youth Commission – July 6, 2021</u>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Youth Commission Memo – July 19, 2021</u>

Prepared by: John Carroll

Date: Oct. 27, 2021

Prepared by: John Carroll

Date: _____

Prepared by: John Carroll

Date: _____

Memorandum to the Board of Supervisors



Date: September 30, 2021

To: San Francisco Board of Supervisors

From: Gwyneth Borden, Chair of SFMTA Board of Directors
Jeffrey Tumlin, Director of Transportation
Julie Kirschbaum, Director of Transit

Handwritten signatures of Gwyneth Borden, Jeffrey Tumlin, and Julie Kirschbaum are placed next to their names.

Re: Board of Supervisors' Resolution Number 389-21 calling for a plan to restore all Muni lines and pre-pandemic service hours by the end of 2021

The SFMTA Board of Directors appreciates the Board of Supervisors' resolution requesting that we reinstate all transit lines and restore 100% of pre-Covid service hours by the end of 2021. We share your goals and believe that continued investment in Muni is paramount to achieving our city's goals for economic recovery, equity and addressing the climate crisis.

There are two primary barriers to delivering 100% of pre-COVID service levels:

- Time to hire and train staff, which impacts the pace of restoration; and
- Identification of and commitment to new, longer-term resources that would enable us to increase the pace of spending of our recovery funds and reserve funds without putting SFMTA staff jobs and future customer mobility at risk.

The SFMTA Board of Directors has directed the agency to hire and train new staff as quickly as possible so we are prepared to continue restoring service. The SFMTA Board is also prepared to relentlessly pursue new revenue sources to address the financial needs of the Agency. The Board of Supervisors' support for new revenues, along with a renewed commitment to existing sources, such as fare indexing and expanded meters, will be critical to meet our shared service goals.

The following document outlines what it will take to restore 100% service. We look forward to partnering with the Board of Supervisors to deliver this ambitious policy goal.

SFMTA Response to Board of Supervisors Resolution No. 389-21

September 30, 2021

Introduction

Muni is essential to San Franciscans' daily lives and the city's quality of life and social fabric. It connects us to community, jobs, culture and each other. During the height of the COVID-19 pandemic, as we were forced to cut service as a result of the City's COVID health and safety precautions, the SFMTA adjusted Muni service to meet the needs of the community. San Francisco residents needed to go from neighborhood to neighborhood—to check in with family members and friends, to get COVID tests, and to get to jobs in essential businesses. We changed our system to make that possible. With each [round of service restoration](#), we worked to make the transit system more [equitable](#). For example, we added a new [15 Bayview Hunters Point Express line](#) to improve access to downtown for residents of the Bayview and Hunters Point neighborhoods, many of whom are essential workers. We also extended the 56 Rutland to provide Visitation Valley residents better access to the 29 Sunset, which opened up better connections to neighborhoods throughout San Francisco and better access to regional transit, dozens of schools, City College and San Francisco State University.

Thanks to federal COVID relief funds, the SFMTA was able to avoid layoffs and furloughs during the pandemic, thus continuing to provide San Franciscans access to essential services and keep our city thriving. In the beginning of the pandemic, the SFMTA initially reduced Muni service, creating a [Muni Core Service Network](#) in order to accommodate public health measures to reduce risk of COVID-19 and best serve essential workers and trips and provide access to hospitals, grocery stores and other critical destinations. In the 18 months between March 2020 and August 2021, the SFMTA made six major [Muni service changes](#), an unprecedented rate in the agency's history. We have restored service that previously existed and expedited temporary service improvements to speed up trips even as transit ridership remains at approximately 45% of pre-pandemic ridership.

Delivering Muni service that functions reliably and is sustainable is arguably one of the most complex challenges facing the SFMTA as the COVID-19 pandemic ends. The SFMTA aims to

build a transit system that improves the daily lives of everyone who lives, works in or visits San Francisco, and can also deliver on fast, affordable and reliable service for years to come.

This report responds to the Board of Supervisors' resolution number 389-21, calling for a plan to restore all Muni lines and pre-pandemic service hours by the end of 2021. It explains the work we are doing to hire and train staff and the funding resources that are necessary to restore Muni to pre-COVID levels. Additionally, it outlines a series of revenue projections that consider factors such as the pace of downtown recovery, the implementation of expanded meter hours and future fare structure decisions. Based on this analysis, we know that without additional funding, SFMTA will need to begin spending down our reserves to sustain 100% service levels. How much time we have to solve Muni's funding challenges will vary based on how the revenue scenarios crystalize over time.

Our hope is that the information in this report provides the basis for increased collaboration between the SFMTA and the Board of Supervisors as we seek to provide the best possible transit network for San Francisco. This report concludes with a description of next steps, including completion of the public outreach underway to inform the next 10% service restoration and the process we will undergo to finalize the 100-110% service network.

Hiring Needs and Timeline

Hiring and training staff is the first key hurdle to achieving 100% service restoration. We are currently scheduling 75% of pre-COVID service hours and still experiencing daily open shifts, despite maximizing use of operator overtime. The Transit Division's vacancy rate has been at 10% or higher since fiscal year 2019, most recently spiking to 24%. This includes positions required to plan, manage, maintain and deliver transit service and infrastructure maintenance.

Prior to the pandemic, the agency was working to reduce our high vacancy rate, but the pandemic made it near impossible to do so. Since receiving the second and third waves of Federal relief, however, the SFMTA has initiated and accelerated hiring. Human resources staffing levels will be augmented to meet the urgent hiring needs. Agency leadership conducts weekly meetings to remove hurdles and track progress toward our hiring goals.

At our current rate of expedited hiring and training, we will have enough staff to add approximately 10% more service hours by February 2022. This hiring includes operators, as well as staff from a range of supporting functions including vehicle mechanics, overhead line workers, car cleaners, service supervisors and machinists, all of whom are essential in delivering transit service. Table 1 summarizes the hiring plan for the Transit Division to get to 85% of pre-COVID service hours (not including operators, which are shown in Table 2).

Table 1: Transit Hiring Needs for 85% Service Levels as of September 9, 2021¹

	Total Vacant	Total Filled	Total Positions ²	% Vacant
Transit Operations & Training (non-operator)	136	430	566	24%
Vehicle Maintenance	177	837	1,014	17%
Maintenance of Way + Mechanical Systems	86	150	236	36%
Planning/Administration	40	24	64	63%
Transit Capital Delivery	16	38	54	30%
Cable Car	28	97	125	22%
Total	483	1,576	2,059	23%

Graph 1 shows the investment we are currently making to increase operator availability. It demonstrates the number of operators needed to deliver the August 2021 (current) schedule and the February 2022 service increase. It also provides an estimated timeline for full-service restoration if we were to continue hiring past the 85% staffing levels. The orange line represents the number of operators we expect will be available to deliver service at various points over the next 18 months. We estimate we will need to train approximately 300 new operators to achieve 100% service restoration and could reach that goal by fall 2022 if the financial resources required to sustain this higher staffing level are identified. Note that the hiring needs and timeline will increase if operators and other employees do not comply with the City's vaccine requirement that goes into effect on November 1.

¹ The SFMTA Transit Division is currently developing a plan for the additional resources required to deliver full service restoration.

² Please note that this table mirrors the chart included in the Hiring Memo provided to Supervisor Preston on July 2, 2021. It has been updated to include FY22 Q1 hiring progress and new hiring needs created by recent attrition.

Graph 1: Operator Availability, Projections and Progress towards 100% service restoration³

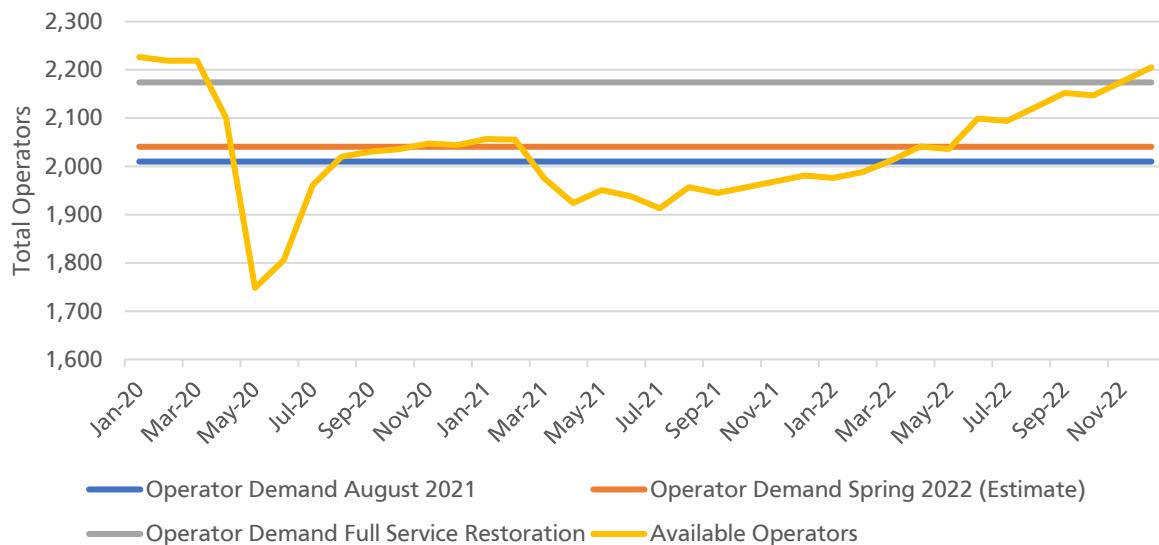


Table 2 below summarizes our current operator hiring and training plan. This plan demonstrates our maximum capacity for training based on staff and equipment availability. This schedule also presumes the SFMTA can fill these classes with candidates from the current eligible lists; in the past, this has proved challenging.

The first post-COVID operator class graduated on August 27, 2021, and our next class graduates on October 1, 2021. We will continue to graduate classes approximately every five weeks. Note that the class that was planned to start in November and graduate in January was cancelled to meet our MOU obligations to train existing operators participating in the General Sign Up (GSU). The GSU is a contractual obligation that provides operators the opportunity to change operating divisions and vehicle types once every two years. Class sizes will increase significantly in January and again in February as we certify new trainers and shift some resources from rail training to bus.

³ August 2021 operator demand is based on total work assignments and a 30% extra board to accommodate higher-than-average usage of COVID-related leave. Spring 2022 demand is based on a 10% increase from the August 2021 schedule with a 20% extra board. We reduced the extra board to 20% in February because we estimate that we will return to pre-COVID short term leave levels by then. Full Service is based on pre-COVID operator demand with a 20% extra board. Available Operators is the monthly average of operators not on long term leave projected forward from September 2021 assuming a 5 person-per-month attrition rate and a stable rate of operators on long term leave.

Table 2: 2021-2022 Operator Hiring and Training Schedule

Class Name	Class Start Date	Class End Date	Planned Class Size	Average pass rate	Estimated Graduates	Actual Graduates	Notes
01-TM-21	6/14/2021	8/27/2021	16	80%	13	14	
02-TM-21	7/19/2021	10/1/2021	21	80%	17	15	Started with 19, 2 no shows, 2 did not qualify
03-TM-21	8/23/2021	11/5/2021	21	80%	17		
04-TM-21	9/27/2021	12/3/2021	21	80%	17		
01-TM-22	11/1/2021	1/21/2022	0	80%	0		Cancelled for GSU training
02-TM-22	12/6/2021	2/23/2022	21	80%	17		Reduced for GSU training
03-TM-22	1/10/2022	3/25/2022	36	80%	29		First large class
04-TM-22	2/14/2022	4/29/2022	42	80%	34		Maximum class size
05-TM-22	3/21/2022	6/3/2022	42	80%	34		
06-TM-22	4/25/2022	7/8/2022	42	80%	34		
07-TM-22	5/30/2022	8/12/2022	42	80%	34		
08-TM-22	7/4/2022	9/23/2022	42	80%	34		
09-TM-22	9/12/2022	11/28/2022	42	80%	34		
10-TM-22	10/10/2022	12/23/2022	42	80%	34		

The hiring and training timeline is expected to slow to match attrition beginning in spring 2022. However, there are several factors that could hasten or extend that date, such as an increase in the pace of retirements. On the other hand, we may see staffing levels increase if employees who are currently on leave for reasons related to the pandemic are able to return to work. We may also lose a significant number of transit employees, at least temporarily, on November 1, 2021, if those employees do not comply with the City and County of San Francisco's vaccination policy that all staff must be fully vaccinated against COVID-19 by that date. We will continue to track hiring progress closely and will keep the Board of Supervisors apprised of hiring progress and challenges.

Budget Analysis for 100% Service Restoration

The following section explains how much it will cost the SFMTA to restore 100% of pre-pandemic service hours. We provide a number of scenarios based on revenue assumptions that range from pessimistic to optimistic. Each scenario represents a possible future operating budget and helps us to understand the impacts of different policy choices and revenue outcomes.

Unfortunately, we have learned from tracking monthly operating revenues over the last 18 months that the most pessimistic scenario is the most likely scenario the agency will experience. Therefore, this analysis starts from the a) baseline case, then covers the b) middle

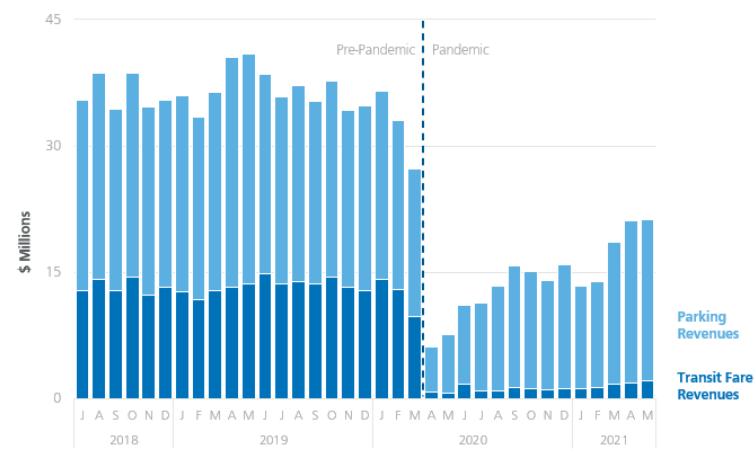
case, and c) best case. In all scenarios, base expenditures estimate the cost of incremental positions needed to deliver 100% service plus expected labor cost increases aligned with Office of the Controller assumptions contained in the *2021 March Update to the Five-Year Financial Plan*, and mandatory fringe increases aligned with the City's budget system. The increased labor expenditure assumptions incorporate the recommendations from the Muni Working Group to increase staffing levels to better meet reliability goals.

Assumptions

Unlike other transit agencies, COVID has significantly impacted two of Muni's three major revenue sources, transit fares, and parking fees. Transit fares are currently down by 81% and parking by 20%. While Muni's off-peak and weekend ridership and neighborhood parking revenue have largely recovered, detailed analysis of lost revenue streams reveals losses are overwhelming due to the lack of downtown office commuters and related business travel.

The biggest variable in Muni's revenue recovery is when downtown commute travel will return to pre-COVID levels. These commuters typically buy full-fare Fast passes or pay full cash fares, representing a disproportionate share of revenue. Data from the [Controller's Office](#) and

surveys from the [Bay Area Council](#) reveal that downtown San Francisco is a global outlier in return-to-office, with its dominant industries all expecting to prioritize work-from-home for some time. All three scenarios make different assumptions about how quickly the office commute will rebound, with the baseline revenue scenario assuming 60% and the other scenarios assuming 75% of pre-pandemic commute ridership levels, using guidance from the Controller's Office.



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



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

Other revenue variables include:

- It is SFMTA policy that [transit fares rise with our service costs](#). Fares were kept constant in 2020, worsening the structural deficit in a way that compounds over time. Each scenario resumes indexing of fares in different ways.
- Pre-COVID, SFMTA planned to expand [variable parking pricing](#) to Sundays and evenings in order to ensure parking availability for commercial districts, just as the Port does currently. This change was suspended during COVID. The scenarios address this fund source in different ways.
- Historically, Muni has cut basic maintenance in order to maintain service in economic downturns, resulting in a [poor state of good repair](#), and unreliable service. Muni has made significant gains in addressing deferred maintenance during COVID. Each scenario sacrifices Muni's state of good repair in different ways to advance service.

Baseline Scenario

Table 3 summarizes the SFMTA's baseline revenue scenario and a base expenditure projection that assumes the agency restores service to fiscal year 2019 levels by fall 2022 (which occurs in fiscal year 2023). Fall 2022 is when the SFMTA expects to have sufficient staff hired and trained to restore 100% of pre-pandemic service hours.

Under this scenario, the SFMTA would run out of money and be forced to exhaust the agency's contingency reserves in fiscal year 2024, while a \$27.9 million deficit would remain. Deficits would exceed \$175 million in fiscal year 2025 and onward.

This baseline scenario includes the following assumptions:

- SFMTA receives \$448 million in total federal American Relief Plan Act (ARPA) funds.
- Transit commute ridership grows to 60% of pre-pandemic levels. Riders who do return will purchase a mix of fare media resulting in lower overall revenues.
- Fare indexing is suspended during the entire five-year period, resulting in total foregone revenues of \$67 million.
- Parking fines and fees hit a plateau in fiscal year 2023 and slowly recover at approximately 2 percent per year, in line with PCE headline inflation as projected by the Federal Reserve.
- Capital funding of \$10 million per year that was previously added to the operating budget through developer fees is removed starting in fiscal year 2023 to address \$96.8 million per year in deferred maintenance needs.
- Evening and Sunday metering is not implemented resulting in \$16 million per year of foregone revenue.

Table 3: Baseline Revenue Scenario with Pre-Pandemic Service in Fall 2022, \$M

	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenue Base	\$1,019.1	\$1,109.4	\$1,188.6	\$1,237.5	\$1,293.8	\$1,320.6
Expenditure Base	1,288.7	1,342.3	1,377.8	1,423.7	1,469.4	1,516.8
Federal Relief	269.6	232.9	13.5	-	-	-
Federal Relief Remaining	246.4	13.5	-	-	-	-
(Deficit)/Surplus	-	-	(175.6)	(186.1)	(175.7)	(196.2)
% Use of Contingency	0%	0%	100%	0%	0%	0%
Gap After Reserve	\$ -	\$ -	\$ (27.9)	\$ (186.1)	\$ (175.7)	\$ (196.2)

Table 4 reflects the SFMTA's baseline revenue scenario and expenditures that assume delivery of full pre-pandemic service by the end of calendar year 2021. In this scenario, the SFMTA would run out of money and be forced to exhaust the agency's reserves by fiscal year 2024, leaving a \$79.9 million deficit in fiscal year 2024, and deficits exceeding \$175 million thereafter.

Table 4: Baseline Revenue Scenario with Pre-Pandemic Service in 2021, \$M

	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenue Base	\$1,019.1	\$1,109.4	\$1,188.6	\$1,237.5	\$1,293.8	\$1,320.6
Expenditure Base	1,340.7	1,342.3	1,377.8	1,423.7	1,469.4	1,516.8
Federal Relief	321.5	194.5	-	-	-	-
Federal Relief Remaining	194.5	-	-	-	-	-
(Deficit)/Surplus	-	(38.5)	(189.1)	(186.1)	(175.7)	(196.2)
% Use of Contingency	0%	26%	74%	0%	0%	0%
Gap After Reserve	\$ -	\$ -	\$ (79.9)	\$ (186.1)	\$ (175.7)	\$ (196.2)

Middle Scenario

Table 5 depicts a middle revenue scenario and an expenditure projection that assume delivery of 100% of pre-pandemic service hours by the end of calendar year 2021. The middle scenario includes the following assumptions:

- \$480 million in federal American Relief Plan Act (ARPA) funds.
- Transit commute ridership grows to 75% of pre-pandemic levels, based on the Controller's assumption of permanent telecommuting for 25% of pre-pandemic San Francisco employees. Riders who do return will purchase a mix of fare media resulting in lower overall revenues.
- Automatic fare indexing is implemented in the two-year budget for fiscal years 2023 and 2024, adding \$67 million in revenue.
- \$10 million per year in developer fees are included in the operating budget.

- Parking fine and fee revenues grow but do not exceed fiscal year 2019 nominal revenue levels until fiscal year 2024.
- Evening and Sunday metering is not implemented.

In the middle scenario, the SFMTA would run out of money and be forced to use most of its reserves in fiscal year 2024, which results in a \$128.3 million deficit in fiscal year 2025, and deficits exceeding \$130 million thereafter.

Table 5: Middle Revenue Scenario with Pre-Pandemic Service in 2021, \$M

	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenue Base	\$1,019.1	\$1,135.4	\$1,227.3	\$1,278.2	\$1,337.2	\$1,364.7
Expenditure Base	1,340.7	1,342.3	1,377.8	1,423.7	1,469.4	1,516.8
Federal Relief	321.5	206.9	19.8	-	-	-
Federal Relief Remaining	226.7	19.8	-	-	-	-
(Deficit)/Surplus	-	-	(130.6)	(145.4)	(132.2)	(152.1)
% Use of Contingency	0%	0%	88%	12%	0%	0%
Gap After Reserve	\$ -	\$ -	\$ -	\$ (128.3)	\$ (132.2)	\$ (152.1)

Best-Case Scenario

Table 6 depicts a best-case revenue scenario and expenditures that assume delivery of full pre-pandemic service by the end of calendar year 2021. The best-case scenario includes the following assumptions:

- \$480 million in federal American Relief Plan Act (ARPA) funds.
- Transit fare revenue recovers more quickly in fiscal year 2022 but maintains an overall 25% reduction in commute riders.
- Automatic fare indexing is implemented in every two-year budget cycle adding \$138 million in revenue.
- \$10 million per year in developer fees are included in the operating budget.
- Parking fines and fees recover more quickly, largely due to increased garage revenues.
- Evening and Sunday metering is fully implemented starting in fiscal year 2023.
- The Transportation Network Company Tax is 23% higher than the alternative scenario.
- Operating grant receipts are 7% higher than the alternative scenario mainly due to higher diesel tax and regional sales tax receipts.

In the best-case scenario, the SFMTA would run out of money and be forced to exhaust reserves in fiscal year 2026. The SFMTA would be left with a \$46.1 million deficit in fiscal year 2026, and a \$84 million deficit in fiscal year 2027.

Table 6: Best-Case Revenue Scenario with Pre-Pandemic Service in 2021, \$M

	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenue Base	\$1,019.1	\$1,197.3	\$1,266.7	\$1,341.2	\$1,387.4	\$1,432.9
Expenditure Base	1,340.7	1,342.3	1,377.8	1,423.7	1,469.4	1,516.8
Federal Relief	321.5	144.9	81.8	-	-	-
Federal Relief Remaining	226.7	81.8	-	-	-	-
(Deficit)/Surplus	-	-	(29.3)	(82.5)	(82.0)	(83.9)
% Use of Contingency	0%	0%	20%	56%	24%	0%
Gap After Reserve	\$ -	\$ -	\$ -	\$ -	\$ (46.1)	\$ (83.9)

Next Steps

We look forward to working with the Board of Supervisors to determine the strongest path forward for transit in San Francisco. Every single person at the SFMTA wants to see service restored, expanded, and improved and is working to make that happen. However, it is also the case that we are facing the worst financial crisis in our agency's history and continue to contend with the challenges of an ongoing pandemic.

From the staffing scenario described in this report, we have demonstrated we will not have sufficient staff to add service hours before February 2022, at which time we have been planning to add approximately 10% more service. We are open to collaboration regarding novel proposals for accelerating our hiring and training efforts.

As we examine our staffing resources to plan for future service increases, we are also beginning to prepare for the potential impacts of the city's COVID-19 vaccination mandate. City leadership worked hard to ensure the SFMTA's public facing staff had early access to the vaccine. We have been working in collaboration with city partners to increase confidence among our staff regarding the safety and efficacy of the COVID-19 vaccines. We have been urging them to get vaccinated, providing dedicated appointments and on-site vaccine drives. However, as of today, we still have approximately 640 employees who are either unvaccinated or have not reported their vaccination status. We remain hopeful that these individuals will choose to comply with the city's policy, however the plans detailed herein may be significantly disrupted on November 1.

On the topic of restoring the transit lines that existed prior to the pandemic, as you know, we have been asking San Franciscans what their priorities are for the service increase we will be staffed up to implement in early 2022. We have also heard loud and clear that your constituents have told you that their preference is for us to restore the lines that existed before the pandemic. Our agency remains completely open to this option. We propose that we continue the conversation that began at this week's Transportation Authority Board meeting so that we can further discuss the tradeoffs of this and other scenarios we have developed.

In this report, we've described the severity of our financial crisis. Not only have revenues plummeted since the beginning of the pandemic, but it now costs us more per hour to deliver the same service we delivered prior to the pandemic. This fact, combined with our existing structural deficit, means that we put our agency at risk if we spend funds without knowing we'll be able to sustain that funding.

We need new sources of revenue and we need them now. This plan provides some possible sources of revenues that could begin to address the shortfall. However, we hope we can begin immediate work with you on developing additional proposals for new sources of revenue.

As we work together to provide better, more reliable, more equitable transit service to San Francisco, the SFMTA will also continue to plan for future service additions and improvements. The attached addendum summarizes our ongoing, interconnected planning efforts.

San Franciscans need for us to work together in good faith and seek out common ground to build trust and confidence in our collective efforts to fund Muni and get us past the immense challenges we face. We are eager to keep working with the Board of Supervisors and will continue to listen and respond as best as we can to what we hear from you.

While we are bound to run into disagreements along the way, we implore you to please continue to work with us in addressing those disagreements in a constructive way so that we can stand together in 2022. Instead of debating over how to divide the crumbs, let's work together to just bake a bigger pie.

The pandemic has put historical strains our staff, and we're bound to have blind spots as we work to address what has been a steady stream of new concerns since March of last year. But we can assure you, we are committed to working with you, in as much time as you'll give us, to get our work right for the tough road ahead.

Addendum: Ongoing Planning Efforts

Beyond the SFMTA's planning efforts related to adding and improving service in early 2022, our agency is engaged in an unprecedented level of planning for the long-term. We also continue to refine our agency's vision of the future.

100% + 110% Network

Once staff have completed the February 2022 service plan, we begin work on the next round of expansion. Starting in December, we will begin analysis and engagement for less fiscally constrained service options, examining how Muni service might change if we had funding and staffing for 100% of pre-COVID service, and how we might improve service beyond that at 110% of pre-COVID service.

ConnectSF

ConnectSF pulls together the city's long-range transportation planning efforts into one coordinated program. It is collaboratively led by the city's transportation and land use agencies—primarily the Planning Department, SFMTA, and SFCTA. While planning for our immediate recovery, it is extremely important that we have a clear and compelling vision for the future, and position San Francisco for major federal funding. ConnectSF projects focus on speed and reliability improvements, building upon successful pandemic-era recovery efforts that prioritize communities and individuals that are most dependent on transit.

Muni Service Equity Strategy

The Muni Service Equity Strategy is an important component of the agency's commitment to make transit accessible and affordable to all of our customers. The Equity Strategy benefits residents and workers in eight equity neighborhoods, along with citywide seniors and people with disabilities, by implementing service treatments that can be accomplished quickly while delivering measurable improvements to safety, connectivity to key destinations, reliability, frequency and crowding. During the pandemic, we strived to put equity at the center of every service decision. This equity focus paid off. For example, with the implementation of Muni's service changes May 15, 2021, and service adjustments made since then by regional transit agencies, access to essential jobs via transit [increased in all neighborhoods](#) identified in the Muni Service Equity Strategy.

Capital Plan and State of Good Repair

Muni has a history of deferring maintenance in order to sustain service, resulting in our well documented service unreliability. As we strive to recover, it is important we continue to invest in our system's state of good repair. The SFMTA Asset Management Unit promotes and implements asset management best practices throughout the agency. This effort actively seeks to maximize the condition, safety, performance, reliability, and management of the transportation system through strategic policy and investments. This unit provides the

foundation necessary to understand the full lifecycle costs and impacts of our assets to the Agency; strengthens the links between our planning, finance, engineering, and operations staff; and ensures we have the best information to make strategic decisions about our resources.

Funding Plan: Transportation 2050 (T2050)

To fund future service improvements, additional ongoing operating funds are needed. Indeed, closing Muni's structural deficit was a key goal of the Muni Reliability Working Group, which recognized before COVID that Muni needed additional ongoing operating revenue.

Transportation 2050 (T2050) lays out multiple possible paths to fund the future of public transportation in San Francisco. Many of these paths require getting support from two-thirds of San Francisco voters. Winning the funding Muni needs will require the full support of the Board of Supervisors and the Mayor.



SFMTA

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...

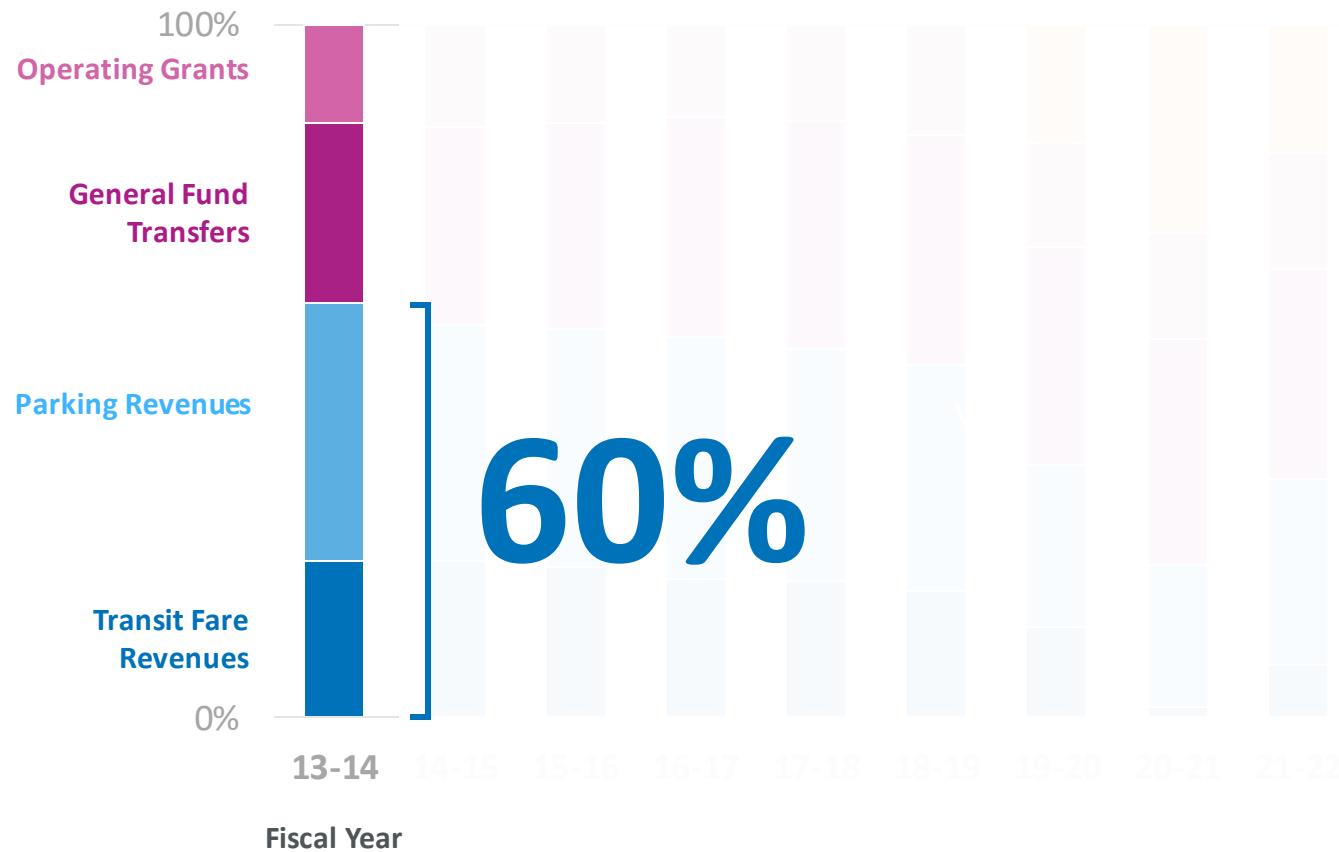
1999 Prop E requires SFMTA be financially self-sufficient.

We cannot borrow money for operations.

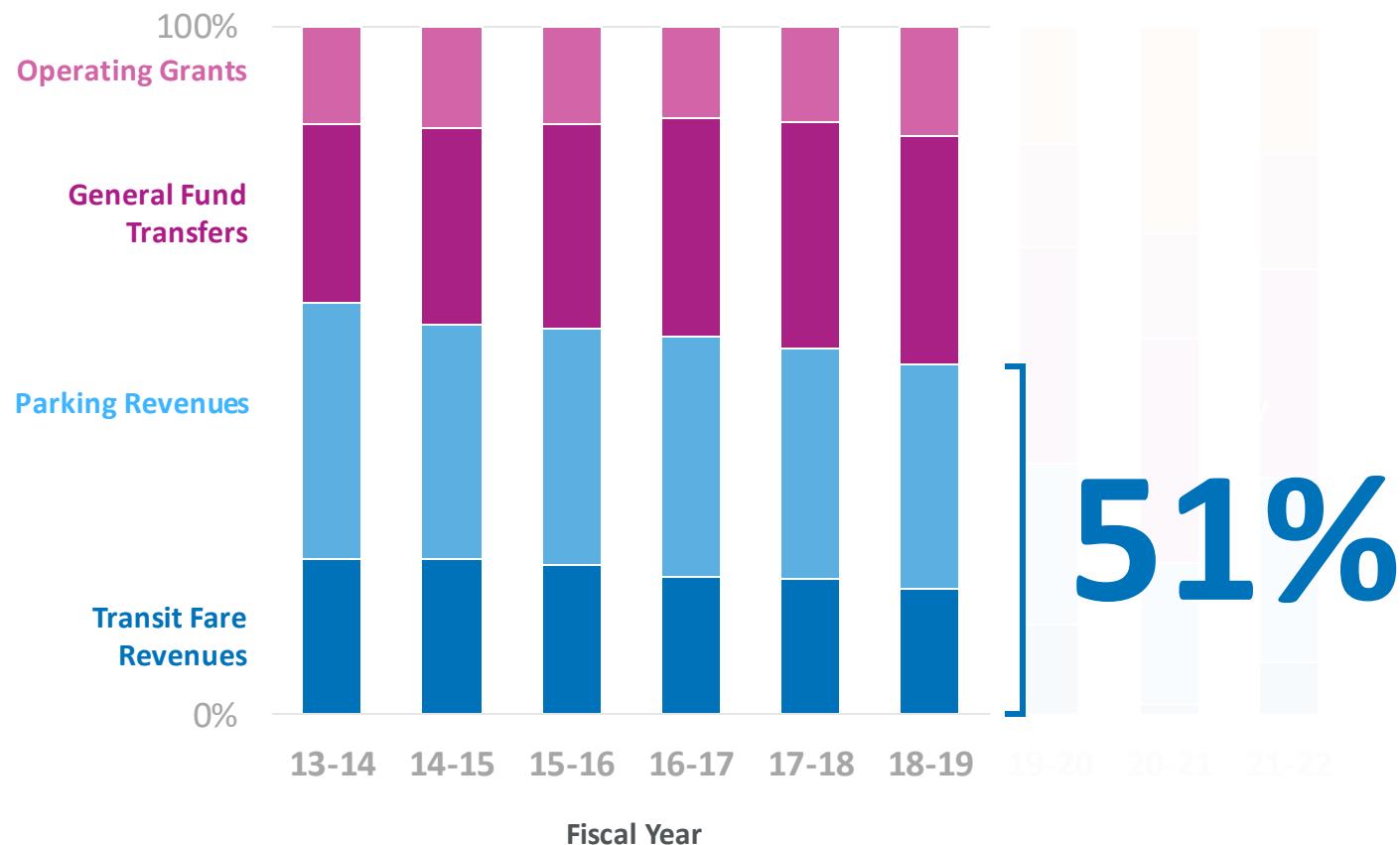
If we run out of money, we must cut service and workforce

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

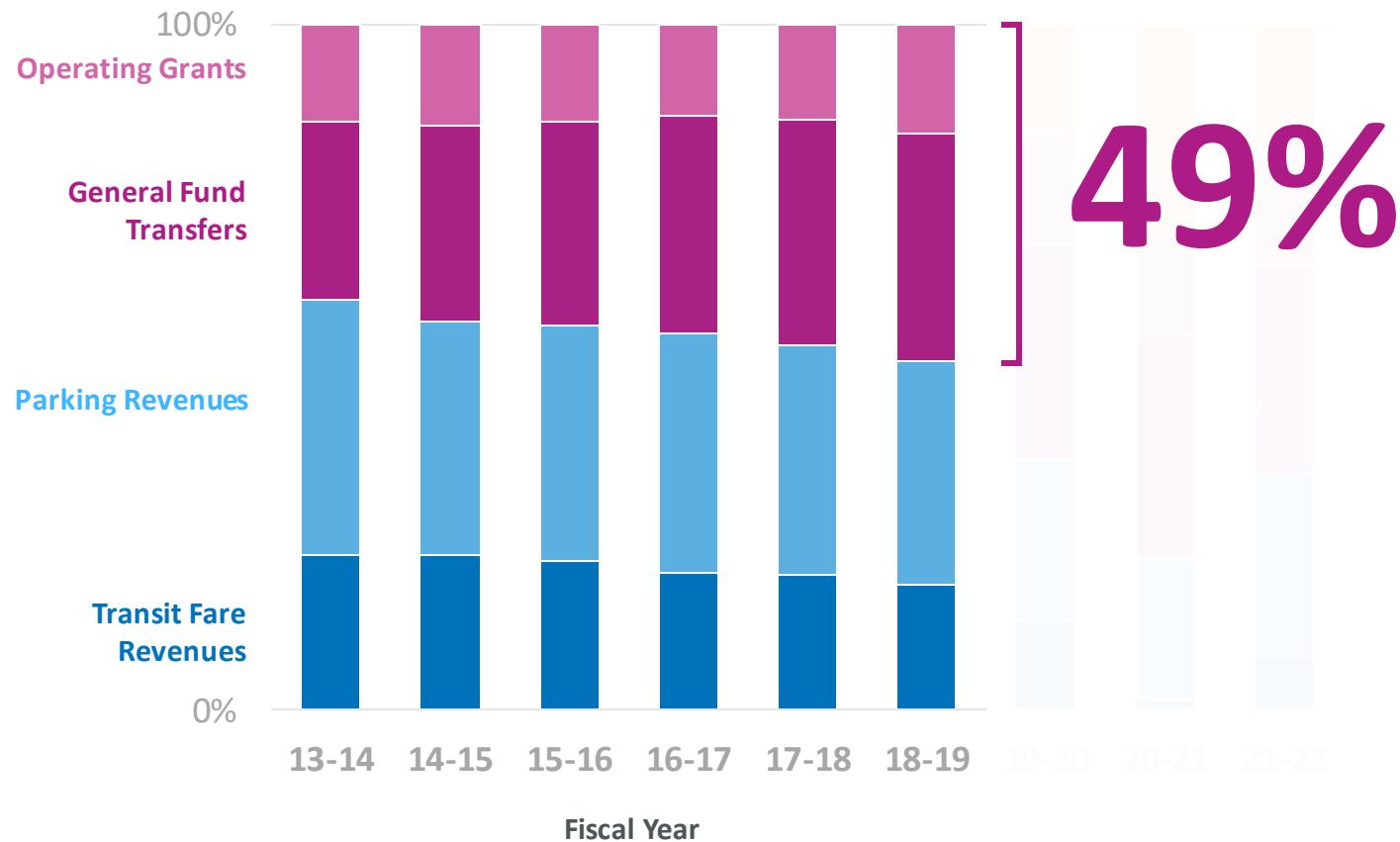
... from 60% of the Muni budget in FY13-14 ...



