

# 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 <sup>GB</sup>  
Jeffrey Tumlin, Director of Transportation  
Julie Kirschbaum, Director of Transit

**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, 2021<sup>1</sup>**

	<b>Total Vacant</b>	<b>Total Filled</b>	<b>Total Positions<sup>2</sup></b>	<b>% Vacant</b>
Transit Operations & Training (non-operator)	136	430	549	25%
Vehicle Maintenance	177	837	973	18%
Maintenance of Way + Mechanical Systems	86	150	234	37%
Planning/Administration	40	24	58	69%
Transit Capital Delivery	16	38	53	30%
Cable Car	28	97	123	23%
<b>Total</b>	<b>483</b>	<b>1576</b>	<b>1990</b>	<b>24%</b>

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.

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

<sup>2</sup> 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 restoration<sup>3</sup>**

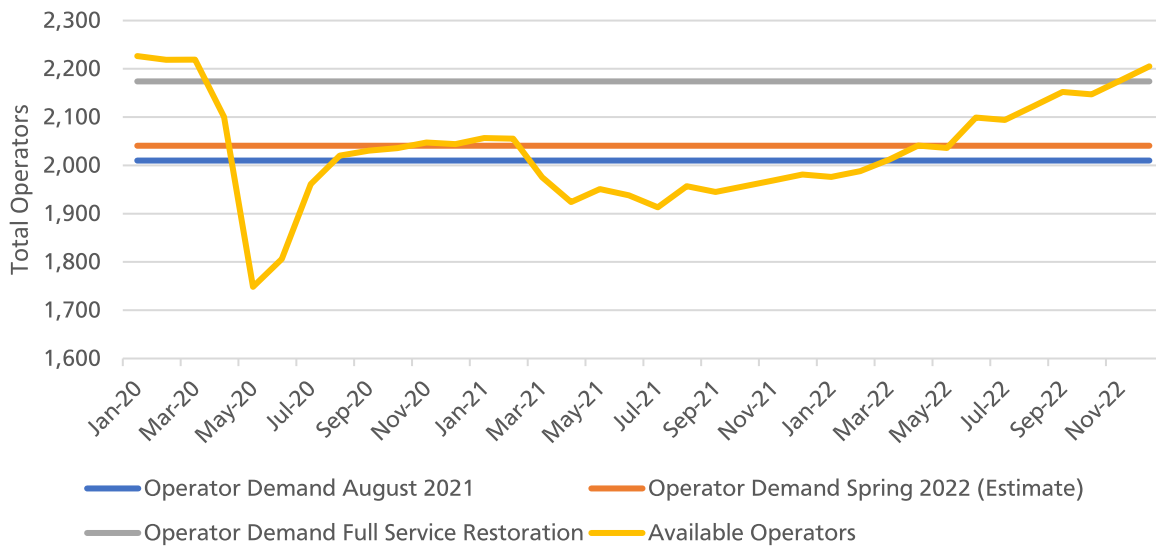


Table 2 below summarizes our current operator hiring and training plan. This plan demonstrates our maximum capacity for training based on staff and equipment availability. This schedule also presumes the SFMTA can fill these classes with candidates from the current eligible lists; in the past, this has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

<sup>3</sup> 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.

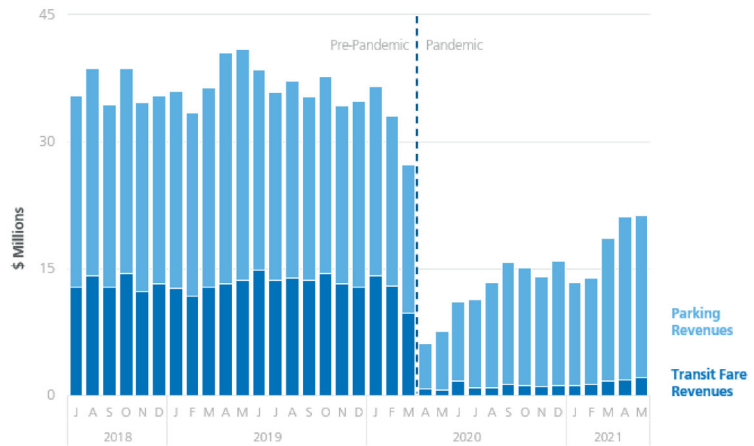
Unfortunately, we have learned from tracking monthly operating revenues over the last 18 months that the most pessimistic scenario is the most likely scenario the agency will experience. Therefore, this analysis starts from the a) baseline case, then covers the b) middle

