



Muni Service Equity Strategy FY27 & FY28 Update

SFMTA Citizens' Advisory Council
March 5, 2026



SFMTA

Funding Muni Planning for Revenue Measure Outcomes

2026 SFMTA Board Workshop
February 3, 2026

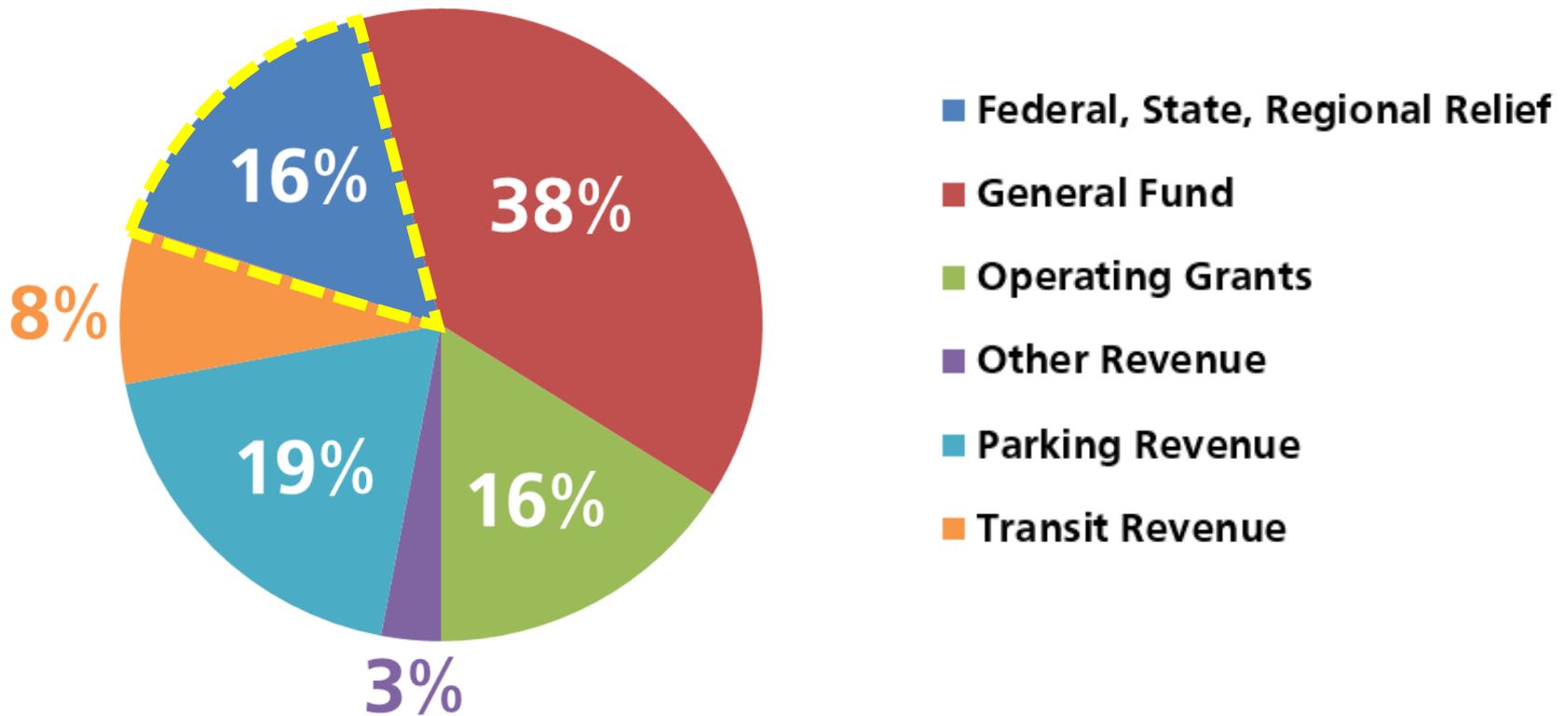
5-Year Deficit Forecast

SFMTA's budget strategy will address end of one-time pandemic resources and growing gap between revenues and expenditures

	FY26-27 (\$M)	FY27-28 (\$M)	FY28-29 (\$M)	FY29-30 (\$M)	FY30-31 (\$M)
Revenue	1,226	1,256	1,284	1,311	1,329
Expenditure	1,533	1,600	1,656	1,708	1,764
Surplus/ (Deficit)	(307)	(344)	(372)	(398)	(435)

Pandemic Relief Exhausted

Federal, state and regional pandemic relief protected Muni service throughout the pandemic; they run out summer 2026



Source: FY25-26 Original Budget (Final), August 2025.