... to 51% in FY18-19

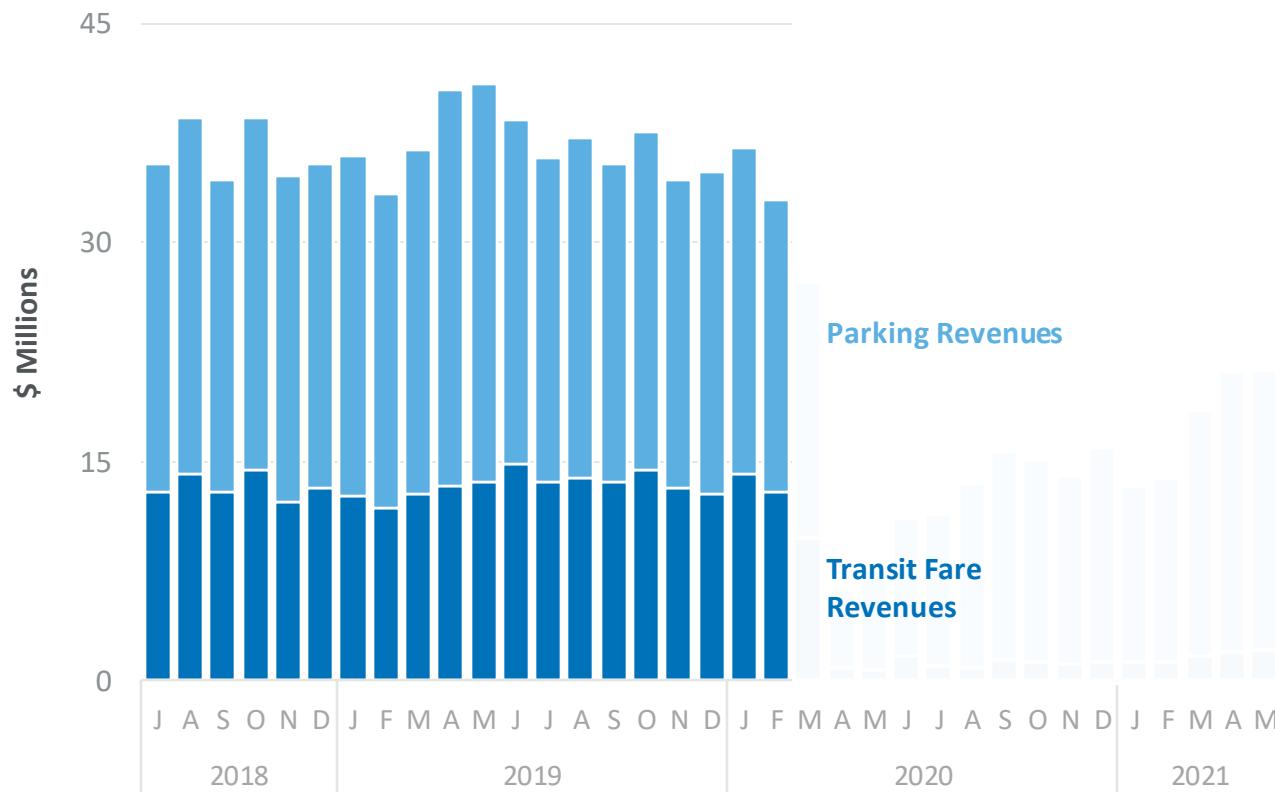


This has led to increasing,
unsustainable, one-time transfers

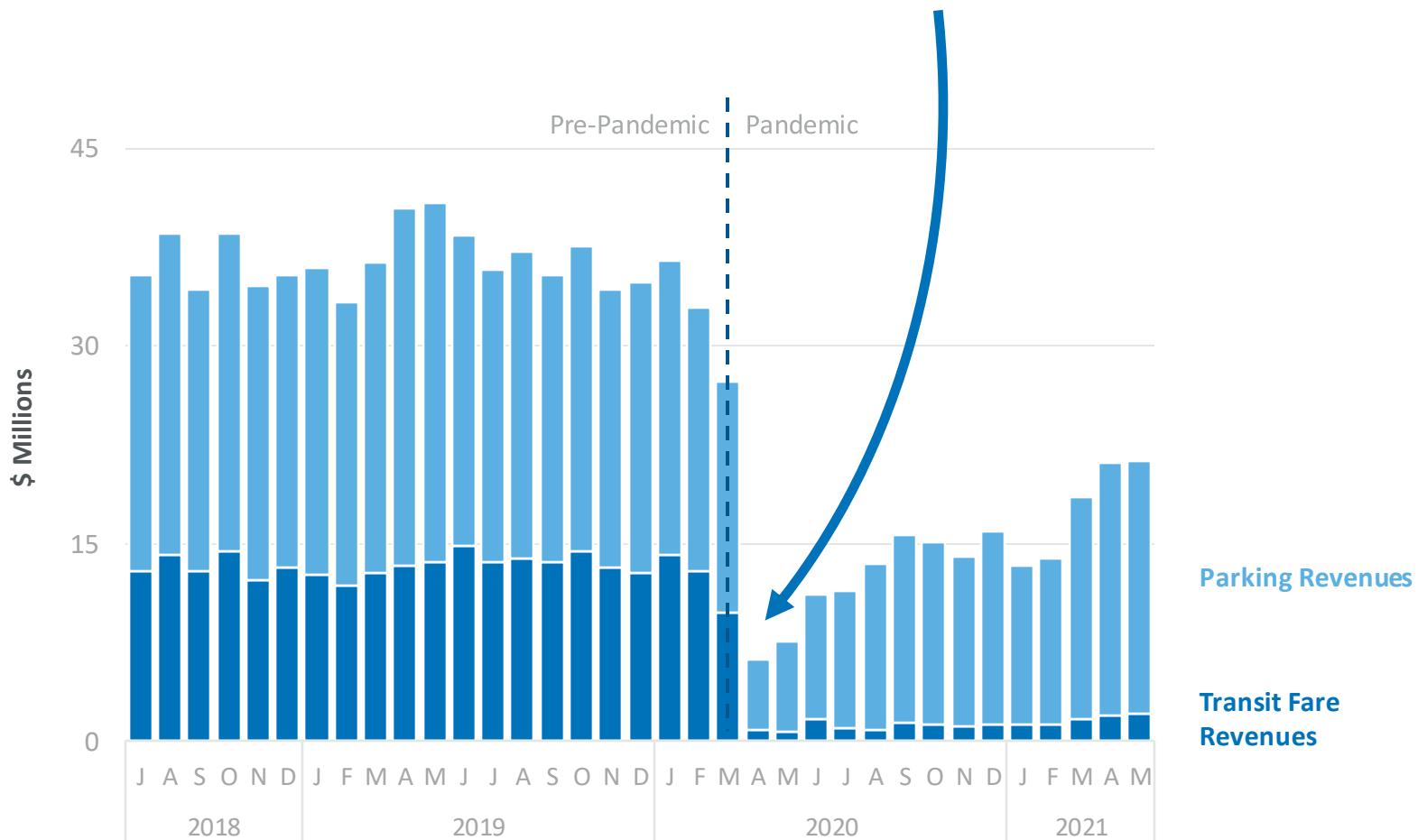


Which brings us to early 2020

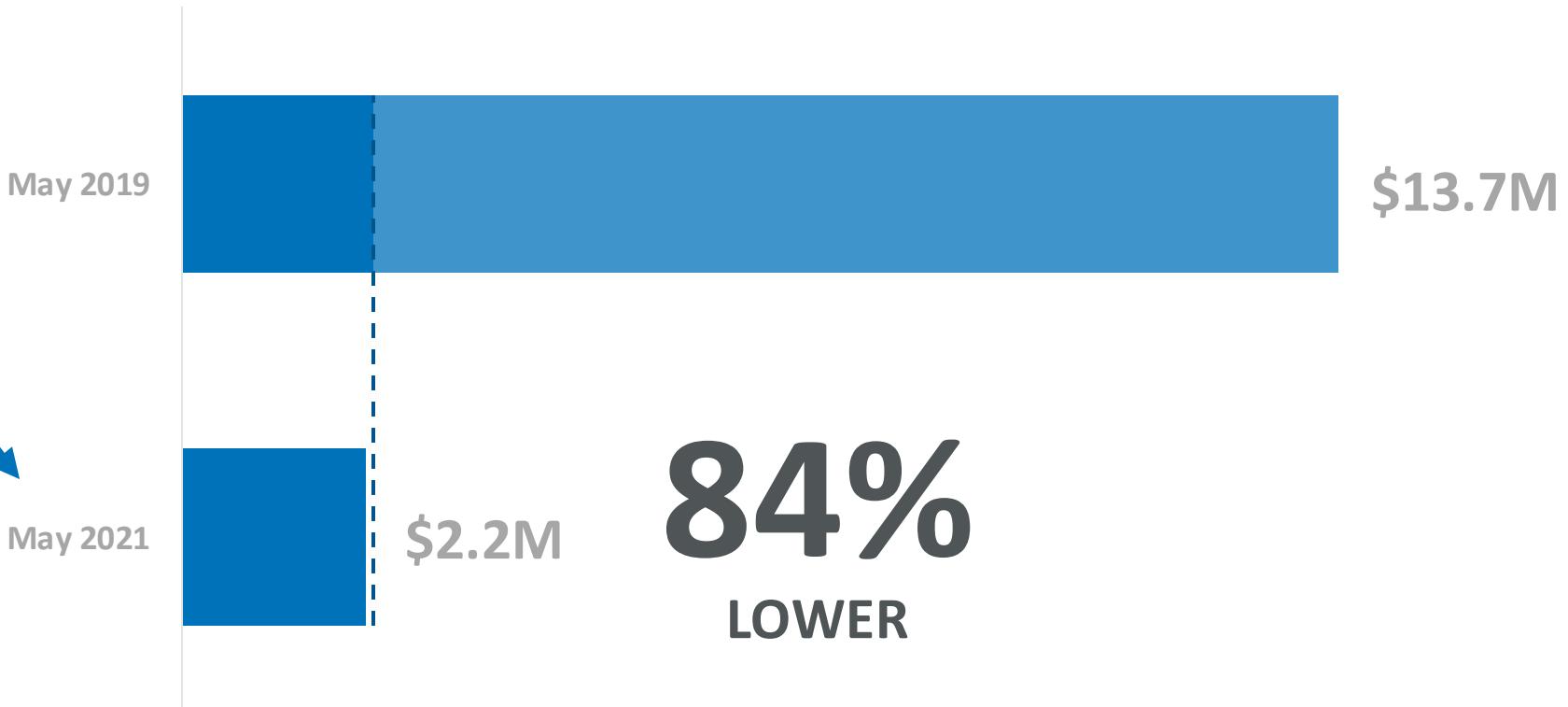
Parking and transit revenues were relatively flat in the months leading up to February 2020



But after March 2020, the pandemic cratered both revenue sources



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



**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**

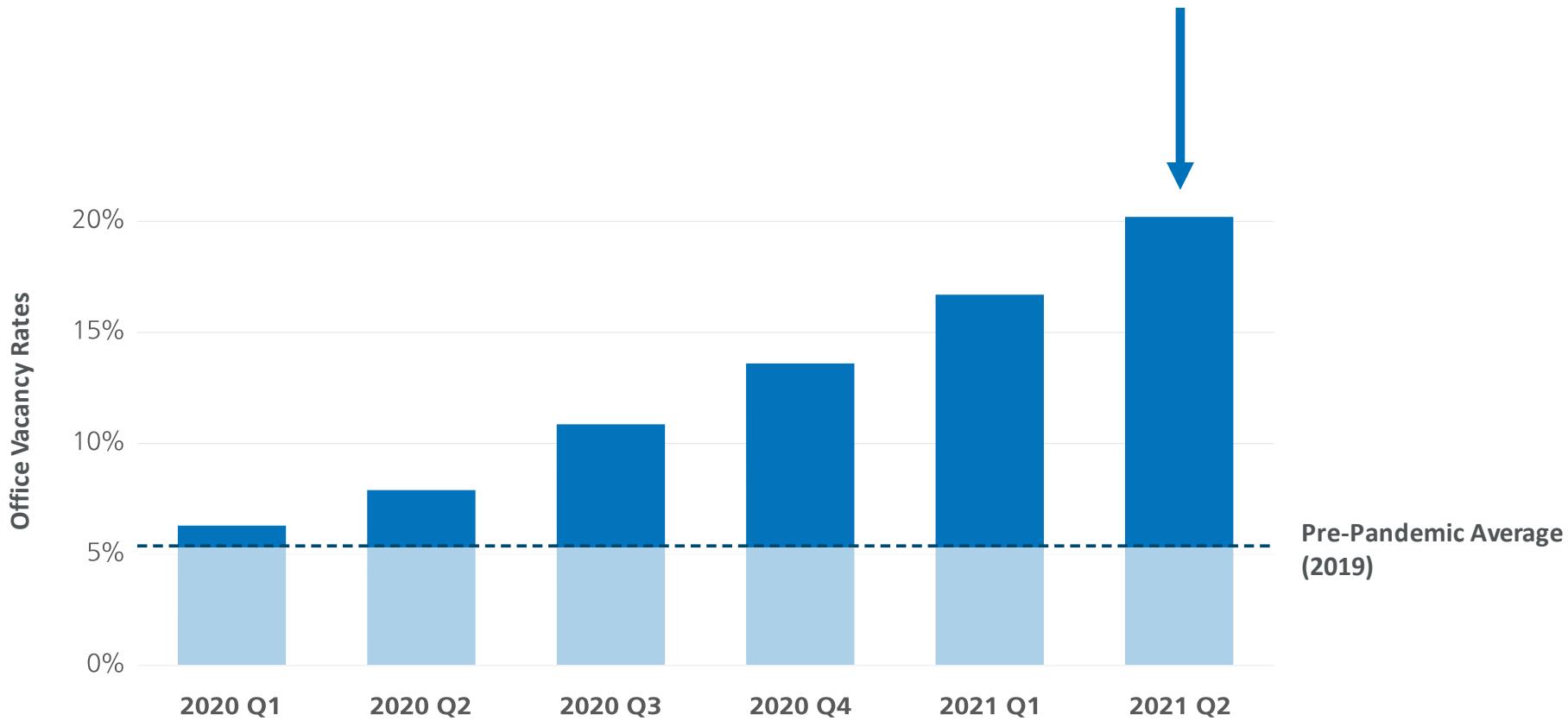
**The remainder must cover our
expected revenue losses into FY25
to avoid future cuts**

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

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

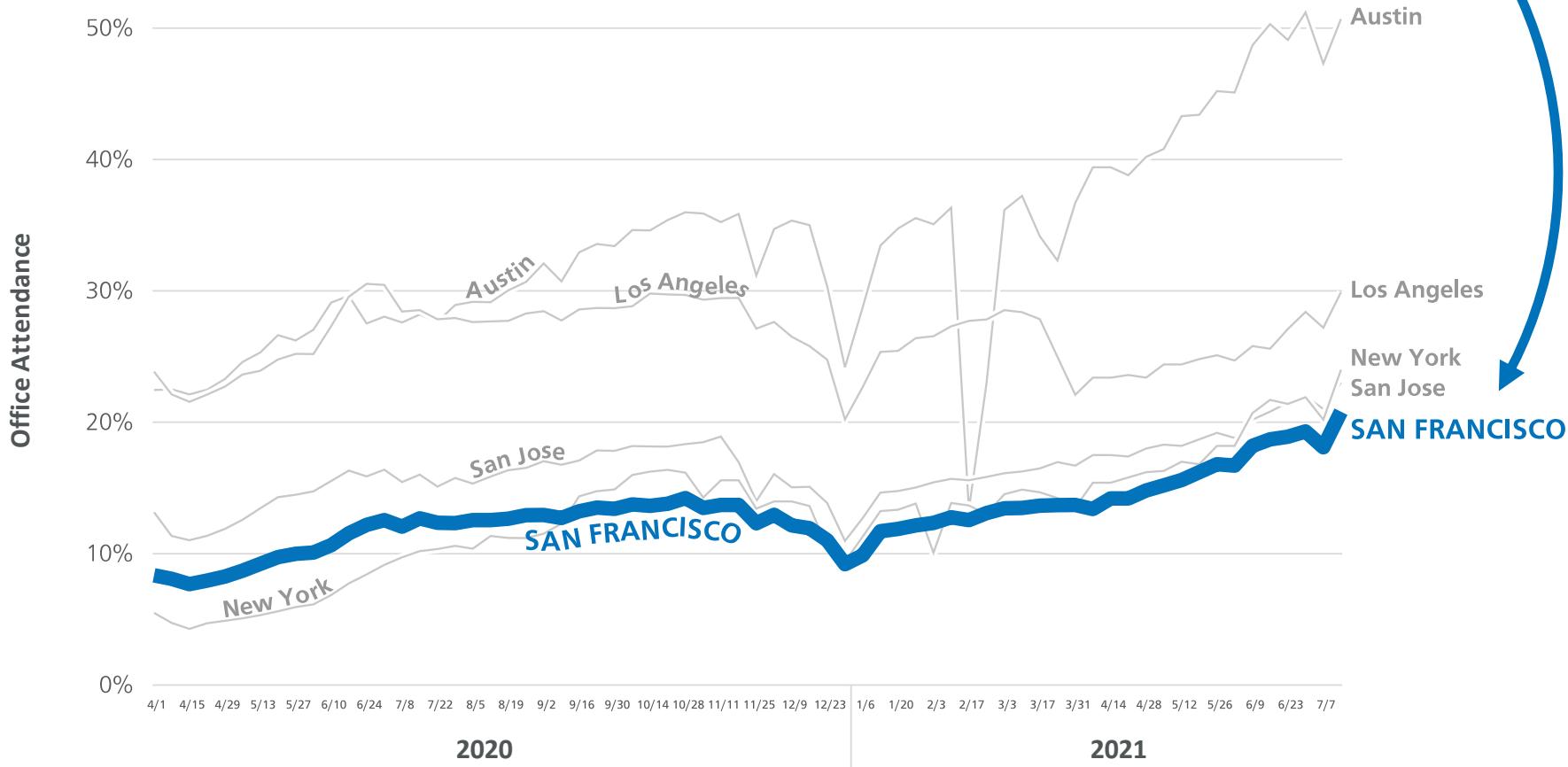
**Tracking monthly data from
Controller's Office:**

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](#)

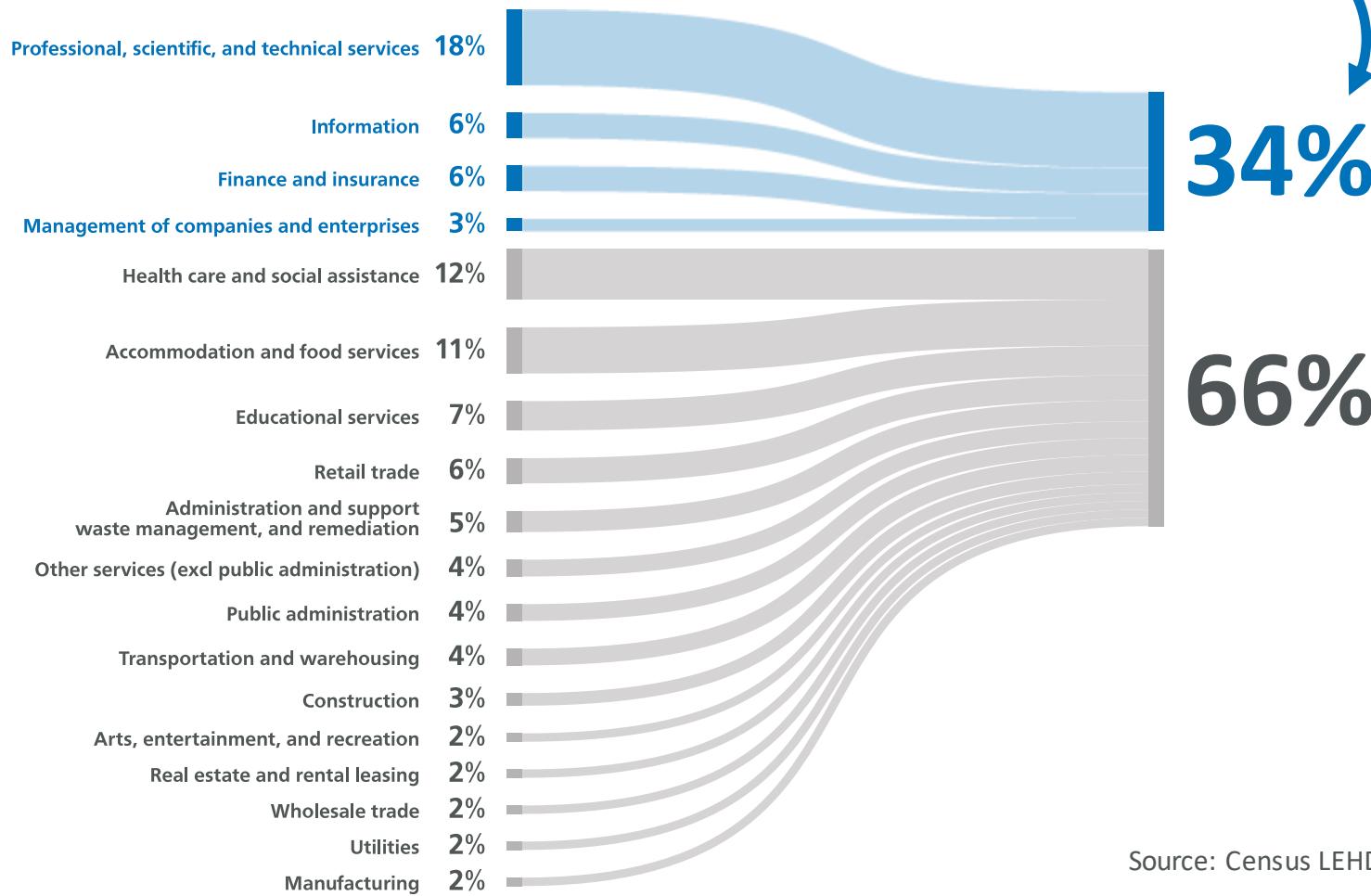
“San Francisco metro area continues to lag comparable metro areas in office attendance”



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

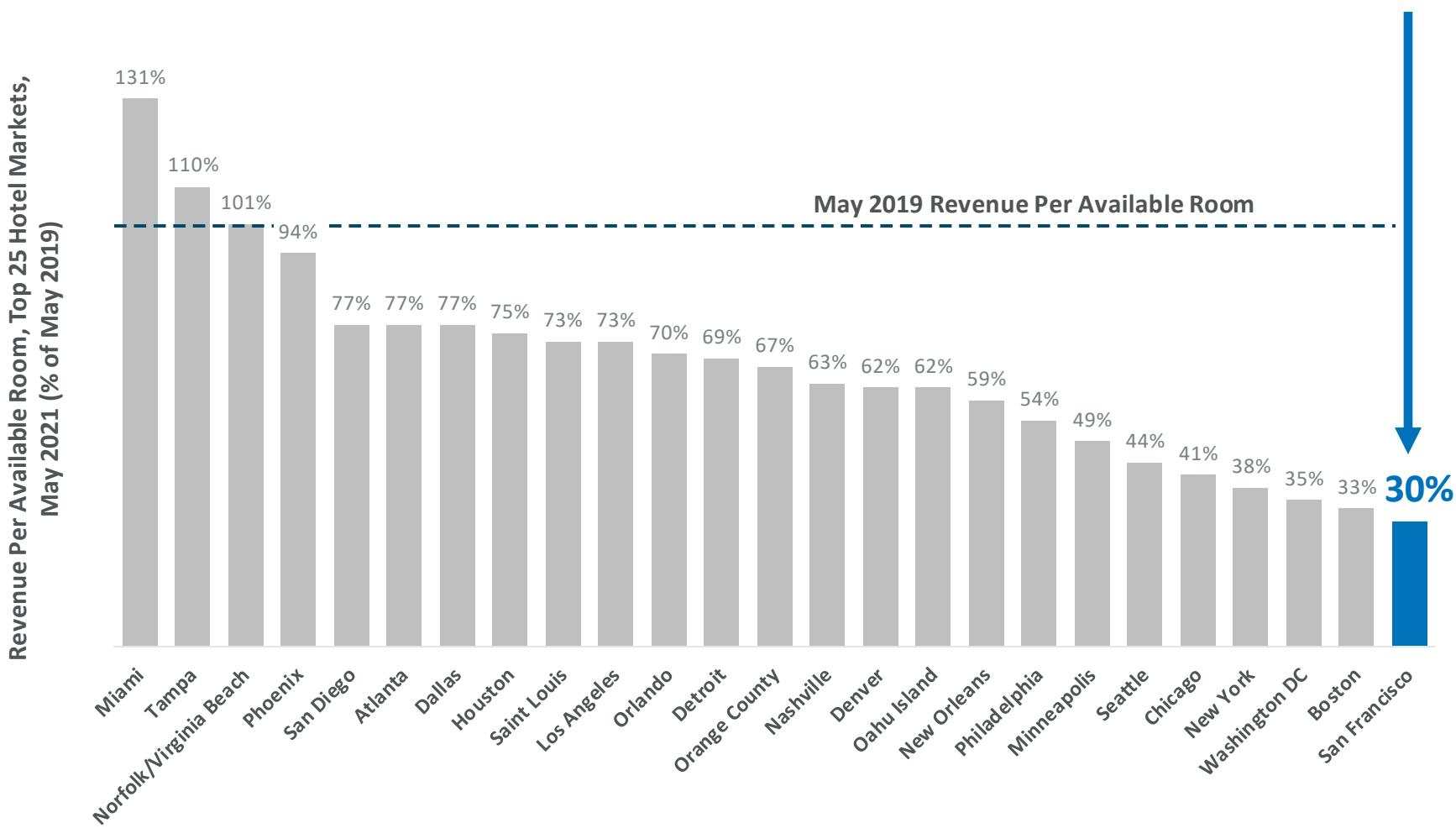
More than one-third of all jobs in San Francisco are in sectors that are well-suited to working from home

San Francisco Jobs by Sector (%)



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

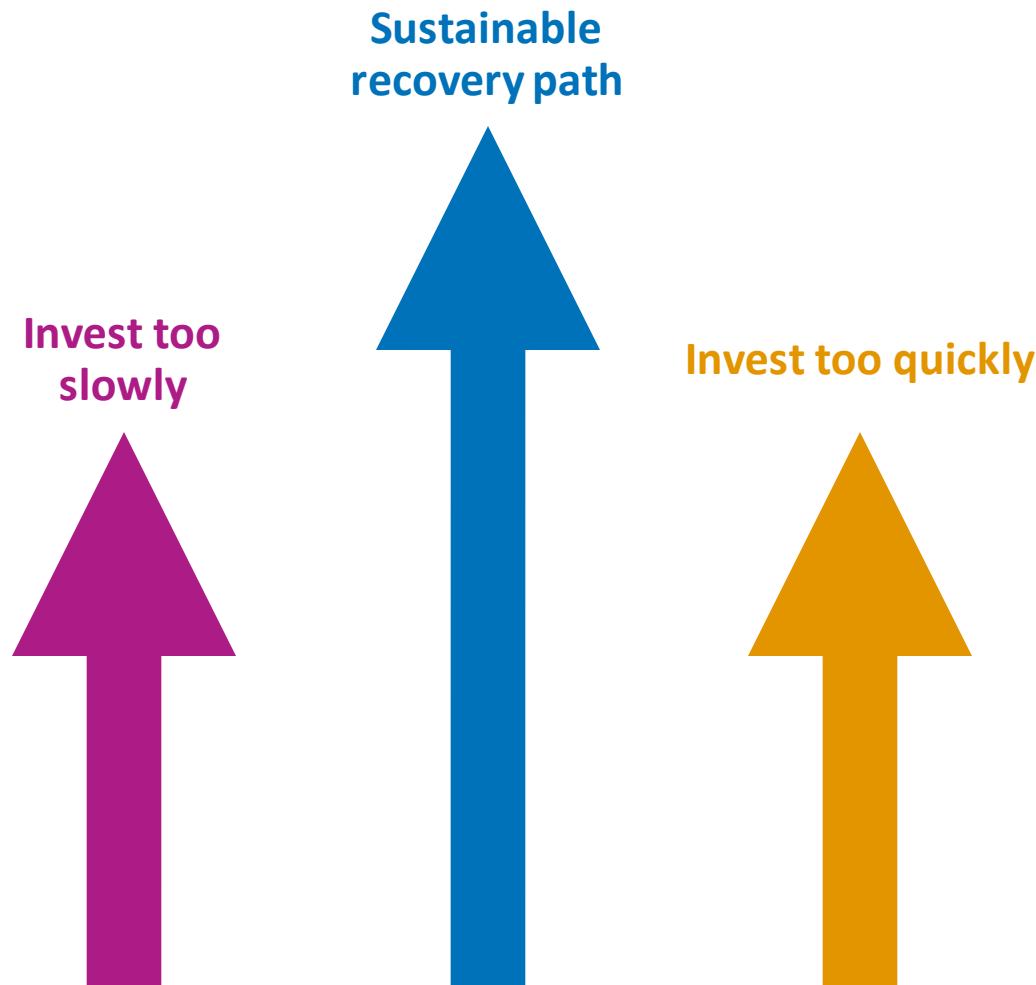
San Francisco Travel expects that the situation will gradually improve moving forward. Overall visitation to the city is forecast to reach 15.3 million in 2021. Overall visitor spending is expected to grow from \$2.1 billion in 2020 to \$3.5 billion in 2021. Total visitation is anticipated to return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

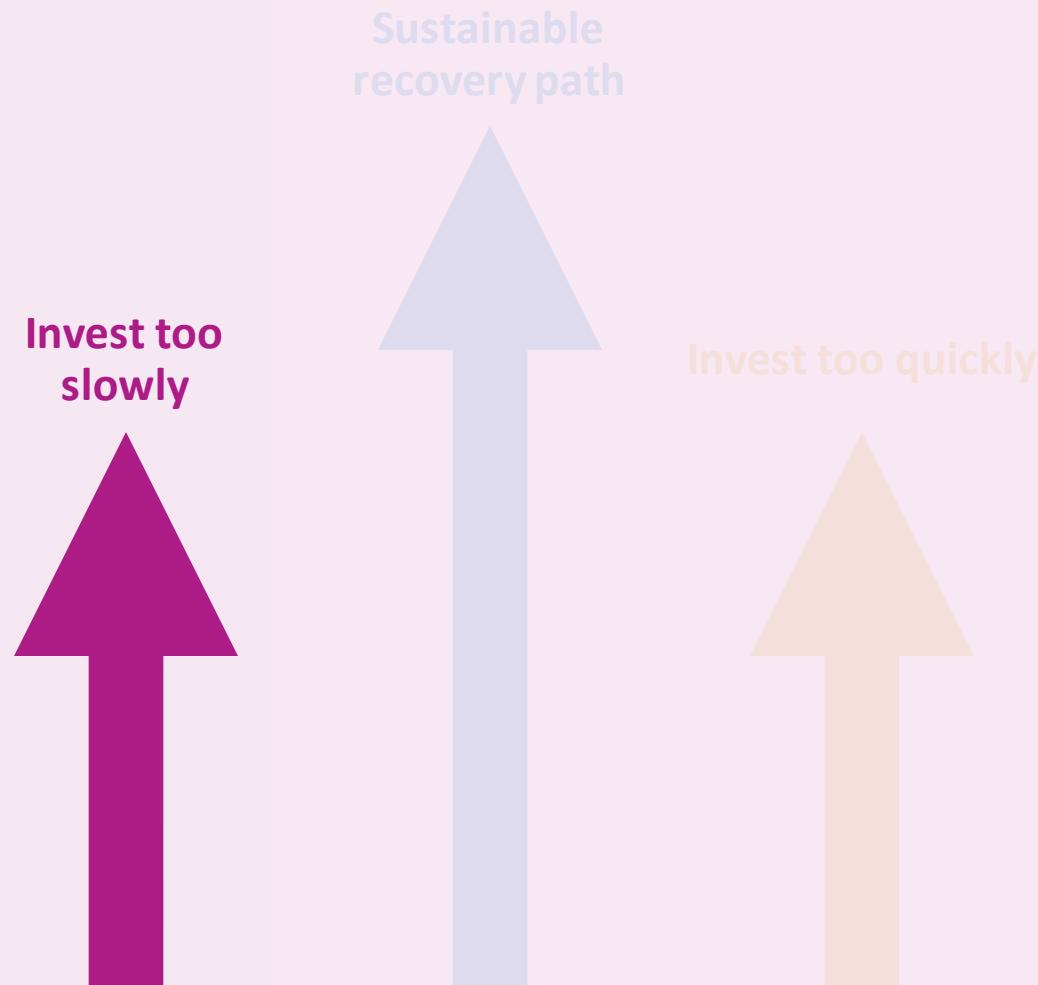
**Sales-tax funded suburban operators
can fully restore service this year.**

**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

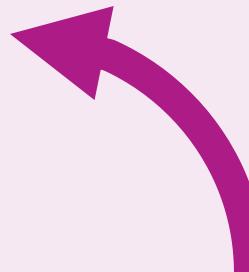


If we invest too slowly in the transit recovery ...

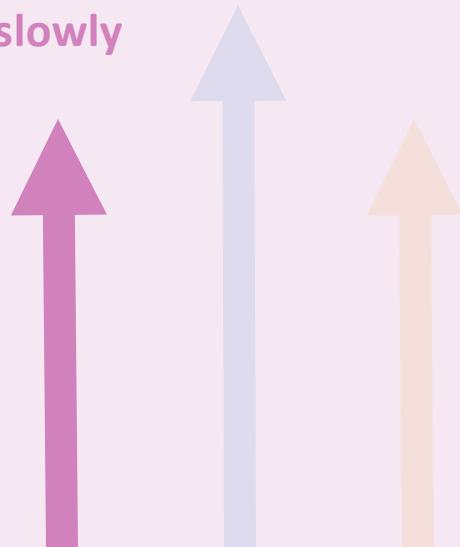


If we invest too slowly in the transit recovery ...

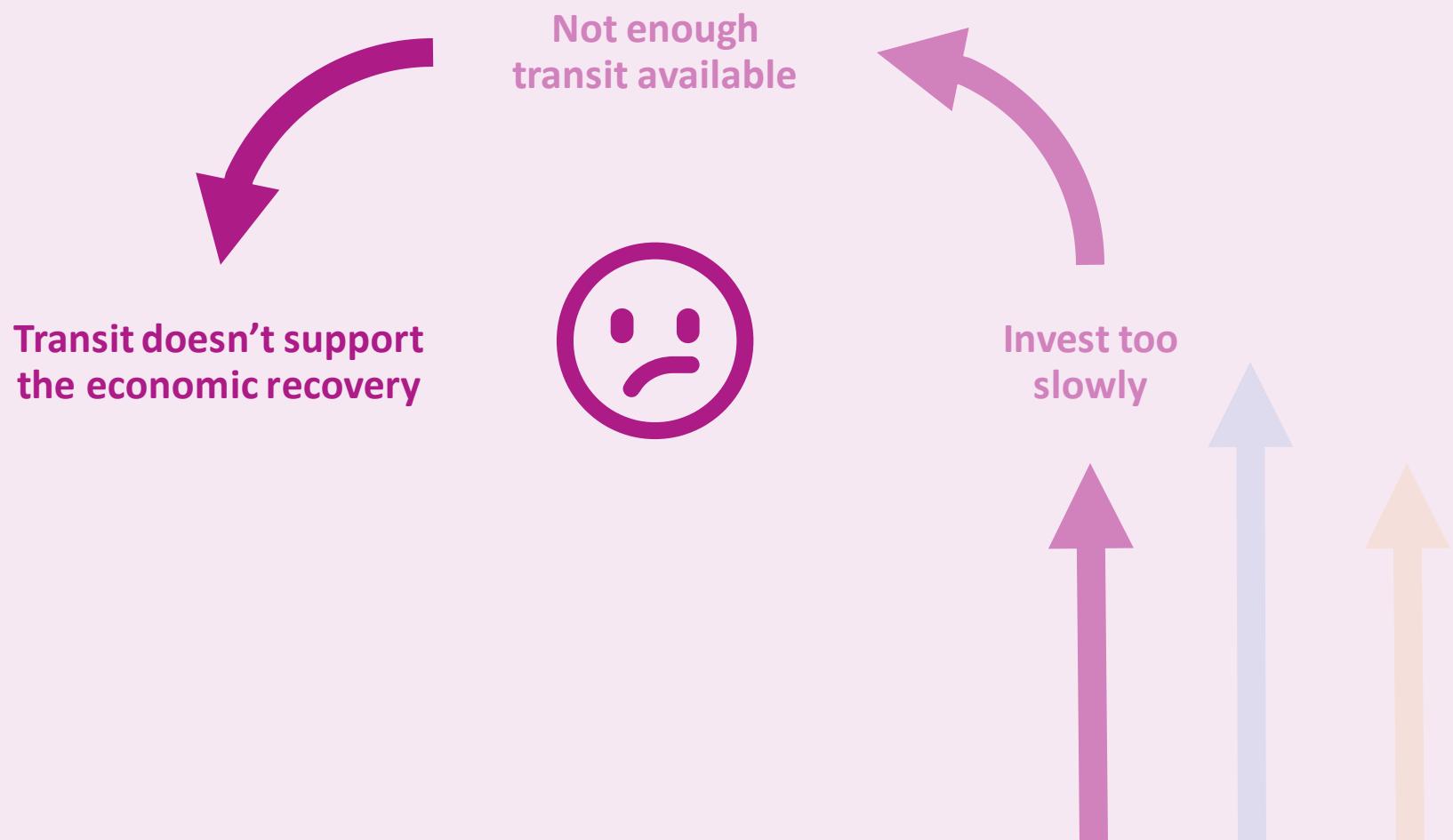
Not enough
transit available



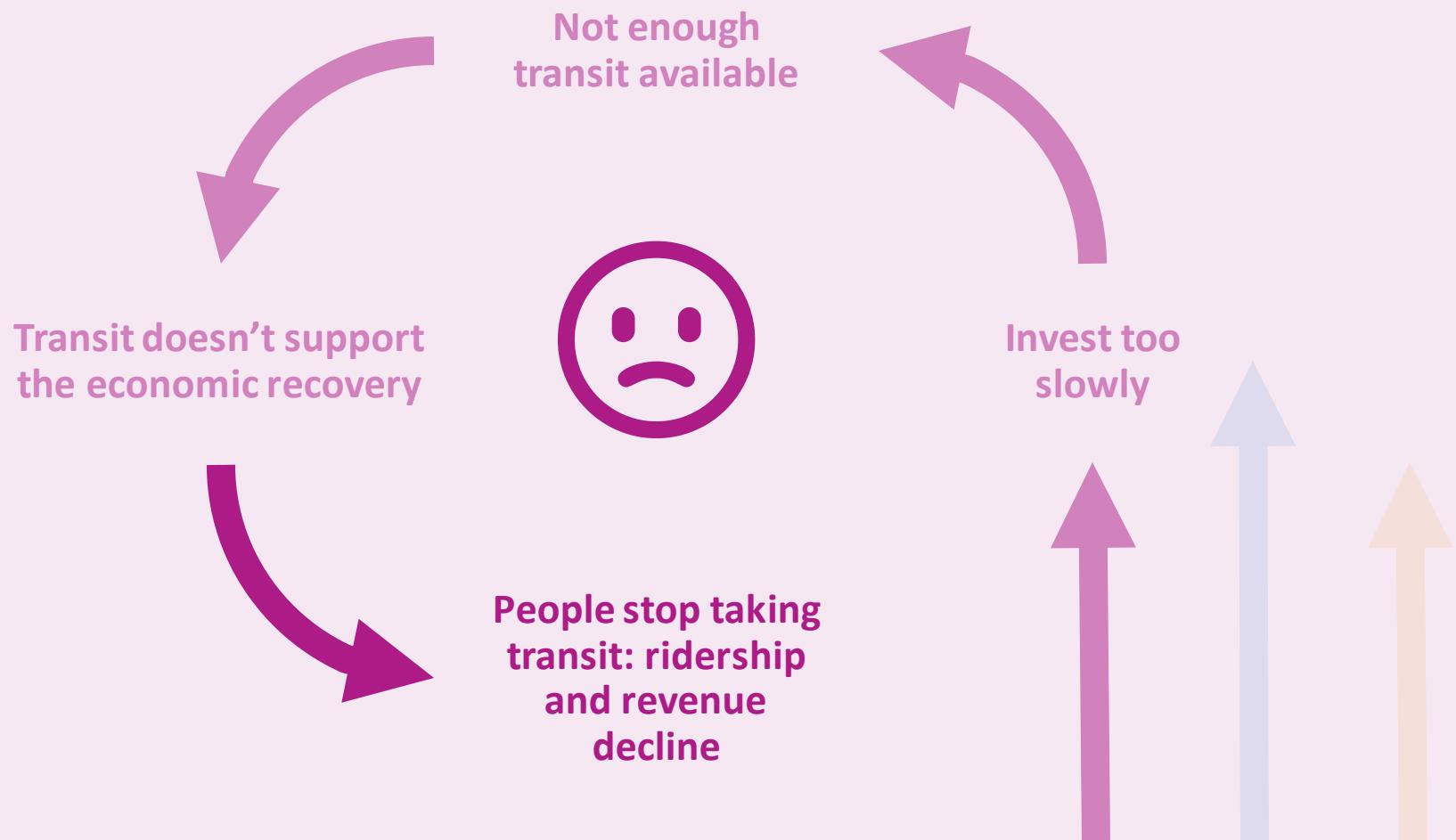
Invest too
slowly



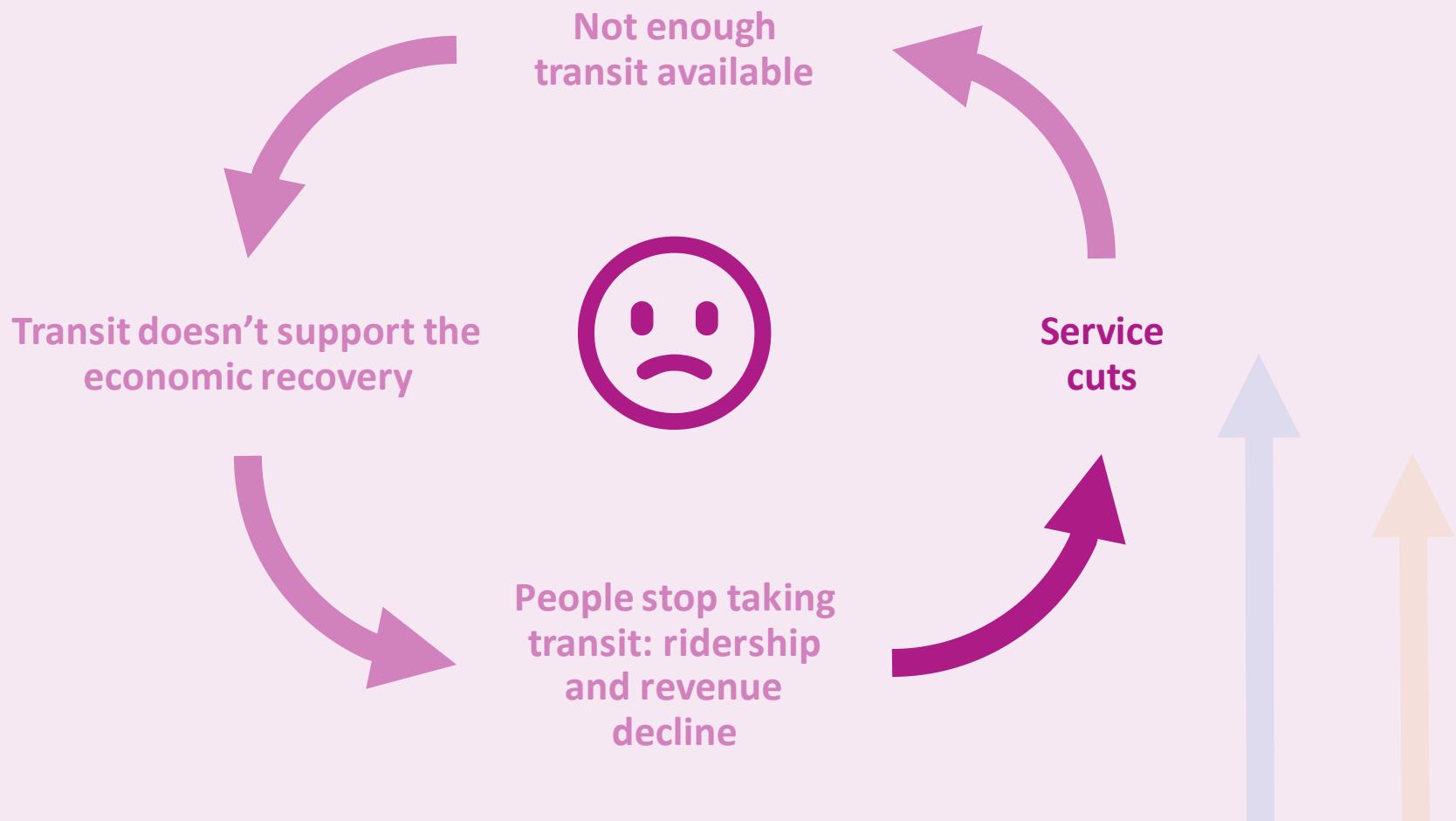
If we invest too slowly in the transit recovery ...



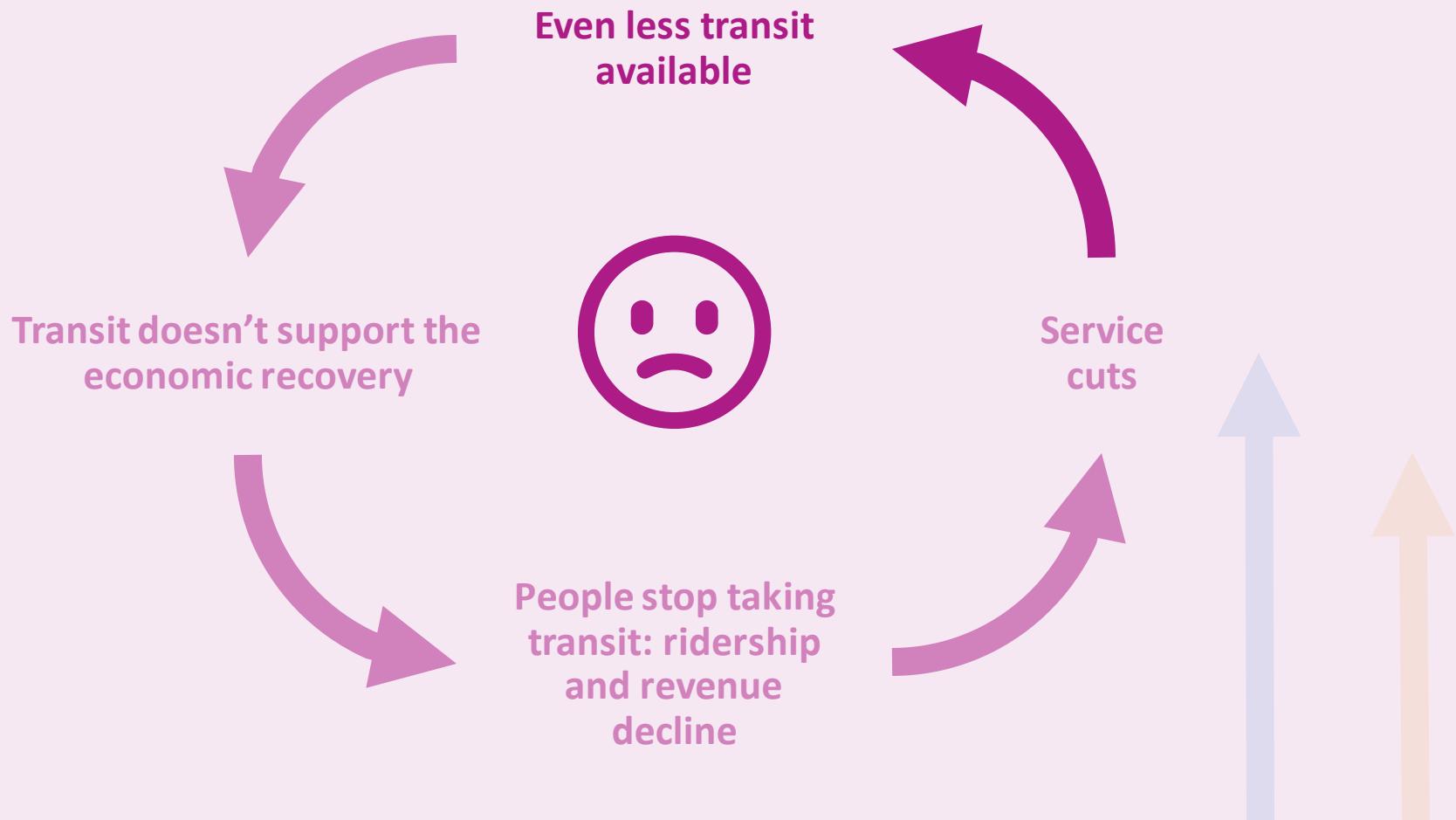
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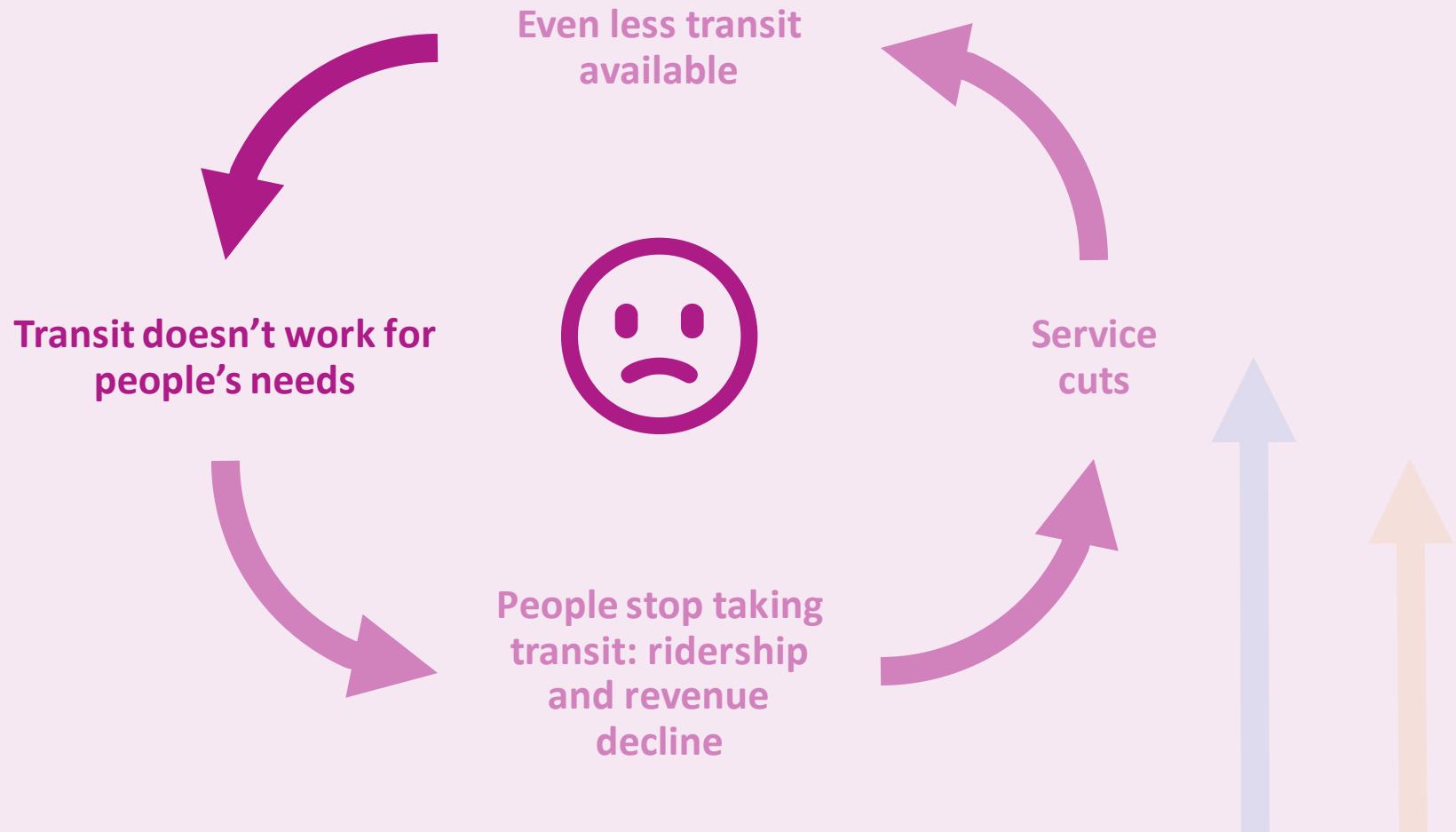
If we invest too slowly in the transit recovery ...