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

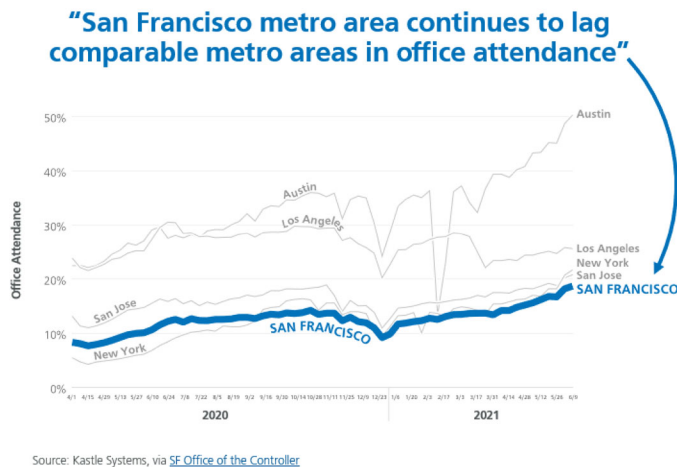
Unlike other transit agencies, COVID has significantly impacted two of Muni’s three major revenue sources, transit fares, and parking fees. Transit fares are currently down by 81% and parking by 20%. While Muni’s off-peak and weekend ridership and neighborhood

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.



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**

	<b>FY22 Projected</b>	<b>FY23 Projected</b>	<b>FY24 Projected</b>	<b>FY25 Projected</b>	<b>FY26 Projected</b>	<b>FY27 Projected</b>
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	-	-	-	-
<b>(Deficit)/Surplus</b>	-	-	<b>(175.6)</b>	<b>(186.1)</b>	<b>(175.7)</b>	<b>(196.2)</b>
<b>% Use of Contingency</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Gap After Reserve</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (27.9)</b>	<b>\$ (186.1)</b>	<b>\$ (175.7)</b>	<b>\$ (196.2)</b>

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**

	<b>FY22 Projected</b>	<b>FY23 Projected</b>	<b>FY24 Projected</b>	<b>FY25 Projected</b>	<b>FY26 Projected</b>	<b>FY27 Projected</b>
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	-	-	-	-	-
<b>(Deficit)/Surplus</b>	-	<b>(38.5)</b>	<b>(189.1)</b>	<b>(186.1)</b>	<b>(175.7)</b>	<b>(196.2)</b>
<b>% Use of Contingency</b>	<b>0%</b>	<b>26%</b>	<b>74%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Gap After Reserve</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (79.9)</b>	<b>\$ (186.1)</b>	<b>\$ (175.7)</b>	<b>\$ (196.2)</b>

### *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**

	<b>FY22 Projected</b>	<b>FY23 Projected</b>	<b>FY24 Projected</b>	<b>FY25 Projected</b>	<b>FY26 Projected</b>	<b>FY27 Projected</b>
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	-	-	-	-
<b>(Deficit)/Surplus</b>	-	-	<b>(130.6)</b>	<b>(145.4)</b>	<b>(132.2)</b>	<b>(152.1)</b>
<b>% Use of Contingency</b>	<b>0%</b>	<b>0%</b>	<b>88%</b>	<b>12%</b>	<b>0%</b>	<b>0%</b>
<b>Gap After Reserve</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (128.3)</b>	<b>\$ (132.2)</b>	<b>\$ (152.1)</b>

### *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**

	<b>FY22 Projected</b>	<b>FY23 Projected</b>	<b>FY24 Projected</b>	<b>FY25 Projected</b>	<b>FY26 Projected</b>	<b>FY27 Projected</b>
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	-	-	-	-
<b>(Deficit)/Surplus</b>	-	-	<b>(29.3)</b>	<b>(82.5)</b>	<b>(82.0)</b>	<b>(83.9)</b>
<b>% Use of Contingency</b>	<b>0%</b>	<b>0%</b>	<b>20%</b>	<b>56%</b>	<b>24%</b>	<b>0%</b>
<b>Gap After Reserve</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (46.1)</b>	<b>\$ (83.9)</b>

### 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.