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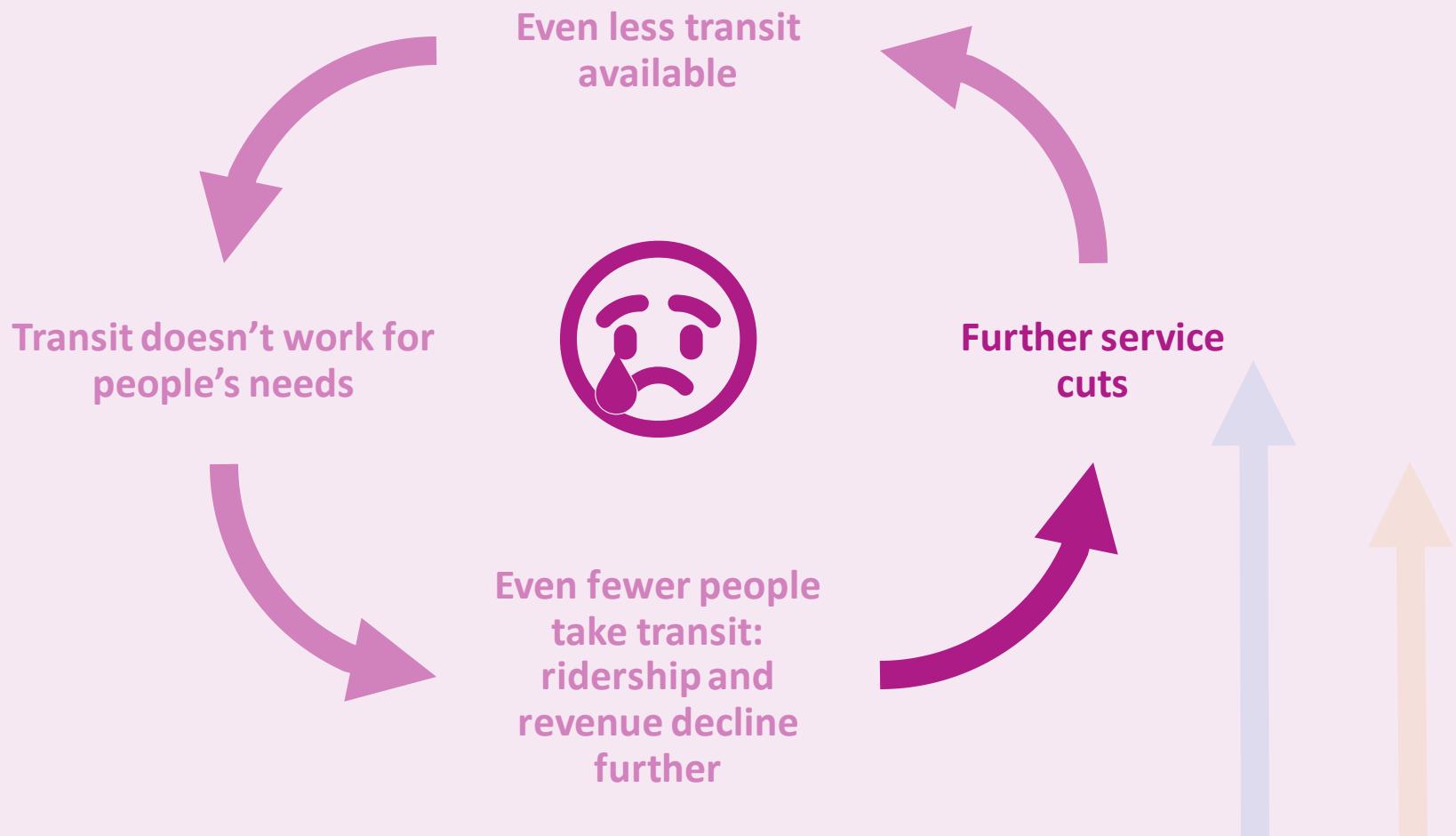
If we invest too slowly in the transit recovery ...



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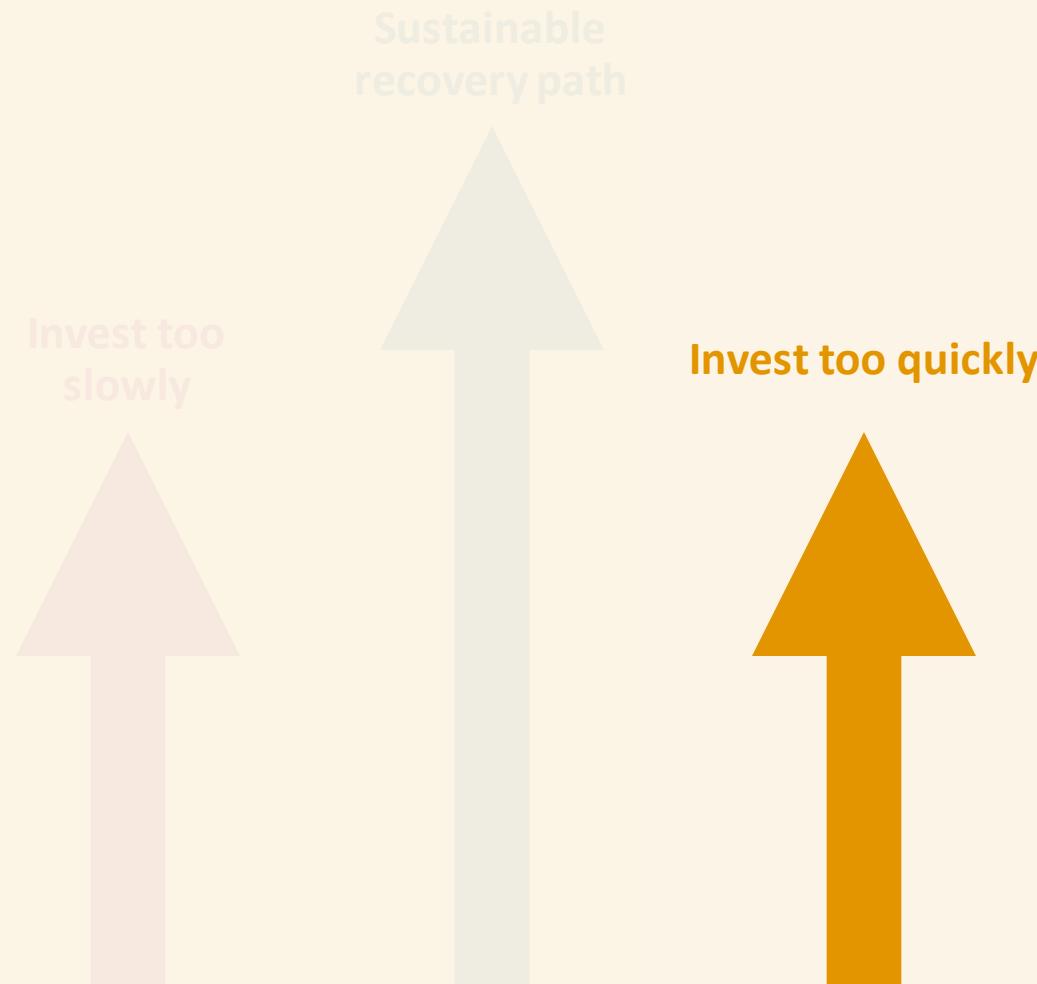
If we invest too slowly in the transit recovery ...



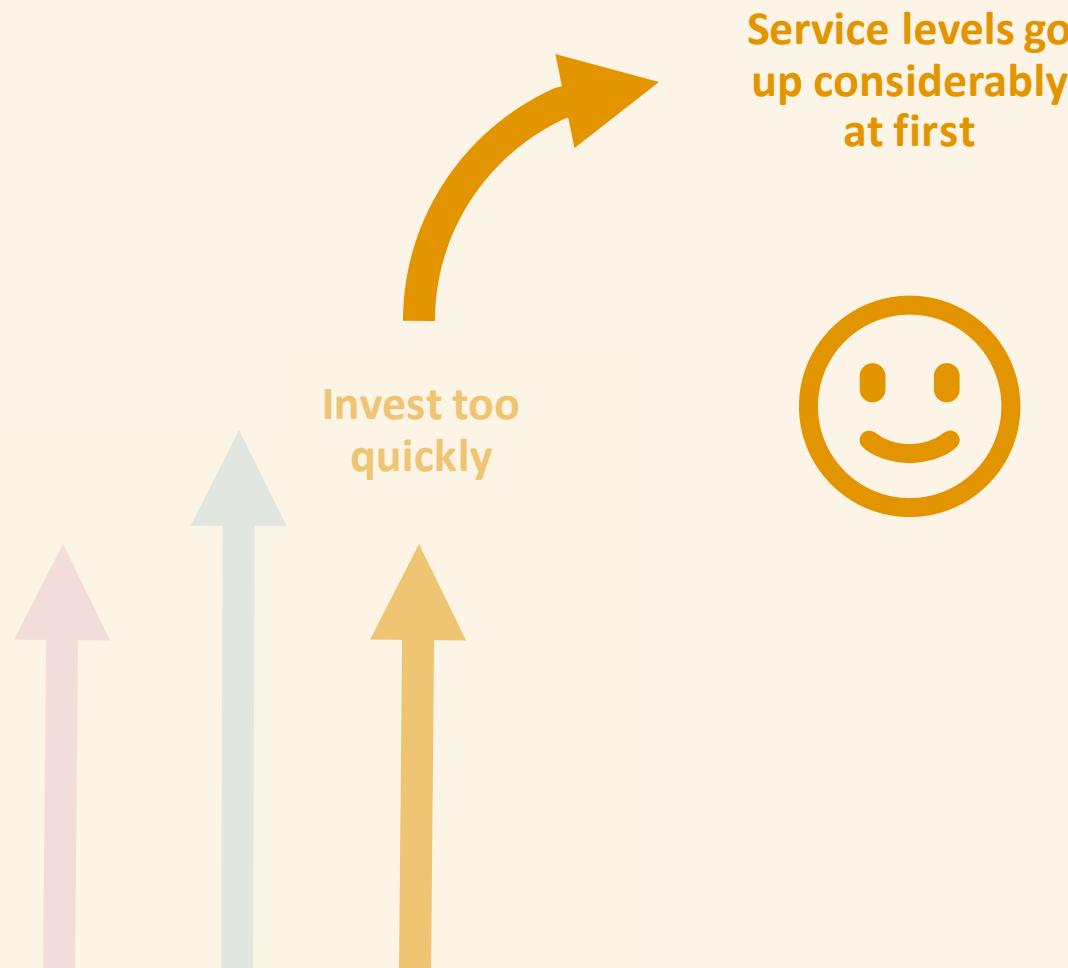


... we end up in a
transit death spiral

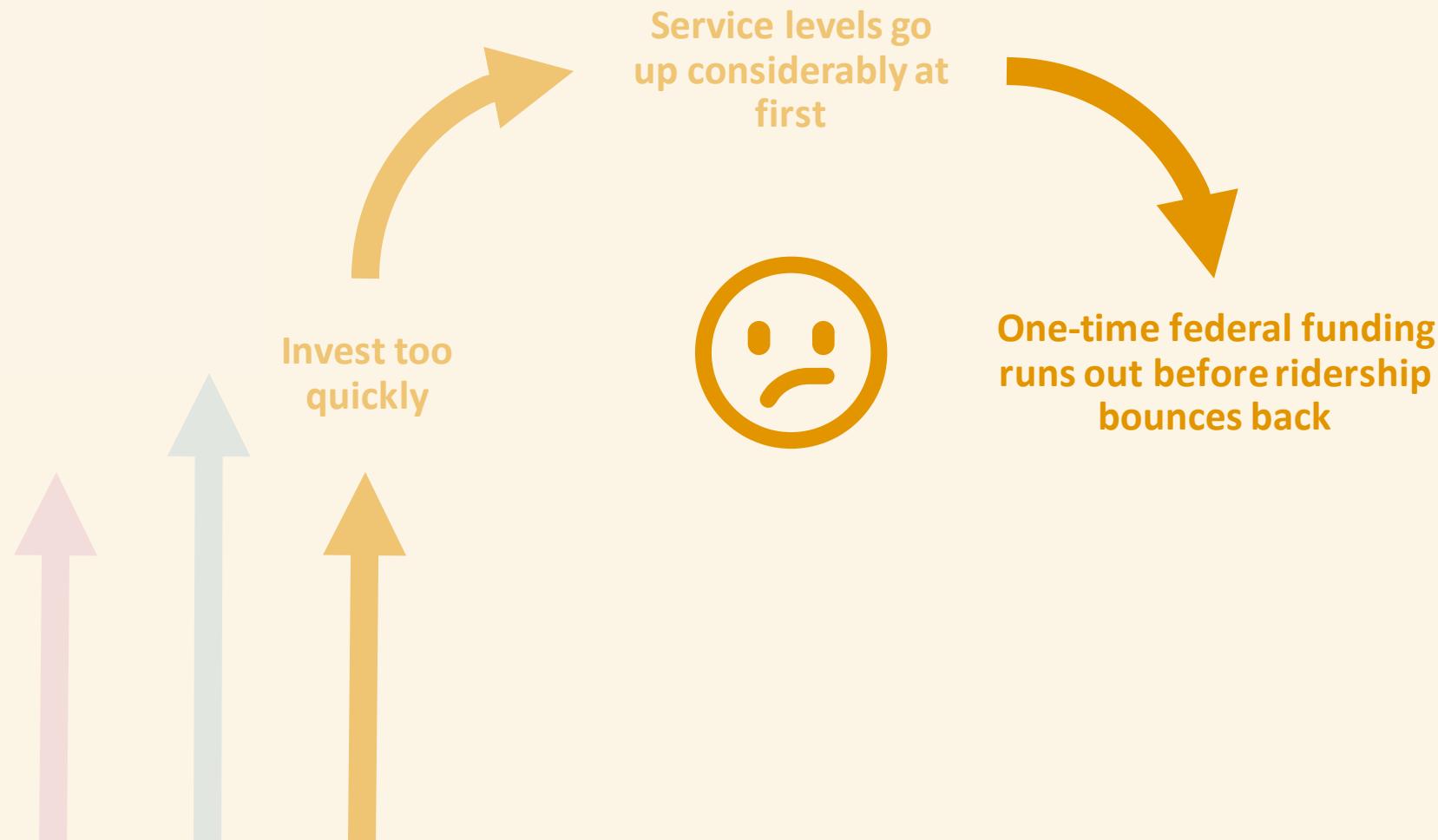
If we invest too quickly in the transit recovery ...



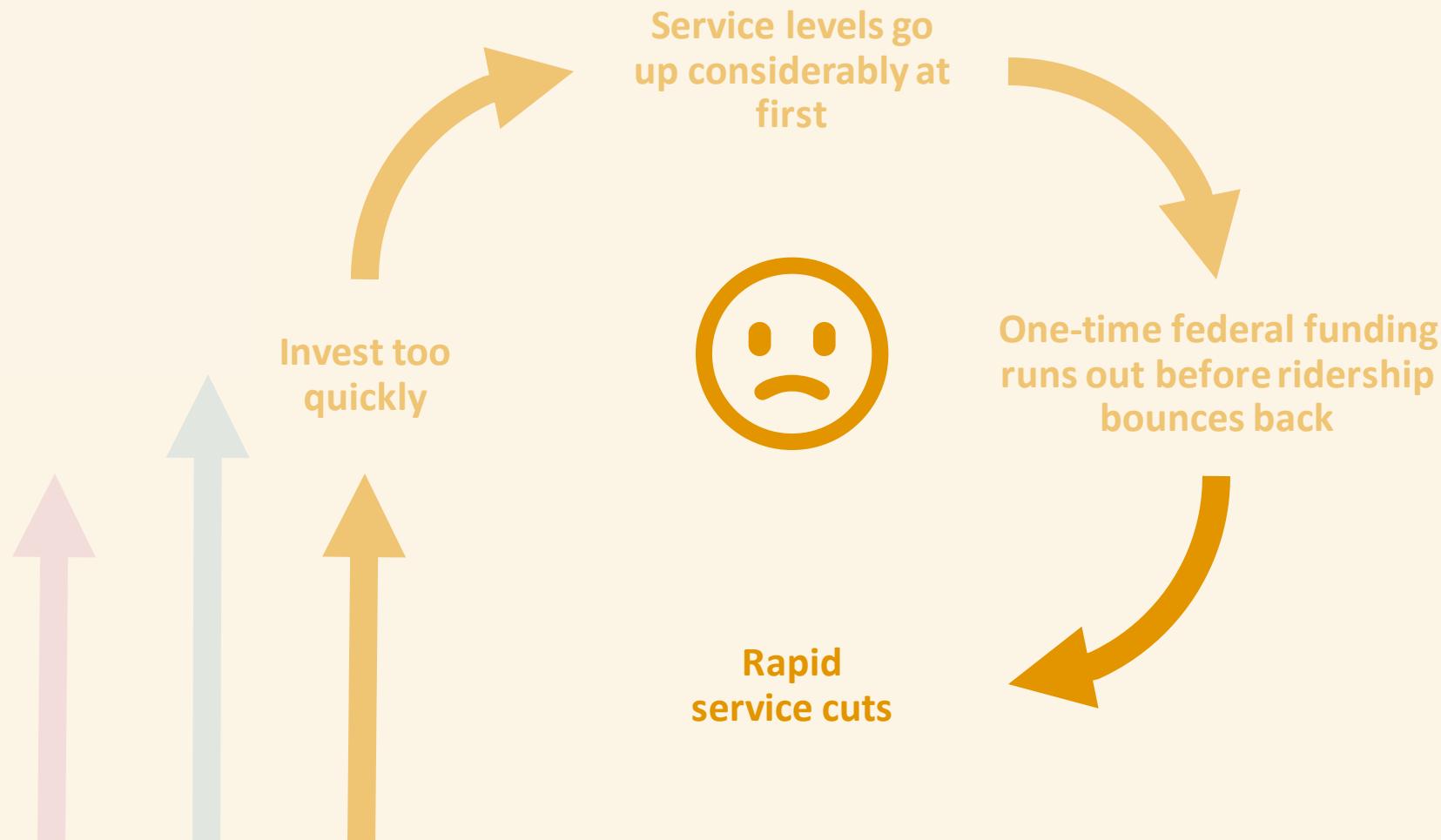
If we invest too quickly in the transit recovery ...



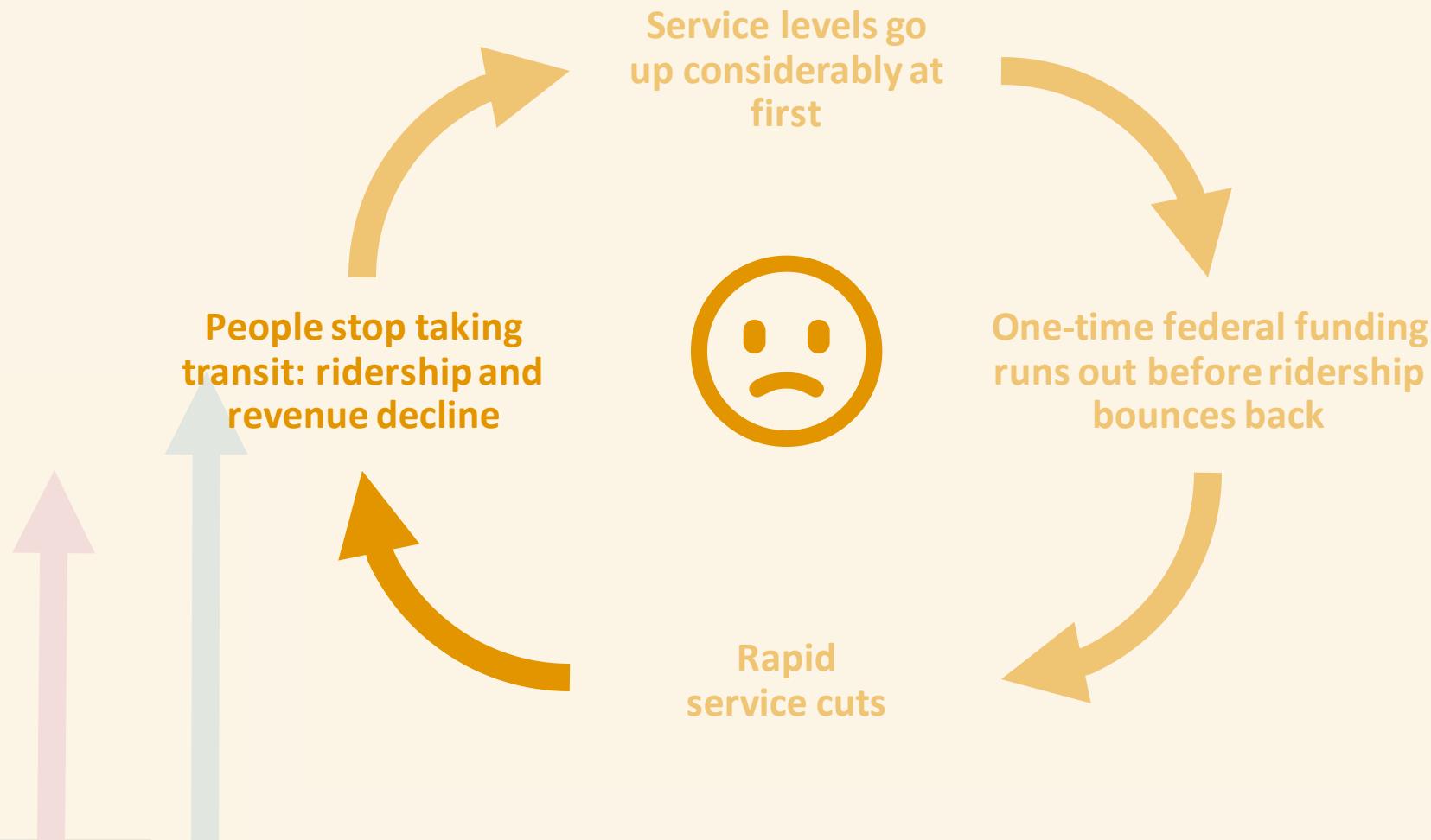
If we invest too quickly in the transit recovery ...



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 ...



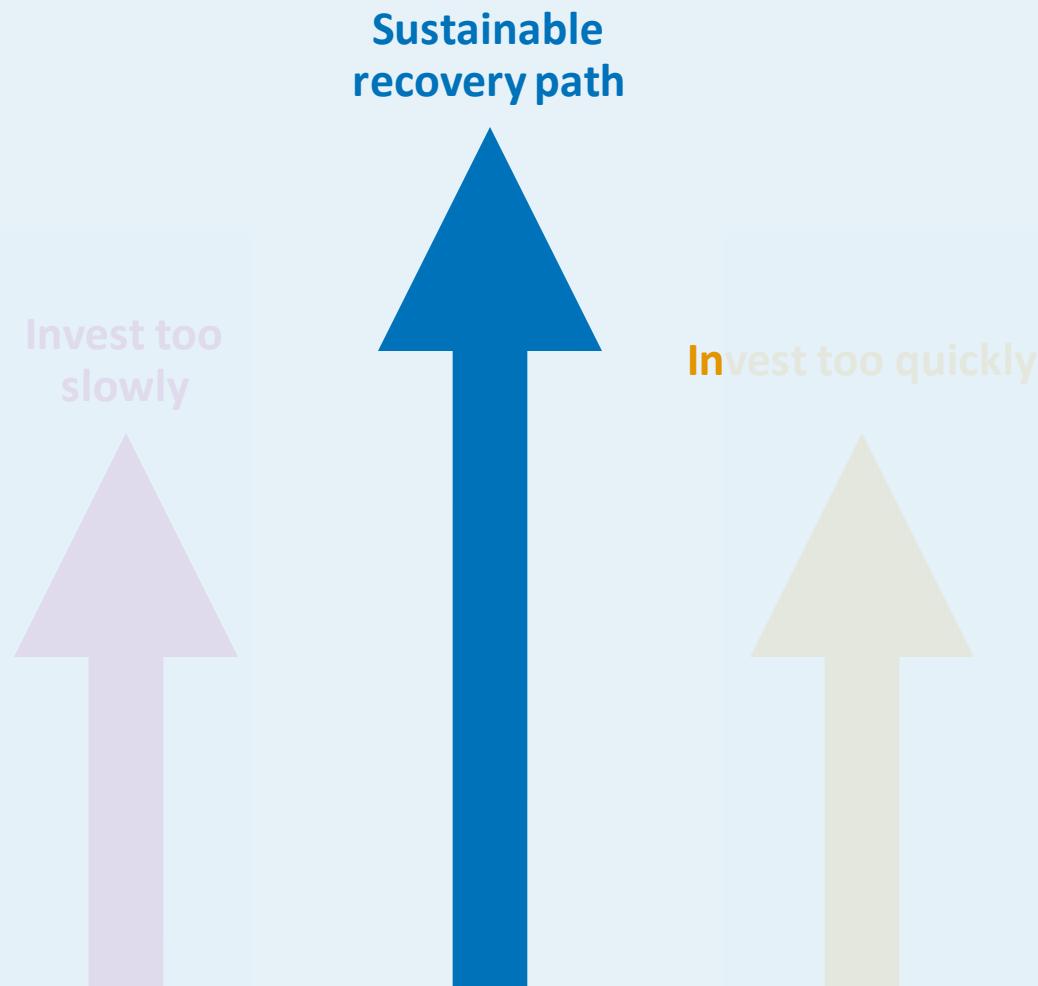
If we invest too quickly in the transit recovery ...



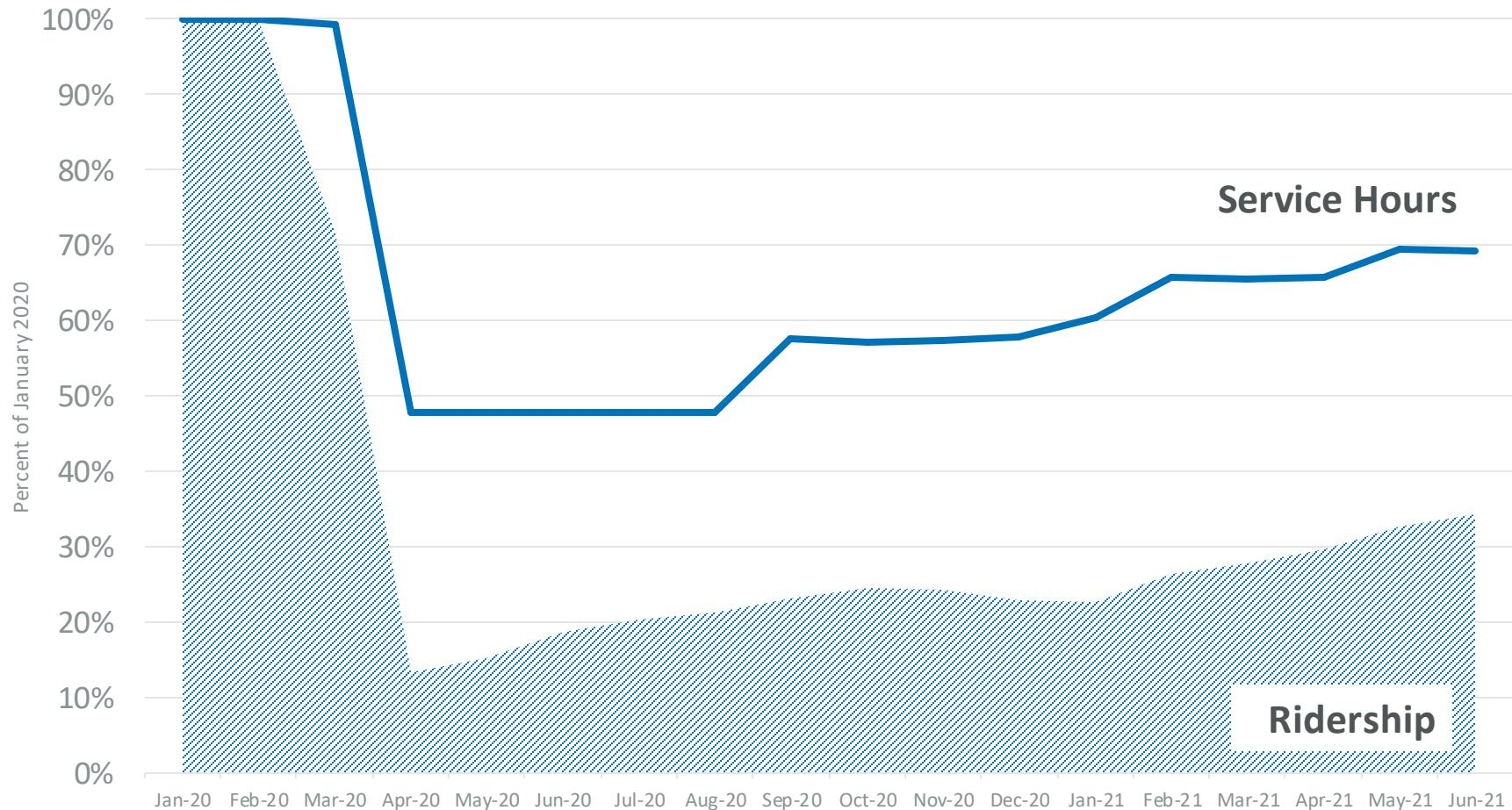
... we also end up in a
transit death spiral



It's urgent that we find a sustainable balance



Pandemic Service Hours and Ridership

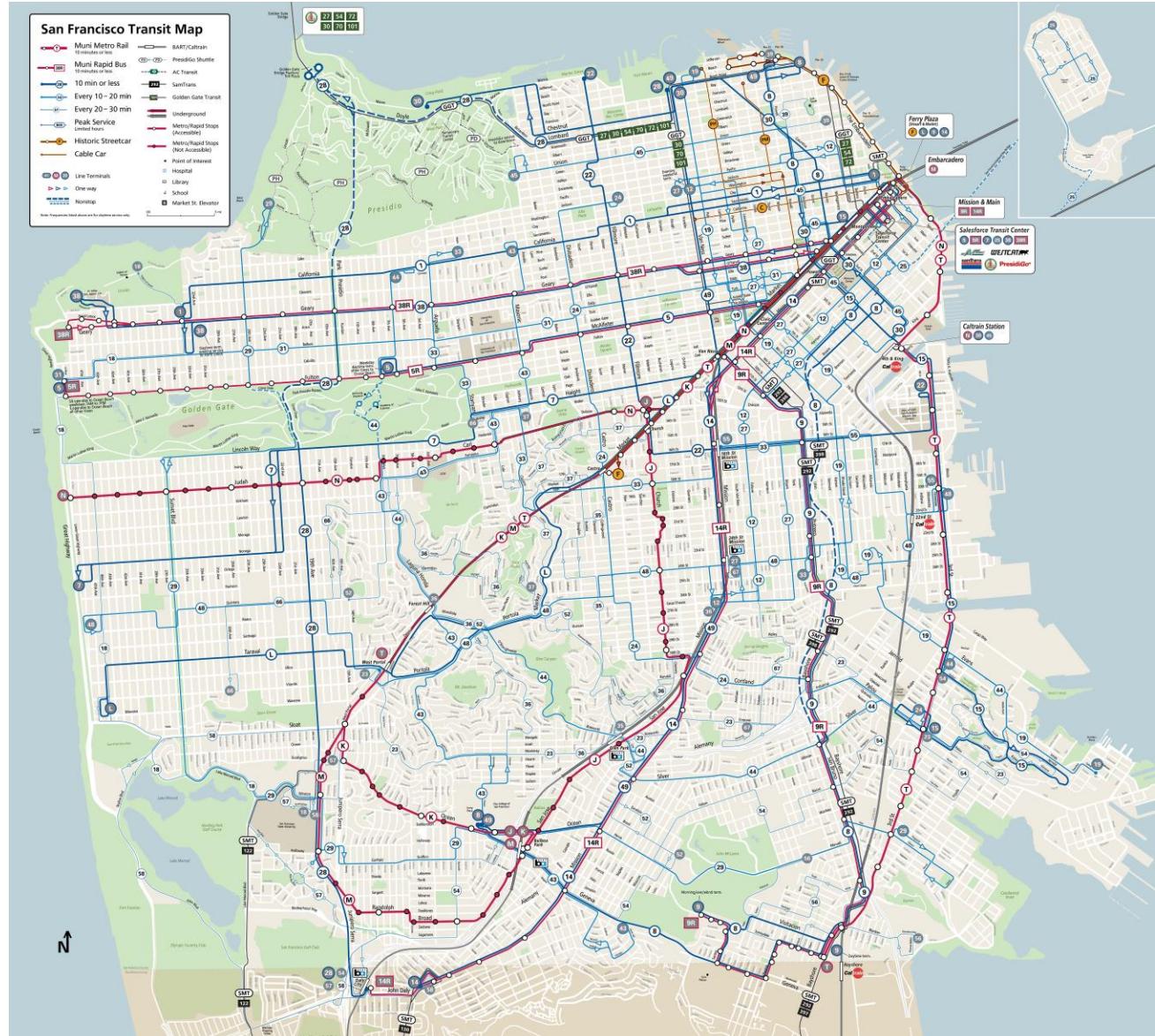


Note: Excludes Cable Car and Special Service, hours between April 2020 – August 2020 are approximations

August Restorations Expanded

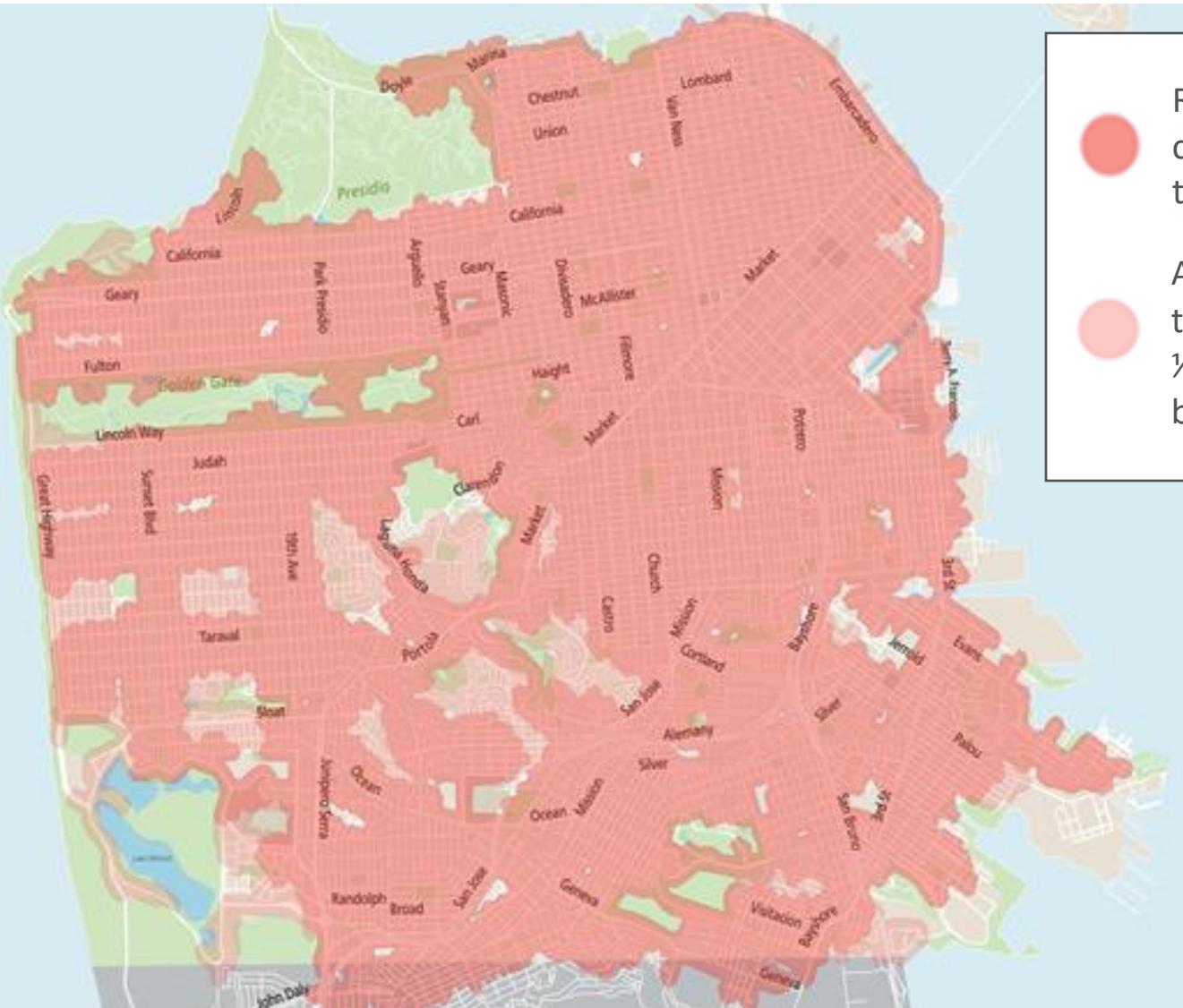
Additions based on
community and
Operator feedback:

- 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



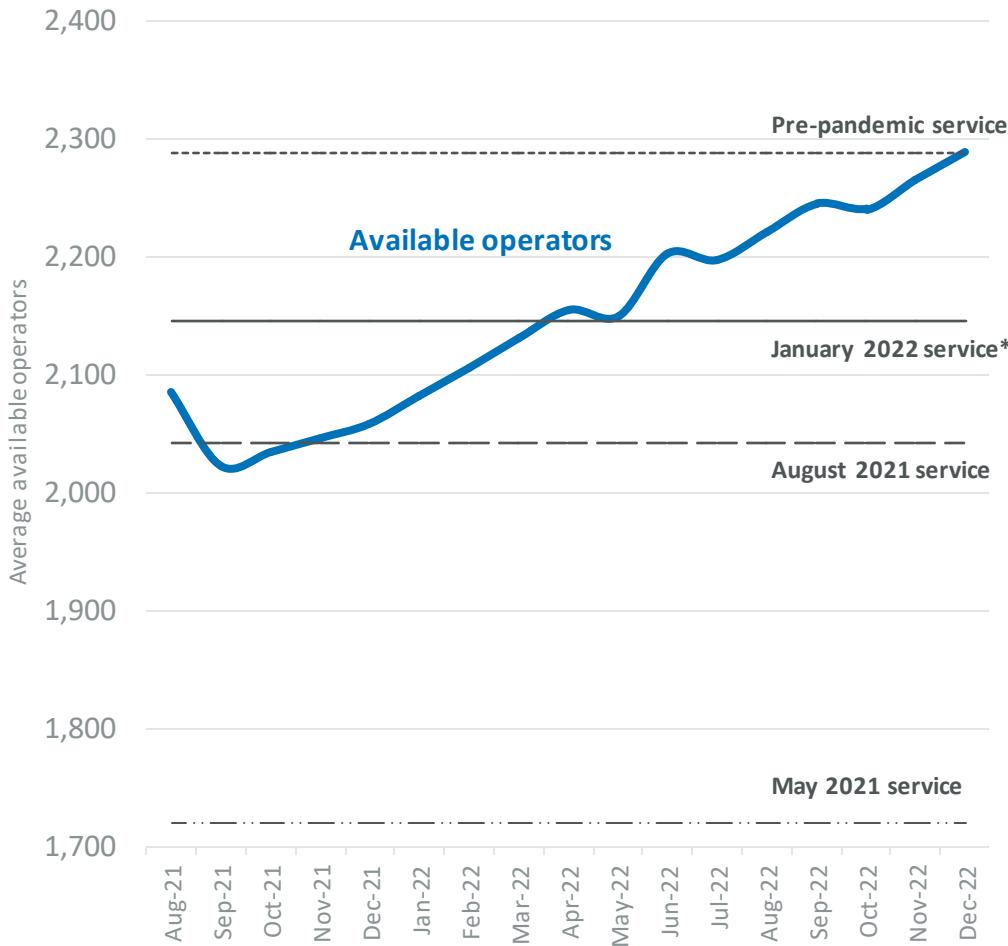
Residential areas that are currently within $\frac{1}{4}$ mile of a transit stop



Additional residential areas that will be within $\frac{1}{4}$ 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



*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.

- 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

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

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

July – August	August	September – October	October – November
Initiating Stakeholder Engagement	Three network-wide scenarios are finalized and presented to the public for feedback	Feedback collected and incorporated Outreach on specific corridors (as needed) Outreach concludes	Options before MTAB (with public's feedback) for action Schedule finalized and put through service change process

Thank You!



SFMTA Pre-Hearing Question Responses



To: **Supervisor Dean Preston**

From: **Jeffrey Tumlin, Director of Transportation** 

Date: **July 20, 2021**

Subject: **Responses to SFMTA Pre-Hearing Questions**

We want to thank you for your questions ahead of the July 23, 2021 hearing on SFMTA's service restoration plans. Below you will find the information requested. Please do not hesitate to contact us with additional questions or concerns and we look forward to Friday's discussion.

Pandemic-era Service Network

For each suspended line, please explain:

1. The reason(s) the particular line was suspended
2. The process for deciding to suspend the line
3. The reason(s) the line has not been returned to service

For each line, please also specify the circumstances or metrics that would trigger the decision to return a line.

In general, at the start of the pandemic the SFMTA faced urgent questions about how much service a) could be staffed, b) where it was most needed, and c) how physical distancing could be facilitated. The agency relied on existing emergency service operations plans which provide for essential mobility in the event of a major emergency. While designed with an earthquake or similar natural disaster in mind, it is optimized to provide maximum mobility throughout the city while conserving resources. With the benefit of ridership data and stakeholder feedback from the first few weeks of the stay-at-home order, the agency was able to determine what routes had the highest ridership and covered the most geographic area. These two items together formed our April 2020 temporary COVID-19 service plan.

Since this first iteration of what became known as the "Core Network" the agency has continued to reinstate service. Routes and frequencies were restored to a) provide new connections, especially in equity neighborhoods b) fill in service gaps and c) keep pace with growing ridership.

These criteria also form the basis for understanding why some routes were not restored. Routes with overlapping or parallel service (for example, to downtown) were not prioritized.

SFMTA Pre-Hearing Question Responses



[2 Clement](#)

The 2 Clement runs parallel to other routes with very high frequencies to the same service area, including the 1 California, 38 Geary, and 38R Geary Rapid.

[3 Jackson](#)

The 3 Jackson only serves one unique stop in the Muni system. It runs parallel to other routes with very high frequencies to the same service area, including the 1 California, 38 Geary, and 38R Geary Rapid. The alignment directly overlaps with two other routes what were part of the original Core Network: the 22 Fillmore and 24 Divisadero.

[6 Parnassus](#)

The majority of the 6 Parnassus overlaps with the restored 7 Haight/Noriega. The remaining gap along the unique portion in Golden Gate Heights will be served in the August 14 service restoration and was not prioritized sooner over areas with less access and service to communities of concern.

[10 Townsend](#)

The 10 Townsend, north of Market, overlaps with the 12 Folsom/Pacific, which was reinstated in that area. Service to Caltrain Depot and SoMa was provided a few blocks away by the N Judah, KT Ingleside/Third Street, 30 Stockton, and 45 Union/Stockton. In Potrero Hill, the route runs near the 19 Polk, which connects to the 48 Quintara/24th Street providing access to General Hospital.

[21 Hayes](#)

The 21 Hayes served an area with nearby service by the 5 Fulton, 5R Fulton Rapid, and 7 Haight/Noriega with high frequencies to the same service area.

[47 Van Ness](#)

The Van Ness Avenue and Fisherman's Wharf segments of the 47 were covered by the 49 Van Ness/Mission (extended fur the pandemic along North Point). The segments in SoMa were closely covered by the 27 Bryant, N Judah, and KT Ingleside/Third Street.

[E Embarcadero](#)

Areas served by the E Embarcadero were served south of Market Street by the N Judah, KT Ingleside Third Street and in the north by the 49 Van Ness Mission (covering an area previously served by the 47 Van Ness) and, starting in May 2021, the F Market and Wharves.

[1AX/BX, 30X, 31AX/BX, 38AX/BX, 41, and 88](#)

These routes provide peak-hour only transit service that overlaps with the service area of existing service and primarily serve commuters. There remains significant capacity on regular routes to carry peak hour loads.

SFMTA Pre-Hearing Question Responses



76X Marin Headlands Express

This route provides weekend-only recreational activity access and was not prioritized over areas with less essential access and service to communities of concern.

At what point do you consider a line that has no specified return date to be a route abandonment requiring BOS approval?

The agency considers route abandonment to mean the permanent termination of service along a particular line or service corridor where no reasonably comparable substitute service is offered.

Please provide a copy of any memo, map, email, or other document from January 1, 2020 to present that proposes, discusses, or addresses abandonment of any Muni line. Is there a memo, map, email or other document that shows how temporary changes fit into possible long term changes to Muni lines? If so, please provide.

We have no documents responsive to this request.

Community Engagement

Does the MTA have a community engagement plan?

Public outreach and engagement are an integral part of planning and implementation for every SFMTA project, including Muni service changes. The SFMTA has clear expectations of every project manager, project lead and team member who works with the public. To ensure consistent public communications and outreach across projects, the SFMTA established our Public Outreach and Engagement Team Strategy (POETS). The strategy includes requirements for every project.

Ahead of the 2022 service changes, the agency is planning three rounds of outreach: Initiating Stakeholder Engagement (July – August), Citywide Engagement (August - September) and Addressing What We Heard: Fine-Tuning the Network (October). All outreach will be facilitated with access for limited-English proficient audiences and with multichannel outreach so that stakeholders are able to participate regardless of preferred modes of communication. More information on this process is detailed below.

Have there been any community meetings or public outreach to residents regarding the lines that are currently suspended or being changed?

The agency engaged in a number of outreach measures to inform the public of COVID-19 service changes in advance of implementation. Within the constraints of public health orders, the agency selected methods to ensure multiple channels of communication for distribution of information (digital, analog, and in-person options), particularly emphasizing communication tools used by communities of concern. To ensure outreach was accessible to the widest possible audience, most information was

SFMTA Pre-Hearing Question Responses



offered in four languages (English, Chinese, Spanish and Filipino) and also incorporated visuals, symbols, icons and maps where appropriate.

For service changes on the 83X, 27 Bryant, 15 Bayview Hunters Point Express, the SFMTA deployed multilingual surveys online and via text message. These changes were advertised through multilingual posters at transit stops with information in English, Spanish, Chinese and Filipino and Muni alert emails notifying riders of in multiple languages, including notice of free language assistance in ten languages. Opportunities to comment and provide feedback on service changes were provided in the Muni alert emails and at meetings of the SFMTA Board of Directors.

Members of the public use the City's multilingual information line (311) and post comments on the blogs and on the SFMTA's Twitter account inquiring about service changes. SFMTA staff tracked comments that came in via blogs and social media, supplementing regular feedback from the Customer Service team, to aid in making decisions about which service restoration. In addition, the SFMTA received Customer Service Reports through 311 requesting service changes for specific routes to expand access and address crowding and pass-ups.

The SFMTA leveraged existing channels through which we regularly gather feedback to ensure that we prioritized engagement with communities of concern. The agency also conducted in reach with transit operators and other on-site staff. The agency held numerous meetings with various advocacy groups, District Supervisors' offices, and members of business, merchant and neighborhood groups. Among the groups included were Senior and Disability Action, the SFMTA's Multimodal Accessibility Advisory Committee, the SFMTA's Transportation Working Group, Walk San Francisco, the San Francisco Bicycle Coalition, the West Portal Merchants, the Greater West Portal Neighborhood Association and the San Francisco Transit Riders. Starting in August 2020, agency staff began participating in biweekly Tenderloin Community Benefit District, Tenderloin People's Congress and Tenderloin Traffic Safety Task Force meetings.

SFMTA staff learned a great deal regarding Muni service issues from our work with communities through SFMTA's Bayview Community Based Transportation Plan (CBTP), outreach to HOPE SF, Sunnydale, the San Francisco Youth Commission and at the Human Rights Commission (HRC) Open House. We used the qualitative data gathered through this outreach to inform service restoration that addressed key transit needs in the neighborhoods identified by the Muni Service Equity Strategy. In turn, we developed service changes to address these needs, such as the need for the return of certain routes to connect communities to essential businesses and jobs and the introduction of new service.

SFMTA Pre-Hearing Question Responses



What community meetings and public outreach are planned regarding route suspensions, service changes, and/or route abandonment?

A plan for discussing the future of the Muni network is under development. Later this summer, the SFMTA will be sharing three alternatives for how service might be restored in winter and inviting the public to provide feedback on those alternatives. The input received from the public will help the SFMTA Board determine the pattern of Muni service to be implemented in early 2022. The three scenarios the SFMTA will be laying out for the public to consider are:

1. Return the Familiar Network
2. Build a High-Access Network
3. Develop a Hybrid Network

The Familiar Network alternative would put back the routes people are used to from prior to the pandemic. But the service that people are used to isn't always the service that helps the most people get where they need to go. The High-Access approach would shift some patterns of service to expand people's ability to get to more destinations sooner. The Hybrid Network aims to balances the most desirable features of the previous two.

We are planning three rounds of outreach: Initiating Stakeholder Engagement (July – August), Citywide Engagement (August - September) and Addressing What We Heard: Fine-Tuning the Network (October). All outreach will be facilitated with access for limited-English proficient audiences and with multichannel outreach so that stakeholders are able to participate regardless of preferred modes of communication.

The first round includes presentations and discussions with a small number of key community-based organizations and advocacy groups to discuss the three scenarios for the Muni Full Service Network, and involve stakeholders in determining which of the scenarios best suits San Francisco's needs, and identifying any challenges with each of the scenarios with a goal of refining our outreach methodology for the second round of outreach based on what we learn during this round.

The second round includes using StoryMaps to involve the widest possible audience with attention to audiences that have been historically marginalized, in discussing the three scenarios for the Muni Full Service Network, determining which of the scenarios best suits San Francisco's needs, and identifying any challenges with each of the scenarios. With this information paired with transit data, our Transit Planning team will develop a proposal for Muni's Full Service Network.

With the third round of outreach, we will consult with stakeholders engaged in the first two phases, presenting the proposal for Muni's Full Service Network, and providing stakeholders with details about how public feedback influenced the proposal. Once the proposal is refined, it will be brought to the SFMTA Board for its consideration for approval.

Throughout the process, we will solicit and welcome all feedback the Supervisors provide.

SFMTA Pre-Hearing Question Responses



Long Term Goals and Commitments

Is MTA committed to restoring 100% of pre-pandemic lines?
Is MTA committed to restoring 100% of pre-pandemic service hours?

The agency is committed to continuing to increase service to at least 110% of pre-pandemic service levels when we have the staff and financial resources to do so. We are all hopeful the city's pandemic recovery outpaces financial projections, and that this restoration will take place sooner than we're currently anticipating. However, it will take time to understand how the agency is performing against financial recovery projections.

Whether this service is delivered on the original network is a policy question that is currently being examined. The agency has brought on Jarett Walker and Associates to perform a network analysis to better understand how to deploy our existing resources between today and early 2022. This analysis will also provide a framework to direct new resources, when they have been identified, to enhance the city's mobility beyond 2020 levels. These will be challenging and at times emotional questions, which is why this fall the agency will be presenting various options to the public for their input as detailed above.

The 21 and 31

Why is there no timeline for the return of these lines?
Has MTA consulted with any community groups or community advocates regarding these two lines? Who and when?

On July 15, 2021 the agency announced the 31 Balboa will be restored as part of the August 14 service change. The route will be temporarily modified between Cabrillo St and La Playa to Cyril Magnin at Market and will operate daily between 6am and 9pm approximately every 20 minutes.

The 21 Hayes is included in the network analysis that is currently under way. Potential options for the future of this route, and others, will be presented as part of the public outreach process this fall.

The MTA has suspended two major lines through the Fillmore/Western addition. How does that align with the equity goals outlined by the MTA?

Our equity approach focused our limited resources to operate high frequencies on major corridors to keep pace with continued demand during the pandemic. Until June 15, 2021 the SFMTA was operating at limited capacities and needed to ensure the routes with high ridership were served frequently enough to permit mandatory distancing. This limited our ability to restore all routes everywhere. Routes like the 8, 9/9R, 14/14R as well as the 22 and 38/38R operated at 3-5 minute headways due to persistent and high demand.

The Fillmore and Western Addition are served by the 5 and 38/38R traveling east/west and the 22 traveling north/south. These are an essential feature of the pandemic-era service plan. These three

SFMTA Pre-Hearing Question Responses



routes have exceptionally high frequency (operating at 8 min or better) and have run for the duration of the pandemic. This explains why routes like the 19 Polk, 52 Excelsior and 54 Felton—which provide unique coverage areas—were slated for restoration before routes with parallel service like the 21 Hayes. The 31 Balboa, which also serves these neighborhoods, will be restored to service in August.

32 Eddy

According to advocates, there was a plan to restore service along a segment of the 31 from Market to Divisadero. This plan advanced far enough that a "32 Eddy" route designation was programmed into bus heads. Is this accurate? If so, why did the agency decide not to pursue this plan?

Responding to public input, the agency worked with stakeholders in the Tenderloin to improve Core Network access in the neighborhood. Along with other options, we socialized the concept of a 32 Eddy publicly in fall 2020. We ultimately made the decision to restore a modified 27 Bryant through the Tenderloin which better addressed equity needs at that stage of the pandemic. The 27 Bryant makes connections for residents of the Tenderloin, Mission and SoMa neighborhoods to essential grocery stores and a food bank. Further, the 31 Balboa is being restored as part of the August 14 service change.

6 Parnassus and 7 Haight/Noriega

The August 7th Service restoration reads as a plan to replace the #6 with the 66 and 52 and the #7 between downtown and the Haight. Please confirm if that is an accurate characterization of the short term plan. What outreach have you done to the impacted neighborhoods and riders? Have you held any community meetings about this proposal? How long will this proposed change last?

The SFMTA's focus is on closing coverage gaps so residents and other riders have an option. To cover the unique portion of the 6 Parnassus, it was a better use of limited resources to extend two other routes (the 52 and 66) to fill in gaps in Sunset Heights. It was determined that using operators and buses to reinstate the entire 6 Parnassus – at the cost of not covering other areas or reducing the frequency of other routes, including potentially the 7 Haight/Noriega – was an inferior option.

This service change was due to limited resources and represents our best assessment in closing coverage gaps and is considered a temporary measure. This fall the agency will conduct public outreach regarding how this configuration will look into the future.

SFMTA Pre-Hearing Question Responses



Staffing

Thank you for sharing the staffing memo. Why was the decision made to freeze hiring for a year and who made the decision?

On April 21, 2020, the SFMTA board approved a budget plan that anticipated continuing revenue and expenditure uncertainty. This budget plan included expenditure austerity measures such as a hiring freeze for all but mission critical positions, overtime controls, contract expenditure controls and the elimination of the SFMTA board reserve in the event revenues did not begin to recover in fiscal year 2021. These actions were taken to ensure the protection of the workforce and the ability of the agency to sustain the Core Service without disruption.

On December 1, 2020, updated financials were presented to the SFMTA board showing deficit of \$68 million in FY 2021 and \$168 million in FY 2022 due to low recovery rates of enterprise revenues due to the COVID-19 pandemic – the second wave. These funding gaps already took into account the \$118 million in expenditure savings and \$373 million in CARES federal relief the agency had received to date. The SFMTA board began discussions of a deficit reduction plan in the worst-case scenario including possible reductions in service and the workforce.

However, on December 27, 2020, H.R. 133 Consolidated Appropriations Act 2021 was signed into law followed by H.R. 1319 American Rescue Plan Act of 2021, which was signed into law in March 2021. Together these federal bills were anticipated to provide sufficient one-time funding to balance the SFMTA operating budget until calendar year 2023.

As a result, on April 27, 2021 an internal memo was released that eliminated the hiring freeze within the agency. This was based on the expectation that the federal funds will provide sufficient time for enterprise revenues to recover to a point to sustain the additional salary and benefit costs of additional filled positions.

The memo claims we do not currently have the staff to deliver 100% pre-pandemic service. Is this the only reason MTA maintains we cannot deliver 100% pre-pandemic service?

It is impossible to list all of the individual challenges we face to normalizing our service operations. However, one major challenge that predates and which has been exacerbated by the pandemic and its aftereffects, are the agency's staffing levels. As the memo detailed, operators are a major and highly visible concern, however, there remain significant staff shortages throughout the Agency's teams including but not limited to maintenance operations, engineering, planning, and project delivery that continue to hamper operations. Staffing shortages present the primary hurdle for restoring additional service between August 2021 and early 2022.

SFMTA Pre-Hearing Question Responses



By what date will we have the staff to deliver 100% pre-pandemic service?

If we exclude the budgetary concerns from the list of challenges we face, the agency expects to have adequate operator staffing to deliver pre-pandemic service levels by summer 2022. At present, the agency is filling vacancies that were either held open due to the hiring freeze or those that were created over the past year by attrition. As demonstrated in the Staffing Memo, the hiring plan will take time to make gains against the large number of vacancies. If current financial projections do not improve, the agency will slow operator hiring to match attrition in early 2022. Without adequate financial resources to grow and sustain staff and service, the agency cannot continue hiring for growth.

The hiring plan also presents a tremendous opportunity to promote our talented and diverse staff and create a pathway for professional advancement, in particular, to woman and people of color. We are committed to creating job opportunities and playing a direct role in the post-pandemic jobs recovery.

The Staffing memo references that the MTA is evaluating a number of alternatives for public consideration that use the same funding and offer different service choices. What are those alternatives? Do those alternatives include the abandonment of lines?

As mentioned previously, this work is currently under way and will be circulated for public feedback in early fall. The three scenarios the SFMTA will be laying out for the public to consider are:

1. Return the Familiar Network
2. Build a High-Access Network
3. Develop a Hybrid Network, balancing the best features of the first two.

The Familiar Network alternative would put back the routes people are used to from prior to the pandemic. But the service that people are used to isn't always the service that helps the most people get where they need to go. The High-Access approach would shift some patterns of service to expand people's ability to get to more destinations sooner. The Hybrid Network balances the most desirable features of the previous two. The SFMTA does not expect to engage in route abandonment as part of this evaluation or its subsequent implementation.

SFMTA Pre-Hearing Question Responses



Network Evaluation

Director Tumlin has confirmed that Jarrett Walker + Associates will be advising the MTA to assist with defining Jarrett Walker's firm chosen to advise the MTA. Was there an RFP process?

Jarrett Walker and Associates were hired using an on-call consultant contract, as a subcontractor to Fehr & Peers. The on-call bench of consultants was put through a competitive RFP process.

What is the scope of the work with Jarrett Walker?

The scope of work for Jarrett Walker and Associates is to define and build consensus toward a post-COVID network using 85% of pre-COVID service for implementation by January 2022. The work will also guide future expansion as resources become available. This analysis will generate three system alternatives:

1. Familiar Network: The last pre-COVID network with service altered to reflect budget constraints
2. High Access Network: A network that increases frequencies and standardizes routes spacing at a policy level citywide
3. Hybrid Network: A combination of the two previous scenarios

The SFMTA will facilitate the subsequent outreach using this analysis as the foundation for engagement.

Please provide a copy of the contract with Jarrett Walker

Provided as an attachment.

Financial Recovery Projections

The SFMTA's financial decisions regarding service restoration are based on projections of the return of ridership, fare revenue, parking revenue, sales tax and many other factors. Please share the latest projections you are using in your decision-making.

On June 15, 2021 at the SFMTA Board, the latest revenue projection for FY 2021-22 was \$1.305 billion which included \$923 million in ongoing revenue and \$382 million in one-time revenues which primarily includes federal relief and use of fund balance. This revenue estimate includes an \$86.1 million estimate in fare revenue assuming that there is a 25% month-over-month increase in August and similar increases thereafter as the economy begins to recover.

SFMTA is currently doing a thorough review of revenues as part of the development of SFMTA's next two-year budget for FY 2022-23 and FY2023-24. Data that is being considered with this update include, for example, assumptions such as 25% permanent telecommuting and 3% economic growth. These projections come from the San Francisco Controller's March 2021 update and review of comparable agencies such as New York MTA which commissioned a study by McKinsey & Company that found that ridership might reach 80 to 92 percent of pre-pandemic levels by the end of 2024, and that some riders might retain fears about the health or safety of trains and buses.

SFMTA Pre-Hearing Question Responses



San Francisco has a uniquely high number of jobs that are well-suited to work from home; approximately 1/3 of all jobs fall into this category. San Francisco continues to lag, significantly, behind other cities in return to office, with office attendance rates below 20% during the first week of June. Additionally, office vacancies are triple pre-pandemic levels and rising. Tourism and business travel have also shown a very slow recovery—SFO air traffic was only 30% of pre-pandemic levels in April, hotel occupancy is only 30% as of May, and Moscone Center bookings remain significantly below pre-pandemic levels. These indicators influence the agency's approach to charting a path to financial recovery.

Agency Financial Reserves

What is the current amount in the SFMTA's reserves? What was the reserve balance immediately prior to the pandemic.

In 2007, the SFMTA Board of Directors adopted a Contingency Reserve Policy (Resolution 07-038), requiring 10% of total operating expenditures be set aside in reserves to maintain the financial stability of the agency and ensure adequate funds are available due to risks and emergencies. The reserve is always 10% of the operating budget and is currently projected at \$128 million in fiscal year 2022, which represents 10% of the agency's adopted operating budget. Any fund balance above the contingency reserve prior to the pandemic was appropriated as part of the budget for fiscal years 2021 and 2022. The SFMTA anticipated using all its one-time fund balance, outside of the contingency reserve prior to the beginning of the pandemic to close its existing projected deficit. In FY 2022, \$52 million of one-time fund balance was appropriated for the operating budget, this will leave only the reserve for future years.

Since the start of the pandemic, how much funding has the SFMTA taken out of its reserves? Please describe any changes to the reserves since the start of the pandemic.

Since the pandemic, the SFMTA has not used any of its contingency reserves. However, the SFMTA has appropriated all of its one-time fund balance – and was required to do so, prior to the pandemic. There have been no changes to the reserve since the beginning of the pandemic.

SFMTA Pre-Hearing Question Responses



Service Restoration

What was the decision making process, timeline and budget for the MTA to announce that the agency will be extending the 1 California, 5 Fulton, 8 Bayshore, 9 San Bruno, 14 Mission, 22 Fillmore, 30 Stockton, 38 Geary and 49 Van Ness/Mission to have normal service until midnight?

Based on community feedback and in response to the quicker than anticipated June 15 restoration of economic activity, the SFMTA reviewed the decision to begin Owl service at 10pm. Routes with high ridership from 10pm to midnight were prioritized for 15 minute service and routes with medium ridership were prioritized for 20 minute service. The following routes will run till midnight beginning on August 14: 1 California, 5 Fulton, 8 Bayshore, 9 San Bruno, 14 Mission, 22 Fillmore, 24 Divisadero, 25 Treasure Island, 28 19th Avenue, 29 Sunset, 30 Stockton, 38 Geary, 43 Masonic, 44 O'Shaughnessy, 48 Quintara/24th Street, 49 Van Ness, K Ingleside Bus, L Taraval Bus (to Wharf), N Judah Bus, T Third Bus.

When will service past 10pm resume on bus lines such as 7 Haight, 19 Polk, and 27 Bryant?

The agency expects most routes currently in operation to have their regular hours extended through midnight by early 2022. However, the network analysis that is currently under way examines how to make use of existing resources within budgetary constraints. In the event that the agency does not have adequate resources to deliver on the extension of hours for all routes as this analysis is completed, extended hours would be included as a tradeoff for public consideration as part of the outreach process this fall.

At the MTA and CTA board meetings, the cost of bringing all service back to pre-pandemic levels was estimated at \$85 million per year. Does that remain your best estimate of the total cost to bring all service back to pre-pandemic levels?

On April 20, 2021 at the SFMTA Board, the estimated cost to bring back the last 15% of service was estimated at \$85 million. This calculation is based on data from the FTA's National Transit Database using FY 2018-19 as the baseline. This also assumes potentially more overtime, cost-of-living increases and inflation.



May 21, 2021

Sean Kennedy
San Francisco Municipal Transportation Agency (SFMTA)
1 South Van Ness Avenue, 7th Floor
San Francisco, CA 94103

Subject: Post-Covid Transit Network Study

Dear Sean:

Fehr & Peers is excited to submit a proposal to assist SFMTA with define and build consensus toward a post-Covid network and develop a new Service Performance Report, including recommended new measures and revised measures.

This cover letter, along with the attachments described below, comprise our proposal to provide planning and engineering services as part of this task order.

Attachment A.	Proposed Scope of Work
Attachment B.	Proposed Budget Estimate
Attachment C.	Proposed Payment Schedule
Attachment D.	LBE, DBE and SBE Involvement Memorandum

Our team will be comprised of staff from Jarrett Walker + Associates, Transportation Management & Design (TMD), and Civic Edge. We think that you will find our team perfectly suited to the requirements of the effort, with key staff members including:

Jarrett Walker (Jarrett Walker + Associates) – Project Lead: Jarrett is a consulting transit planner, helping to design transit networks and policies for a huge range of communities. He has over 30 years of experience.

Russ Chisholm (TMD) – Service Planning Expert: Russ Chisholm brings over 40 years of experience in developing highly successful market-based, consumer-focused, operationally efficient bus and rail transit as both a consultant and transit system manager. \$

Peter Lauterborn (Civic Edge (formerly Barbary Coast Consulting)) – Engagement Lead: Peter is a San Francisco native with over a decade of experience working on many of the key issues facing San Francisco. With a knack for understanding complicated policies and projects, he knows the right ways to engage the public around key initiatives, both large and small.

We look forward to working with you and your staff on this project. Please contact me at 415-685-4022 if you have any questions or need additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric Womeldorf, PE".

Eric Womeldorf, PE
Principal

ATTACHMENT A – PROPOSED SCOPE OF WORK

Post-Covid Transit Network Study Task Order Request

SSD As-Needed Environmental & Transportation Analysis & Documentation, SFMTA-2016-03/2

GENERAL PROJECT DESCRIPTION

The SFMTA seeks to define and build consensus toward a post-Covid network using 85% of pre-covid service, for implementation by January 2022 as well as develop a new Service Performance Report, including recommended new measures and revised measures.

PROJECT DEFINITIONS

Project - Post-Covid Transit Network Study
Project Area - City and County of San Francisco
SFMTA - San Francisco Municipal Transportation Agency

PROJECT APPROACH

Project Staffing

Contractor agrees to use the personnel listed under “Contractor’s Team” in Section 2 of this Task Order. SFMTA, in its sole discretion, has the right to approve or disapprove Contractor’s personnel assigned to perform the services under this Task Order at any time throughout the term of this Task Order.

SFMTA shall have the right to interview and review the qualifications of any new personnel not listed under “Contractor’s Team” that are proposed by the Contractor. Any change to Contractor’s personnel must be approved in writing by the City at least fourteen (14) days in advance of assignment of such personnel by the Contractor. Such approval by the City shall not be unreasonably withheld.

Project Roles and Responsibilities

The Contractor’s Project Manager shall manage the Contractor’s Team to ensure that it completes all work and obligations described in this Task Order.

The SFMTA Project Manager will provide oversight of the Project to ensure that the Contractor is meeting staffing, timeline, budget, and work product targets and deliverables described in this Task Order; approve contract payments; and provide oversight of all contract administration matters.

Project Management and Communications

The Contractor’s Team shall schedule and coordinate conference calls/meetings with the SFMTA Project Manager as enumerated in the scope of work. At a minimum, the Contractor’s Team Project Manager shall participate in each conference call/meeting. As part of these meetings, the Contractor’s Team shall report on project tasks and deliverables (including labor hours, expenses, and deadlines) for review, input, decision-making, and approval by the SFMTA Project Manager. Unless otherwise noted in the Scope of Work, the Contractor’s Team is responsible for preparing and providing agendas two business days in advance of every meeting and taking and distributing notes within three business days following every meeting.

Deliverables for Contractor Payment

The Contractor shall provide high quality written deliverables that are professionally organized and presented, and include a completed *Appendix D, Consultant Checklist for Document Submittals* with each draft and final document submittal. The Contractor shall provide deliverables that include the following characteristics:

- Concise, but with sufficient detail to provide comprehensive information; and
- Free of typographical, spelling, and grammatical errors.

The Contractor's Team shall provide the SFMTA Team with deliverables in accordance with the schedule of deliverables detailed below. The SFMTA Project Manager will be responsible for forwarding feedback to the Contractor on behalf of SFMTA.

The SFMTA Project Manager and Contractor shall develop and document standards for SFMTA evaluation and acceptance of deliverables. Payment for work is conditional to work being completed to the satisfaction of the SFMTA Project Manager.

SCOPE OF WORK

TASK 0: Project Initiation, Management, and Reporting

The Contractor will develop a project scope of work, fee, and schedule to be shared with the SFMTA for review and confirmation. These materials will:

- Define the Contractor's deliverables and the Contractor team's roles and responsibilities for the project;
- Define the Contractor's analytical approach, tools, and methods;
- Establish a schedule for meetings, deliverables, and project milestones; and
- Document communication protocols between the Contractor and SFMTA.

The Contractor will attend a project kick-off meeting to confirm scope, data requests and administrative details after receiving a Task Order contract from SFMTA.

The Contractor will coordinate regular check-in virtual meetings to discuss progress, review materials, and confirm next steps.

The Contractor will submit monthly progress reports and invoices to SFMTA containing a detail of staff labor, a summary of any issues and resolutions of note for each month, schedule tracking, and a summary of activities.

Deliverable 0.a: Project scope of work, fee, and schedule

Deliverable 0.b: Project kick-off meeting – no later than June 1st.

Deliverable 0.c: Regular check-in virtual meetings

Deliverable 0.d: Monthly progress reports and invoices

Task 1. Post-Covid Expert Advice

This task includes a workshop with relevant experts in transit service planning and possibly transit equity. We can facilitate this workshop as desired and have budgeted for this, though it may be better that we be present as participants or even have only a spectator or questioning role. As we are competitors of some of the

participants it may be more effective if we are asking questions rather than providing expertise at this event, since of course we will be providing expertise throughout the project.

Identified experts include Russ Chisholm of TMD and ourselves. We recommend that the third expert be a specialist in transit equity or transit justice. A total of \$15000 in compensation is budgeted for these experts.

In the workshop staff will review the constraints and talk through a Post COVID vision to these experts. Experts will provide feedback on 1) the presented system vision 2) ideas on key metrics that should be analyzed and technical methodologies to use in developing the final plan and 3) suggestions on methods and messages/themes that could be used to communicate to the public, elected officials and key stakeholders

Staff has proposed two four-hour charrettes for this purpose. This may be excessive, but we have budgeted for it.

Note: The project cannot wait for this event. Work must proceed on Task 2 immediately upon execution of Notice to Proceed. We will incorporate insights from the workshop as viable when they are received.

Deliverable 1.a: Workshop – as soon as possible and preferably before June 15.

Deliverable 1.b: Summary of workshop – one week after workshop.

Task 2. Post COVID System Alternatives

The post-Covid network to be implemented in early 2022 would be scaled to provide 85% of the revenue hours that were operated in 2019. This task develops three complete alternatives for this post-Covid network:

1. **“Put it back.”** The last pre-Covid network with service reduced to match the new budget. For comparative analysis this will be treated as the baseline network.
2. A new **“high-access network.”** This network standardizes route spacing, increasing walking distances to a policy level that is consistent across the city. A starting point for the design will be the reduced network operated during the pandemic, but with higher frequencies.
3. A **hybrid**, in which routes removed in the high-access network are retained but with very low frequencies.

The purpose of an alternatives process is to make the fundamental “walking vs waiting” trade-off very clear to the public. The presentation of these alternatives will include analysis of key benefits and impacts, including Title VI, as well as our own access analysis approach.

Our approach, costing, and schedule presumes that these networks consist largely of frequency and span change on known lines, rather than changes to lines. However, we can model a moderate number of line changes if needed.

Deliverable 2.a Alternatives Process

Subtask 2.1 Baseline Analysis with Data Viewer

- We will familiarize ourselves with the policy context and with the networks as operated before and during the pandemic.
- We will agree with staff on what measures are to be evaluated.

- If desired we can provide a handy online data viewer, in which key data are overlaid and can be turned on and off for easy analysis and review. For an example see <https://webmap.jwainternal.com/Atlanta/index.html>

Deliverable 2.b Data Viewer – June 7

2.2 Design Workshop

The design workshop will be a workshop of up to two full days in which we work with key staff to define the three networks. These workshops consist of intensive working sessions with ourselves and staff. In these workshops we will settle on any route changes and general frequencies by time of day and day of week. Each day will also have a “4 PM check-in” where a larger group, who cannot be there for the intensive sessions, can review the work and make comments while the work is still in draft and easy to change.

We will provide real-time costing of ideas in the workshop, using our own spreadsheet model to produce estimates of revenue hours and peak fleet requirement. This will enable the workshop to plan exactly to the budget target.

To do this, we will require direction on the following prior to the charrette.

- Speeds to assume.
- Any ratio of peak-only service cost to all-day service cost.
- Minimum layover requirements (minimum layover as a percentage or constant added to driving time on each round trip.)
- Any other key labor contract constraints.

We have the online tools necessary to do such a workshop virtually.

No more than one week following the workshop, we will deliver:

- Our frequency and costing table.
- Remix files for any changed routes.

We will need staff concurrence within one week on any further changes to be made before we proceed with our analysis.

Deliverable 2.c Workshop before June 7 (**schedule this now!**)

Deliverable 2.d Documentation of network alternatives June 10 at latest

Deliverable 2.e Client approval of alternatives by June 17 at latest (including any discussion of outstanding issues leading to resolution by this date). At this point the networks are assumed to be final.

2.3 Mapping and Analysis

We will provide analysis of the alternatives in terms of:

- Walk access to transit: number of people within $\frac{1}{4}$ mile walk of service of a particular frequency, for the entire population and disaggregated for (a) low income, and (b) people of color.
- Access to opportunity.
 - Sample midday isochrones for up to 10 locations that are especially affected by the changes.
 - Access heatmap showing how access changes in different parts of the city.

- Average access to opportunity across the whole city, also disaggregated by (a) low income and (b) people of color. This can also be disaggregated geographically to focus on neighborhoods especially impacted by the difference between the alternatives.
- Other kinds of analysis that are not highly labor intensive.
- Qualitative description of other positive and negative impacts.

2.4 Alternatives Report Draft

Because all of this work is driving toward public understanding rather than a technical record, we recommend preparing a report in slide format. We know how to use this format to lay out information in a clear and compelling way without succumbing to the cognitive errors that can arise from careless use of slides. We will lay out the tradeoff among the three alternatives in a clear and graphically compelling way that is ready to be the basis of an outreach program.

Deliverable 2.f Alternatives Report Draft - no later than July 23.

2.5 Alternatives Report Final

We will need staff comments one week after the draft, and will deliver a final one week after that. However, we will also need to begin the next task before this one is final.

Deliverable 2.g Client comments on draft – no later than July 30. These comments are about the presentation, not the networks, which were finalized back at the end of Task 2.2.

Deliverable 2.h Final Report – no later than August 6.

Task 3. Communications Tools

Civic Edge joins us starting at this point to help develop a compelling story about the alternatives and approach to outreach. They would be involved throughout Task 3.

General outreach planning will need to start early in the project, including reaching consensus on document formats. The Draft Alternatives Report will provide the remaining content for the outreach, subject to staff comments. We have allowed three weeks from that point to the beginning of an outreach that would run August 15-September 15.

3.1 Story Map

A story map is a GIS-based animation that leads the user through the ideas of the alternatives, helping them understand the basic narrative of the alternatives.

Deliverable 3.a Story Map, due August 15.

3.2 Slide Deck and Talking Points

Although our report will be in slide format, a slide deck for presentations would be much more stripped down, focusing on images and highlights and accompanied by a presentation script in the notes. This would be provided alongside the report.

Deliverable 3.b Slide Deck, due August 15.

3.3 Isochrone Viewer

An isochrone viewer is an online tool that allows a user to look up any location and see how access to opportunity changes with each alternative (the two change alternatives compared to “put it back” as a baseline). The viewer shows what areas can be reached inside a fixed travel time budget, such as 30 or 45 minutes, and how that area grows or shrinks under each alternative. It also shows how many jobs (as a proxy for many other kinds of destinations) can be reached in each time budget under each alternative. The user query can also specify a time of day: weekday midday, weekday peak, weekday evening, Saturday midday, Sunday midday.

Deliverable 3.c Isochrone Viewer, due August 15.

3.4 Outreach Advice

Civic Edge will develop strategic outreach plan, materials and methods of engagement for specific neighborhoods/regions of the City (i.e. “outer Richmond”) that will need a tailored approach to talk through tradeoffs associated with a Post COVID service plan.

Deliverable 3.d Engagement Plan, due August 1

Deliverable 3.e Final Materials, due August 15.

A web survey is usually a critical part of the outreach process. The survey would be brief and multiple choice, since it would be focused on a narrow choice. We assume this will be hosted by SFMTA, but we can host on our server if necessary.

Task 4. Recommended Network

In this task we will provide all necessary support for the fast process of turning the feedback summaries from the outreach process into action. This can include:

- Preparing a brief quantitative summary of outreach results.
- Participating in the Board workshop where they give final direction on which alternative to implement.
- Assisting in developing any details of the final network that differ from either alternative.
- Any further analysis or presentation materials needed to get to approval.

Deliverable 4.a This is a placeholder task, so deliverables are to be negotiated closer to the time. The goal is Board adoption of a network no later than October 1, giving time to implement new service by January 2022.

Task 5. 110% Network

This task would develop a plan for an expansion of Muni service up to 110% of 2019 service levels, for implementation if voters approve a funding measure in November 2022.

The design and analysis process for the 85% network will have generated a clear list of things that would have been included if resources permitted. As a result we anticipate that much less new planning work would be required.

5.1, Baseline analysis and Data viewer

We will prepare Remix files as needed for the recommended 85% network as it emerged from Task 4, and add these to the data viewer. Due October 8.

5.2 Design Workshop and Draft Network

We have allowed for a one day design workshop, similar to that of Task 2.2, anticipating that the issues are relatively straightforward given all the thinking that has been done.

- Workshop complete by October 15.
- Shapefiles for staff review to SFMTA by October 20.
- Resolution of client comments and final decisions about draft network by October 17.

5.3 Analysis, Mapping, and Sensitivity Testing

We will provide analysis of the alternatives in terms of:

- Walk access to transit: number of people within $\frac{1}{4}$ mile walk of service of a particular frequency, for the entire population and disaggregated for (a) low income, and (b) people of color.
- Access to opportunity.
 - Sample midday isochrones for up to 10 locations that are especially affected by the changes.
 - Access heatmap showing how access changes in different parts of the city.
 - Average access to opportunity across the whole city, also disaggregated by (a) low income and (b) people of color. This can also be disaggregated geographically to focus on neighborhoods especially impacted by the difference between the alternatives.
- Other kinds of analysis that are not highly labor intensive.
- Qualitative description of other positive and negative impacts.

Based on preliminary outcomes, we will also suggest further refinements to the network that would improve access to opportunity, based on informal sensitivity testing. The analysis with slides that will become part of the final product.

Due November 19

5.4 Finalize Plan

We will confer with SFMTA to finalize the 110% network plan proposal. Due by November 30.

5.5 Draft and Final Reports

As with Task 2, our reporting will be in slide format, and much of it will have been presented in earlier tasks. So we envision:

- Draft Report by December 10
- Receipt of reconciled comments by December 17
- Final Report by December 31.

Task 6. System Evaluation Report

The goal of this task is to produce a System Evaluation Report, similar to what King County Metro produces) that can be the model for yearly updates.

The task will incorporate all metrics currently required or expected, including those found in the SF City Charter, SFMTA Strategic Plan, Muni Equity Strategy and Title VI monitoring plan. In addition, it may propose new or updated metrics that should be tracked.

Subtasks:

- 2.1 Review existing evaluation procedures and compliance context.
- 2.2 Access analysis of current network.
- 2.3 Explore how access analysis could replace or deemphasize some existing measures.
- 2.4 Staff workshop.
- 2.5 Draft Service Evaluation Report (based on King Co Metro template).
- 2.6 Staff review, discussion.
- 2.7 Final Draft Service Evaluation Report (based on single set of comments)

We assume that data needed for the report is readily available and does not require much further analysis.

Deliverable 6.a System Evaluation Report Draft February 25, 2022 (assuming timely staff availability for all steps up to this point).

Deliverable 6.b System Evaluation Report Final

Task 7. Staff Training

7.1 Draft User Guide

The user guide will be a document explaining how the documents work and how to update it. It will:

- Explain the principles and purpose of the guide.
- Explain why each measure is important.
- Describe how to collect data and determine if the data is adequate.
- Calculate each metric.
- Assemble the report.

Deliverable 7.a Draft User Guide, March 11, 2022.

7.2 Staff Workshop

We will conduct a workshop with staff on the content of the user guide, to help them understand the tool and collect questions and comments about it.

Deliverable 7.b Staff workshop, March 31, 2022.

7.3 Final User Guide

If comments on the user guide are received within one week, i.e. March 18, 2022, then the final user guide will be delivered two weeks after receipt of all comments, ideally before March 31, 2022.

Deliverable 7.c Final User Guide

ATTACHMENT B - BUDGET ESTIMATE
Post-Covid Transit Network Study
5/21/2021
5/21/2021

Task	Jarrett Walker + Associates (JW+A)							JW+A Total Costs	Civic Edge Total Costs	Expert Total Costs	Fehr & Peers		Total Cost		
	Project Lead	Project Manager	Project Planner	Project Analysts	Total	Labor Costs	Direct Costs				Principal	Business Administrator			
	Hourly Billing Rate:	\$275	\$147	\$109	\$99										
Task 0: Project Initiation, Management, and Reporting	6	12	2	0	20	\$3,632	\$0	\$3,632	\$0	\$0	\$182	40	48	\$16,938	\$20,751
Task 1: Expert Panel Workshop	12	12	8	4	36	\$6,332	\$0	\$6,332	\$0	\$10,000	\$817	0	0	\$0	\$17,149
Task 2: Post COVID System Alternatives	96	102	200	195	593	\$82,499	\$600	\$83,099	\$0	\$0	\$4,155	0	0	\$0	\$87,254
Task 3: Communications Tools	6	55	55	116		\$12,322	\$0	\$12,322	\$75,000	\$0	\$4,366	0	0	\$0	\$91,688
Task 4: Recommended Network	40	40	48	48	176	\$26,864	\$0	\$26,864	\$0	\$0	\$1,343	0	0	\$0	\$28,207
Task 5: 110% Network	48	68	120	150	386	\$51,126	\$1,200	\$52,326	\$0	\$0	\$2,616	0	0	\$0	\$54,942
Task 6: System Evaluation					0	\$0	\$0	\$0	\$0	\$0	\$0	0	0	\$0	\$0
Task 7: SFMTA Staff Training											\$0	0	0	\$0	\$0
Totals	202	240	433	452	1327	\$182,775	\$1,800	\$184,575	\$75,000	\$10,000	\$13,479	40	48	\$16,938	\$299,991

ATTACHMENT C - PAYMENT SCHEDULE
Post-Covid Transit Network Study
5/21/2021

Task	Task Duration (Months)	Payment Schedule									
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Task 0: Project Initiation, Management, and Reporting	8.0	14%	14%	14%	14%	14%	14%	14%			
Task 1: Expert Panel Workshop	1.0	100%									
Task 2: Post COVID System Alternatives	3.0	30%	50%	20%							
Task 3: Communications Tools	1.0			100%							
Task 4: Recommended Network	1.0				100%						
Task 5: 110% Network	3.0					33%	33%	33%			
Total Labor	Labor	\$46,289	\$46,591	\$112,103	\$31,172	\$21,279	\$21,279	\$21,279	\$0	\$0	\$0

F&P	\$30,416	10%
CE	\$75,000	25%
JW+A	\$184,575	62%
Expert	\$10,000	3%

\$299,991

ATTACHMENT D - MEMORANDUM

Date: May 21, 2021

To: Matthew Boyle
San Francisco Municipal Transportation Agency (SFMTA)

From: Eric Womeldorf, PE, Fehr & Peers

Project: Post Covid Transit Study

Subject: LBE, DBE and SBE Involvement

SF16-0894.00

This memorandum summarizes the LBE, DBE and SBE participation for the Post Covid Transit. Fehr & Peers understands that this task order is locally funded, and therefore LBE participation will be considered.

Table 1: Summary of LBE Participation by Firm

Firm	Certification	Fee Estimate	Participation Rate
Fehr & Peers		\$30,416	10%
Civic Edge (formerly Barbary Coast)	LBE	\$75,000	25%
Jarrett Walker Associates		\$184,575	62%
Transportation Management & Design (TMD)		\$10,000	3%
Godbe Research		\$0	0%
Corey, Canapary, and Galanis	LBE	\$0	0%
ICF		\$0	0%
Nelson Nygaard		\$0	0%
LCW Consulting	LBE, SBE	\$0	0%
Adavant Consulting	LBE, SBE	\$0	0%
Walker Parking Consultants		\$0	0%
AECOM		\$0	0%
Schaller Consulting		\$0	0%
Ramboll Environ		\$0	0%
Fall Line Analytics	LBE, SBE	\$0	0%
Ward & Associates	LBE	\$0	0%



Panorama	LBE, DBE, SBE	\$0	0%
Alfred Williams	LBE, DBE, SBE	\$0	0%
VerPlanck	LBE	\$0	0%
PreVision	LBE, SBE	\$0	0%
Geotechnical Consultants	LBE	\$0	0%
Streetlight Data		\$0	0%
IDAX		\$0	0%
INRIX		\$0	0%
MSA Design and Consulting	LBE	\$0	0%
Task Order Total		\$299,991	100%
LBE Participation		\$75,000	25%

Fehr & Peers team is comprised of Fehr & Peers, Civic Edge (LBE), Jarrett Walker Associates, and Transportation Management & Design. Civic Edge (*whom changed their name from Barbary Coast to Civic Edge in 2017/18 and joined the Fehr & Peers on call team in 2017 as part of the 66 Quintara Reconfiguration Study*) is an LBE that specializes in community engagement, surveying, and feedback. We did not assign work from this task order to any other LBEs for the following reasons:

Corey Canapary & Galanis – Their expertise is in surveying and analysis. This task order does not require such work.

LCW Consulting – Their expertise is in transportation planning and environmental assessment. This task order does not require such work.

Adavant Consulting - Their expertise is in transportation modeling and traffic engineering. This task order does not require such work.

Fall Line Analytics - Their expertise is in developing, conducting, and analyzing the data from intercept surveys and analyzing the data collected from intercept surveys. This task order requires these services, but they are being conducted by Civic Edge, another LBE firm.

Ward & Associates – Their expertise is in planning and environmental consulting. This task order does not require such work.

Panorama - Their expertise is in environmental related studies and projects. This task order does not require such work.

Alfred Williams - Their expertise is in community engagement related activities. This task order does not require such work.



VerPlanck - Their expertise is in historic preservation analysis. This task order does not require such work.

PreVision Graphics - Their expertise is in visual simulations and related graphics. This task order does not require such work.

Geotechnical Consultants – Their expertise is in geotechnical work. This task order does not require such work.

MSA Design and Consulting – Their expertise is in civil and structural engineering work. This task order does not require such work.

Please let us know if you have any questions regarding the information above.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric Womeldorf".

Eric Womeldorf

Principal

Certificate Of Completion

Envelope Id: 78C82B24ADAA44F8AED486CF2C1FDC19

Status: Completed

Subject: SFMTA Pre Hearing Question Responses

Source Envelope:

Document Pages: 26

Signatures: 1

Envelope Originator:

Certificate Pages: 3

Initials: 0

Alexandra Hallowell

AutoNav: Enabled

1 South Van Ness, 3rd Floor

Enveloped Stamping: Disabled

San Francisco, CA 94103

Time Zone: (UTC-08:00) Pacific Time (US & Canada)

Alexandra.Hallowell@sfmta.com

IP Address: 157.131.102.95

Record Tracking

Status: Original

Holder: Alexandra Hallowell

Location: DocuSign

7/20/2021 8:44:40 AM

Alexandra.Hallowell@sfmta.com

Signer Events**Signature****Timestamp**

Jeff Tumlin



Sent: 7/20/2021 8:52:06 AM

Jeffrey.Tumlin@sfmta.com

Viewed: 7/20/2021 8:53:54 AM

DOT

Signed: 7/20/2021 12:40:56 PM

CCSF - MTA - Municipal Transportation

Signature Adoption: Uploaded Signature Image

Security Level: Email, Account Authentication
(None)

Using IP Address: 157.131.202.213

Electronic Record and Signature Disclosure:

Not Offered via DocuSign

In Person Signer Events**Signature****Timestamp****Editor Delivery Events****Status****Timestamp****Agent Delivery Events****Status****Timestamp****Intermediary Delivery Events****Status****Timestamp****Certified Delivery Events****Status****Timestamp****Carbon Copy Events****Status****Timestamp**

Andrea Buffa

andrea.buffa@sfmta.com

Security Level: Email, Account Authentication
(None)**COPIED**

Sent: 7/20/2021 8:52:08 AM

Viewed: 7/20/2021 9:11:49 AM

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Carli Paine

carli.paine@sfmta.com

SFMTA

Security Level: Email, Account Authentication
(None)**COPIED**

Sent: 7/20/2021 8:52:06 AM

Electronic Record and Signature Disclosure:

Not Offered via DocuSign

Cecilia Martinez-Rios

Cecilia.Martinez-Rios@sfmta.com

SFMTA

Security Level: Email, Account Authentication
(None)**COPIED**

Sent: 7/20/2021 8:52:09 AM

Viewed: 7/20/2021 9:52:12 AM

Carbon Copy Events	Status	Timestamp
Electronic Record and Signature Disclosure: Not Offered via DocuSign		
Chiama Ogwuegbu Chiama.Ogwuegbu@sfmta.com CCSF - MTA - Municipal Transportation Security Level: Email, Account Authentication (None)	COPIED	Sent: 7/20/2021 8:52:08 AM
Electronic Record and Signature Disclosure: Not Offered via DocuSign		
Joel Ramos Joel.Ramos@sfmta.com CCSF - MTA - Municipal Transportation Security Level: Email, Account Authentication (None)	COPIED	Sent: 7/20/2021 8:52:06 AM Viewed: 7/20/2021 8:52:29 AM
Electronic Record and Signature Disclosure: Not Offered via DocuSign		
Jonathan Rewers Jonathan.Rewers@sfmta.com Acting Director of Finance and Information Technology SFMTA Security Level: Email, Account Authentication (None)	COPIED	Sent: 7/20/2021 8:52:07 AM Viewed: 7/20/2021 11:59:48 AM
Electronic Record and Signature Disclosure: Not Offered via DocuSign		
Julie B Kirschbaum Julie.Kirschbaum@sfmta.com SFMTA Security Level: Email, Account Authentication (None)	COPIED	Sent: 7/20/2021 8:52:07 AM
Electronic Record and Signature Disclosure: Not Offered via DocuSign		
Sophia Simpliciano sophia.simpliciano@sfmta.com Executive Secretary to the SFMTA DOT San Francisco Municipal Transportation Agency Security Level: Email, Account Authentication (None)	COPIED	Sent: 7/20/2021 8:52:08 AM
Electronic Record and Signature Disclosure: Not Offered via DocuSign		
Timothy.Manglicmot Timothy.Manglicmot@sfmta.com Manager, Budget and Analysis SFMTA Security Level: Email, Account Authentication (None)	COPIED	Sent: 7/20/2021 8:52:07 AM Viewed: 7/20/2021 8:52:32 AM
Electronic Record and Signature Disclosure: Not Offered via DocuSign		
Viktoriya Wise Viktoriya.A.Wise@sfmta.com SFMTA Security Level: Email, Account Authentication (None)	COPIED	Sent: 7/20/2021 8:52:07 AM Viewed: 7/20/2021 10:27:59 AM
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Witness Events	Signature	Timestamp
Notary Events	Signature	Timestamp
Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	7/20/2021 8:52:09 AM
Certified Delivered	Security Checked	7/20/2021 8:53:54 AM
Signing Complete	Security Checked	7/20/2021 12:40:56 PM
Completed	Security Checked	7/20/2021 12:40:56 PM
Payment Events	Status	Timestamps

Muni Staffing

Fiscal Year 2022



To: **Supervisor Dean Preston**

From: **Jeffrey Tumlin, Director of Transportation** 

Date: **July 2, 2021**

Subject: **Muni Staffing, Fiscal Year 2022**

We want to thank you for your continued interest and attention to SFMTA's service delivery and restoration in the wake of the COVID-19 Pandemic. We have never experienced the pace or volume of change that we have encountered over this past year and it continues to present challenges. We apologize for the delay in responding to your request regarding the impacts of our staffing on our service restoration timeline. As you will see, this is a complex set of issues with data points that move on a daily basis. All the data shared below is subject to change but does provide a snapshot of the challenges we face rebuilding our staffing and restoring service. We will also continue to report on this information over time and document our progress towards our ultimate goal of providing robust and reliable transit service.

Background

Delivering Muni service that functions successfully and is sustainable, is arguably one of the most complex issues facing the SFMTA as the COVID-19 pandemic ends. The SFMTA has been working through the pandemic to deliver on recommendations that came from the 2019 Muni Reliability Working Group. Our aim is to build a transit system that successfully delivers the service San Francisco wants and is sustainable both operationally and financially. This requires a responsible and deliberate public process and requires that we confront many unknowns as San Francisco emerges from the pandemic. Most immediately, we are preparing for an August 14 service change that will deliver service to 98% of San Francisco residents. The agency is also working on ensuring operationally that the staffing is in place to continue to grow the service in early 2022 and have a sound and stable base on which to expand service in the future.

The delivery of Muni service requires the contribution of operators, fleet maintenance, maintenance of way, capital delivery, scheduling, and planning staff. A balanced and holistic staffing approach has been in development since the 2019 Muni Reliability Working Group. That report, completed by the Controller's Office, noted that Transit Supervisor and related classifications at the agency had vacancy rates of up to 17% and that existing positions were insufficient to address increasing system complexity and deliver the full potential of service management technology. Maintenance classifications in the agency had vacancy rates between 20% and 45%. These were all pre-existing conditions, that were only exacerbated by the COVID-19 pandemic.

In April 2020, the SFMTA enacted a hiring freeze for vacant positions with very narrow exceptions for some operations-essential roles, such as car cleaners. Mandatory public health measures established during the beginning of the pandemic halted our ability to establish new civil service lists or continue other similar hiring activities. Training of existing staff was also curtailed. Unfortunately, we could not implement our staffing plan due to these restrictions. Indeed, it was not until March 2021, when we were able to submit an approved Health and Safety Plan to the City Administrator's office, that modest training and hiring activities resumed.

Muni Staffing

Fiscal Year 2022



While we were unable to continue significant training, we did take the opportunity to advance other recommendations within the Muni Reliability Working. We reorganized training functions moving them from our Human Resources Division to the Transit Division, to ensure training schedules aligned better with the service demands. We also maintained and funded our continuing partnership with the Office of Economic and Workforce Development on the CityDrive Program to support a pipeline of future operators. While completing our Health and Safety Plan, in March 2021 we advanced 9136 Transit Training Specialist hiring to have them in place for the recovery and train the staff we need. While these actions have improved our hiring and training infrastructure, it will take time to fill all the critical vacancies we have to restore and further expand service.

The Transit Division's vacancy rate has been at 10% or higher since fiscal year 2019. This includes both budgeted and temporary positions required to plan, manage, maintain and deliver transit service and infrastructure maintenance. While, prior to the pandemic, the plan was to reduce this overall vacancy rate, the pandemic made it near impossible to do so. Table 1 shows that the division has 331 non-operator vacancies currently in the hiring process in addition to many vacancies in our 9163 Operator positions (the hiring plan is shown in Table 2 below). An additional 116 positions are planned to be filled in the current fiscal year (FY22). Adequately staffing the service is currently the agency's top priority. We have evaluated our Human Resources division and added capacity to better support the high rates of hiring detailed in Tables 1 and 2.

Table 1: Transit Division Vacancies Hiring Plan (excluding operators) for FY21 and FY22

Transit Function	FY 2021 Vacancies	FY22 Planned	Total
Transit Operations & Training (non operator)	146	26	172
Vehicle Maintenance	92	36	128
Maintenance of Way + Mechanical Systems	50	31	81
Planning/Administration	19	6	25
Transit Capital Delivery	7	11	18
Cable Car	17	6	23
Total	331	116	447

In the end, successful resourcing of Muni service depends on five key processes to all work together: recruiting new, qualified staff; completing the city hiring process; training new operators; and anticipating upcoming attrition accurately.

Muni Staffing

Fiscal Year 2022



SFMTA

Operator Availability and Service Levels

Prior to the pandemic, Muni's scheduled service required approximately 2,250 active operators (excluding operators on long term leave)—the number fluctuates across the year due to regular service changes. When we have fewer operators available to deliver service, whether due to vacancies, short or long-term leave, one of the tools available is the use of unscheduled overtime to close the service gap. While we did use this tool, the agency was still unable to deliver 3 – 5% of the service in 2018 and 2019. This issue began in February 2018, with 97% of the service being delivered and declining over time until July 2018, when we were delivering only 91% of scheduled service. We worked to manage this with overtime in the short term, and to redouble our hiring and training efforts as detailed above, however we were unable to fully address this issue ahead of the onset of the pandemic. This missed service was a result of years of insufficient recruitment, hiring, training and attrition planning. The Muni Reliability Working Group was critical in diagnosing and recommending specific actions the agency could take to correct this situation.

Current Status

In late 2019 and early 2020, the agency was taking direct steps, as detailed above, to address operator availability issues. As of June 2021, we believe that the resumption of these efforts will result in sufficient operators to deliver 85% of pre-COVID service sustainably starting in winter 2022. Operator hiring efforts will be matched with Transit-wide hiring initiatives to address the related problems of high vacancies across a variety of key functions, such as maintenance. This service plan is funded in part through one-time Federal relief to deliver service this fiscal year and into next fiscal year.

Upcoming Efforts

As the Muni Working Group revealed, the SFMTA faces several challenges in hiring ranging from insufficient staffing in Human Resources (HR) division to challenges competing with private sector companies like PG&E for overhead line workers. During the pandemic, we worked on recruitment and training initiatives, most recently working on a side letter with Local 6 to establish a pilot program to incentivize hiring through referral bonuses, signing bonuses and reimbursement of relocation expenses. We are hoping this pilot program will help resolve vacancies in critical overhead lines maintenance classifications, with some having vacancy rates as high as 67%.

We started our first new operator training class on June 14, 2021 and will hold new classes approximately every 5 weeks. The summer classes are expected to be small, due to vacancies in our training section, which we are currently working to fill, and the need for people on the operator civil service lists to renew their class B permits, many of which expired during the pandemic. By Fall 2021, we plan to increase classes to approximately 35-40 students every 5 weeks now that COVID restrictions are being eased. Table 2 shows the 2021-2022 Operator Hiring and Training plan.

Muni Staffing

Fiscal Year 2022



Table 2: 2021-2022 Operator Hiring and Training Plan

Class Name	Class Start Date	Class End Date	Estimated Graduates	Average pass rate	Cumulative New Operators
01-TM-21	6/14/2021	8/27/2021	16	80%	12
02-TM-21	7/19/2021	10/1/2021	21	80%	29
03-TM-21	8/23/2021	11/5/2021	21	80%	46
04-TM-21	9/27/2021	12/3/2021	21	80%	62
01-TM-22	11/1/2021	1/21/2022	36	80%	91
02-TM-22	12/6/2021	2/23/2022	36	80%	120
03-TM-22	1/10/2022	3/25/2021	36	80%	149
04-TM-22	2/14/2021	4/29/2022	36	80%	178
05-TM-22	3/21/2022	6/3/2022	36	80%	206
06-TM-22	4/25/2022	6/8/2022	36	80%	235
07-TM-22	5/30/2022	8/12/2022	36	80%	264
08-TM-22	7/4/2022	9/23/2022	36	80%	293
09-TM-22	9/12/2022	11/28/2022	36	80%	322
10-TM-22	10/10/2022	12/23/2022	36	80%	350

Attrition and Leave Planning

Pre-pandemic vacancies have grown through attrition of staff over this past fiscal year. Additionally, we are also expecting a higher than average number of retirements at the end of the fiscal year and approximately 80 promotions to supervisor and training specialist roles. Presently, we have a large pool of available operators because our service restoration is underway. However, as we add more service beginning in August, and complete additional promotions, training, and attrition, this surplus will be quickly absorbed.

Operators have faced the same pandemic-induced challenges as the rest of society. To account for higher leave usage we have adjusted our Extra Board ratios. The Extra Board is a pool of operators assigned to fill acute, short-term staffing issues when someone is unexpectedly out or uses vacation leave, they're what prevent missed service. As a standard transit operating practice, there should typically be 20% more operators available than total runs, or shifts, in a day. Prior to the pandemic, our operator shortage meant many divisions did not have this 20% buffer, which resulted in missed service. Now, as a result of the increased variability from the pandemic and its effects on our workforce, our staffing plan now requires 30% additional operator availability to ensure full service delivery. We are hopeful as life stabilizes over the next few months; we will be able to restore this again to 20%. Anticipated operator demand and availability by service period is shown in Table 3 below.

Muni Staffing

Fiscal Year 2022



Table 3: 2020-2022 9163 Operator Demand vs. Availability

	Pre-COVID	May 2021	August 2021	Winter 2022
Total Operator Demand	2,288	1,719	2,042 ¹	2,145 ²
Available Operators ³	2,169	1,915	2,085	2,035
Delta	-119	196	43	-110 ⁴

Available Operators includes those in the 9163 Operator classification who are not on long term leave (defined here as leave lasting longer than 30 days.) Some staff were also temporarily reassigned during the COVID-19 pandemic as Disaster Service Workers (DSWs) and are removed from the Available Operator category in the month of May 2021 in Table 3. The increase in available operators between May 2021 and August 2021 is due to the return of Cable Car operators from these temporary assignments supporting a range of functions including testing and vaccination sites. Despite our hiring program, due to promotions out of the 9163 Operator classification (to Trainer and Supervisor classifications), anticipated retirements, and general attrition we do not expect to grow our operator class beyond August 2021 levels until Summer 2022, in short: attrition will outpace our hiring and for several more months.

As we increase frequency and coverage, we will increase the number of operators required to deliver service. The current (May 2021) schedule requires 1,719 Operators and we are projecting that the Winter 2022 service plan will require approximately 2,145 operators to deliver. At present, we are including the higher Extra Board ratio (30%) in our planning figures. However, we are hopeful that the use of short-term leave will diminish as the pandemic comes to a close, which will reduce our reliance on the Extra Board for service coverage and permit us to redeploy these resources towards service delivery. We also plan to use some overtime, if necessary, while training is underway to cover acute shortages. This should permit us to reliably deliver the service planned for winter 2022 despite these challenges.

Service Restoration

We eventually plan to grow our service beyond pre-pandemic levels. However, we first are planning to conduct a public dialogue regarding tradeoffs and investment decisions both now and in the future. The pandemic has challenged us to find new ways to deploy our resources that will better serve San Francisco. For example, during the pandemic we addressed a long-standing equity need for connecting the Bayview to downtown San Francisco by establishing the 15-Bayview. This reallocation of resources closed this gap and has improved the mobility for San Franciscans.

¹ These are draft figures. At the time of writing, the August schedule is being built, and this number is expected to change moderately.

² This is preliminary and will change as the schedule is built and our operator availability figures solidify.

³ Note that Available Operators excludes Operators that have been off work for more than 30 days and for May 2021 also exclude Cable Car Operators on Disaster Service Worker Assignments.

⁴ These figures are utilizing a 30% extra board, rather than the standard 20%. If society's post-pandemic recovery is sustained, and the pandemic-induced disruptions related to things like childcare abate, we expect to see the current use of short-term leave return to more normal levels. If this does happen, the delta changes from -110 to a positive 55.

Muni Staffing

Fiscal Year 2022



To that end, our service planning team is examining how to prepare our transit system for forthcoming demands. The service changes we have enacted since April 2020 were directly focused on responding to the pandemic, keeping customers and operators safe and serving essential workers. However, as we look to winter 2022 and returning Muni to support a full recovery of the city, we are evaluating a number of alternatives for public consideration that use the same funding and offer different service choices. We will be presenting these options for the Winter 2022 service restoration this fall and will be performing community-based public outreach citywide to determine what comes next. As we have done throughout the COVID pandemic, we will also be monitoring our ridership recovery, examining changes in travel and behavior that we need to incorporate into our recommendations.

Our long-term vision includes a plan to deliver 110-120% of pre-pandemic service levels providing a dense network of transit routes centered around a 5-minute network of protected transit travel throughout the city as revenue recovers and new revenue is identified. We will continue to work towards this vision; we want nothing more than to serve more riders with better, more frequent service. We just do not have the sustained resources in hand to deliver it – yet.

CC:

Julie Kirschbaum, Director of Transit
Kimberly Ackerman, Chief People Officer
Jonathan Rewers, Acting Chief Financial Officer

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. (415) 554-5184
Fax No. (415) 554-5163
TDD/TTY No. (415) 554-5227

MEMORANDUM

TO: Kiely Hosmon, Director
Youth Commission

FROM: John Carroll, Assistant Clerk,
Government Audit and Oversight Committee

DATE: July 6, 2021

SUBJECT: REFERRAL FROM BOARD OF SUPERVISORS

The Board of Supervisors has received the following proposed legislation which is being referred to the Youth Commission as per Charter, Section 4.124 for comment and recommendation. The Commission may provide any response it deems appropriate within 12 days from the date of this referral.

File No. 210748

Hearing on the de facto route abandonment and service restoration for Muni buses, trains, and cable cars; and requesting the Municipal Transportation Agency to report.

Please return this cover sheet with the Commission's response to John Carroll, Assistant Clerk, Government Audit and Oversight Committee.

RESPONSE FROM YOUTH COMMISSION Date: July 19, 2021

No Comment

Recommendation Attached

A handwritten signature in black ink, appearing to read "Mora Hyatt".

Chairperson, Youth Commission

Youth Commission
 City Hall ~ Room 345
 1 Dr. Carlton B. Goodlett Place
 San Francisco, CA 94102-4532



(415) 554-6446
 (415) 554-6140 FAX
www.sfgov.org/youth_commission

YOUTH COMMISSION MEMORANDUM

TO: John Carroll, Assistant Clerk, Government Audit and Oversight Committee
FROM: Youth Commission
DATE: Tuesday, July 20, 2021
RE: Referral response to BOS File No. 210748 – [Hearing on de facto route abandonment and service restoration for Muni buses, trains and cable cars]

At our **Monday, July 19, 2021, meeting**, the Youth Commission voted to support the following motion:

To unanimously support BOS File No. 210748 – [Hearing on de facto route abandonment and service restoration for Muni buses, trains and cable cars]

The Youth Commissioners voted to include the following questions, recommendations, and comments.

Questions:

- 1) What is the perspective on the lack of focus on specific impacts of non restoration of lines on youth and students?
- 2) Why is the SFMTA advertising that youth under 16 should hold government ID when the Youth Commission and other advocates have specifically said not to do this; specifically because of the impact on youth riders of color and the impact on undocumented youth who don't have access to government ID? This speaks to a larger issue around communication from key stakeholders.
- 3) How will it be decided on what priority lines will reopen and how will they prioritize lines that serve communities of color?
- 4) What has the SFMTA been spending federal relief funding on? How much do they track internally where that money is going and is the money going to cover the salaries of fare inspectors?

Recommendation:

- 1) The Youth Commission does not want funding to go toward policing.

Youth Commissioners thank the Board of Supervisors for their attention to this issue. If you have any questions, please contact our office at (415) 554-6446, or your Youth Commissioner.

A handwritten signature in black ink that reads "Nora Hutton".

Nora Hylton, Chair
Adopted on July 19, 2021
2020-2021 San Francisco Youth Commission

Route	Route Name	Short or Long?	In Service in August 2021?	2020 GSU Weekday Time Span	2020 GSU Weekday Peak Headway
59	PM - Powell-Mason Cable Car	---	No	6:30a-12:30a	8
60	PH -Powell-Hyde Cable Car	---	No	6:00a-12:20a	8
61	C - California Street Cable Car	---	No	6:20a-12:30a	6
E	Embarcadero	---	No	11:30a-5:50p	25
F	Market & Wharves	---	Yes	5:50a-12:30a	9
J	Church	---	Yes	5:10a-12:10a	9
K	Ingleside	---	Yes	4:40a-12:20a	8
L	Taraval	---	Yes	24 hrs*-24 hrs*	9
M	Ocean View	---	Yes	4:50a-12:10a	9
N	Judah	---	Yes	24 hrs*-24 hrs*	7
NX	Judah Express	---	No	6:30-9:00 am, 4:00-7:00 pm	8
T	Third Street	---	Yes	4:40a-12:10a	8
S	Shuttle		Yes		
1	California <i>East of Presidio Ave</i>		Yes	5:20a-12:30a	4
1	California <i>West of Presidio Ave</i>		Yes	4:40a-1:15a	5
1AX	California A Express	---	No	6:45-10:00a, 4:00-7:00p	10
1BX	California B Express	---	No	6:45-10:00a, 4:00-7:00p	7
2	Clement <i>East of Presidio Ave</i>	Short	No	6:25a-7:15p	8
2	Clement <i>West of Presidio Ave</i>	Long	No	6:50a-7:15p	15
3	Jackson	---	No	6:35a-11:30p	15
5	Fulton*	---	Yes	24 hrs*-24 hrs*	9
5R	Fulton Rapid	---	Yes	7:00a-7:05p	6
6	Haight-Parnassus	---	No	6:15a-12:20a	10
7	Haight Noriega*	---	Yes	6:15a-12:10a	12
7X	Noriega Express	---	No	6:25-8:30a, 3:50-6:20p	8
8	Bayshore*	---	Yes-Note	5:30a-12:10a	7
8AX	Bayshore A Express	---	No	6:30-10:30a, 3:30-6:50p	5
8BX	Bayshore B Express	---	No	6:30-9:30a, 3:30-6:50p	6
9	San Bruno*	---	Yes	5:30a-12:10a	12
9R	San Bruno Rapid*	---	Yes	6:20a-7:00p	9
10	Townsend	---	No	5:55a-11:45p	15
12	Folsom-Pacific	---	Yes	6:10a-11:30p	15
14	Mission <i>North of Lowell</i>	Short	Yes	24 hrs-24 hrs	8
14	Mission <i>South of Lowell</i>	Long	Yes	24 hrs-24 hrs	9
14R	Mission Rapid*	---	Yes	6:50a-6:00p	8
14X	Mission Express	---	No	6:20-10:05a, 3:00-6:40p	8
18	46th Ave	---	Yes	5:40a-12:00a	20
19	Polk	---	Yes	5:20a-12:45a	15
21	Hayes	---	No	5:40a-11:50p	7

22	Fillmore	---	Yes	24 hrs-24 hrs	7
23	Monterey	---	Yes	5:45a-11:30p	20
24	Divisadero	---	Yes	24 hrs*-24 hrs*	9
25	Treasure Island	---	Yes	24 hrs-24 hrs	10
27	Bryant	---	Yes	5:45a-12:40a	15
28	19th Avenue	---	Yes	5:20a-12:20a	10
28R	19th Avenue Rapid*	---	No	7:00a-7:00p	10
29	Sunset	---	Yes	5:55a-12:10a	10
30	Stockton <i>East of Van Ness</i>	Short	Yes	5:30a-12:05a	6
30	Stockton <i>West of Van Ness</i>	Long	Yes	5:00a-12:25a	8
30X	Marina Express	---	No	6:05-9:50a, 3:40-7:00p	6
31	Balboa	---	No	5:30a-12:00a	12
31AX	Balboa A Express	---	No	6:50-9:05a, 4:00-7:00p	10
31BX	Balboa B Express	---	No	6:40-9:05a, 4:00-7:00p	10
33	Ashbury-18th St	---	Yes	6:00a-12:30a	15
35	Eureka	---	Yes	7:20a-11:00p	15
36	Teresita	---	Yes	6:15a-10:50p	30
37	Corbett	---	Yes	6:15a-11:15p	15
38	Geary <i>East of 33rd Ave</i> *	Short	Yes	24 hrs-24 hrs	8
38	Geary <i>West of 33rd Ave</i> *	Long	Yes	24 hrs-24 hrs	15
38R	Geary Rapid	---	Yes	6:40a-8:05p	4
38AX	Geary A Express	---	No	6:50-9:05a, 4:00-7:00p	10
38BX	Geary B Express	---	No	6:45-9:05a, 4:00-7:00p	10
39	Coit	---	Yes	9:20a-7:00p	20
41	Union	---	No	Inbound: 5:00-9:25a, 4:10-6:35p Outbound: 5:30- 8:40a, 3:30-7:25p	5
43	Masonic	---	Yes	5:15a-12:30a	9
44	O'Shaughnessy*	---	Yes	24 hrs*-24 hrs*	8
45	Union - Stockton	---	Yes	6:20a-12:20a	8
47	Van Ness	---	No	6:00a-12:40a	8
48	Quintara - 24th St*	---	Yes	24 hrs*-24 hrs*	10
49	Van Ness - Mission	---	Yes	5:40a-12:10a	8
52	Excelsior	---	Yes	6:20a-11:00p	20
54	Felton	---	Yes	5:50a-12:10a	20
55	16th Street	---	Yes	6:00a-12:00a	15
56	Rutland	---	Yes	7:15a-9:00p	30
57	Parkmerced	---	Yes	5:00a-11:05p	20
66	Quintara	---	Yes	6:00a-11:00p	20
67	Bernal Heights	---	Yes	6:15a-11:00p	20
76X	Marin Headlands	---	No	-	0
81X	Caltrain Express	---	No	Inbound: 6:50a-9:10a	0
82X	Levi Plaza Express	---	No	6:00-9:10a, 3:40-6:05p	15

83X	Midtown Express	---	Eliminated	7:10-10:50a, 4:00-7:50	15
88	BART Shuttle	---	No	6:40-8:30a, 4:10-6:30p	20

Notes

*8 Bayshore is currently in service but was interlined with the 8AX and 8BX during the peaks. Includ Metro, Cable Car, and Streetcar routes are showing train or cable car vehicle demand

2020 GSU Vehicle Estimate for Weekday Peak	2020 GSU Weekday Mid-day Headway	2020 GSU Vehicle Estimate for Mid-Day Headway	2020 GSU Weekend Time Span	2020 GSU 2pm Weekend Headway	2020 GSU Vehicle Estimate for 2pm Weekend Headway
9	8	9	6:30a-12:30a	8	9
10	8	10	6:00a-12:20a	8	10
7	8	7	6:30a-12:35a	10	5
4	25	4	11:30a-5:50p	25	4
15	9	14	6:10a-1:20a	9	15
10	10	9	5:30a-12:20a	12	9
46	10	40	5:20a-12:10a	12	38
22	10	20	24 hrs*-24 hrs*	12	9
26	10	22	6:30a-12:10a	12	12
40	10	30	24 hrs*-24 hrs*	12	30
9	-	0	---	0	0
See K	10	See K	5:30a-12:10a	12	See K
16		4			1
24	5	23	5:20a-1:25a	8	15
See 1 East	5	See 1 East	-2:15a	8	See 1 East
39	-	0	---	0	0
See 1AX	-	0	---	0	0
8	20	6	6:25a-7:20p	20	6
See 2 Short	20	See 2 Short	6:45a-7:10p	20	See 2 Short
12	20	4	6:40a-11:30p	20	4
10	10	10	24 hrs*-24 hrs*	10	13
20	8	16	---	0	0
13	12	11	6:20a-12:20a	12	10
13	12	13	6:10a-12:10a	12	13
12	-	0	---	0	
42	8	23	5:30a-12:10a	8	21
See 8	-	See 8	---	0	
See 8	-	See 8	---	0	
12	12	11	6:10a-12:10a	12	13
15	9	15	---	0	0
11	15	10	6:35a-11:45p	20	6
12	15	11	6:00a-11:30p	20	7
20	9	17	24 hrs-24 hrs	10	15
See 14 South	9	See 14 South	24 hrs-24 hrs	10	See 14 South
18	8	17	8:50a-6:00p	12	12
10	-	0	---	0	
4	20	4	5:40a-12:00a	20	4
10	15	10	5:20a-12:45a	15	10
14	12	8	6:25a-11:50p	15	6

19	9	16	24 hrs-24 hrs	10	13
6	20	5	6:10a-11:30p	30	4
15	9	15	24 hrs*-24 hrs*	15	9
4	20	2	24 hrs-24 hrs	20	2
8	15	8	5:40a-12:35a	20	6
15	10	13	5:25a-12:20a	12	15
11	10	10	---	0	0
20	12	15	5:50a-12:10a	15	12
25	6	25	6:00a-12:30a	6	23
See 30 East	12	See 30 East	5:25a-1:20a	9	See 30 East
11	-	0	---	0	
12	15	9	5:20a-12:00a	20	7
See 1AX	-	0	---	0	
See 1AX	-	0	---	0	
9	15	9	6:00a-12:30a	20	7
3	25	2	8:15a-11:00p	25	2
3	30	3	8:25a-10:50p	30	3
5	20	4	8:10a-11:15p	30	3
18	8	17	24 hrs-24 hrs	8	16
See 38 East	15	See 38 East	24 hrs-24 hrs	15	See 38 East
28	6	20	9:20a-6:30p	8	14
See 1AX	-	0	---	0	
See 1AX	-	0	---	0	
2	20	2	9:20a-7:00p	20	2
14	-	0	---	0	
22	12	16	5:40a-12:30a	15	13
23	12	13	24 hrs*-24 hrs*	15	10
13	12	9	6:10a-12:15a	9	12
17	9	14	6:05a-12:35a	10	12
13	15	10	24 hrs*-24 hrs*	20	5
20	9	18	5:50a-12:10a	10	16
4	30	2	8:00a-11:00p	30	2
8	20	8	5:50a-12:10a	20	7
3	15	3	6:00a-12:00a	20	2
1	30	1	8:10a-9:00p	30	1
5	20	5	7:15a-11:00p	20	5
2	20	2	8:10a-11:00p	20	2
4	20	2	8:15a-11:00p	20	2
0	0	0	To Marin: 9:30a-5:00p; to S.F.: 10:30a - 6:30p	60	2
	0		---	0	
3	-	0	---	0	

2	-	0	---	0	
1	-	0	---	0	

ed for reference to vehicle demand for 8AX/8BX expresses

Task	Task Name	Subtask	Subtask	Rates	\$275.00	\$147.00	\$109.00	\$99.00							
					Walker	Proj. Mgr	Planner	Analysts	JWA_Subtct	JWA_Labor	JWA_Direc	Gurus	Civic_Edge	F&P_markup	TOTAL
0	Project Management			0.	6	12	2	0	20	\$3,632.00	\$	-	\$4,067.84		
1	Expert Panel Workshop			1.	12	16	8	4	40	\$6,920.00	\$	-	\$15,000	\$24,550.40	
2	Post COVID System Alternatives			2.	84	90	174	181	529	\$73,215.00	\$	600	\$8,858	\$82,672.80	
3	Communications Tools			3.	48	78	114	130	370	\$49,962.00	\$	-	\$40,000	\$100,757.44	
4	Recommended Network			4.	40	40	48	48	176	\$26,864.00			\$3,224	\$30,087.68	
5	System Evaluation			5.	134	242	346	378	1100	\$147,560.00	\$	2,400	\$7,995	\$167,955.20	
6	SFMTA Staff Training			6.	40	96	58	42	236	\$35,592.00			\$4,271	\$39,863.04	
					364	574	750	783	TOTAL	\$343,745.00	\$3,000.00	\$15,000.00	\$40,000.00	\$48,209.40	\$449,954.40

From: [Boland, Steve](#)
To: [Kennedy, Sean M](#); [Jarrett Walker](#)
Cc: michelle@jarrettwalker.com
Subject: Canceled: Workshop prep
Importance: High

Jarrett, Sean says the 8:30 meeting can just be internal, so see you at 9.

From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Cc: [Michelle Poyourow](#); [Eric Womeldorf](#); [Kennedy, Sean M](#)
Subject: Fwd: SFMTA Post Covid Network: Expert Advice Task
Date: Tuesday, June 15, 2021 3:24:44 PM

EXT

Steve

I sent this to Sean a week ago. Now that you're the PM I thought I'd prod again to make sure this doesn't slip too much.

Cheers, Jarrett

----- Forwarded message -----

From: **Jarrett Walker** <jarrett@jarrettwalker.com>
Date: Mon, Jun 7, 2021 at 2:38 PM
Subject: SFMTA Post Covid Network: Expert Advice Task
To: Sean M Kennedy <Sean.Kennedy@sfmta.com>
Cc: Michelle Poyourow <micelle@jarrettwalker.com>, Julie B Kirschbaum <julie.kirschbaum@sfmta.com>, Eric Womeldorf <E.Womeldorf@fehrandpeers.com>

Sean cc Julie

Assuming we are about to get under contract, I need to encourage you to start thinking immediately about the Expert Advice workshop, Task 1 in our scope. Below my signature in this email I have copied the scope text for your reference.

This is a task specifically requested by SFMTA. Here are some questions we need you to reach an internal decision on, so that we know we're doing what you want:

- What information will you be presenting to these experts and exactly what kinds of expertise are needed to engage with what you're presenting?
- When dealing with competing consultants are you sure you want to put them all into one room instead of interviewing them separately (potentially without us)? Consultants are sometimes tempted to self-censor in situations where they perceive themselves to be sharing insights with their direct competitors.
- Do you really want two four-hour charrettes? This seems like a lot given how busy everyone is, but you know better what your intentions were.
- What level of diversity do you need in the experts? The BIPOC experts we know are not experts in network design, so it depends on whether that is the focus. You may know others.
- What should be our role? I would like to suggest that we at JWA have a listening role but not be speaking. You will hear our views throughout the project so the focus here should be on the other experts' views.
- Would you like us to facilitate, or would you rather that this be your own conversation with the experts?

As for people we can recommend apart from Russ I'd can think of ...

- Christof Spieler, the critical Houston METRO Board member who drove the redesign process there at the board level, also a consultant at Huitt Zollars.
- A retired expert who knows the city might be great. Bonnie Nelson comes to mind and I'd bet Jeff knows how to reach her.
- Lori Byala of Foursquare in Baltimore, who like Russ is a direct competitor of ours.

Other people who come to mind are the directors of planning at the closest peer agencies: Christine O'Claire at King Co Metro in Seattle and Sarah Ross at Translink in Vancouver. Both very smart and experienced with similar issues in similar geography.

These people all know network design so I know they'd have great things to say. You may be able to think of others. I do think SF is sufficiently unique that knowledge of the city is helpful. ... but again, we don't have a good idea for a BIPOC person who is strong on technical network planning.

I lay all of this out because I don't want to spend too much of our kickoff time on it. It's a detachable task that's not on the critical path, though its results become less relevant the longer we put it off. Above all, it's really something you asked for rather than something we proposed, so we'll need you to answer the questions above to make sure we can facilitate what you want.

Cheers,

--

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Jarrett Walker + Associates

1021 SE Caruthers St
Portland, OR 97214
503 208 4249
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Task 1. Post-Covid Expert Advice

This task includes a workshop with relevant experts in transit service planning and possibly transit equity. We can facilitate this workshop as desired and have budgeted for this, though it may be better that we be present as participants or even have only a spectator or questioning role. As we are competitors of some of the participants it may be more effective if we are asking questions rather than providing expertise at this event, since of course we will be providing expertise throughout the project.

Identified experts include Russ Chisholm of TMD and ourselves. We recommend that the third expert be a specialist in transit equity or transit justice. A total of \$15000 in compensation is budgeted for these experts.

In the workshop staff will review the constraints and talk through a Post COVID vision to these experts. Experts will provide feedback on 1) the presented system vision 2) ideas on key metrics that should be analyzed and technical methodologies to use in developing the final plan and 3)

suggestions on methods and messages/themes that could be used to communicate to the public, elected officials and key stakeholders

Staff has proposed two four-hour charrettes for this purpose. This may be excessive, but we have budgeted for it.

Note: The project cannot wait for this event. Work must proceed on Task 2 immediately upon execution of Notice to Proceed. We will incorporate insights from the workshop as viable when they are received.

Deliverable:

- Workshop – as soon as possible and preferably before **June 15**.
- Summary of workshop – one week after workshop.

--
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Jarrett Walker + Associates

1021 SE Caruthers St
Portland, OR 97214
503 208 4249
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From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Cc: [Michelle Poyourow](#); [Eric Womeldorf](#); [Kennedy, Sean M](#)
Subject: Fwd: SFMTA Post Covid Network: Expert Advice Task
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To: Sean M Kennedy <Sean.Kennedy@sfmta.com>
Cc: Michelle Poyourow <micelle@jarrettwalker.com>, Julie B Kirschbaum <julie.kirschbaum@sfmta.com>, Eric Womeldorf <E.Womeldorf@fehrandpeers.com>

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From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Subject: Fwd: Summary of today's work.
Date: Monday, June 28, 2021 1:28:27 PM
Attachments: [JW notes from Core Design.xlsx](#)

EXT

Chava was in the meeting but not on the invitation. Please forward the email I just sent to her and to anyone else in that situation.

Tx J

----- Forwarded message -----

From: **Jarrett Walker** <jarrett@jarrettwalker.com>
Date: Mon, Jun 28, 2021 at 1:27 PM
Subject: Summary of today's work.
To: Boland, Steve <Steve.Boland@sfmta.com>, <anna.harkman@sfmta.com>, Sean M Kennedy <Sean.Kennedy@sfmta.com>, <jean.long@sfmta.com>, <matthew.lee@sfmta.com>, Michael Rhodes <michaelprhodes@gmail.com>, <travis.richards@sfmta.com>, Garcia, Jessica <jessica.garcia@sfmta.com>, Peter Lauterborn <Lauterborn@thecivicedge.com>, <tracey.lin@sfmta.com>
Cc: Michelle Poyourow <micelle@jarrettwalker.com>, PJ Houser <pj@jarrettwalker.com>, Christopher Yuen <chris@jarrettwalker.com>, Ricky Anguera <ricky@jarrettwalker.com>

Post-covid network participants.

Thanks for the great conversation this morning. This afternoon, please review the attached spreadsheet summarizing our decisions, and come tomorrow with (1) ideas for the 10 and 47 and (2) any second thoughts about the work we've done so far.

See you tomorrow at 9.

Thanks

Jarrett Walker • President and Principal Consultant
Jarrett Walker + Associates

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jarrett@jarrettwalker.com
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From: [Jarrett Walker](#)
To: [Kennedy, Sean M](#)
Cc: [Kirschbaum, Julie B](#)
Subject: Fwd: SFMTA Post-covid network final proposed scope and budget
Date: Thursday, April 29, 2021 2:47:54 PM
Attachments: [scope v2 20210426.pdf](#)
[Budget summary submitted 20210426.png](#)

EXT

Sean

Have you had a chance to look at this? We're working on clearing time to do this in June and July, so we're trusting you'll be able to get us started no later than June 1.

Thanks!

Jarrett

----- Forwarded message -----

From: **Jarrett Walker** <jarrett@jarrettwalker.com>
Date: Mon, Apr 26, 2021 at 8:53 AM
Subject: SFMTA Post-covid network final proposed scope and budget
To: Sean M Kennedy <Sean.Kennedy@sfmta.com>
Cc: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>, Bob Grandy <b.grandy@fehrandpeers.com>, Julie B Kirschbaum <julie.kirschbaum@sfmta.com>

Sean

Please see attached final proposed scope and budget.

Again, we must be under contract no later than June 1 to hit these deadlines, and sooner would be better!

Cheers,

Jarrett Walker • President and Principal Consultant
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Previous Pattern	Compromise concept
------------------	--------------------

2 and 3	Restored as before	2 (trolley) every 15 to Presidio. 3 gone. 12 extended to Presidio/Calif at 20.
31	Restored as before (15)	Retain at 15. East of 5th, go via 5th to Caltrain (loop 5th, L/Townsend, L/3rd, L/Harrison)
21	Restored as before (12) (to Stanyan)	Retain at 15. East end is Market, R/8th, R/Mission, R/9th etc
6	Restored as before (12) . 52 ends at Forest Hill. 66 ends at 9/Judah.	6 every 15. Rerouted to use Stanyan instead of Ashbury. 7 long every 15. 52 ends at Forest Hill. 66 ends at 9/Judah.
47	Restored at old freq. All 49 runs short.	?
10	Restored at old freq.	?

Frequent Network concept

1 Rapid (motor) every 8. 33/Calif local to Arguello, then rapid via Calif, Divisadero, Geary to Ferry terminus. 1-Calif (trolley) runs every 4 to 4th Av turnaround.

Retain at 15. East of 5th, go via 5th to Caltrain (loop 5th, L/Townsend, L/3rd, L/Harrison)

21 Gone. (Saves parklets!).
Resources shifted to 7 (see 6)

7 short to Stanyan every 10. 7 long every 10 for combined freq of 5. 52 ends at Forest Hill. New 65 every 10, offset from 66, from Haight/Stanyan like 66 to 9/Lawton, then via S/9th and like old 6 to 14/Quintara, then via 14th, Ulloa to West Portal.

?

?

Previous Pattern	Compromise concept
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2 and 3	Restored as before	2 (trolley) every 15 to Presidio. 3 gone. 12 extended to Presidio/Calif at 20.
31	Restored as before (15)	Retain at 15. East of 5th, go via 5th to Caltrain (loop 5th, L/Townsend, L/3rd, L/Harrison)
21	Restored as before (12) (to Stanyan)	Retain at 15. East end is Market, R/8th, R/Mission, R/9th etc
6	Restored as before (12) . 52 ends at Forest Hill. 66 ends at 9/Judah.	6 every 15. Rerouted to use Stanyan instead of Ashbury. 7 long every 15. 52 ends at Forest Hill. 66 ends at 9/Judah.
47	Restored at old freq. All 49 runs short.	?
10	Restored at old freq.	?

Frequent Network concept

1 Rapid (motor) every 8. 33/Calif local to Arguello, then rapid via Calif, Divisadero, Geary to Ferry terminus. 1-Calif (trolley) runs every 4 to 4th Av turnaround.

Retain at 15. East of 5th, go via 5th to Caltrain (loop 5th, L/Townsend, L/3rd, L/Harrison)

21 Gone. (Saves parklets!).
Resources shifted to 7 (see 6)

7 short to Stanyan every 10. 7 long every 10 for combined freq of 5. 52 ends at Forest Hill. New 65 every 10, offset from 66, from Haight/Stanyan like 66 to 9/Lawton, then via S/9th and like old 6 to 14/Quintara, then via 14th, Ulloa to West Portal.

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Memo

To: Sean Kennedy, SFMTA
From: Jarrett Walker, Jarrett Walker + Associates
Date: June 10, 2021
Subject: Data Request

In order to prepare for a Core Design Workshop on June 28, 2021, we need to receive the following data by Monday, June 14, 2021.

For questions on these requests, please feel free to reach out to Ricky Angueira of our staff. Ricky can answer questions about what data formats we can read easily.

Remix files for the full network.

We need two Remix files:

- The pre-pandemic month matching the boardings-alightings data (see below)
- The network as it will be after August 2021.

We are relying on the accuracy of the following weekday midday information from the Remix files for the Core Design Workshop.

- Routings and route distances
- Stop locations
- Frequencies
- Speeds
- Layover requirements
- Number of buses

If you don't trust your Remix files to provide us accurate information about these things, please provide that information in another format.

Boardings / alightings

For a typical month before the pandemic, we need boarding and alighting data by route, trip, stop, and direction. Alightings are not essential. This should be a cleaned summary of your APC data.

Resident, job, and student data

If there is data on job, resident and student locations, at a finer level of detail, or more recent year, than Census/ACS data, and if it's easy for us to make use of quickly, we'd like to have it.

Background Documentation

Please provide relevant documents covering:

- Recent service changes since the onset of the pandemic, and the materials you used to explain these to the public.
- Service standards and policies we need to be aware of doing this work.
- Other documents that you think we should review.

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From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Cc: [Kennedy, Sean M](#); [Michelle Poyourow](#); [Eric Womeldorf](#)
Subject: Re: 24 hour response time
Date: Thursday, June 10, 2021 12:33:47 PM

EXT

Thanks Steve!

Still waiting on the PO by the way!

J

On Thu, Jun 10, 2021 at 12:20 PM Boland, Steve <Steve.Boland@sfmta.com> wrote:

Thanks Sean.

Jarrett, I can commit to responding on that timeline, and as I mentioned in my other message, we will respond to your data request by Monday.

From: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Sent: Thursday, June 10, 2021 12:07 PM
To: Jarrett Walker <jarrett@jarrettwalker.com>
Cc: Michelle Poyourow <micelle@jarrettwalker.com>; Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Boland, Steve <Steve.Boland@sfmta.com>
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Hi Jarrett,

You are correct that yesterday I said I would manage the project myself, but I think that was maybe a little wishful thinking on my part! I have talked it over with Steve and he is going to be the day to day contact and making sure you all get info, comments etc in a timely manner so will be your project manager point of contact going forward. Sorry for the switch just seems in best interest of the project and tight timeline I should not be the lynch pin as I will no doubt quickly turn into the choke point!

Thanks and steve will be following up shortly on the data request ask.

Sean

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Thursday, June 10, 2021 8:28 AM
To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
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I know you're very busy, but given how rushed the project is, I need to ask you to commit to responding to all of our communications within 24 hours. If you plan to be away, we'll need you to tell us that and designate someone else we can interact with if needed.

Is that reasonable?

Regards

Jarrett Walker • President and Principal Consultant

Jarrett Walker + Associates

1021 SE Caruthers St

Portland, OR 97214

503 208 4249

jarrett@jarrettwalker.com

www.jarrettwalker.com

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From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Cc: [Garcia, Jessica](#); [Kennedy, Sean M](#)
Subject: Re: additional changes
Date: Tuesday, June 29, 2021 9:12:32 PM
Attachments: [Outlook-Macintosh .png](#)
[Outlook-Macintosh .png](#)
[Outlook-Macintosh .png](#)
[Outlook-Macintosh .png](#)
[Outlook-cid_image0.png](#)

EXT

Steve cc Sean

In today's conversation, we talked through larger possibilities and then tended to agree not to be so ambitious with restructuring at this point because

1. this process is in such a hurry
2. a higher level of complexity will make everything harder to explain and thus more likely to be rejected without being understood and
3. we have another service planning process coming up in the fall that can be more ambitious.

So I'll need help understanding why, in a process where we've emphasized not opening up big redesign issues, you're insisting on the 21/31/34 package now. I expect Peter will also be very concerned about the complexity of this proposal and the difficulty explaining it to all the affected groups in the very short time we have. We can take on this complexity if it gives us great results (as I think it does with the 6 elimination in the Frequent alternative). But I don't see gain from this 21/31 idea big enough to justify dealing with all the anger you're going to stir up. Note that:

- Ridership is pretty even across the length of 31, dropping only modestly on Balboa but with many stops, especially in the business district, showing up quite strongly.
- There are lots of westbound boardings in the Tenderloin, and we don't know how far west they're going.
- There are over 200 westbound boardings/day at Eddy/Fillmore, who mostly must be going beyond the end of your 34.

This 21/31 redesign would have a far bigger negative impact on equity neighborhoods than anything else that we've discussed in this plan, because even if we retain the 15 minute frequency eastward we are disrupting trips westward from both Tenderloin and Western Addition. You could compensate with a 10 or 12 minute frequency on your 34, but that's really too much with the 5 and 38 so close. And even so, creating an unnecessary grid discontinuity -- potentially changing some one-transfer trips into two-transfer trips - is still a big impact that equity neighborhoods are likely to perceive as a loss.

So let's talk about this more.

Meanwhile, please clarify if you want 65 and 66 at the same frequency, so that they offset along Parnassus, and suggest any alternatives for the 65. Are there other ways to turn around 65 if we go a little beyond West Portal? If offset, 65 and 66 can be the same length but right now 65 is shorter, which suggests it could go a little further for free

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Transit Planning



415.646.2034

San Francisco Municipal Transportation Agency
1 South Van Ness Avenue, 7th floor
San Francisco, CA 94103



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From: [Boland, Steve](#)
To: [Jarrett Walker](#)
Subject: Re: Do you have a moment to talk?
Date: Wednesday, June 23, 2021 4:09:15 PM

Jarrett, talked to Sean, let's use 6:5 (vehicle count) for our peak/base ratio.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Wednesday, June 23, 2021 1:26 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Subject: Re: Do you have a moment to talk?

EXT

Join us here: <https://us02web.zoom.us/j/2647742637?pwd=SGtmeFRCcnQwSHJKQ3kyVFF6ekdiQT09>

On Wed, Jun 23, 2021 at 1:25 PM Boland, Steve <Steve.Boland@sfmta.com> wrote:
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From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Wednesday, June 23, 2021 1:25 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Subject: Do you have a moment to talk?

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From: [Garcia, Jessica](#)
To: admin@jarrettwalker.com; Boland, Steve; ricky@jarrettwalker.com; chris@jarrettwalker.com; michelle@jarrettwalker.com; pj@jarrettwalker.com; jarrett@jarrettwalker.com
Cc: [Kennedy, Sean M](#)
Subject: RE: JWA SFMTA workshop planning
Date: Monday, June 28, 2021 8:22:38 PM
Attachments: [Aug 2021 & GSU 2020 Service Plan TimeSpan, Headways & Demand data request.xlsx](#)

Apologies for my confusion last week on what was needed in Remix. Also for sending this to the wrong email address for Jarett as I realized I got a bounce back email.

Attached is an updated spreadsheet with the vehicle and headways for ALL routes from Feb 2020 (GSU 2020) on a new tab called "Feb 2020 Service Plan". We will work to get this calibrated in a remix map ASAP. The remix map I sent last week only shows the Feb 2020 service levels for the routes that are NOT running so we need to work on adding/calibrating the rest but thought it might be helpful to at least have this in a table form until then.

Jessica

From: Garcia, Jessica
Sent: Thursday, June 24, 2021 8:04 PM
To: admin@jarrettwalker.com; Boland, Steve <Steve.Boland@sfmta.com>; ricky@jarrettwalker.com; chris@jarrettwalker.com; michelle@jarrettwalker.com; pj@jarrettwalker.com
Cc: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Subject: RE: JWA SFMTA workshop planning

Hi Everyone,

Attached is a spreadsheet with the timespans, headways and vehicle demand for the August service plan and for the routes not in service as of August based on GSU 2020 (pre-Covid) data. The remix map for the routes not in service can also be found here
<https://platform.remix.com/map/486c11dd?latlng=37.78978,122.45828,10.581>

I have a couple notes about the spreadsheet and the remix map.

- Vehicle Demand for Express/Peak Service
 - A number of the express routes were interlined so we only know the total vehicle demand of the "group". For example all the Richmond expresses (1A/BX, 31A/BX and 38 A/BX) are grouped together under 1AX. I've noted which this applies to in the spreadsheet. For the remix map we only entered the timespan and frequencies for grouped routes since we do not know the individual breakdown of vehicle demand to calibrate the remix map. It would take more time to get the vehicle demand broken down so wanted to get a sense of how critical it is at this point before reaching out to other teams to get the information.
- Peak Frequencies for Express/Peak Service

- We talked about only needing mid-day frequencies but for the express/peak service that did not run in the mid-day at all we provided the frequencies and vehicle demand for the peak periods in the spreadsheet and remix map.
- Peak to Mid-day (Base) Ratio
 - In the spreadsheet I've provided a tab of the total vehicle demand by mode for peak periods and for mid-day service. This data is from the GSU 2020 (pre-Covid) schedule.

Let me know if you have any questions about the data or if I am missing something. Really appreciate the patience in getting this last piece of data sent and look forward to the workshop on Monday.

Jessica

-----Original Appointment-----

From: admin@jarrettwalker.com <admin@jarrettwalker.com>

Sent: Wednesday, June 23, 2021 2:17 PM

To: admin@jarrettwalker.com; Boland, Steve; ricky@jarrettwalker.com; chris@jarrettwalker.com; michelle@jarrettwalker.com; pj@jarrettwalker.com; Garcia, Jessica

Subject: JWA SFMTA workshop planning

When: Thursday, June 24, 2021 9:00 AM-10:00 AM (UTC-08:00) Pacific Time (US & Canada).

Where: <https://us02web.zoom.us/j/82948500626?pwd=dUgzMXIOazlteCtSd3g4c2MvVk5NQT09>

EXT

You have been invited to the following event.

JWA SFMTA workshop planning

When Thu 2021-06-24 09:00 – 10:00 Pacific Time - Los Angeles

Where <https://us02web.zoom.us/j/82948500626?pwd=dUgzMXIOazlteCtSd3g4c2MvVk5NQT09> ([map](#))

Calendar jessica.garcia@sfmta.com

Who

- admin@jarrettwalker.com - organizer
- steve.boland@sfmta.com
- ricky@jarrettwalker.com
- chris@jarrettwalker.com
- michelle@jarrettwalker.com
- pj@jarrettwalker.com
- jessica.garcia@sfmta.com

[**more details »**](#)

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Passcode: 512709

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Find your local number:

<https://us02web.zoom.us/u/kbKmh5icBl>

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From: [Garcia, Jessica](#)
To: admin@jarrettwalker.com; Boland, Steve; ricky@jarrettwalker.com; chris@jarrettwalker.com; michelle@jarrettwalker.com; pj@jarrettwalker.com; jarrett@jarrettwalker.com
Cc: [Kennedy, Sean M](#)
Subject: RE: JWA SFMTA workshop planning
Date: Monday, June 28, 2021 8:22:38 PM
Attachments: [Aug 2021 & GSU 2020 Service Plan TimeSpan, Headways & Demand data request.xlsx](#)

Apologies for my confusion last week on what was needed in Remix. Also for sending this to the wrong email address for Jarett as I realized I got a bounce back email.

Attached is an updated spreadsheet with the vehicle and headways for ALL routes from Feb 2020 (GSU 2020) on a new tab called "Feb 2020 Service Plan". We will work to get this calibrated in a remix map ASAP. The remix map I sent last week only shows the Feb 2020 service levels for the routes that are NOT running so we need to work on adding/calibrating the rest but thought it might be helpful to at least have this in a table form until then.

Jessica

From: Garcia, Jessica
Sent: Thursday, June 24, 2021 8:04 PM
To: admin@jarrettwalker.com; Boland, Steve <Steve.Boland@sfmta.com>; ricky@jarrettwalker.com; chris@jarrettwalker.com; michelle@jarrettwalker.com; pj@jarrettwalker.com
Cc: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Subject: RE: JWA SFMTA workshop planning

Hi Everyone,

Attached is a spreadsheet with the timespans, headways and vehicle demand for the August service plan and for the routes not in service as of August based on GSU 2020 (pre-Covid) data. The remix map for the routes not in service can also be found here
<https://platform.remix.com/map/486c11dd?latlng=37.78978,122.45828,10.581>

I have a couple notes about the spreadsheet and the remix map.

- Vehicle Demand for Express/Peak Service
 - A number of the express routes were interlined so we only know the total vehicle demand of the "group". For example all the Richmond expresses (1A/BX, 31A/BX and 38 A/BX) are grouped together under 1AX. I've noted which this applies to in the spreadsheet. For the remix map we only entered the timespan and frequencies for grouped routes since we do not know the individual breakdown of vehicle demand to calibrate the remix map. It would take more time to get the vehicle demand broken down so wanted to get a sense of how critical it is at this point before reaching out to other teams to get the information.
- Peak Frequencies for Express/Peak Service

- We talked about only needing mid-day frequencies but for the express/peak service that did not run in the mid-day at all we provided the frequencies and vehicle demand for the peak periods in the spreadsheet and remix map.
- Peak to Mid-day (Base) Ratio
 - In the spreadsheet I've provided a tab of the total vehicle demand by mode for peak periods and for mid-day service. This data is from the GSU 2020 (pre-Covid) schedule.

Let me know if you have any questions about the data or if I am missing something. Really appreciate the patience in getting this last piece of data sent and look forward to the workshop on Monday.

Jessica

-----Original Appointment-----

From: admin@jarrettwalker.com <admin@jarrettwalker.com>

Sent: Wednesday, June 23, 2021 2:17 PM

To: admin@jarrettwalker.com; Boland, Steve; ricky@jarrettwalker.com; chris@jarrettwalker.com; michelle@jarrettwalker.com; pj@jarrettwalker.com; Garcia, Jessica

Subject: JWA SFMTA workshop planning

When: Thursday, June 24, 2021 9:00 AM-10:00 AM (UTC-08:00) Pacific Time (US & Canada).

Where: <https://us02web.zoom.us/j/82948500626?pwd=dUgzMXIOazlteCtSd3g4c2MvVk5NQT09>

EXT

You have been invited to the following event.

JWA SFMTA workshop planning

When Thu 2021-06-24 09:00 – 10:00 Pacific Time - Los Angeles

Where <https://us02web.zoom.us/j/82948500626?pwd=dUgzMXIOazlteCtSd3g4c2MvVk5NQT09> ([map](#))

Calendar jessica.garcia@sfmta.com

Who

- admin@jarrettwalker.com - organizer
- steve.boland@sfmta.com
- ricky@jarrettwalker.com
- chris@jarrettwalker.com
- michelle@jarrettwalker.com
- pj@jarrettwalker.com
- jessica.garcia@sfmta.com

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From: [Jarrett Walker](#)
To: [Kennedy, Sean M](#)
Cc: [Eric Womeldorf](#); [Boland, Steve](#); [Garcia, Jessica](#); [Hallowell, Alexandra](#)
Subject: Re: Kick off
Date: Tuesday, June 8, 2021 4:38:31 PM

EXT

Sean

Can we get an hour if possible? There's a lot to talk about.

J

On Tue, Jun 8, 2021 at 4:21 PM Kennedy, Sean M <Sean.Kennedy@sfmta.com> wrote:

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

Or call in (audio only)

[+1 415-915-0757,,879731667#](#) United States, San Francisco

Phone Conference ID: 879 731 667#

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Jarrett Walker • President and Principal Consultant
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503 208 4249

jarrett@jarrettwalker.com

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From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Subject: Re: Sean at workshop
Date: Thursday, June 24, 2021 11:12:21 AM

EXT

Cool tx.

On Thu, Jun 24, 2021 at 10:42 AM Boland, Steve <Steve.Boland@sfmta.com> wrote:

Yes, confirmed, he will be there.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Thursday, June 24, 2021 10:35 AM
To: Boland, Steve <Steve.Boland@sfmta.com>
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I just realised that Sean isn't on the invitation list for the workshop.

I'm a little concerned that since he hasn't been in any of the preparation conversations, he may have objections and concerns that we won't hear until it's too late, on our schedule, to do anything about them.

If you're confident that you can speak for Sean in the workshop, then that's fine. But if you share the concern, I'd ask: Do you have access to his calendar to know if he could at least be there for the first hour, or if he and I could talk earlier that morning?

I'm even available to talk with Sean on Sunday if he wants.

Should I ask him directly?

--

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From: [Boland, Steve](#)
To: [Hallowell, Alexandra](#); [Jarrett Walker](#); [Kennedy, Sean M](#)
Cc: [Garcia, Jessica](#); [Eric Womeldorf](#); [Peter Lauterborn](#); [Michelle Poyourow](#); [Ricky Angueira](#); [Garcia, Jessica](#)
Subject: RE: SFMTA Post Covid Network: Data Request
Date: Friday, June 11, 2021 12:47:00 PM
Attachments: [JWA-SFMTA Data Request Response.docx](#)
[SFMTA_ShortRange2019_1205_salpa.pdf](#)

Jarrett, following up on this, please see attached re: Background documentation. Jessica is preparing the Remix files. I don't believe we have any resident, job and student data to share.

From: Hallowell, Alexandra <Alexandra.Hallowell@sfmta.com>
Sent: Thursday, June 10, 2021 3:46 PM
To: Jarrett Walker <jarrett@jarrettwalker.com>; Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Cc: Boland, Steve <Steve.Boland@sfmta.com>; Garcia, Jessica <Jessica.Garcia@sfmta.com>; Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Peter Lauterborn <Lauterborn@thecivicedge.com>; Michelle Poyourow <micelle@jarrettwalker.com>; Ricky Angueira <ricky@jarrettwalker.com>
Subject: RE: SFMTA Post Covid Network: Data Request

We're preparing the ridership data but it is too large to send via email. Have we established a file share site or does someone at JW have one we could use?

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Thursday, June 10, 2021 10:00 AM
To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Cc: Boland, Steve <Steve.Boland@sfmta.com>; Hallowell, Alexandra <Alexandra.Hallowell@sfmta.com>; Garcia, Jessica <Jessica.Garcia@sfmta.com>; Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Peter Lauterborn <Lauterborn@thecivicedge.com>; Michelle Poyourow <micelle@jarrettwalker.com>; Ricky Angueira <ricky@jarrettwalker.com>
Subject: SFMTA Post Covid Network: Data Request

EXT

Sean

Please see our data request attached. Note that the deadline for all data is Monday, June 14.

Regards,

--
Jarrett Walker • President and Principal Consultant
Jarrett Walker + Associates

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Portland, OR 97214

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From: [Boland, Steve](#)
To: [Hallowell, Alexandra](#); [Jarrett Walker](#); [Kennedy, Sean M](#)
Cc: [Garcia, Jessica](#); [Eric Womeldorf](#); [Peter Lauterborn](#); [Michelle Poyourow](#); [Ricky Angueira](#); [Garcia, Jessica](#)
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From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Subject: Re: SFMTA Post Covid Network: Urgent Questions and Requests
Date: Tuesday, June 22, 2021 5:11:45 PM

EXT

Thanks.

On Tue, Jun 22, 2021 at 4:33 PM Boland, Steve <Steve.Boland@sfmta.com> wrote:
I'm being told it's 3 AM and 3 PM.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Tuesday, June 22, 2021 4:27 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Subject: Re: SFMTA Post Covid Network: Urgent Questions and Requests

EXT

What's a good assumption for the typical duration of a peak pullout? 6 hours?

On Tue, Jun 22, 2021 at 4:11 PM Boland, Steve <Steve.Boland@sfmta.com> wrote:
The former.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Tuesday, June 22, 2021 3:53 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Subject: Re: SFMTA Post Covid Network: Urgent Questions and Requests

EXT

Steve. When you gave me the peak to base ratio, was that the ratio of peak vehicles on the street to the midday vehicles on the street? Or was it a ratio of the total revenue hours of peak pull outs divided by that of all day service?

Thanks! Jarrett

Note: I apologize if this is brief or contains spelling or punctuation errors. It was sent from my iPhone and may have been dictated. Thanks, Jarrett

On Jun 22, 2021, at 15:34, Boland, Steve <Steve.Boland@sfmta.com> wrote:

Thank you Jarrett. Please let us know what else you need for Monday.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Tuesday, June 22, 2021 2:09 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Cc: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Michelle Poyourow <Michelle@jarrettwalker.com>; Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Ricky Anguera <ricky@jarrettwalker.com>; PJ Houser <pj@jarrettwalker.com>; Christopher Yuen <chris@jarrettwalker.com>
Subject: Re: SFMTA Post Covid Network: Urgent Questions and Requests

EXT

Steve

Thanks, this is very helpful!

Let me do the calculation of service level in front of you: If the peak/base ratio is 5:4, then 1/9 of all service is peak-only pullouts. Therefore, if we can add 15% of your pre-covid resources (going from 70% to 85%) then we will set aside 1/9 of that (1.66% of pre-covid service) as not spendable on midday service.

This will let us do all our calculations using midday buses without worrying about spans, peaking, etc.

Appreciate your quick response on this!

Jarrett

On Tue, Jun 22, 2021 at 11:33 AM Boland, Steve <Steve.Boland@sfmta.com> wrote:

Jarrett, good morning. As I mentioned yesterday, Sean is out this week, so let me try to answer your questions.

Peak/Base Ratio. As you said, this is really a guess, but I did discuss with one of our Service Planners (Matt Lee) and we agreed that something like 5:4 might make sense. Pre-pandemic, we were closer to 4:3. Putting aside the issue of when or if express services might return, SFUSD is reopening in the fall with new, later bell times that will require us to operate trippers during the peak. (A side note, pre-pandemic, the 21 Hayes required 8 vehicles mid-day (95 min cycle).)

Speeds. Your assumption seems reasonable. INRIX data (see: <https://covid-congestion.sfcta.org/>) indicates that arterial speeds citywide have remained relatively constant since early in the pandemic (note that INRIX's

methodology appears to have changed at the end of March). We do have a reason to believe that our current schedules may be somewhat padded in some cases (including dramatic improvements in headway adherence, although some of that can be attributed to a switch to headway-based management, as well as transit-priority improvements we made during the pandemic).

Priority Corridors. I'm not sure I can answer this one. But since Sean is out: The public seems most focused on the 6, 21 and 31. The 31 is particularly sensitive, as it served the Tenderloin. I'd say that should be our highest priority.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Monday, June 21, 2021 3:49 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Cc: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Michelle Poyourow <Michelle@jarrettwalker.com>; Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Ricky Angueria <ricky@jarrettwalker.com>; PJ Houser <pj@jarrettwalker.com>; Christopher Yuen <chris@jarrettwalker.com>
Subject: SFMTA Post Covid Network: Urgent Questions and Requests

EXT

Steve

We are only a week away from our design workshop. To ensure that we can get the maximum value out of the limited time, we need to clear up all the assumptions this week. I'd appreciate your feedback on the following by Wednesday noon if possible.

In addition, if possible, **please also set up a meeting with you and Sean on Thursday** (I'm free except 10-11 AM) to review any further assumptions that need to be made at that point.

We understand that we are adding about 15% of pre-covid service levels according to one of three alternatives:

1. Put it Back. The new service is assigned to the 10 missing lines.
2. Compromise. Some service returns on all/most 10 minute lines, some assigned to the frequent network.
3. Build Frequent Network. All new service is assigned to the "5 minute network" with emphasis on lines near or duplicating the 10 lines being non-restored.

Options 2 and 3 could also involve some restructuring.

In the workshops **we will have only 8 hours to discuss 3 alternatives as they affect 10 corridors**. This is going to require (a) some simplifying assumptions and (b) some advance decisions on which issues to focus our effort on.

Assumption: Peak/Base Ratio

We plan to figure the cost of any changes using a unit of weekday midday buses on affected routes. For example, the 21 Hayes at 12 minute frequency appears to require 13 buses midday, so in a scenario without the 21 we'd have 13 buses to add to parallel routes 5 and 7, or to put elsewhere in the network.

We will assume that any changes in service at other times of day would be proportional to the weekday midday change. This assumption is almost certainly fine for evenings and weekends but it may not be right for the peak, since as activity returns your peak speeds are likely to slow down and demands for higher levels of peak only service will increase.

So **we need an assumption about peak-base ratio in early 2022**. Of the 15% to be added, how many % points will be consumed by (a) peak-only services that are not in the August 2021 network and (b) slower peak speeds than the August 21 network assumes? We need to take this off the top to know what remains that we can add in the midday.

I know that you have no idea, but your guess is better than mine, and we urgently need this guess.

Assumption: Change in Midday Speeds

Unless you tell us otherwise, we will use the midday speeds from the August 2021 timetable as the basis for all calculations.

Direction: Which Corridors to Focus On?

Are all of the 10 non-restored routes equally important to discuss? If not, **what are the priorities?**

I'll have some more questions for you, but please start thinking about these!

Thanks,

Jarrett Walker • President and Principal Consultant

Jarrett Walker + Associates

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jarrett@jarrettwalker.com
www.jarrettwalker.com
www.humantransit.org

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From: [Boland, Steve](#)
To: [Jarrett Walker](#)
Cc: [Kennedy, Sean M](#); [Michelle Poyourow](#); [Eric Womeldorf](#); [Ricky Anguera](#); [PJ Houser](#); [Christopher Yuen](#)
Subject: Re: SFMTA Post Covid Network: Urgent Questions and Requests
Date: Monday, June 21, 2021 3:52:53 PM

Jarrett, Sean is out this week. I will respond to this in the morning.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Monday, June 21, 2021 3:49 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Cc: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Michelle Poyourow <michelle@jarrettwalker.com>; Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Ricky Anguera <ricky@jarrettwalker.com>; PJ Houser <pj@jarrettwalker.com>; Christopher Yuen <chris@jarrettwalker.com>
Subject: SFMTA Post Covid Network: Urgent Questions and Requests

EXT

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From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Subject: Re: SFMTA Post Covid Network: Urgent Questions and Requests
Date: Tuesday, June 22, 2021 5:11:45 PM

EXT

Thanks.

On Tue, Jun 22, 2021 at 4:33 PM Boland, Steve <Steve.Boland@sfmta.com> wrote:
I'm being told it's 3 AM and 3 PM.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Tuesday, June 22, 2021 4:27 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Subject: Re: SFMTA Post Covid Network: Urgent Questions and Requests

EXT

What's a good assumption for the typical duration of a peak pullout? 6 hours?

On Tue, Jun 22, 2021 at 4:11 PM Boland, Steve <Steve.Boland@sfmta.com> wrote:
The former.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Tuesday, June 22, 2021 3:53 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Subject: Re: SFMTA Post Covid Network: Urgent Questions and Requests

EXT

Steve. When you gave me the peak to base ratio, was that the ratio of peak vehicles on the street to the midday vehicles on the street? Or was it a ratio of the total revenue hours of peak pull outs divided by that of all day service?

Thanks! Jarrett

Note: I apologize if this is brief or contains spelling or punctuation errors. It was sent from my iPhone and may have been dictated. Thanks, Jarrett

On Jun 22, 2021, at 15:34, Boland, Steve <Steve.Boland@sfmta.com> wrote:

Thank you Jarrett. Please let us know what else you need for Monday.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Tuesday, June 22, 2021 2:09 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Cc: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Michelle Poyourow <Michelle@jarrettwalker.com>; Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Ricky Anguera <ricky@jarrettwalker.com>; PJ Houser <pj@jarrettwalker.com>; Christopher Yuen <chris@jarrettwalker.com>
Subject: Re: SFMTA Post Covid Network: Urgent Questions and Requests

EXT

Steve

Thanks, this is very helpful!

Let me do the calculation of service level in front of you: If the peak/base ratio is 5:4, then 1/9 of all service is peak-only pullouts. Therefore, if we can add 15% of your pre-covid resources (going from 70% to 85%) then we will set aside 1/9 of that (1.66% of pre-covid service) as not spendable on midday service.

This will let us do all our calculations using midday buses without worrying about spans, peaking, etc.

Appreciate your quick response on this!

Jarrett

On Tue, Jun 22, 2021 at 11:33 AM Boland, Steve <Steve.Boland@sfmta.com> wrote:

Jarrett, good morning. As I mentioned yesterday, Sean is out this week, so let me try to answer your questions.

Peak/Base Ratio. As you said, this is really a guess, but I did discuss with one of our Service Planners (Matt Lee) and we agreed that something like 5:4 might make sense. Pre-pandemic, we were closer to 4:3. Putting aside the issue of when or if express services might return, SFUSD is reopening in the fall with new, later bell times that will require us to operate trippers during the peak. (A side note, pre-pandemic, the 21 Hayes required 8 vehicles mid-day (95 min cycle).)

Speeds. Your assumption seems reasonable. INRIX data (see: <https://covid-congestion.sfcta.org/>) indicates that arterial speeds citywide have remained relatively constant since early in the pandemic (note that INRIX's

methodology appears to have changed at the end of March). We do have a reason to believe that our current schedules may be somewhat padded in some cases (including dramatic improvements in headway adherence, although some of that can be attributed to a switch to headway-based management, as well as transit-priority improvements we made during the pandemic).

Priority Corridors. I'm not sure I can answer this one. But since Sean is out: The public seems most focused on the 6, 21 and 31. The 31 is particularly sensitive, as it served the Tenderloin. I'd say that should be our highest priority.

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Subject: RE: SFMTA post-covid: Question about vehicle count
Date: Wednesday, June 23, 2021 9:27:00 AM
Attachments: [image002.png](#)

Jarrett, we are looking into this.

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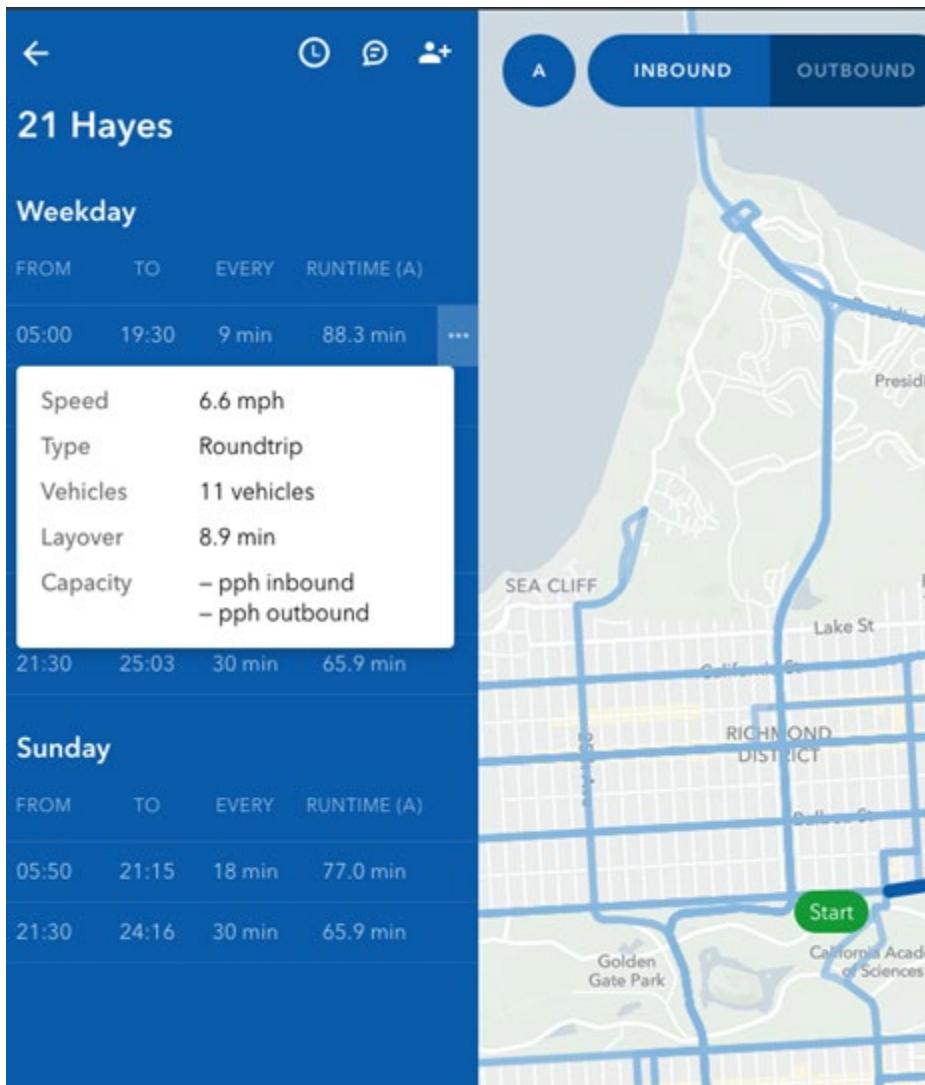
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Most important: In the remix links you gave us for the pre-covid and August '21 networks ...

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... are the numbers of buses on each route correct? I ask because you mentioned that the 21 required 8 vehicles midday but Remix is telling me it was 11:



This is really important because we need an accounting of midday vehicles by route to be correct. If Remix is wrong, is there another authoritative source you can give us to use instead, covering both pre-covid and August '21? Again, we're planning to use Remix's internal costing feature to estimate vehicles by route, so if there's something wrong with it we need to know, so that we can switch to another method before we get to the workshop.

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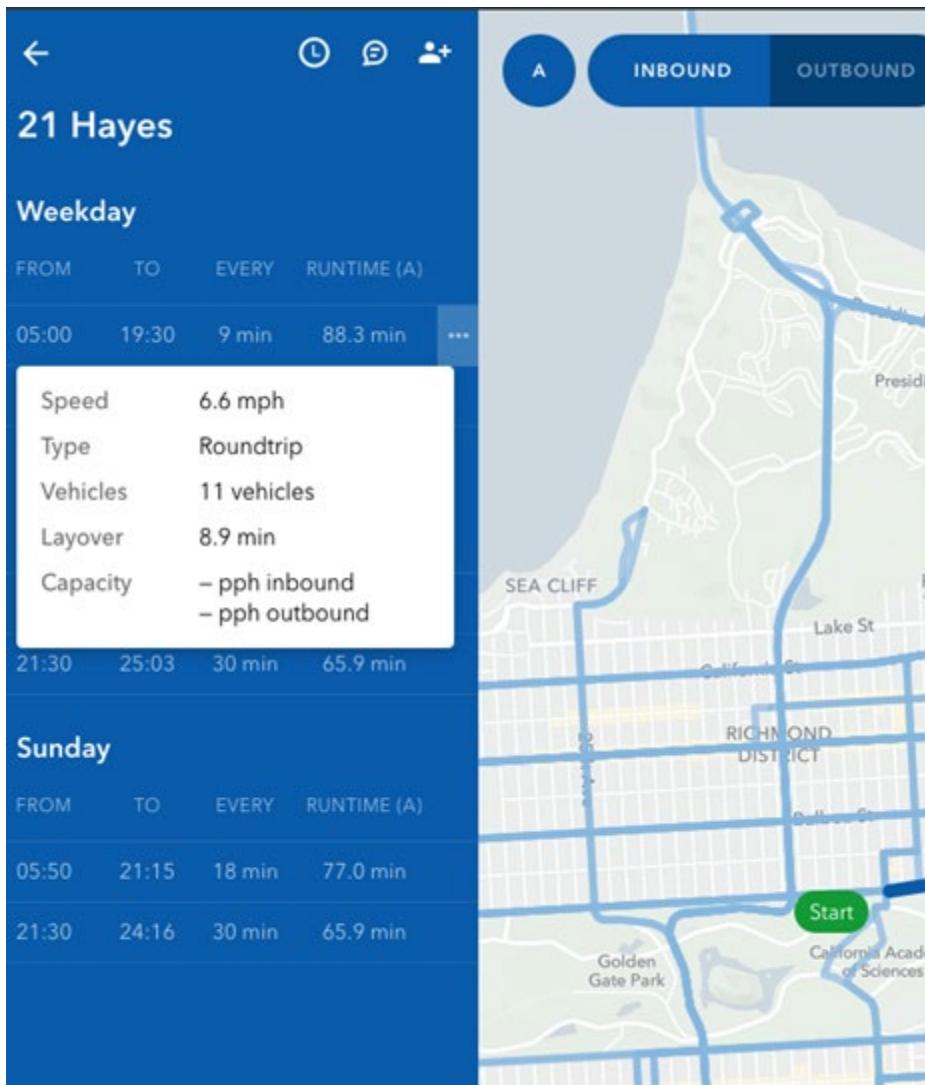
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Date: Thursday, June 24, 2021 12:02:00 PM

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I just remembered that the 41 was peak only so there is no midday service pattern to restore in the "put it back" alternative. So the question of whether to restore a peak-only 41 is off-book for us as we are doing midday accounting. We assume that the 6:5 ratio includes restoring the 41, and only if we decide to create an all-day 41 would we model it in our midday accounting.

I'll also need to clarify whether the E is off-book for our purposes, since we are accounting only for buses. You indicated that the E has no defenders so it might be better to just not address it in this work. You mentioned that the E sometimes interferes with operations of the N, and I'd say that is a fatal flaw in any plan to restore it. We can say that forcefully in our work without further analysis.

With that, we are dealing with seven non-restored all-day bus routes: 2, 3, 6, 10, 21, 31, 47.

Let me know if you have questions or concerns.

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Subject: Re: Trolley wire diagram?
Date: Saturday, June 19, 2021 7:11:43 PM
Attachments: [Trolley Wire Map.pdf](#)

See attached. This is a few years old but generally up to date. I can send you a list of trolley routes on Monday if still needed (most of it is obvious from this map -- the 14 local is trolley while the 14R is hybrid, and the 5 local is hybrid weekdays, trolley weekends). Note that we are now operating some off-wire segments on the 22, 30 and 45 -- I can also spell those out if needed.

Not sure about gradients, I've reached out to someone on that.

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Saturday, June 19, 2021 3:51 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Subject: Trolley wire diagram?

EXT

Steve

Do you have a diagram showing where all the trolley wire is, hopefully also showing what turns are possible? And do you have a list of which services are run by trolleybuses now?

Thanks

--
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Sent: Saturday, June 19, 2021 3:51 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Subject: Trolley wire diagram?

EXT

Steve

Do you have a diagram showing where all the trolley wire is, hopefully also showing what turns are possible? And do you have a list of which services are run by trolleybuses now?

Thanks

--
Jarrett Walker • President and Principal Consultant
Jarrett Walker + Associates

1021 SE Caruthers St
Portland, OR 97214
503 208 4249
jarrett@jarrettwalker.com
www.jarrettwalker.com
www.humantransit.org

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From: [Richards, Travis](#)
To: [Ricky Angueira](#); [Boland, Steve](#)
Cc: [Jarrett Walker](#); [Garcia, Jessica](#)
Subject: RE: URGENT: Catching up on Accounting
Date: Tuesday, June 29, 2021 2:03:57 PM

Hi All,

Jessica and I were just in a last-minute meeting for our August service. Is 4-4:30pm a possibility?

Thanks,
Travis

From: Ricky Angueira <ricky@jarrettwalker.com>
Sent: Tuesday, June 29, 2021 1:53 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Cc: Jarrett Walker <jarrett@jarrettwalker.com>; Garcia, Jessica <Jessica.Garcia@sfmta.com>; Richards, Travis <Travis.Richards@sfmta.com>
Subject: Re: URGENT: Catching up on Accounting

EXT

I'll send everyone a zoom link.

Ricky Angueira

Senior Associate

Jarrett Walker + Associates

"Let's think about transit"

(202) 503-4870
ricky@jarrettwalker.com
www.jarrettwalker.com

On Tue, Jun 29, 2021 at 4:51 PM Boland, Steve <Steve.Boland@sfmta.com> wrote:

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Are you three available to chat at 2pm PT (in 17 minutes)?

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On Tue, Jun 29, 2021 at 4:04 PM Boland, Steve <Steve.Boland@sfmta.com> wrote:

Including Travis. Jessica and Travis worked on this.

From: Jarrett Walker <jarrett@jarrettwalker.com>

Sent: Tuesday, June 29, 2021 1:02 PM

To: Boland, Steve <Steve.Boland@sfmta.com>

Cc: Garcia, Jessica <Jessica.Garcia@sfmta.com>; Ricky Angueria <ricky@jarrettwalker.com>

Subject: URGENT: Catching up on Accounting

EXT

Steve cc Jessica

Ricky will be in touch requisition an urgent meeting yet today or first thing tomorrow. We don't yet have confidence in the baseline numbers.

Feel free to reach out to him

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To: [Jarrett Walker](#)
Subject: Re: Workshop prep
Date: Wednesday, June 23, 2021 2:59:30 PM

We haven't talked but I'm guessing it's one, Sean won't be up to date on our work this week (and will be just back that morning), and two, he's generally just a big believer in preparation, particularly for meetings like this one where you have limited time with very important people to make big decisions.

Steve Boland
Transportation Planner III
Transit Planning
San Francisco Municipal Transportation Agency
1 South Van Ness Avenue, 7th floor
San Francisco, CA 94103
415.646.2034

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Wednesday, June 23, 2021 2:45:16 PM
To: Boland, Steve <Steve.Boland@sfmta.com>
Subject: Re: Workshop prep

EXT

Steve

Do you know what Sean wants to talk about? Obviously it will be too late to change a lot of aspects of our analysis approach by then.

Thanks

J

On Wed, Jun 23, 2021 at 10:19 AM Boland, Steve <Steve.Boland@sfmta.com> wrote:

Jarrett, Sean would like to check in prior to the start of our workshop Monday morning. Please forward as needed.

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

Or call in (audio only)

[+1 415-915-0757,364896879#](#) United States, San Francisco

Phone Conference ID: 364 896 879#

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[Learn More](#) | [Meeting options](#)

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From: [Kennedy, Sean M](#)
To: [Eric Womeldorf](#); [Kirschbaum, Julie B](#)
Cc: [Jarrett Walker](#); [Bob Grandy](#)
Subject: RE: SFMTA Post-covid network final proposed scope and budget
Date: Monday, May 3, 2021 10:35:35 AM

Great, thanks Eric. We hope to have final comments on the scope mid week and then move forward asap. I am in communications with matt so he knows to expect it.

Thanks,

Sean

From: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>
Sent: Friday, April 30, 2021 3:08 PM
To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Kirschbaum, Julie B <Julie.Kirschbaum@sfmta.com>
Cc: Jarrett Walker <jarrett@jarrettwalker.com>; Bob Grandy <B.Grandy@fehrandpeers.com>
Subject: RE: SFMTA Post-covid network final proposed scope and budget

EXT

Hi Sean, Julie,

Just FYI – I've pulled all of the materials together into the format required by SFMTA in order to get things started. I will submit everything to you and Matt Boyle once the scope is approved.

Let me know – thanks!

-Eric

From: Jarrett Walker <jarrett@jarrettwalker.com>
Sent: Monday, April 26, 2021 8:54 AM
To: Sean M Kennedy <Sean.Kennedy@sfmta.com>
Cc: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Bob Grandy <B.Grandy@fehrandpeers.com>; Julie B Kirschbaum <julie.kirschbaum@sfmta.com>
Subject: SFMTA Post-covid network final proposed scope and budget

Sean

Please see attached final proposed scope and budget.

Again, we must be under contract no later than June 1 to hit these deadlines, and sooner would be better!

Cheers,

Jarrett Walker • President and Principal Consultant
Jarrett Walker + Associates

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From: [Harmon, Virginia](#)
To: [Kennedy, Sean M](#)
Cc: [Kirschbaum, Julie B](#); [Wise, Viktoriya](#); [Aseron, Lome](#)
Subject: RE: SFMTA post-covid network project
Date: Thursday, May 27, 2021 8:39:13 AM

Hi Sean-

Lome Aseron, who heads up the Contract Compliance section, will contact you this morning to discuss.

Thanks.

Virginia

From: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Sent: Wednesday, May 26, 2021 4:44 PM
To: Harmon, Virginia <Virginia.Harmon@sfmta.com>
Cc: Kirschbaum, Julie B <Julie.Kirschbaum@sfmta.com>; Wise, Viktoriya <Viktoriya.A.Wise@sfmta.com>
Subject: FW: SFMTA post-covid network project

Hi Virginia,

I am trying to use SSD on call contract under a very tight timeline to get consultant help on a project that needs to start asap to meet Jeffs timeline he has given the MTAB and BOS. I got the response below for contract compliance and am trying to figure out what the issue is...I thought getting a consult started on a project quickly is the whole reason for having a pre qualified on call list. Can we talk later tonight or early tomorrow morning? I need to get this straightened out right away.

Thanks,

Sean

From: Boyle, Matthew <Matthew.Boyle@sfmta.com>
Sent: Tuesday, May 25, 2021 1:44 PM
To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Subject: RE: SFMTA post-covid network project

Hi Sean,

The revised proposal did not get approval from CCO.

Per COO, “the dollar amount is still prohibitive, as is the request to add subcontractors who have not participated in a competitive procurement for this scope. This work should be let competitively.”

From: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Sent: Friday, May 21, 2021 3:45 PM

To: Boyle, Matthew <Matthew.Boyle@sfmta.com>
Subject: RE: SFMTA post-covid network project

Hi Matt,

Just and FYI, I have worked with the consultant to bring the task down to about \$300k (from \$500K) and they are upping the LBE percentage to 25% (from 10%). This new info should come to you today from Eric W. (F&P). Hopefully this will meet the needs of contract compliance. Can you submit to them asap? Sorry for the rush, just need to get this work going asap!

Thanks again for all of your help,

Sean

From: Boyle, Matthew <Matthew.Boyle@sfmta.com>
Sent: Thursday, May 20, 2021 5:15 PM
To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Subject: RE: SFMTA post-covid network project

Hard to say ... as Lome references below, the original intent of these on-call contracts were to quickly facilitate smaller size projects. CCO tries to be flexible and accommodate our larger project requests but here there is issue with the total task order amount, which also exacerbates the issue of the low LBE participation rate (contract goal is 25% LBE participation), and then the choice of subconsultants here (Civic Edge) is not on F&P's list of subconsultants for the contract. And adding a subconsultant usually means amending the contract, so not the quickest of processes. Relatedly, this is all things F&P should be aware of and part of their consideration for their proposal.

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To: Boyle, Matthew <Matthew.Boyle@sfmta.com>
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Oh boy. Do you think if I can get the scope under \$500k would that work?

From: Boyle, Matthew <Matthew.Boyle@sfmta.com>
Sent: Thursday, May 20, 2021 2:33 PM
To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>
Subject: FW: SFMTA post-covid network project

Hi Sean,
The explanation is below, but Contract Compliance is not approving this task order proposal to move forward.

From: Aseron, Lome <Lome.Aseron@sfmta.com>
Sent: Thursday, May 20, 2021 12:43 PM
To: Boyle, Matthew <Matthew.Boyle@sfmta.com>
Subject: RE: SFMTA post-covid network project

Hi Matt,

Thanks for sending this along and for flagging the issues on this proposal. The size of this task order (more than half a million dollars) and the need to add more than one sub to perform the proposed scope of work indicates that it's not appropriate for a task order under an as-needed contract and should be let out separately. Multiple firms, including LBE prime and subs, should be given the opportunity to compete for a scope of work of this size and complexity as a stand-alone RFP.

Lome

From: Boyle, Matthew <Matthew.Boyle@sfmta.com>
Sent: Wednesday, May 19, 2021 11:36 AM
To: Aseron, Lome <Lome.Aseron@sfmta.com>
Subject: FW: SFMTA post-covid network project

Hi Lome,

I received the attached task order proposal yesterday. Based on the recent participation rate issues, I wanted to run some questions by you.

- Notably, it's a proposed LBE rate of 8% on a estimated \$507,123 total project value. Given the experience of the previous two F&P task orders, it seems that this may be too low a rate given the TO total dollar amount?
- The proposed LBE firm here is Civic Edge, who is not a subconsultant on this contract, so they would have to be added in order to get the LBE credit, correct?
 - Of note, Civic Edge (in a joint venture with Katz & Associates) is a consultant on our Public Outreach as-needed contracts. But the Environmental and Transportation as-needed contract's scope A here seems broad enough for their involvement, if they were to be added.

From: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>
Sent: Tuesday, May 18, 2021 9:46 AM
To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Boyle, Matthew <Matthew.Boyle@sfmta.com>
Cc: Lall, Kamini <Kamini.Lall@sfmta.com>; Hardin, Yuri <Yuri.Hardin@sfmta.com>
Subject: RE: SFMTA post-covid network project



EXT

Hi Sean, Matt – here is the proposal.

Please let me know if you have any questions.

Thanks,

-Eric

From: Kennedy, Sean M <Sean.Kennedy@sfmta.com>

Sent: Tuesday, May 18, 2021 8:03 AM

To: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; MatthewBoyle <matthew.boyle@sfmta.com>

Cc: Lall, Kamini <Kamini.Lall@sfmta.com>; Hardin, Yuri <Yuri.Hardin@sfmta.com>

Subject: RE: SFMTA post-covid network project

Hi Eric,

Yes, this is the correct scope and budget.

Matt, can we move forward on this quickly? There should be enough in this PO to move forward with this contract ASAP as well as the other assistance contract we are getting going with F&P (just signed the doc u sign PO on Friday).

Thanks, please let me know if there are any issues, we need to get Jarrett on board by end of week.

Thanks,

Sean

From: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>

Sent: Monday, May 17, 2021 3:16 PM

To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Boyle, Matthew <Matthew.Boyle@sfmta.com>

Subject: RE: SFMTA post-covid network project

EXT

I haven't sent that over – confirming the attached version is the one you want.

-Eric

From: Kennedy, Sean M <Sean.Kennedy@sfmta.com>

Sent: Monday, May 17, 2021 3:07 PM

To: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; MatthewBoyle <matthew.boyle@sfmta.com>

Subject: RE: SFMTA post-covid network project

Thanks Eric. Have you sent over the revised scope and budget for the Jarrett task order? I looked through my email and did not see it but maybe I missed something. Shoot that over to us when you can and we can close the loop...want to get ntp on it asap.

Thanks,

Sean

From: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>

Sent: Monday, May 10, 2021 9:59 AM

To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Boyle, Matthew <Matthew.Boyle@sfmta.com>

Subject: FW: SFMTA post-covid network project

EXT

Sean, per Jarrett's email below and our experience last week I recommend that you and Matt start now determining whether the CCO will approve the task order at the proposed LBE percentages of approx. 10 percent.

Thanks,

-Eric

From: Jarrett Walker <jarrett@jarrettwalker.com>

Sent: Monday, May 10, 2021 9:49 AM

To: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Bob Grandy <B.Grandy@fehrandpeers.com>

Subject: SFMTA post-covid network project

Eric

Just talked with Sean and he wants to add one more task to our scope, which will increase the budget to \$55k and extend the deadline to 3/31/22. I'll get the details to you by first thing tomorrow, and obviously it will all be urgent to get it on to the client. I'll include your markup.

Cheers,

--
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Sent: Tuesday, May 18, 2021 9:46 AM
To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Boyle, Matthew <Matthew.Boyle@sfmta.com>
Cc: Lall, Kamini <Kamini.Lall@sfmta.com>; Hardin, Yuri <Yuri.Hardin@sfmta.com>
Subject: RE: SFMTA post-covid network project



EXT

Hi Sean, Matt – here is the proposal.

Please let me know if you have any questions.

Thanks,

-Eric

From: Kennedy, Sean M <Sean.Kennedy@sfmta.com>

Sent: Tuesday, May 18, 2021 8:03 AM

To: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; MatthewBoyle <matthew.boyle@sfmta.com>

Cc: Lall, Kamini <Kamini.Lall@sfmta.com>; Hardin, Yuri <Yuri.Hardin@sfmta.com>

Subject: RE: SFMTA post-covid network project

Hi Eric,

Yes, this is the correct scope and budget.

Matt, can we move forward on this quickly? There should be enough in this PO to move forward with this contract ASAP as well as the other assistance contract we are getting going with F&P (just signed the doc u sign PO on Friday).

Thanks, please let me know if there are any issues, we need to get Jarrett on board by end of week.

Thanks,

Sean

From: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>

Sent: Monday, May 17, 2021 3:16 PM

To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Boyle, Matthew <Matthew.Boyle@sfmta.com>

Subject: RE: SFMTA post-covid network project

EXT

I haven't sent that over – confirming the attached version is the one you want.

-Eric

From: Kennedy, Sean M <Sean.Kennedy@sfmta.com>

Sent: Monday, May 17, 2021 3:07 PM

To: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; MatthewBoyle <matthew.boyle@sfmta.com>

Subject: RE: SFMTA post-covid network project

Thanks Eric. Have you sent over the revised scope and budget for the Jarrett task order? I looked through my email and did not see it but maybe I missed something. Shoot that over to us when you can and we can close the loop...want to get ntp on it asap.

Thanks,

Sean

From: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>

Sent: Monday, May 10, 2021 9:59 AM

To: Kennedy, Sean M <Sean.Kennedy@sfmta.com>; Boyle, Matthew <Matthew.Boyle@sfmta.com>

Subject: FW: SFMTA post-covid network project

EXT

Sean, per Jarrett's email below and our experience last week I recommend that you and Matt start now determining whether the CCO will approve the task order at the proposed LBE percentages of approx. 10 percent.

Thanks,

-Eric

From: Jarrett Walker <jarrett@jarrettwalker.com>

Sent: Monday, May 10, 2021 9:49 AM

To: Eric Womeldorf <E.Womeldorf@fehrandpeers.com>; Bob Grandy <B.Grandy@fehrandpeers.com>

Subject: SFMTA post-covid network project

Eric

Just talked with Sean and he wants to add one more task to our scope, which will increase the budget to \$55k and extend the deadline to 3/31/22. I'll get the details to you by first thing tomorrow, and obviously it will all be urgent to get it on to the client. I'll include your markup.

Cheers,

--
Jarrett Walker • President and Principal Consultant
Jarrett Walker + Associates

1021 SE Caruthers St
Portland, OR 97214
503 208 4249

jarrett@jarrettwalker.com

www.jarrettwalker.com

www.humantransit.org

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From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Cc: [Kennedy, Sean M](#); [Michelle Poyourow](#); [Ricky Angueria](#)
Subject: San Francisco GIS layer for slopes
Date: Saturday, June 19, 2021 2:08:21 PM

EXT

Steve

It just occurred to me to wonder if you have a GIS layer in which each city block is coded by its gradient. It might help us show sensitivity to topography, and even incorporate it into our analysis in some way.

Cheers,

--
Jarrett Walker • President and Principal Consultant
Jarrett Walker + Associates

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From: [Jarrett Walker](#)
To: [Boland, Steve](#)
Cc: [Kennedy, Sean M](#); [Michelle Poyourow](#); [Ricky Angueria](#)
Subject: San Francisco GIS layer for slopes
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It just occurred to me to wonder if you have a GIS layer in which each city block is coded by its gradient. It might help us show sensitivity to topography, and even incorporate it into our analysis in some way.

Cheers,

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SFMTA Post-Covid Network

Proposed Scope

April 26, 2021

The purpose of this project is to:

- Define and build consensus toward a post-Covid network using 85% of pre-covid service, for implementation by January 2022.
- Develop a new Service Performance Report, including recommended new measures and revised measures.

The first part of the project (Tasks 1-4) is accelerated due to the need to complete work by November 1 in time for potential January implementation. The second part of the project, the Service Performance Report, is less urgent and is planned for completion in January 2022.

The entire project can be done virtually if public health conditions require, but we have allowed for five person-trips to San Francisco in the event that travel becomes possible.

Dates shown here presume **Notice to Proceed no later than May 24, 2021**. An earlier NTP will have a positive impact on the overall project.

Task 0. Project Management

This task includes:

- Kickoff Meeting
- Regular check-in meetings as needed.
- Invoicing

Deliverables:

Kickoff Meeting – **no later than June 1.**
Meeting notes.

Task 1. Post-Covid Expert Advice

This task includes a workshop with relevant experts in transit service planning and possibly transit equity. We can facilitate this workshop as desired and have budgeted for this, though it may be better that we be present as participants or even have only a spectator or questioning role. As we are competitors of some of the participants it may be more effective if we are asking questions rather than providing expertise at this event, since of course we will be providing expertise throughout the project.

Identified experts include Russ Chisholm of TMD and ourselves. We recommend that the third expert be a specialist in transit equity or transit justice. A total of \$15000 in compensation is budgeted for these experts.

In the workshop staff will review the constraints and talk through a Post COVID vision to these experts. Experts will provide feedback on 1) the presented system vision 2) ideas on key metrics that should be analyzed and technical methodologies to use in developing the final plan and 3) suggestions on methods and messages/themes that could be used to communicate to the public, elected officials and key stakeholders

Staff has proposed two four-hour charrettes for this purpose. This may be excessive, but we have budgeted for it.

Note: The project cannot wait for this event. Work must proceed on Task 2 immediately upon execution of Notice to Proceed. We will incorporate insights from the workshop as viable when they are received.

Deliverable:

- Workshop – as soon as possible and preferably before **June 15**.
- Summary of workshop – one week after workshop.

2. Post COVID System Alternatives

This task develops three complete alternatives for the post-Covid network:

1. **“Put it back.”** The last pre-Covid network with service reduced to match the new budget. For comparative analysis this will be treated as the baseline network.
2. A new **“high-access network.”** This network standardizes route spacing, increasing walking distances to a policy level that is consistent across the city. A

starting point for the design will be the reduced network operated during the pandemic, but with higher frequencies.

3. A **hybrid**, in which routes removed in the high-access network are retained but with very low frequencies.

The purpose of an alternatives process is to make the fundamental “walking vs waiting” trade-off very clear to the public. The presentation of these alternatives will include analysis of key benefits and impacts, including Title VI, as well as our own access analysis approach.

Our approach, costing, and schedule presumes that these networks consist largely of frequency and span change on known lines, rather than changes to lines. However, we can model a moderate number of line changes if needed.

Subtasks:

2.1 Baseline Analysis with Data Viewer

- We will familiarize ourselves with the policy context and with the networks as operated before and during the pandemic.
- We will agree with staff on what measures are to be evaluated.
- If desired we can provide a handy online data viewer, in which key data are overlaid and can be turned on and off for easy analysis and review. For an example see <https://webmap.jwainternal.com/Atlanta/index.html>

Deliverable: Data Viewer – June 7

2.2 Design Workshop

The design workshop will be a workshop of up to two full days in which we work with key staff to define the three networks. These workshops consist of intensive working sessions with ourselves and staff. In these workshops we will settle on any route changes and general frequencies by time of day and day of week. Each day will also have a “4 PM check-in” where a larger group, who cannot be there for the intensive sessions, can review the work and make comments while the work is still in draft and easy to change.

We will provide real-time costing of ideas in the workshop, using our own spreadsheet model to produce estimates of revenue hours and peak fleet requirement. This will enable the workshop to plan exactly to the budget target.

To do this, we will require direction on the following prior to the charrette.

- Speeds to assume.
- Any ratio of peak-only service cost to all-day service cost.
- Minimum layover requirements (minimum layover as a percentage or constant added to driving time on each round trip.)
- Any other key labor contract constraints.

We have the online tools necessary to do such a workshop virtually.

No more than one week following the workshop, we will deliver

- Our frequency and costing table.
- Remix files for any changed routes.

We will need staff concurrence within one week on any further changes to be made before we proceed with our analysis.

Deliverable:

- Workshop **before June 7 (schedule this now!)**
- Documentation of network alternatives to client by **June 10 at latest**
- Client approval of alternatives by **June 17** at latest (including any discussion of outstanding issues leading to resolution by this date). ***At this point the networks are assumed to be final.***

2.3 Mapping and Analysis

We will provide analysis of the alternatives in terms of:

- Walk access to transit: number of people within $\frac{1}{4}$ mile walk of service of a particular frequency, for the entire population and disaggregated for (a) low income, and (b) people of color.
- Access to opportunity.
 - Sample midday isochrones for up to 10 locations that are especially affected by the changes.
 - Access heatmap showing how access changes in different parts of the city.
 - Average access to opportunity across the whole city, also disaggregated by (a) low income and (b) people of color. This can also be disaggregated geographically to focus on neighborhoods especially impacted by the difference between the alternatives.
- Other kinds of analysis that are not highly labor intensive.
- Qualitative description of other positive and negative impacts.

2.4 Alternatives Report Draft

Because all of this work is driving toward public understanding rather than a technical record, we recommend preparing a report in slide format. We know how to use this format to lay out information in a clear and compelling way without succumbing to the cognitive errors that can arise from careless use of slides. We will lay out the tradeoff among the three alternatives in a clear and graphically compelling way that is ready to be the basis of an outreach program.

Deliverable:

Alternatives Report Draft – no later than **July 23**.

2.5 Alternatives Report Final

We will need staff comments one week after the draft, and will deliver a final one week after that. However, we will also need to begin the next task before this one is final.

Deliverable:

Client comments on draft – no later than **July 30**. These comments are about the presentation, not the networks, which were finalized back at the end of Task 2.2.

Final Report – no later than **August 6**.

3 Communications Tools

Civic Edge joins us starting at this point to help develop a compelling story about the alternatives and approach to outreach.

General outreach planning will need to start early in the project, including reaching consensus on document formats. The Draft Alternatives Report will provide the remaining content for the outreach, subject to staff comments. We have allowed three weeks from that point to the beginning of an outreach that would run **August 15-September 15**.

3.1 Story Map

A story map is a GIS-based animation that leads the user through the ideas of the alternatives, helping them understand the basic narrative of the alternatives.

Deliverable: Story Map, due **August 15.**

3.2 Slide Deck and Talking Points

Although our report will be in slide format, a slide deck for presentations would be much more stripped down, focusing on images and highlights and accompanied by a presentation script in the notes. We would provide this alongside the report.

Deliverable: Slide Deck, due **August 15.**

3.3 Isochrone Viewer

An isochrone viewer is an online tool that allows a user to look up any location and see how access to opportunity changes with each alternative (the two change alternatives compared to “put it back” as a baseline). The viewer shows what areas can be reached inside a fixed travel time budget, such as 30 or 45 minutes, and how that area grows or shrinks under each alternative. It also shows how many jobs (as a proxy for many other kinds of destinations) can be reached in each time budget under each alternative. The user query can also specify a time of day: weekday midday, weekday peak, weekday evening, Saturday midday, Sunday midday.

Deliverable: Isochrone Viewer, due **August 15.**

3.4 Outreach Advice

Civic Edge will develop strategic outreach plan, materials and methods of engagement for specific neighborhoods/regions of the City (i.e. “outer Richmond”) that will need a tailored approach to talk through tradeoffs associated with a Post COVID service plan.

Deliverable:

- Engagement Plan, due **August 1**

- Final Materials, due **August 15**.

A web survey is usually a critical part of the outreach process. The survey would be brief and multiple choice, since it would be focused on a narrow choice. We assume this will be hosted by SFMTA, but we can host on our server if necessary.

4. Recommended Network

In this task we will provide all necessary support for the fast process of turning the feedback summaries from the outreach process into action. This can include:

- Preparing a brief quantitative summary of outreach results.
- Participating in the Board workshop where they give final direction on which alternative to implement.
- Assisting in developing any details of the final network that differ from either alternative.
- Any further analysis or presentation materials needed to get to approval.

Deliverable:

This is a placeholder task, so deliverables are to be negotiated closer to the time. The goal is Board adoption of a network no later than **October 1**, giving time to implement new service by January 2022.

5. System Evaluation Report

The goal of this task is to produce a System Evaluation Report, similar to what King County Metro produces) that can be the model for yearly updates.

The task will incorporate all metrics currently required or expected, including those found in the SF City Charter, SFMTA Strategic Plan, Muni Equity Strategy and Title VI monitoring plan. In addition, it may propose new or updated metrics that should be tracked.

Subtasks:

- 2.1 Review existing evaluation procedures and compliance context.
- 2.2 Access analysis of current network.
- 2.3 Explore how access analysis could replace or deemphasize some existing measures.
- 2.4 Staff workshop.
- 2.5 Draft Service Evaluation Report (based on King Co Metro template).

- 2.6 Staff review, discussion.
- 2.7 Final Draft Service Evaluation Report (based on single set of comments)

We assume that data needed for the report is readily available and does not require much further analysis.

Deliverable:

- System Evaluation Report Draft: **December 15, 2022** (assuming timely staff availability for all steps up to this point.
- Final: two weeks after receipt of consistent set of comments.

6. Staff Training

6.1 Draft User Guide

The user guide will be a document explaining how the documents work and how to update it. It will:

- Explain the principles and purpose of the guide.
- Explain why each measure is important.
- Describe how to collect data and determine if the data is adequate.
- Calculate each metric.
- Assemble the report.

Deliverable: Draft user Guide, **January 7, 2022**.

6.2 Staff Workshop

We will conduct a workshop with staff on the content of the user guide, to help them understand the tool and collect questions and comments about it.

Deliverable: Staff workshop, no later than **January 15, 2022**.

6.3 Final User Guide

The final user guide will be delivered two weeks after receipt of all comments, ideally before **January 30, 2022**.

SFMTA Post-Covid Network

Proposed Scope

April 26, 2021

The purpose of this project is to:

- Define and build consensus toward a post-Covid network using 85% of pre-covid service, for implementation by January 2022. *This must be largely complete for public outreach to begin August 23, 2021*
- Define and build consensus toward a network using 110% of pre-covid resources, for use in a ballot measure to increase transit funding. *This must be complete by December 31, 2021 to support the development of a funding measure for the fall 2022 ballot.*

The entire project can be done virtually if public health conditions require, but we have allowed for five person-trips to San Francisco in the event that travel becomes possible.

Dates shown here presume **Notice to Proceed effective June 9, 2021**. An earlier NTP will have a positive impact on the overall project. We do not commit to these dates if NTP is received later.

Task 0. Project Management

This task includes:

- Kickoff Meeting
- Regular check-in meetings as needed.
- Invoicing

Deliverables:

Kickoff Meeting – **June 9**.

Meeting notes.

Task 1. Post-Covid Expert Advice

This task includes a workshop with relevant experts in transit service planning and possibly transit equity. We can facilitate this workshop as desired and have budgeted for this, though it may be better that we be present as participants or even have only a spectator or questioning role. As we are competitors of some of the participants it may be more effective if we are asking questions rather than providing expertise at this event, since of course we will be providing expertise throughout the project.

Identified experts include Russ Chisholm of TMD and ourselves. We recommend that the third expert be a specialist in transit equity or transit justice. A total of \$15000 in compensation is budgeted for these experts.

In the workshop staff will review the constraints and talk through a Post COVID vision to these experts. Experts will provide feedback on 1) the presented system vision 2) ideas on key metrics that should be analyzed and technical methodologies to use in developing the final plan and 3) suggestions on methods and messages/themes that could be used to communicate to the public, elected officials and key stakeholders

Staff has proposed two four-hour charrettes for this purpose. This may be excessive, but we have budgeted for it.

Note: The project cannot wait for this event. Work must proceed on Task 2 immediately upon execution of Notice to Proceed. We will incorporate insights from the workshop as viable when they are received.

- This task has been **postponed until September**, per direction from Jeff Tumlin.

2. Post COVID System Alternatives

The post-Covid network to be implemented in early 2022 would be scaled to provide 85% of the revenue hours that were operated in 2019. This task develops up to three complete alternatives for this post-Covid network:

1. **“Put it back.”** The last pre-Covid network with service reduced to match the new budget. For comparative analysis this will be treated as the baseline network.
2. A new **“high-access network.”** This network standardizes route spacing, increasing walking distances to a policy level that is consistent across the city. A starting point for the design will be the reduced network operated during the pandemic, but with higher frequencies.
3. A **hybrid**, in which routes removed in the high-access network are retained but with very low frequencies.

The purpose of an alternatives process is to make the fundamental “walking vs waiting” trade-off very clear to the public. The presentation of these alternatives will include analysis of key benefits and impacts, including Title VI, as well as our own access analysis approach.

Our approach, costing, and schedule presumes that these networks consist largely of frequency and span change on known lines, rather than changes to lines. However, we can model a moderate number of line changes if needed.

Subtasks:

2.1 Baseline Analysis with Data Viewer

- We will familiarize ourselves with the policy context and with the networks as operated before and during the pandemic.
- We will agree with staff on what measures are to be evaluated.
- If desired we can provide a handy online data viewer, in which key data are overlaid and can be turned on and off for easy analysis and review. For an example see <https://webmap.jwainternal.com/Atlanta/index.html>

Data request to SFMTA: **June 10**

All data received **June 12**

Deliverable: Data Viewer – **June 7**

2.2 Design Workshop

The design workshop will be a workshop of up to two half days in which we work with key staff to define the three networks. These workshops consist of intensive working sessions with ourselves and staff. In these workshops we will settle on any route changes and general frequencies by time of day and day of week.

Costing in the workshop will look only at the weekday midday service level, and ensure that each alternative holds constant the number of buses operating at that time. This assumes that the ratio of other service levels (peak, evening etc) to the midday service level would remain constant. This allows us to calculate the frequencies at all these other times for the purpose of public information, although those frequencies would not be the basis of direct costing or access analysis.

Note: If you do not want to commit to the current very low peak-base ratio, you will need to give us an assumption for how much service to set aside to account for that.

To do this, we will use your existing Remix model, and will assume that it already incorporates::

- Speeds to assume.
- Minimum layover requirements (minimum layover as a percentage or constant added to driving time on each round trip.)
- Any other key labor contract constraints.

We assume that this workshop will be virtual, and we have the necessary tools to do that.

No more than two days following the workshop, we will deliver our Remix file. We will need staff concurrence within one week on any further changes to be made before we proceed with our analysis.

Deliverable:

- Workshop **June 28-29**
- Documentation of network alternatives to client by **July 2**
- Client approval of alternatives by **July 6** at latest (including any discussion of outstanding issues leading to resolution by this date). ***At this point the networks are assumed to be final.***

2.3 Mapping and Analysis

We will provide analysis of the alternatives in terms of:

- Walk access to transit: number of people within 1/4 mile walk of service of a particular frequency, for the entire population and disaggregated for (a) low income, and (b) people of color.
- Access to opportunity.
 - Sample midday isochrones for up to 10 locations that are especially affected by the changes.
 - Access heatmap showing how access changes in different parts of the city.
 - Average access to opportunity across the whole city, also disaggregated by (a) low income and (b) people of color. This can also be disaggregated geographically to focus on neighborhoods especially impacted by the difference between the alternatives.
- Other kinds of analysis that are not highly labor intensive.
- Qualitative description of other positive and negative impacts.

2.4 Alternatives Report Draft

Because all of this work is driving toward public understanding rather than a technical record, we recommend preparing a report in slide format. We know how to use this format to lay out information in a clear and compelling way without succumbing to the cognitive errors that can arise from careless use of slides. We will lay out the tradeoff among the three alternatives in a clear and graphically compelling way that is ready to be the basis of an outreach program.

Deliverable:

Alternatives Report Draft – no later than **August 6**.

At this stage, the numerical outputs of the analysis will be available for the communications process to build on.

2.5 Alternatives Report Final

We will need staff comments one week after the draft, and will deliver a final one week after that. However, we will also need to begin the next task before this one is final.

Deliverable:

Client comments on draft – no later than **August 10**. These comments are about the presentation, not the networks, which were finalized back at the end of Task 2.2.

Final Report – no later than **August 16**, assuming that these comments are not substantial.

3 Communications Tools

Civic Edge joins us starting at this point to help develop a compelling story about the alternatives and approach to outreach.

General outreach planning will need to start early in the project, including reaching consensus on document formats. The Draft Alternatives Report will provide the remaining content for the outreach, subject to staff comments. We have allowed three weeks from that point to the beginning of an outreach that would run **August 23-September 23**.

3.1 Story Map

A story map is a GIS-based animation that leads the user through the ideas of the alternatives, helping them understand the basic narrative of the alternatives.

Deliverable: Story Map, due **August 22**.

3.2 Slide Deck and Talking Points

Although our report will be in slide format, a slide deck for presentations would be much more stripped down, focusing on images and highlights and accompanied by a presentation script in the notes. We would provide this alongside the report.

Deliverable: Slide Deck, due **August 22**.

3.3 Isochrone Viewer

An isochrone viewer is an online tool that allows a user to look up any location and see how access to opportunity changes with each alternative (the two change alternatives compared to “put it back” as a baseline). The viewer shows what areas can be reached inside a fixed travel time budget, such as 30 or 45 minutes, and how that area grows or shrinks under each alternative. It also shows how many jobs (as a proxy for many other kinds of destinations) can be reached in each time budget under each alternative. The user query can also specify a time of day: weekday midday, weekday peak, weekday evening, Saturday midday, Sunday midday.

Deliverable: Isochrone Viewer, due **August 22**.

3.4 Outreach Advice

Civic Edge will develop strategic outreach plan, materials and methods of engagement for specific neighborhoods/regions of the City (i.e. “outer Richmond”) that will need a tailored approach to talk through tradeoffs associated with a Post COVID service plan.

Deliverable:

- Engagement Plan, due **August 1**
- Final Materials, due **August 22**.

A web survey is usually a critical part of the outreach process. The survey would be brief and multiple choice, since it would be focused on a narrow choice. We assume this will be hosted by SFMTA, but we can host on our server if necessary.

4. Recommended Network

In this task we will provide all necessary support for the fast process of turning the feedback summaries from the outreach process into action. This can include:

- Preparing a brief quantitative summary of outreach results.
- Participating in the Board workshop where they give final direction on which alternative to implement.
- Assisting in developing any details of the final network that differ from either alternative.
- Any further analysis or presentation materials needed to get to approval.

Deliverable:

This is a placeholder task, so deliverables are to be negotiated closer to the time. The previously stated goal was for Board adoption of a network no later than **October 1**, giving time to implement new service by January 2022. This may no longer be realistic.

5. 110% Network

This task would develop a plan for an expansion of Muni service up to 110% of 2019 service levels, for implementation if voters approve a funding measure in November 2022.

The design and analysis process for the 85% network will have generated a clear list of things that would have been included if resources permitted. As a result we anticipate that much less new planning work would be required.

5.1, Baseline analysis and Data viewer

We will prepare Remix files as needed for the recommended 85% network as it emerged from Task 4, and add these to the data viewer. Due October 8.

5.2 Design Workshop and Draft Network

We have allowed for a one day design workshop, similar to that of Task 2.2, anticipating that the issues are relatively straightforward given all the thinking that has been done.

- Workshop complete by October 15.
- Shapefiles for staff review to SFMTA by October 20.
- Resolution of client comments and final decisions about draft network by October 17.

5.3 Analysis, Mapping, and Sensitivity Testing

We will provide analysis of the alternatives in terms of:

- Walk access to transit: number of people within 1/4 mile walk of service of a particular frequency, for the entire population and disaggregated for (a) low income, and (b) people of color.
- Access to opportunity.
 - Sample midday isochrones for up to 10 locations that are especially affected by the changes.
 - Access heatmap showing how access changes in different parts of the city.
 - Average access to opportunity across the whole city, also disaggregated by (a) low income and (b) people of color. This can also be disaggregated geographically to focus on neighborhoods especially impacted by the difference between the alternatives.

- Other kinds of analysis that are not highly labor intensive.
- Qualitative description of other positive and negative impacts.

Based on preliminary outcomes, we will also suggest further refinements to the network that would improve access to opportunity, based on informal sensitivity testing. The analysis with slides that will become part of the final product.

Due November 19

5.4 Finalize Plan

We will confer with SFMTA to finalize the 110% network plan proposal. Due by November 30.

5.5 Draft and Final Reports

As with Task 2, our reporting will be in slide format, and much of it will have been presented in earlier tasks. So we envision:

- Draft Report by December 10
- Receipt of reconciled comments by December 17
- Final Report by December 31.

SFMTA Post-Covid Network

Proposed Scope

April 26, 2021

The purpose of this project is to:

- Define and build consensus toward a post-Covid network using 85% of pre-covid service, for implementation by January 2022. *This must be largely complete for public outreach to begin August 23, 2021*
- Define and build consensus toward a network using 110% of pre-covid resources, for use in a ballot measure to increase transit funding. *This must be complete by December 31, 2021 to support the development of a funding measure for the fall 2022 ballot.*

The entire project can be done virtually if public health conditions require, but we have allowed for five person-trips to San Francisco in the event that travel becomes possible.

Dates shown here presume **Notice to Proceed effective June 9, 2021**. An earlier NTP will have a positive impact on the overall project. We do not commit to these dates if NTP is received later.

Task 0. Project Management

This task includes:

- Kickoff Meeting
- Regular check-in meetings as needed.
- Invoicing

Deliverables:

Kickoff Meeting – **June 9**.

Meeting notes.

Task 1. Post-Covid Expert Advice

This task includes a workshop with relevant experts in transit service planning and possibly transit equity. We can facilitate this workshop as desired and have budgeted for this, though it may be better that we be present as participants or even have only a spectator or questioning role. As we are competitors of some of the participants it may be more effective if we are asking questions rather than providing expertise at this event, since of course we will be providing expertise throughout the project.

Identified experts include Russ Chisholm of TMD and ourselves. We recommend that the third expert be a specialist in transit equity or transit justice. A total of \$15000 in compensation is budgeted for these experts.

In the workshop staff will review the constraints and talk through a Post COVID vision to these experts. Experts will provide feedback on 1) the presented system vision 2) ideas on key metrics that should be analyzed and technical methodologies to use in developing the final plan and 3) suggestions on methods and messages/themes that could be used to communicate to the public, elected officials and key stakeholders

Staff has proposed two four-hour charrettes for this purpose. This may be excessive, but we have budgeted for it.

Note: The project cannot wait for this event. Work must proceed on Task 2 immediately upon execution of Notice to Proceed. We will incorporate insights from the workshop as viable when they are received.

- This task has been **postponed until September**, per direction from Jeff Tumlin.

2. Post COVID System Alternatives

The post-Covid network to be implemented in early 2022 would be scaled to provide 85% of the revenue hours that were operated in 2019. This task develops up to three complete alternatives for this post-Covid network:

1. **“Put it back.”** The last pre-Covid network with service reduced to match the new budget. For comparative analysis this will be treated as the baseline network.
2. A new **“high-access network.”** This network standardizes route spacing, increasing walking distances to a policy level that is consistent across the city. A starting point for the design will be the reduced network operated during the pandemic, but with higher frequencies.
3. A **hybrid**, in which routes removed in the high-access network are retained but with very low frequencies.

The purpose of an alternatives process is to make the fundamental “walking vs waiting” trade-off very clear to the public. The presentation of these alternatives will include analysis of key benefits and impacts, including Title VI, as well as our own access analysis approach.

Our approach, costing, and schedule presumes that these networks consist largely of frequency and span change on known lines, rather than changes to lines. However, we can model a moderate number of line changes if needed.

Subtasks:

2.1 Baseline Analysis with Data Viewer

- We will familiarize ourselves with the policy context and with the networks as operated before and during the pandemic.
- We will agree with staff on what measures are to be evaluated.
- If desired we can provide a handy online data viewer, in which key data are overlaid and can be turned on and off for easy analysis and review. For an example see <https://webmap.jwainternal.com/Atlanta/index.html>

Data request to SFMTA: June 10

All date received **June 12**

Deliverable: Data Viewer – **June 7**

2.2 Design Workshop

The design workshop will be a workshop of up to two half days in which we work with key staff to define the three networks. These workshops consist of intensive working sessions with ourselves and staff. In these workshops we will settle on any route changes and general frequencies by time of day and day of week.

Costing in the workshop will look only at the weekday midday service level, and ensure that each alternative holds constant the number of buses operating at that time. This assumes that the ratio of other service levels (peak, evening etc) to the midday service level would remain constant. This allows us to calculate the frequencies at all these other times for the purpose of public information, although those frequencies would not be the basis of direct costing or access analysis.

Note: If you do not want to commit to the current very low peak-base ratio, you will need to give us an assumption for how much service to set aside to account for that.

To do this, we will use your existing Remix model, and will assume that it already incorporates:.

- Speeds to assume.
- Minimum layover requirements (minimum layover as a percentage or constant added to driving time on each round trip.)
- Any other key labor contract constraints.

We assume that this workshop will be virtual, and we have the necessary tools to do that.

No more than two days following the workshop, we will deliver our Remix file. We will need staff concurrence within one week on any further changes to be made before we proceed with our analysis.

Deliverable:

- Workshop **June 28-29**
- Documentation of network alternatives to client by **July 2**
- Client approval of alternatives by **July 6** at latest (including any discussion of outstanding issues leading to resolution by this date). **At this point the networks are assumed to be final.**

2.3 Mapping and Analysis

We will provide analysis of the alternatives in terms of:

- Walk access to transit: number of people within ¼ mile walk of service of a particular frequency, for the entire population and disaggregated for (a) low income, and (b) people of color.
- Access to opportunity.
 - Sample midday isochrones for up to 10 locations that are especially affected by the changes.
 - Access heatmap showing how access changes in different parts of the city.
 - Average access to opportunity across the whole city, also disaggregated by (a) low income and (b) people of color. This can also be disaggregated geographically to focus on neighborhoods especially impacted by the difference between the alternatives.
- Other kinds of analysis that are not highly labor intensive.
- Qualitative description of other positive and negative impacts.

2.4 Alternatives Report Draft

Because all of this work is driving toward public understanding rather than a technical record, we recommend preparing a report in slide format. We know how to use this format to lay out information in a clear and compelling way without succumbing to the cognitive errors that can arise from careless use of slides. We will lay out the tradeoff among the three alternatives in a clear and graphically compelling way that is ready to be the basis of an outreach program.

Deliverable:

Alternatives Report Draft – no later than **August 6**.

At this stage, the numerical outputs of the analysis will be available for the communications process to build on.

2.5 Alternatives Report Final

We will need staff comments one week after the draft, and will deliver a final one week after that. However, we will also need to begin the next task before this one is final.

Deliverable:

Client comments on draft – no later than **August 10**. These comments are about the presentation, not the networks, which were finalized back at the end of Task 2.2.

Final Report – no later than **August 16, assuming that these comments are not substantial**.

3 Communications Tools

Civic Edge joins us starting at this point to help develop a compelling story about the alternatives and approach to outreach.

General outreach planning will need to start early in the project, including reaching consensus on document formats. The Draft Alternatives Report will provide the remaining content for the outreach, subject to staff comments. We have allowed three weeks from that point to the beginning of an outreach that would run **August 23-September 23**.

3.1 Story Map

A story map is a GIS-based animation that leads the user through the ideas of the alternatives, helping them understand the basic narrative of the alternatives.

Deliverable: Story Map, due **August 22**.

3.2 Slide Deck and Talking Points

Although our report will be in slide format, a slide deck for presentations would be much more stripped down, focusing on images and highlights and accompanied by a presentation script in the notes. We would provide this alongside the report.

Deliverable: Slide Deck, due **August 22**.

3.3 Isochrone Viewer

An isochrone viewer is an online tool that allows a user to look up any location and see how access to opportunity changes with each alternative (the two change alternatives compared to “put it back” as a baseline). The viewer shows what areas can be reached inside a fixed travel time budget, such as 30 or 45 minutes, and how that area grows or shrinks under each alternative. It also shows how many jobs (as a proxy for many other kinds of destinations) can be reached in each time budget under each alternative. The user query can also specify a time of day: weekday midday, weekday peak, weekday evening, Saturday midday, Sunday midday.

Deliverable: Isochrone Viewer, due **August 22**.

3.4 Outreach Advice

Civic Edge will develop strategic outreach plan, materials and methods of engagement for specific neighborhoods/regions of the City (i.e. “outer Richmond”) that will need a tailored approach to talk through tradeoffs associated with a Post COVID service plan.

Deliverable:

- Engagement Plan, due **August 1**
- Final Materials, due **August 22**.

A web survey is usually a critical part of the outreach process. The survey would be brief and multiple choice, since it would be focused on a narrow choice. We assume this will be hosted by SFMTA, but we can host on our server if necessary.

4. Recommended Network

In this task we will provide all necessary support for the fast process of turning the feedback summaries from the outreach process into action. This can include:

- Preparing a brief quantitative summary of outreach results.
- Participating in the Board workshop where they give final direction on which alternative to implement.
- Assisting in developing any details of the final network that differ from either alternative.
- Any further analysis or presentation materials needed to get to approval.

Deliverable:

This is a placeholder task, so deliverables are to be negotiated closer to the time. The previously stated goal was for Board adoption of a network no later than **October 1**, giving time to implement new service by January 2022. This may no longer be realistic.

5. 110% Network

This task would develop a plan for an expansion of Muni service up to 110% of 2019 service levels, for implementation if voters approve a funding measure in November 2022.

The design and analysis process for the 85% network will have generated a clear list of things that would have been included if resources permitted. As a result we anticipate that much less new planning work would be required.

5.1, Baseline analysis and Data viewer

We will prepare Remix files as needed for the recommended 85% network as it emerged from Task 4, and add these to the data viewer. Due October 8.

5.2 Design Workshop and Draft Network

We have allowed for a one day design workshop, similar to that of Task 2.2, anticipating that the issues are relatively straightforward given all the thinking that has been done.

- Workshop complete by October 15.
- Shapefiles for staff review to SFMTA by October 20.
- Resolution of client comments and final decisions about draft network by October 17.

5.3 Analysis, Mapping, and Sensitivity Testing

We will provide analysis of the alternatives in terms of:

- Walk access to transit: number of people within 1/4 mile walk of service of a particular frequency, for the entire population and disaggregated for (a) low income, and (b) people of color.
- Access to opportunity.
 - Sample midday isochrones for up to 10 locations that are especially affected by the changes.
 - Access heatmap showing how access changes in different parts of the city.
 - Average access to opportunity across the whole city, also disaggregated by (a) low income and (b) people of color. This can also be disaggregated geographically to focus on neighborhoods especially impacted by the difference between the alternatives.

- Other kinds of analysis that are not highly labor intensive.
- Qualitative description of other positive and negative impacts.

Based on preliminary outcomes, we will also suggest further refinements to the network that would improve access to opportunity, based on informal sensitivity testing. The analysis with slides that will become part of the final product.

Due November 19

5.4 Finalize Plan

We will confer with SFMTA to finalize the 110% network plan proposal. Due by November 30.

5.5 Draft and Final Reports

As with Task 2, our reporting will be in slide format, and much of it will have been presented in earlier tasks. So we envision:

- Draft Report by December 10
- Receipt of reconciled comments by December 17
- Final Report by December 31.

From: [Jarrett Walker](#)
To: [Kennedy, Sean M](#)
Cc: [Boland, Steve](#); [Hallowell, Alexandra](#); [Garcia, Jessica](#); [Eric Womeldorf](#); [Michelle Poyourow](#); [Ricky Anguera](#); [Peter Lauterborn](#)
Subject: SFMTA Post covid network: My notes from our kickoff.
Date: Wednesday, June 9, 2021 5:54:04 PM
Attachments: [scope v3 20210609.docx](#)

EXT

Sean

In our kickoff call just now, we made the following decisions:

- We must have the PO on Thursday, June 10.
- The focus of the alternatives is primarily the 10 all-day routes that have not yet been restored. An alternative that does not restore one of these routes needs to show good access outcomes for the people most affected, which in turn means that hours saved by not running the route must be invested in the immediate area, usually on parallel services. That means there will be little opportunity to spend money on service changes elsewhere in the network, though we can certainly discuss any ideas you have.
- Remix will be the primary analysis tool for network costing.
- Access analysis and costing will be of the midday condition. We will cost the alternatives based on holding constant the number of midday buses in operation. For all other periods, including the peak, the ratio of service at that time to service weekday midday will be assumed to be constant.

Based on our conversation today, I have prepared an edit of our scope of work. The changes are primarily to the dates, which reflect the late start. Please review these dates carefully and let me know at once if you have suggested changes. The project will be very fast for all concerned.

Finally, note that we had originally discussed needing Board adoption in the week of October 1. With the outreach pushed back a week, to run August 23-September 21 or so, this date may not be achievable, since time is needed to refine the final plan based on the feedback. We would like your thoughts on what a revised "drop dead" date would be for adoption of any changes so that you can hit your implementation date.

We will get you a data request before noon tomorrow.

Cheers

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Portland, OR 97214
503 208 4249
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Subject: SFMTA Post-covid network workshop
Date: Thursday, June 24, 2021 2:59:25 PM
Attachments: [scope v4 20210624.docx](#)

EXT

Greetings, workshop participants.

Monday and Tuesday, 6/28-29, we will be holding eight hours of design workshops to figure out the options for a post-covid network to be implemented in 2022. I will facilitate these workshops, as I do for all of our firm's network redesigns. This email is to help you know what to expect.

This network is planned to increase total service from 70% of pre-covid levels to 85%. We anticipate that 14% (of pre-covid levels) can be added to all-day service while peak pullouts will represent 1%. We will set aside those peak resources and focus on the all day service.

As background, you may want to review the attached scope of work. We are in Task 2.

We will focus specifically on the seven all-day bus lines that are not restored in August '21 changes. They are 2, 3, 6, 10, 21, 31, 47. All peak express service is assumed to not be restored, apart from what is in the

In each case, we will have three alternatives, all with the same operating cost:

1. "Restore previous routes." All restored service goes to restoring the non-restored routes at the highest possible frequency.
2. "Balance of coverage and frequency." Some service is restored to the non-restored routes, but at much lower frequency, while the remaining resources go to increasing services on the major lines nearby, building them toward "Five MIute Network" goals. This provides lifeline access for those with walking limitations while still encouraging those who can to walk to other routes nearby. In the case of routes that are primarily duplicative (3, 6, 10 and 47 for example) this could involve some minor restructuring or truncation to focus service on the unique segments.
3. "Build the frequent network." All of the service restoration goes to building frequency on existing major lines that serve the same areas served by the non-restored routes. Some restructuring may be considered if needed to optimize the value of that service.

Alternative 1 will be the baseline for comparing the impacts of Alternatives 2 and 3.

Prior to the workshop, we will attempt a rough draft of Alternative 1, showing what frequencies you would have on each non-restored route if we put the routes all back but with 85% of previous resources instead of 100%. By definition, this alternative does not routing changes so there's not much creativity to it. We will draft a list of the resulting frequencies but we don't want to spend much time on this in the workshop.

In the workshop, I expect to proceed sequentially through the non-restored routes and develop plans for Alternatives 2 and 3. So the agenda for the 8 hours would be:

Hour 1. Review scope, methodology and assumptions (recognizing that the methodology we will use in the workshop will be locked down by this point.)

Hours 2-7. Sequential discussion of each route or band of related routes in geographical order:

1. 2-Clement and 3-Jackson
2. 31-Balboa
3. 21-Hayes
4. 6-Parnassus
5. 10-Townsend and 47-Van Ness
6. Other issues of interest to the planners, as time permits.

Hour 8. Discussion of next steps and review of the types of analysis we will do in our report.

As we work, our analysis team will be keeping track of costs in order to ensure that they are the same for all alternatives.

Finally, a few notes about process, Please:

- Be on time and be present (physically and mentally) throughout the workshop. We are thinking intensively together.
- If you have to leave (physically or mentally) for any reason, and we make a decision in your absence, you cannot expect us to go back to revisit it!
- At the beginning of the meeting, please have your video on so that we can see each other in person as we get acquainted.

We look forward to a lively discussion. Please let me know if you have any questions.

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From: [Jarrett Walker](#)
To: [Kennedy, Sean M](#)
Cc: [Michelle Poyourow](#); [Kirschbaum, Julie B](#); [Eric Womeldorf](#)
Subject: SFMTA Post Covid Network: Expert Advice Task
Date: Monday, June 7, 2021 2:38:32 PM

EXT

Sean cc Julie

Assuming we are about to get under contract, I need to encourage you to start thinking immediately about the Expert Advice workshop, Task 1 in our scope. Below my signature in this email I have copied the scope text for your reference.

This is a task specifically requested by SFMTA. Here are some questions we need you to reach an internal decision on, so that we know we're doing what you want:

- What information will you be presenting to these experts and exactly what kinds of expertise are needed to engage with what you're presenting?
- When dealing with competing consultants are you sure you want to put them all into one room instead of interviewing them separately (potentially without us)? Consultants are sometimes tempted to self-censor in situations where they perceive themselves to be sharing insights with their direct competitors.
- Do you really want two four-hour charrettes? This seems like a lot given how busy everyone is, but you know better what your intentions were.
- What level of diversity do you need in the experts? The BIPOC experts we know are not experts in network design, so it depends on whether that is the focus. You may know others.
- What should be our role? I would like to suggest that we at JWA have a listening role but not be speaking. You will hear our views throughout the project so the focus here should be on the other experts' views.
- Would you like us to facilitate, or would you rather that this be your own conversation with the experts?

As for people we can recommend apart from Russ I'd can think of ...

- Christof Spieler, the critical Houston METRO Board member who drove the redesign process there at the board level, also a consultant at Huitt Zollars.
- A retired expert who knows the city might be great. Bonnie Nelson comes to mind and I'd bet Jeff knows how to reach her.
- Lori Byala of Foursquare in Baltimore, who like Russ is a direct competitor of ours.

Other people who come to mind are the directors of planning at the closest peer agencies: Christine O'Claire at King Co Metro in Seattle and Sarah Ross at Translink in Vancouver. Both very smart and experienced with similar issues in similar geography.

These people all know network design so I know they'd have great things to say. You may be able to think of others. I do think SF is sufficiently unique that knowledge of the city is helpful. ... but again, we don't have a good idea for a BIPOC person who is strong on technical network planning.

I lay all of this out because I don't want to spend too much of our kickoff time on it. It's a detachable task that's not on the critical path, though its results become less relevant the longer we put it off. Above all, it's really something you asked for rather than something we proposed, so we'll need you to answer the questions above to make sure we can facilitate what you want.

Cheers,

--

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Task 1. Post-Covid Expert Advice

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Staff has proposed two four-hour charrettes for this purpose. This may be excessive, but we have budgeted for it.

Note: The project cannot wait for this event. Work must proceed on Task 2 immediately upon execution of Notice to Proceed. We will incorporate insights from the workshop as viable when they are received.

Deliverable:

- Workshop – as soon as possible and preferably before **June 15**.
- Summary of workshop – one week after workshop.

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From: [Jarrett Walker](#)
To: [Kennedy, Sean M](#)
Cc: [Kirschbaum, Julie B](#); [Bob Grandy](#); [Michelle Poyourow](#)
Subject: SFMTA Post-Covid Network Plan
Date: Friday, April 16, 2021 8:49:50 AM

EXT

Sean

Bob Grandy at Fehr and Peers sent me a rough scope for your Covid-19 recovery plan, and I had a chance to discuss it with Julie yesterday. It's an exciting opportunity, and we're honored that you'd think of us.

We just had a major project go on an unexpected pause, so now is a good time to start on your work. We'd love to get under contract by mid-May and do the Task 1 charrette in late May. We can develop a scope/budget based on the rough scope you sent us, but if you want to chat on the phone too that would be great.

Here are my questions as I review your scope.

Task 1. Are we the "consultant" in this task, with the responsibility for synthesizing into a memo for you? Will you be expecting memos from Thomas and Russ or does their role end with sharing ideas in the charrette.

Task 6. Can the local knowledge required for this task come from staff, or do we need a local outreach subconsultant to help us think about this?

Finally, because a lot of this can happen at any scale, would you rather have us define a rich scope with lots of flexibility at a not-to-exceed of \$300k. or some other target? Or would you rather have a minimally compliant scope with caveats at a lower price?

Thanks! Look forward to working with you again!

--

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Cc: [Kirschbaum, Julie B](#); [Bob Grandy](#); [Michelle Poyourow](#)
Subject: SFMTA Post-Covid Network Plan
Date: Friday, April 16, 2021 8:49:50 AM

EXT

Sean

Bob Grandy at Fehr and Peers sent me a rough scope for your Covid-19 recovery plan, and I had a chance to discuss it with Julie yesterday. It's an exciting opportunity, and we're honored that you'd think of us.

We just had a major project go on an unexpected pause, so now is a good time to start on your work. We'd love to get under contract by mid-May and do the Task 1 charrette in late May. We can develop a scope/budget based on the rough scope you sent us, but if you want to chat on the phone too that would be great.

Here are my questions as I review your scope.

Task 1. Are we the "consultant" in this task, with the responsibility for synthesizing into a memo for you? Will you be expecting memos from Thomas and Russ or does their role end with sharing ideas in the charrette.

Task 6. Can the local knowledge required for this task come from staff, or do we need a local outreach subconsultant to help us think about this?

Finally, because a lot of this can happen at any scale, would you rather have us define a rich scope with lots of flexibility at a not-to-exceed of \$300k. or some other target? Or would you rather have a minimally compliant scope with caveats at a lower price?

Thanks! Look forward to working with you again!

--

Jarrett Walker • President and Principal Consultant
Jarrett Walker + Associates

1021 SE Caruthers St
Portland, OR 97214
503 208 4249
jarrett@jarrettwalker.com
www.jarrettwalker.com
www.humantransit.org

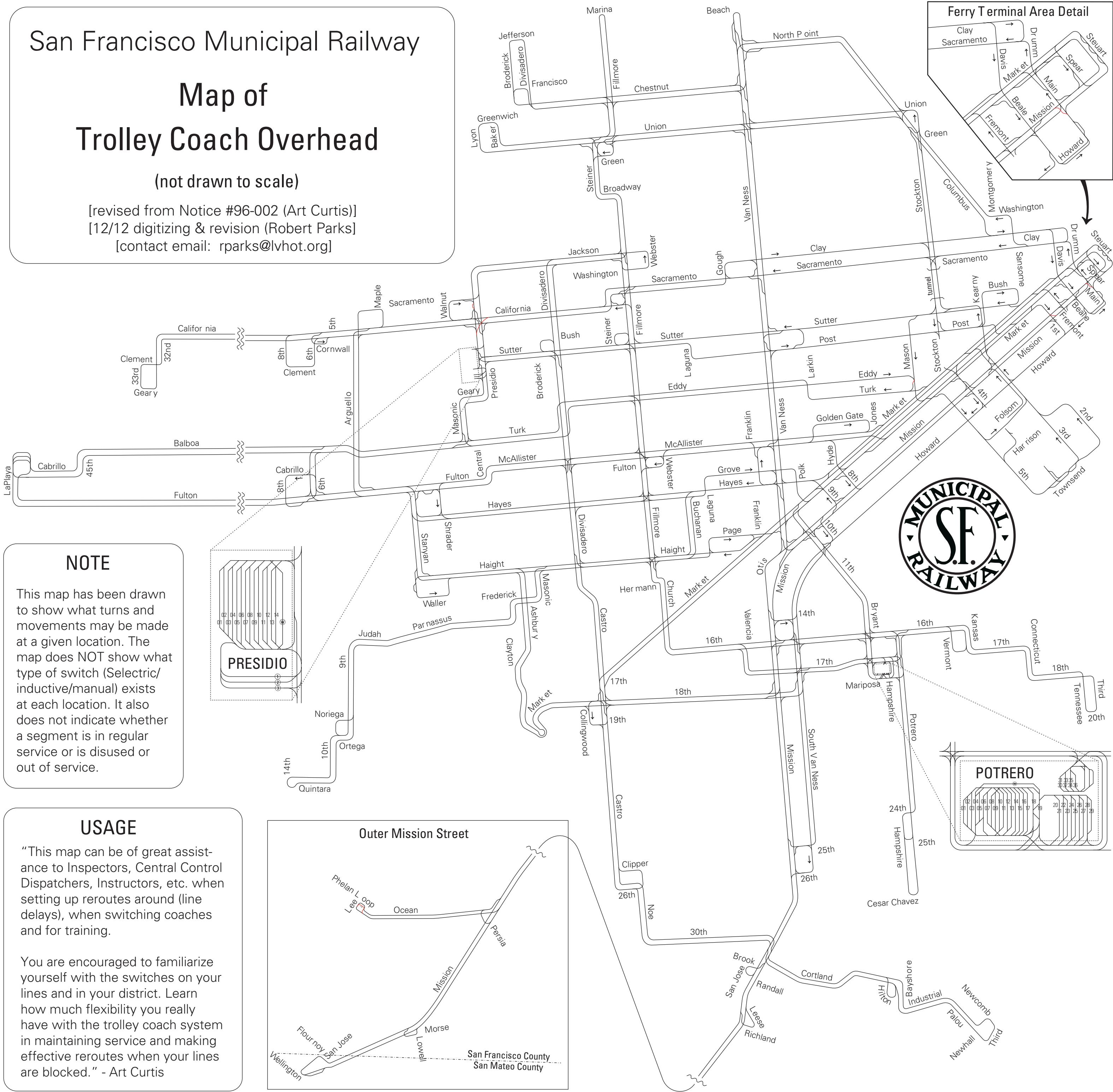
This message is from outside of the SFMTA email system. Please review the email carefully before responding, clicking links, or opening attachments.

San Francisco Municipal Railway

Map of Trolley Coach Overhead

(not drawn to scale)

[revised from Notice #96-002 (Art Curtis)]
[12/12 digitizing & revision (Robert Parks)]
[contact email: rparks@lvhot.org]

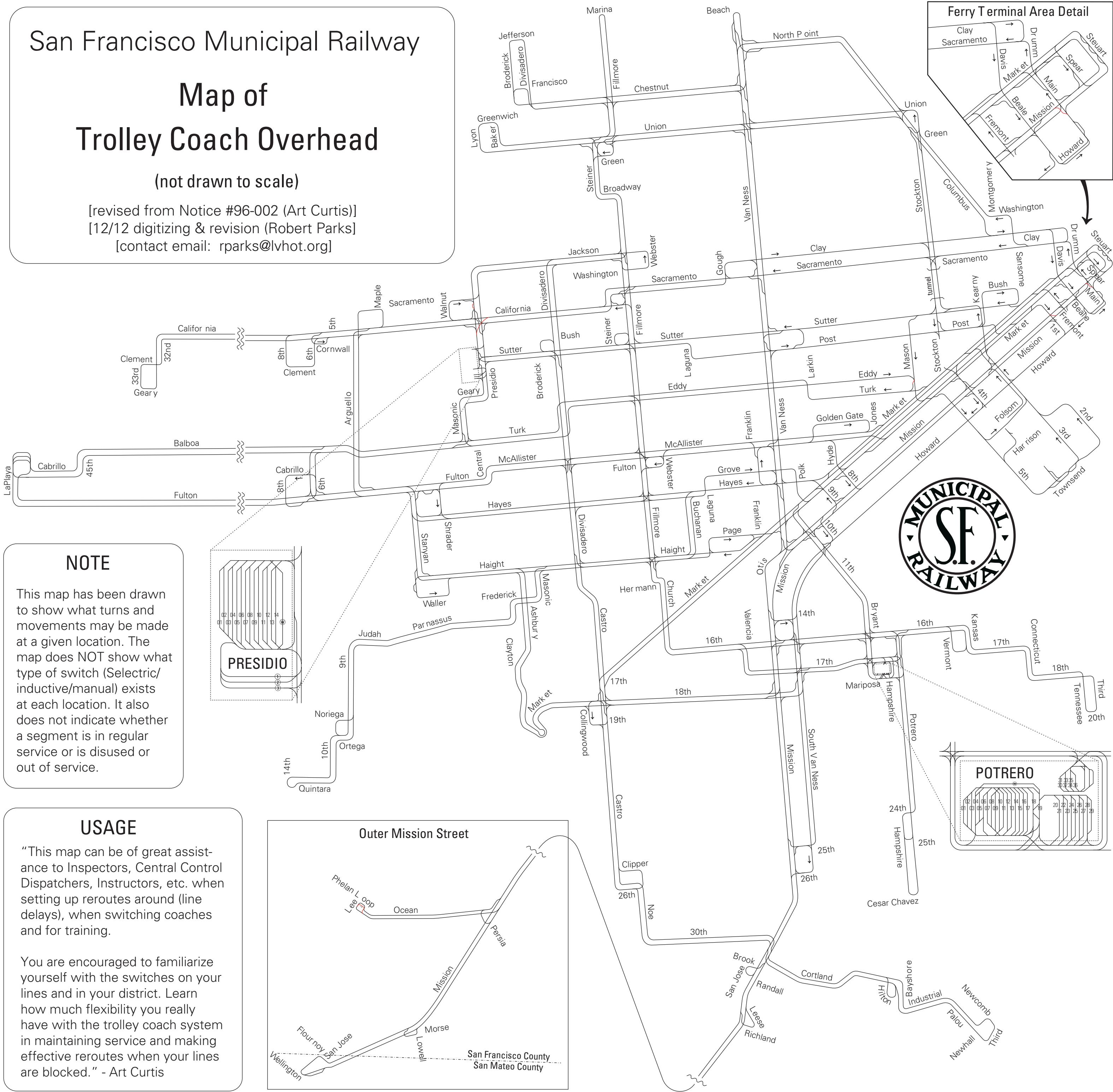


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Map of Trolley Coach Overhead

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[revised from Notice #96-002 (Art Curtis)]
[12/12 digitizing & revision (Robert Parks)]
[contact email: rparks@lvhot.org]



From: [Jarrett Walker](#)
To: [Kirschbaum, Julie B](#); [Kennedy, Sean M](#)
Cc: [Bob Grandy](#); [Eric Womeldorf](#)
Subject: Urgent: Proposal for Post-Covid network planning services
Date: Thursday, April 22, 2021 10:37:33 AM

EXT

Julie, Sean

Here is our response to your rough scope, turning it into a proposal.

Scope: <https://www.dropbox.com/t/PtJ2GD6PM8DWmDji>

Budget: <https://www.dropbox.com/t/h9J6UknjXnaW4BBm>

We are submitting this for your review before it's submitted formally through Fehr and Peers because it contains comments you'll want to think about.

The November 1 deadline is extremely fast so we need to hear your thoughts ASAP so that we can get started. Also happy to jump on the phone if you prefer.

Cheers,

--
Jarrett Walker • President and Principal Consultant
Jarrett Walker + Associates

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503 208 4249
jarrett@jarrettwalker.com
www.jarrettwalker.com
www.humantransit.org

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From: [Jarrett Walker](#)
To: [Kirschbaum, Julie B](#); [Kennedy, Sean M](#)
Cc: [Bob Grandy](#); [Eric Womeldorf](#)
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EXT

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Cheers,

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Jarrett Walker • President and Principal Consultant
Jarrett Walker + Associates

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This message is from outside of the SFMTA email system. Please review the email carefully before responding, clicking links, or opening attachments.

From: [Boland, Steve](#)
To: [Kennedy, Sean M](#); [Jarrett Walker](#)
Subject: Workshop prep

Jarrett, Sean would like to check in prior to the start of our workshop Monday morning. Please forward as needed.

Microsoft Teams meeting

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Or call in (audio only)

+1 415-915-0757,,364896879# <tel:+14159150757,,364896879#> United States, San Francisco

Phone Conference ID: 364 896 879#

Find a local number <<https://dialin.teams.microsoft.com/8911f1f7-c6c0-4baa-9ff7-feb95061b4c9?id=364896879>> | Reset PIN
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From: [Boland, Steve](#)
To: [Kennedy, Sean M](#); [Jarrett Walker](#)
Subject: Workshop prep

Jarrett, Sean would like to check in prior to the start of our workshop Monday morning. Please forward as needed.

Microsoft Teams meeting

Join on your computer or mobile app

Click here to join the meeting <https://teams.microsoft.com/l/meetup-join/19%3ameeting_YmU4OWYzNWItODM5MS00YTkLTk0NzItN2IwYzceYTQ4OTFj%40thread.v2/0?context=%7b%22Tid%22%3a%22f079c315-facc-4d90-8a1a-00ea23258a68%22%2c%22Oid%22%3a%22152f03ab-41bc-4661-83b2-57d86893dde1%22%7d>

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+1 415-915-0757,,364896879# <tel:+14159150757,,364896879#> United States, San Francisco

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Learn More <<https://aka.ms/JoinTeamsMeeting>> | Meeting options <https://teams.microsoft.com/meetingOptions/?organizerId=152f03ab-41bc-4661-83b2-57d86893dde1&tenantId=f079c315-facc-4d90-8a1a-00ea23258a68&threadId=19_meeting_YmU4OWYzNWItODM5MS00YTkLTk0NzItN2IwYzceYTQ4OTFj@thread.v2&messageId=0&language=en-US>

From: [Sue Vaughan](#)
To: [Preston, Dean \(BOS\)](#); [Chan, Connie \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Carroll, John \(BOS\)](#)
Subject: My public comment for Item 2 today
Date: Friday, July 23, 2021 1:11:44 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Items 1 and 2: Supervisors, I don't know why I was not able to give public comment.

My points that I would have shared:

- 1) Let's work on some progressive ballot measures to get Muni some dedicated annual operating and service expansion funds as part of our climate emergency strategy;
- 2) Please conduct an audit of SFMTA finances;
- 3) Can anyone introduce legislation to require staff to take oaths before the give presentations to elected and appointed officeholders?
- 4) Agree with Aex Lanstberg -- I am very concerned about plans to pull down our overhead wires and replace a system that works with battery operated electric buses with materials sourced from who knows what mine pits in unknown parts of the world
- 5) Re. the 28 -- I believe it's due for full restoration to Golden Gate Bridge. That's good. Bridge is a major tourist destination. At the same time, let's work on enforcement -- getting those Ubers and Lyfts out of that VIsitor Center bus stop.

Thank you.

Sue Vaughan

From: [Melinda Noack](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Friday, July 23, 2021 8:58:35 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Melinda Noack and I work at a community development nonprofit in District 6 in the Tenderloin. As someone who cares significantly about issues of racial and economic equity, and personally knows the incredible value of public transit in getting to work, running errands, enjoying all San Francisco has to offer, I am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen.

SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Melinda Noack

District 6

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [Calvin Welch](#)
To: [Carroll, John \(BOS\)](#)
Subject: item 2 23 July agenda
Date: Friday, July 23, 2021 8:25:30 AM

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Mr. Carroll

Could you please include the letter in the boards file on this item (#2 23 July Agenda)?

Thanks calvin welch

Supervisor Dean Preston, Chair
Government Audit and Oversight Committee
Board of Supervisors
City Hall,
July 22, 2021

In Support of Item 2, July 23 Agenda: "Urging to Reinstate All Transit Lines to Pre Covid Service Hours by December 31, 2021"

On behalf of the Board of the Haight-Ashbury Neighborhood Council we urge the adoption of item 2 on todays agenda and its reference to the full Board of Supervisors for its consideration on July 27th.

Two of the six main Muni transit lines serving our neighborhood, the 21 Hayes and the 6 Parnassus, have been closed for over year. The SFMTA has not announced when or if these lines will ever be re-opened. These lines carry a combined peak hour ridership of over 14,000 people each workday when in full operation. In effect these lines have been "abandoned" without public hearing or specific comment by the SFMTA. No plans have been announced by the SFMTA on when or how to increase the capacity of the 5,7,33 or 43 lines, now in partial operation , to make up for this loss of public transit.

The Constructive Abandonment of the 6 and 21 Lines Violates MUNI's "Transit Equity" Policy

Both lines are listed as key transit lines in the "equity strategy" of MUNI aimed at serving low income transit reliant San Franciscans. Indeed, both lines are in the top 15 of all Muni lines in carrying senior and disabled San Franciscans ,two key populations meant to be served in MUNI's "transit equity" policy adopted in May of 2014. MUNI has announced no plans on how it proposes to restore service to these specific populations. What it has announced is that after the August service increase, excluding the 6 and 21, "98% of residents and 100% of equity neighborhoods *could* [emphasis added] be within a 1/4 mile of a Muni stop", a statement of little meaning to seniors and other with

mobility issues who are supposed to be a core constituency of "transit equity".

The Constructive Abandonment of the 6 and 21 Lines contradicts Breed Administration Previously Announced Policy of Support for UCSF Expansion , A "Car Free" Kennedy Drive and "Transit Oriented Housing Development"

UCSF massive expansion at its Parnassus campus will result in a 50% increase in daily person trips to 52,000 a day with an increase of peak hour vehicle trips from currently 14,900 to 28,000 a day. The Breed administration supported that expansion based upon commitments made in the EIR of the project to, among other things, "maintain existing bus stops on Parnassus" (mainly the 6) and to "advocate for ...increases for public transit ridership". In addition the Breed Administration signed an MOU with UCSF in January of this year, that committed UCSF to make a "transportation contribution" "to increase the capacity and frequency of service ... of Muni lines, services and facilities provided by SFMTA that directly serve Campus community".

Does the abandonment of the 6 line undermine that contribution. The project EIR states that fully one third of the faculty and staff take public transit to the site and just over a fourth drive. Does the abandonment of the 6 line mean even more staffers will drive to work?

The Breed administration, has strongly supported the permanent closing of Kennedy Drive to cars, a push lead by her Recreation and Parks Department and her SFMTA. Those of us in the neighborhood, while in support of that goal, have asked just what increases in public transit are planned to ensure mobility impaired San Franciscans have access to Golden Gate Park and our neighborhood would not see a dramatic increase in car traffic as folks circle the park looking for parking. There has been no direct answer to these questions. But abandoning the 21 line, which serves the eastern edge of the Park, is certainly an answer we did not anticipate. Closing Kennedy Drive to cars and REDUCING public transit access will result in even more cars circling our neighborhood looking for parking and raises real access equity issues about the closing.

Mayor Breed has been insistent on increasing housing densities along transit corridors. Indeed, the Haight-Ashbury, historically well served by public transit, has been identified as one of the neighborhoods she would like to have residential density increased. By reducing bus and trolley lines by one third, with no plans to increase service of the remaining two thirds ,undermines the entire justification for these density increases.

The HANC Board urges the passage of Item 2 and its adoption by the full Board on July 27th.

Calvin Welch
Housing and Land use Member,
Board of the Haight-Ashbury Neighborhood Council

Thanks

Sent from [Mail](#) for Windows 10

From: [Malia Byrne](#)
To: [Carroll, John \(BOS\)](#)
Cc: [Peskin, Aaron \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [ChanStaff \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Ronen, Hillary](#); [MTABoard@sfmta.com](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [MelgarStaff \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Tumlin, Jeffrey \(MTA\)](#); [Walton, Shamann \(BOS\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Friday, July 23, 2021 8:05:40 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is malia byrne and i work in the tenderloin. i am writing to express my support for the following asks to the SFMTA:

A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.

A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.

Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

malia byrne

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jeffrey Tumlin, SFMTA Director of Transportation

--

Malia Byrne

she/they

Associate Artistic Director, [Skywatchers](#)

From: [Rachel Pettus](#)
To: [Carroll, John \(BOS\)](#)
Subject: Muni Green Division Operator Parking Elimination
Date: Thursday, July 22, 2021 11:26:40 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Why has the parking for 9163 Transit Operators at the SFMTA Green Light Rail Division been permanently eliminated for Transit Operators only while other muni workers that do not provide functions that can critically impact service continue to be allowed to park in the SFMTA parking garage on Ocean Avenue?

Due to the housing crisis, most operators can not afford to live in San Francisco and they definitely cannot afford to pay an additional \$200 a month on top of their current commute and housing costs, which the agency has poorly proposed.

A lot of operators have children who they must transport to and from school and/or childcare and due to time constraints of school and BART schedules, and safety of themselves and their children being left to navigate public transportation in San Francisco by themselves along with traveling to work from outside of San Francisco, Public Transportation is not a viable option. Walking in San Francisco during early morning and late hours is also unsafe due the rising number of assaults, robberies, and property thefts in the city.

These operators rely on this parking. It is critical due to parking constraints in the area and most critical for the operators to be able continue delivering on time service.

If parking is cut, we will see an increase in operator absences and a significant impact to service. By taking away operator parking, it is making operators choose between taking care of themselves, their children, loved ones, worrying about their safety, and coming to work.

Is the elimination of parking necessary? Parking hasn't been an issue pre-pandemic so why is SFMTA making such a poor decision that can impact Light Rail and F Line Service?

Operators are employees that have diligently worked throughout the pandemic without much protection or a vaccination and continue to jeopardize their health to provide service.

Why are we penalizing good employees that continue to risk their lives to keep the city moving.

From: [Cat Bell](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MelgarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#); [BOS-Legislative Aides](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Thursday, July 22, 2021 10:51:13 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Cathy Bellin from District 5 and I am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by the end of 2021 or provide a plan based on data on how you will determine when the lines will be back.
- A robust community engagement from the SFMTA before any changes are decided on the future of our Muni lines
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence in the SFMTA, they need to restore all Muni lines to pre-pandemic service before the end of 2021. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, but should not engage in the process until all lines have been returned or there has been a plan to bring all Muni lines back. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence in the SFMTA.

Thank you for your time and consideration.

Sincerely,

Cathy Bellin

District 5

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jeffrey Tumlin, SFMTA Director of Transportation

From: [Deirdre Visser](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Thursday, July 22, 2021 8:15:39 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Deirdre Visser. I am a San Francisco native living at the edge of the Mission and Noe Valley in District 8. I am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year; where that's impossible we ask for an honest estimate of when the lines will be back.
- A robust community engagement process from SFMTA before changes in transit lines are made with racial and transit equity as central values.
- A process to engage with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to recover confidence in SFMTA, the system should be restored to pre-pandemic levels. If not, we ask you to provide the public with a more honest assessment of when full restoration will happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it disproportionately affects historically excluded and underserved neighborhoods. Transit Equity means that communities where there are limited personal resources for alternatives to public transportation are served best by our public transit agency. Modifying or cutting lines without their prior input does not nurture confidence in SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore public trust. They can do this by restoring the lines or providing a timeline AND bolstering community engagement before modifying lines.

Restore the lines to restore our confidence on SFMTA.

These are fair and good starting points before addressing the SFMTA's budget issues. In

public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Deirdre Visser, District 8

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jeffrey Tumlin, SFMTA Director of Transportation

--

Deirdre Visser
(she/her)

"One of the functions of art is to give people the words to know their own experience...Storytelling is a tool for knowing who we are and what we want." Ursula LeGuin

"The old world is dying and the new world struggles to be born.
Now is the time of monsters." - A. Gramsci

From: [KATHY SETIAN](#)
To: [Carroll, John \(BOS\)](#)
Subject: Comments to Government Oversight Committee
Date: Thursday, July 22, 2021 5:07:40 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Comments to Government Oversight Committee Regarding Restoration of Service on J-Church Line

Supervisors Preston, Chan and Mandelman,

I write in support of Supervisor Preston's and Supervisor Chan's resolution urging SFMTA to reinstate pre-COVID Muni service by December 31, 2021.

I am particularly concerned that the J-Church is now terminating at Market/Church/Duboce, and that SFMTA is proposing to make this service cut permanent. It was stated that SFMTA needed to reduce the number of trains they turn around in the subway based on pre-pandemic ridership and train frequency. For people in the neighborhoods served by the J-Church, this causes many problems:

- We would permanently need to transfer to get downtown, losing the direct service that helped make our neighborhoods attractive places to live
- Transferring at Market Street to the underground requires crossing busy streets like Market Street to get to the elevator, regardless of any surface improvements.
- There are additional impacts to seniors and people with disabilities: no escalators at Church/Market to the underground, and limited or no seating on the inbound subway for seniors/disabled because those seats are already occupied on trains from the Sunset.
- The forced transfer is also an obstacle for families with children, shoppers with bags, and people coming home from evening cultural events downtown.

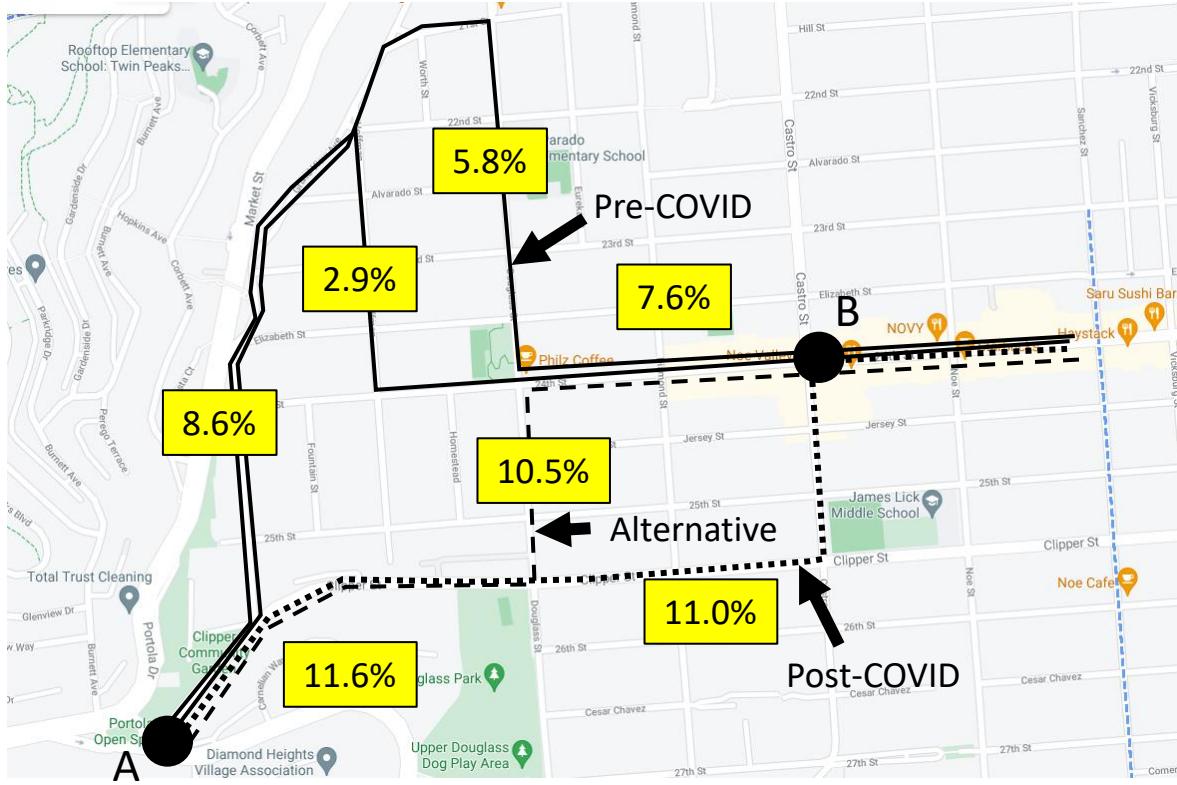
--[if !supportLists]-->

SFMTA is conducting a survey, but has NOT reached out to all communities served by the J-Church, and the survey is deceptive in several ways:

- It is not until Question #9 that they ask if we want the transfer point to be made permanent. This question should be more prominent and transparent.
- They do NOT ask about the importance of having a direct line to downtown without needing to transfer, while they DO ask about the importance of not being delayed in traffic. MTA should be surveying the ridership about the relative importance of BOTH of these objectives.
- They do NOT ask how often we rode the J to go downtown before the pandemic, nor do they ask how often we plan to go downtown in the future. They only ask us to rate the quality of service since May 2021 when the transfer point was initiated.
- They obscure a dramatic service cut by labeling it "improvements" to an unwanted transfer point, and using phrases like "help the J-Church" and "benefit those who rely on Muni".

Given the decreased ridership due to many people permanently working from home either full or part-time, SFMTA should reconsider restoring direct service. At a minimum, the J streetcars should go through the subway during off-peak hours when many seniors go downtown. Additionally, if the Mayor and the Supervisors want to rejuvenate the downtown area that has been devastated by the pandemic, they should look at ways of making downtown more accessible to all.

Kathy Setian
1783 Sanchez St., SF, CA 94131
Homeowner, 50-year Muni Rider



Key Take-aways

Higher gradient route is not desirable because:

- Higher fuel cost
- Slower speed*
- More noise
- More wear and tear on buses

*although distance is longer with pre-COVID route, the difference is less than $\frac{1}{2}$ mile; the other costs associated with lower gradient more than make up for the longer route

Gradient Summary

Pre-COVID (westbound)	1.17 miles	7.6%	} (average – 6.6%)
Pre-COVID (eastbound)	1.29 miles	5.6%	
Alternative	0.78 miles	9.8%	
Post COVID	0.77 miles	10.1%	

Conclusions

Pre-COVID route is 48% lower gradient than “alternative” route (from point A to B)
 Pre-COVID route is 53% lower gradient than “Post-COVID” route (from point A to B)

From: [James Pounders](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Thursday, July 22, 2021 4:08:18 PM

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Tropical Earth



To the Government Audit and Oversight Committee,

My name is James Pounders from the Tenderloin neighborhood. As a Senior with mobility issues I have a great concern about how SFMTA handled closers and reestablishing of several bus lines. There was no concern for people of lower income, disabled and elderly. Once again we became invisible and were expected to accept bad behavior from SFMTA.

I am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

James Pounders

District 6

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

Tropical Earth



From: [Lisa Galinis](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Thursday, July 22, 2021 3:36:35 PM

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To the Government Audit and Oversight Committee,

My name is Lisa Galinis from the Tenderloin and am writing to express my support for the following asks to the SFMTA:

1. A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
2. A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
3. Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,
Lisa Galinis
District 6

CC:
SF Board of Supervisors
SFMTA Board of Directors

Jeffrey Tumlin, SFMTA Director of Transportation

From: [Muoi Huynh](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MielgarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Thursday, July 22, 2021 2:51:17 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Muoi Huynh from Tenderloin and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input does not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Muoi (Tammy) Huynh

District 6

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jeffrey Tumlin, SFMTA Director of Transportation

From: [Polly Hommel](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Items: 210748 and 210820: The essential need for Full Restoration of SFMUNI
Date: Thursday, July 22, 2021 1:47:44 PM

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Dear Government Audit and Oversight Committee:

My name is Polly Hommel, I currently live in district 6, in the Tenderloin, on Turk Street, along the desperately missed 31 Balboa line. I am writing today to express my insistence upon the below specific needs to the SFMTA:

- A commitment to full restoration of *all* lines to pre-pandemic levels by end of 2021, and provide an honest estimate of when the previously removed lines will be back.^{[1][2]}
- A quantifiably robust community engagement by SFMTA prior to any changes upon transit lines. This should be centered around supporting racial, disability, and economic equity.^{[1][2]}
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans, particularly marginalized communities in the Tenderloin and beyond.^{[1][2]}

For San Franciscans to regain confidence in the SFMTA, the SFMTA must restore all lines to at least pre-pandemic levels. At the very minimum, must provide the public with an honest assessment of when full restoration will occur for each line. SFMTA must ensure the public is always involved in determining transit policies and route modifications, particularly when it impacts excluded and underserved neighborhoods where the majority of residents are poor, Disabled, Black, Indigenous, and People of Color. Transit Equity must meet the needs of communities, especially where there are no other resources nor alternatives to the transportation provided by our public transit agency. Modifying or cutting lines without the prior input of the residents these lines serve does the opposite of inspiring confidence in SFMTA's ability to meet its mission. Indeed, it is compounding the hardship of the most vulnerable communities.

We recognize the state of SFMTA's budget deficit, and are more than willing to find ways to remedy that deficit without resorting to modifying critical bus lines—but first, SFMTA must restore prior levels of trust from the public. SFMTA can do this by restoring the lines and by providing an accurate timeline. Additionally, SFMTA must bolster its community engagement, critically well in advance of modifying survival-strata service lines.

Restore the lines to restore our confidence in SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In

public transportation, as in the name, the public should come first.

Thank you for your time and forthcoming work.

Sincerely,

Polly Hommel
District 6

CC:
SF Board of Supervisors
SFMTA Board of Directors
Jeffrey Tumlin, SFMTA Director of Transportation

From: [Sue Vaughan](#)
To: [Carroll, John \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Chan, Connie \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)
Subject: July 23, 2021; Government Audit and Oversight Committee, Item 2
Date: Thursday, July 22, 2021 1:43:55 PM

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Item 2, Urging to Reinstate All Transit Lines to Pre-Covid Service Hours by December 31, 2021 -- Support

Dear Supervisors Preston, Chan, and Mandelman,

Supervisors Chan and Preston, thank you so much for sponsoring this resolution to restore all pre-Covid service hours by the end of this year. Our city cannot recover economically without a vibrant public transportation system; nor can we reduce our greenhouse gas emissions without access to a comprehensive, appealing, and affordable system of mass transit. As to finding the resources to do this, let's consider a citywide Muni support parcel tax and/or a corporate wealth tax, similar to Prop. C from a few years ago.

Sue Vaughan
District 1

From: [Susan Bryan](#)
To: [Carroll, John \(BOS\)](#)
Cc: [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Tumlin, Jeffrey \(MTA\)](#); [MelgarStaff \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Ronen, Hillary](#); MTABoard@sfmta.com; [Walton, Shamann \(BOS\)](#); [Preston, Dean \(BOS\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 4:39:06 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Susan Bryan from The Tenderloin Neighborhood and am writing to express my support for the following asks to the SFMTA:

A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.

A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.

Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live.

Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFTMA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Susan Bryan

District 6

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [Luis Castillo](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 3:52:24 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,
My name is Luis Castillo from Tenderloin and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,
Luis Castillo
District 6

CC:
SF Board of Supervisors
SFMTA Board of Directors
Jeffrey Tumlin, SFMTA Director of Transportation

From: [Matthew Dudley](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 3:42:45 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Matthew Duldey from District 6 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where they were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

MATTHEW DUDLEY

DISTRICT 6

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [Matthew Dudley](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 3:42:45 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Matthew Duldey from District 6 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

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Thank you for your time and consideration.

Sincerely,

MATTHEW DUDLEY

DISTRICT 6

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [Buribo Saurous](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 12:02:43 PM

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To the Government Audit and Oversight Committee,

My name is Wing Kwan from district 11 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Wing Kwan

District 11

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [vivian kwan](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MielgarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 12:00:52 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Han Kwan from district 11 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Han Kwan

District 11

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [mew bottoms](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 11:58:52 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Kwan Wing from district 11 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Kwan Wing

District 11

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [mewbottoms appleby](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MielgarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 11:57:00 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Wing Han from district 11 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Wing Han

District 11

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [Mikyuki Kwan](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 11:54:03 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is *Vivian Kwan* from District 11 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Vivian Kwan

District 11

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [Balakrishna Chennupati](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:22:56 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is Bala Chennupati from the Mission district. I am writing to demand that SFMTA restore all Muni lines with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back.

Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,
Bala Chennupati,
Mission District

From: [Amanda Collins](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:14:31 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Amanda Collins from District 6. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Amanda Collins, District 6

From: [Shawn Heiser](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:14:19 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is Shawn from D-11. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means

communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again. Sincerely,

Shawn Heiser (he/him/his)
SF District 11

Research, Instruction, & Outreach Librarian
Geography & Environment | Environmental Studies
Child & Adolescent Development | Liberal Studies
School of Cinema | American Studies
Recreation, Parks, & Tourism

J. Paul Leonard Library
San Francisco State University

heiser@sfsu.edu
(415) 405-3951

From: kevin.metcalf2@gmail.com
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](mailto:Carroll, John (BOS)); [Haney, Matt \(BOS\)](mailto:Haney, Matt (BOS)); [Preston, Dean \(BOS\)](mailto:Preston, Dean (BOS)); [ChanStaff \(BOS\)](mailto:ChanStaff (BOS)); [MandelmanStaff \(BOS\)](mailto:MandelmanStaff (BOS))
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:13:41 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Kevin Metcalf from the Mission. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Kevin Metcalf
Mission District resident

From: [Patricia Zurkan](#)
To: [sfmtaboard@sfmta.com](#)
Cc: [claire@sfbike.org](#); [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:13:34 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is (your name) from (District number or Neighborhood). I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again. Sincerely, Patricia District 6

From: [Lyzette E Wanzer](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Items #210748 & #210820: SFMTA Concerns
Date: Monday, July 19, 2021 10:46:08 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

I'm Lizette Wanzer from the TL neighborhood in District 6. I'm calling on the SFMTA to stop sidelining, undermining, and ignoring Tenderloin residents' concerns, needs, and demands (while catering to other, more moneyed neighborhoods with higher SES levels) and attend to the following items. I will continue to believe that the Agency is acutely disinterested in transit equity affairs unless I see earnest, resolved commitments to:

- restore ALL transit lines to pre-pandemic levels by year-end;
- engage in community engagement prior to executing transit line or route alterations, especially and most emphatically where predominantly minority, senior, and low socioeconomic communities are affected;
- work with city residents across all neighborhoods to ensure San Francisco possesses a public transportation that serves all--not a chosen, exalted few--communities responsibly and equitably.

Every major metropolitan city in the nation has a robust and responsive public transit system. San Francisco should not be lagging behind in that responsibility.

Public education schools cannot pick and choose which students they will serve; they have to serve *all* of them. That's what "public" means. Or at least, what it's supposed to mean. Cities refer to transit as public transportation for a reason: the transit is supposed to serve the public. *All* of it.

Thank you for your swift attention to this matter.

Sincerely,

Lizette Wanzer, MFA

Author and Medical, Pharmaceutical, & Wellness Website Manager

District 6

cc:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: sfbicyclist@yahoo.com
To: MTABoard@sfmta.com
Cc: [Carroll, John \(BOS\)](mailto:Carroll, John (BOS)); camable@sfbike.org; [Haney, Matt \(BOS\)](mailto:Haney, Matt (BOS)); [Preston, Dean \(BOS\)](mailto:Preston, Dean (BOS)); [ChanStaff \(BOS\)](mailto:ChanStaff (BOS)); [MandelmanStaff \(BOS\)](mailto:MandelmanStaff (BOS))
Subject: Restore our Muni lines now! (SFMTAB Item 14 and SFBOS GAO committee Item 1)
Date: Monday, July 19, 2021 5:02:13 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Edgar Micua from District 6, Tenderloin neighborhood.

I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future.

Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for MUNI to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic.

Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,
Edgar Micua
District 6

From: [larry.williamson](#)
To: [Carroll, John \(BOS\)](#)
Cc: [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [MielgarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: Restoring Bus Line.
Date: Monday, July 19, 2021 4:17:55 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is **Larry Williamson** from **District 6** and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Larry Williamson

District 6

From: [Kristen Leckie](#)
To: [sfmtaboard@sfmta.com](#)
Cc: [claire@sfbike.org](#); [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 2:04:15 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA Board of Directors,

My name is Kristen and I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year. Moving forward, the SFMTA must conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future.

Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back.

Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic.

Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,
Kristen Leckie

From: [Gary Decad](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:48:53 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is Dr. Gary M. Decad from (District 8, Buena Vista TerraceNeighborhood). I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again. Sincerely, Gary M. Decad, Buena Vista Terrace

From: [Charles Whitfield](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 2:24:39 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Charles Whitfield, and I'm a District 8 resident. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back.

Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Charles Whitfield
District 8

From: [Peter Belden](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:46:00 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is Peter Belden from D10. I am writing to urge that SFMTA restore full service by the end of the year. I also urge that SFMTA not simply restore the same lines but instead use this as an opportunity to make improvements such a running buses at intervals rather than on a schedule. Now is an opportunity to build back better NOT simply to build back.

From: [Sarah Katz-Hyman](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 2:40:29 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Sarah Katz-Hyman from District 5. I am writing to demand that SFMTA restore all Muni lines, including the 21-Hayes, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future.

Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic.

Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Sarah Katz-Hyman, District 5

From: [Joseph Amayo](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:32:10 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Joseph from the Outer Richmond district. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Joseph Amayo (Outer Richmond District resident)

From: [Paul Lee](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 2:50:16 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is **Paul Lee** from the Outer Sunset District. I am living on Social Security and I do not have a car, nor can I afford taxicabs. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa and 18-46Ave, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Paul Lee - Outer Sunset District

From: [Sarah Boudreau](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:30:04 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Sarah from District 1. I am writing in solidarity with SF Bike to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. This does not even cover the congestion, health, and climate reasons to restore service and get lots of folks in the habit of riding transit again . Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again. Sincerely,

Sarah, D1

Sent from my iPhone

From: [Eric Socolofsky](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 3:21:08 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is Eric Socolofsky from District 4 / Sunset.

I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back.

Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic.

Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,
Eric Socolofsky
District 4

From: [Alex Wolz](#)
To: sfmtaboard@sfmta.com
Cc: [ChanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); claire@sfbike.org; [Preston, Dean \(BOS\)](#); [Carroll, John \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 1:25:55 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is (your name) from (District number or Neighborhood). I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely, (Name, District)

From: [Nishant Kheterpal](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 3:31:17 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Nishant Kheterpal from Hayes Valley. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means

communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,
Nishant Kheterpal
District 5

From: [Sarah Katz-Hyman](#)
To: MTABoard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Re: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 4:11:34 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

ear SFMTA's Board of Directors,

My name is Sarah Katz-Hyman from District 5. I am writing to demand that SFMTA restore all Muni lines, including the 21-Hayes, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future.

Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic.

Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Sarah Katz-Hyman, District 5

On Tue, Jul 20, 2021 at 2:39 PM Sarah Katz-Hyman <skatzhyman@gmail.com> wrote:
Dear SFMTA's Board of Directors,

My name is Sarah Katz-Hyman from District 5. I am writing to demand that SFMTA restore all Muni lines, including the 21-Hayes, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future.

Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic.

Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Sarah Katz-Hyman, District 5

From: [Aj Dupree](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore MUNI Service
Date: Tuesday, July 20, 2021 4:54:24 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Greetings Chair Gwyneth Borden and Members.

Aleta Dupree for the record. (she, her).

I write to you today emphasizing the importance of restoring service on the MUNI bus system. As an ordinary user of MUNI, I feel it essential for SFMTA to restore all MUNI lines to a level of pre pandemic service. I think it important for SFMTA to conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency. A transit-first city means making sure our equity priority communities are able to access safe, reliable, and affordable transportation, especially considering this pandemic is not over. This includes Seniors, Disabled, and Veterans. Please show our equity priority communities a restoration of MUNI service by the end of the year and to make sure a plan is in place to continue such restored service in a sustainable manner.

Thank you.

From: [Kyle Lee](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 5:50:48 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is (your name) from (District number or Neighborhood). I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again. Sincerely, (Name, District)

From: [Eric Sutter](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 6:20:04 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Eric Sutter and I live in district 8 and work in district 6. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities, including many individuals I personally work with at a local non-profit, have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Eric Sutter

From: [Sueann Mark](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 7:37:37 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is Sueann Mark from (District number 1). I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,
Sueann Mark
District 1

Sent from my iPhone, please excuse any typos.

From: [Christy Vong](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 9:50:26 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Christy from District 1. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,
Christy, District 1

From: [Pamela Wellner](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 9:50:48 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is Pamela and I live in Potrero Hill. I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely, (Name, District)

Sincerely,

Pamela Wellner

<https://amplifyeco.com/>

From: [Reed Sandberg](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Tuesday, July 20, 2021 11:05:37 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is Reed Sandberg from the Mission.

I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to affected communities before any decisions affecting Muni service are made in the future. Affected communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back.

Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely, Reed Sandberg - Mission District

From: [Ranjit Chacko](#)
To: sfmtaboard@sfmta.com
Cc: [ChanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); claire@sfbike.org; [Preston, Dean \(BOS\)](#); [Carroll, John \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Wednesday, July 21, 2021 7:16:37 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Ranjit Chacko from District 5. I am writing to demand that SFMTA restore all Muni lines to full service by the end of the year.

Additionally moving forward, SFMTA should conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back.

Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

-Ranjit

From: [Kathryn Anderson-Levitt](#)
To: [sfmtaboard@sfmta.com](#)
Cc: [claire@sfbike.org](#); [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Wednesday, July 21, 2021 8:19:32 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors,

My name is Kathryn Anderson-Levitt from Sunnyside/Monterey Blvd. I realize that Muni, which ought to be a fully-funded public service, has been struggling with budget deficits, and I appreciate that you have partially restored some lines, for example, to get people to the health clinics and hospitals on Geary.

Nonetheless, it is crucial that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future.

Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

Kathryn Anderson-Levitt
Sunnyside

From: [Ivan Gonzalez](#)
To: [sfmtaboard@sfmta.com](#)
Cc: [claire@sfbike.org](#); [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Wednesday, July 21, 2021 8:57:31 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear SFMTA's Board of Directors, My name is (your name) from (District number or Neighborhood). I am writing to demand that SFMTA restore all Muni lines, including the 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future. Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again. Sincerely, (Name, District)

From: [John McCormick](#)
To: [Carroll, John \(BOS\)](#)
Cc: [Tumlin, Jeffrey \(MTA\)](#); [Preston, Dean \(BOS\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 9:07:25 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good morning,

My name is John McCormick from district 5 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first. Thank you for your time and consideration.

Sincerely,
John McCormick
District 5

From: [Siu Cheung](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 9:13:31 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Siu Cheung from District 11 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Siu Cheung

District 11

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [Siu Cheung](#)
To: [Carroll, John \(BOS\)](#)
Cc: [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Mar. Gordon \(BOS\)](#); [MeigarStaff \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Ronen, Hillary](#); [Safai, Ahsha \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [MTABoard@sfmta.com](#); [Tumlin, Jeffrey \(MTA\)](#)
Subject: GAO Agenda Item 210748 & 210820: Support for Full Restoration of SFMUNI
Date: Wednesday, July 21, 2021 9:16:11 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To the Government Audit and Oversight Committee,

My name is Fook Kwan from District 11 and am writing to express my support for the following asks to the SFMTA:

- A commitment to full restoration of all lines to pre-pandemic levels by end of year or provide an honest estimate of when the lines will be back.
- A robust community engagement from SFMTA before changes on transit lines centered around racial and transit equity.
- Work with San Franciscans to find a solution to the budget deficit in order to ensure equitable public transportation for all San Franciscans

For San Franciscans to restore confidence on SFMTA, they need to restore all the lines from where we were before the pandemic shutdown. If not, to provide the public with a more honest assessment on when full restoration may happen. SFMTA needs to ensure the public is always involved in determining transit policies and route modifications, especially if it affects the historically excluded and underserved neighborhoods where a majority of people are poor, Black, Indigenous, and People of Color live. Transit Equity means communities where there are no other resources for alternatives to transportation are served by our public transit agency. Modifying or cutting lines without their prior input do not bring confidence on SFMTA's ability to meet its mission.

We recognize the state of SFMTA's budget deficit and are more than willing to find ways to fill that deficit without having to modify lines, but first, SFMTA needs to restore trust from the public. They can do this by restoring the lines or provide a timeline & bolster its community engagement before modifying lines. Restore the lines to restore our confidence on SFMTA. These are fair and good starting points for San Franciscans to be in before addressing the SFMTA's budget issues. In public transportation, as in the name, the public should come first.

Thank you for your time and consideration.

Sincerely,

Fook Kwan

District 11

CC:

SF Board of Supervisors

SFMTA Board of Directors

Jefferey Tumlin, SFMTA Director of Transportation

From: [Ellyn Shea](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Wednesday, July 21, 2021 9:32:53 AM
Attachments: [Restore our Muni lines now!.msg](#)

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: [Ellyn Shea](#)
To: sfmtaboard@sfmta.com
Cc: claire@sfbike.org; [Carroll, John \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff \(BOS\)](#)
Subject: Restore our Muni lines now!
Date: Wednesday, July 21, 2021 9:32:23 AM

Dear SFMTA's Board of Directors,

My name is Ellyn Shea from District 5, in the USF neighborhood. I am writing to demand that SFMTA restore all Muni lines, including the 21 Hayes and 31-Balboa, with full service by the end of the year and that moving forward, SFMTA will conduct targeted outreach and engagement to underserved communities before any decisions affecting Muni service are made in the future.

Historically excluded and underserved communities have been operating without their bus lines for over a year now and are continuously vocalizing the dire need for Muni to come back. Transit Equity means communities like those where there are no other resources for alternatives to transportation are served by our public transit agency and a transit-first city means prioritizing equity and making sure our most vulnerable communities are able to access reliable and affordable transportation especially in the middle of a pandemic. Please show our communities they are a top priority by restoring Muni service by the end of the year and to make sure a plan is in place if this is ever to happen again.

Sincerely,

--
Ellyn Shea
District 5

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. (415) 554-5184
Fax No. (415) 554-5163
TDD/TTY No. (415) 554-5227

MEMORANDUM

TO: Jeffrey Tumlin, Executive Director, San Francisco Municipal Transportation Agency

FROM: John Carroll, Assistant Clerk, Government Audit and Oversight Committee, Board of Supervisors

DATE: June 30, 2021

SUBJECT: LEGISLATION INTRODUCED

The Board of Supervisors' Government Audit and Oversight Committee has received the following hearing request, introduced by Supervisor Preston on June 22, 2021:

File No. 210748

Hearing on the de facto route abandonment and service restoration for Muni buses, trains, and cable cars; and requesting the Municipal Transportation Agency to report.

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

c: Office of Chair Preston
Kate Breen, San Francisco Municipal Transportation Agency
Janet Martinsen, San Francisco Municipal Transportation Agency
Joel Ramos, San Francisco Municipal Transportation Agency

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MEMORANDUM

TO: Kiely Hosmon, Director
Youth Commission

FROM: John Carroll, Assistant Clerk,
Government Audit and Oversight Committee

DATE: July 6, 2021

SUBJECT: REFERRAL FROM BOARD OF SUPERVISORS

The Board of Supervisors has received the following proposed legislation which is being referred to the Youth Commission as per Charter, Section 4.124 for comment and recommendation. The Commission may provide any response it deems appropriate within 12 days from the date of this referral.

File No. 210748

Hearing on the de facto route abandonment and service restoration for Muni buses, trains, and cable cars; and requesting the Municipal Transportation Agency to report.

Please return this cover sheet with the Commission's response to John Carroll, Assistant Clerk, Government Audit and Oversight Committee.

RESPONSE FROM YOUTH COMMISSION **Date:** _____

No Comment

Recommendation Attached

Chairperson, Youth Commission

Introduction Form

By a Member of the Board of Supervisors or Mayor

I hereby submit the following item for introduction (select only one):

Time stamp
or meeting date

- 1. For reference to Committee. (An Ordinance, Resolution, Motion or Charter Amendment).
- 2. Request for next printed agenda Without Reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning :"Supervisor" inquiries"
- 5. City Attorney Request.
- 6. Call File No. from Committee.
- 7. Budget Analyst request (attached written motion).
- 8. Substitute Legislation File No.
- 9. Reactivate File No.
- 10. Topic submitted for Mayoral Appearance before the BOS on

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Youth Commission
- Ethics Commission
- Planning Commission
- Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use the Imperative Form.

Sponsor(s):

Supervisor Preston and Chan

Subject:

Hearing on de facto route abandonment and service restoration for Muni buses, trains and cable cars

The text is listed:

Hearing on de facto route abandonment and service restoration for Muni buses, trains and cable cars; requesting the Municipal Transit Authority to present.

Signature of Sponsoring Supervisor:

For Clerk's Use Only