Muni Funding Working Group Recommendation

The Muni Funding Working Group overwhelmingly supported **Strategy A: Big at the Ballot in 2026**

- **No Service Cuts**
- Further administrative efficiencies and expedited reductions
- A regional sales tax measure
- A local parcel tax measure

	Strategy	% Top Choice
A	Preserve Muni & Street Safety – Big at the Ballot in 2026	69%
B	Preserve Muni & Street Safety – Multiple Ballots over Time	19%
C	Protect Muni Service – Minimizing Cuts for Riders	6%
D	Find Revenues through Parking	6%
E	Cut Due to Less Opportunity at the Ballot	0%
F	Fewer Options (No New Revenue), More Cuts	0%

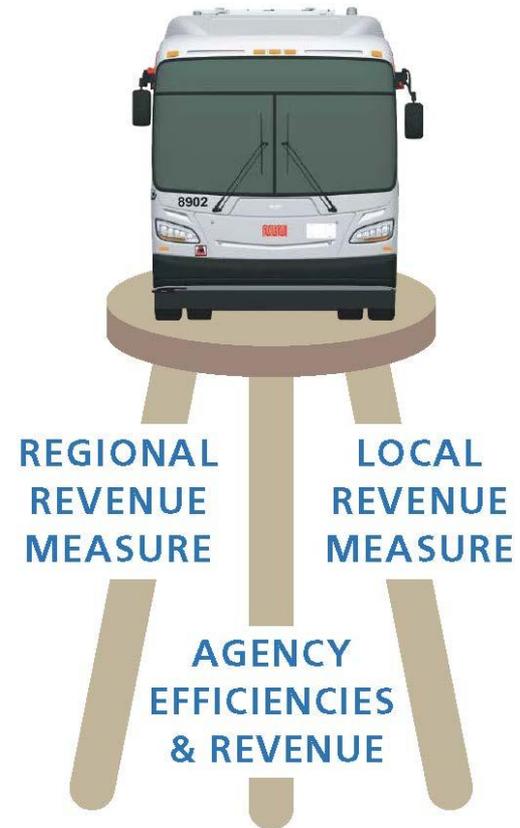
DRAFT Five-Year Plan to Balance Budget

	FY26-27 Millions	FY27-28 Millions	FY28-29 Millions	FY29-30 Millions	FY30-31 Millions
Deficit	(307)	(344)	(372)	(398)	(434)
Regional & Local Revenue Measures	17	305	314	322	332
Regional	17	155	161	166	173
Local	-	150	153	156	159
Agency Efficiency and Revenue, & One-time Sources	290	39	58	76	102

Note: Deficit total and agency-solution amounts are draft and will be revised based on final revenue forecasts and policy decisions for efficiencies and agency-generated revenues; parcel tax also includes \$10M for service quality improvements, not yet incorporated; revenues from regional and local measures contingent on voter approval

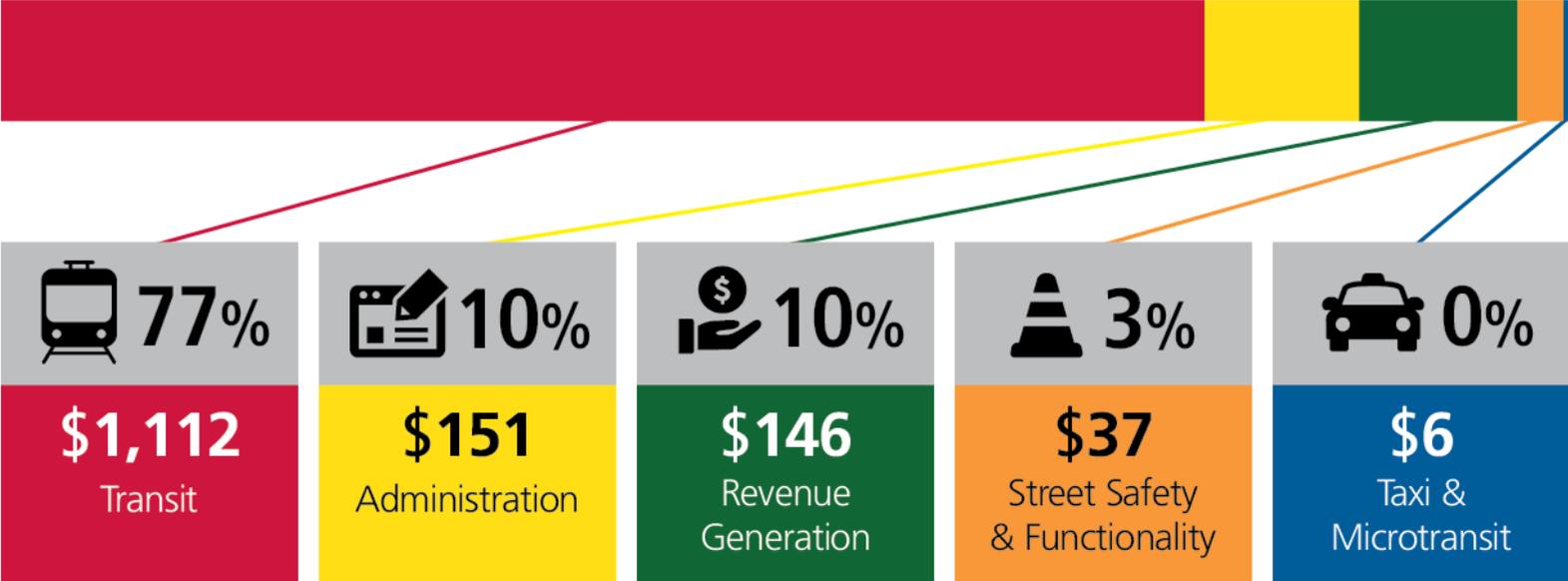
5-Year Funding Plan

- Based on direction from the Muni Funding Working Group, pursuing a funding plan that combines ballot-generated revenue with continued internal cost controls and efficiencies
- Preferred funding plan prioritizes Muni service and protects jobs
- SFMTA also preparing scenarios if local or regional measure is not approved



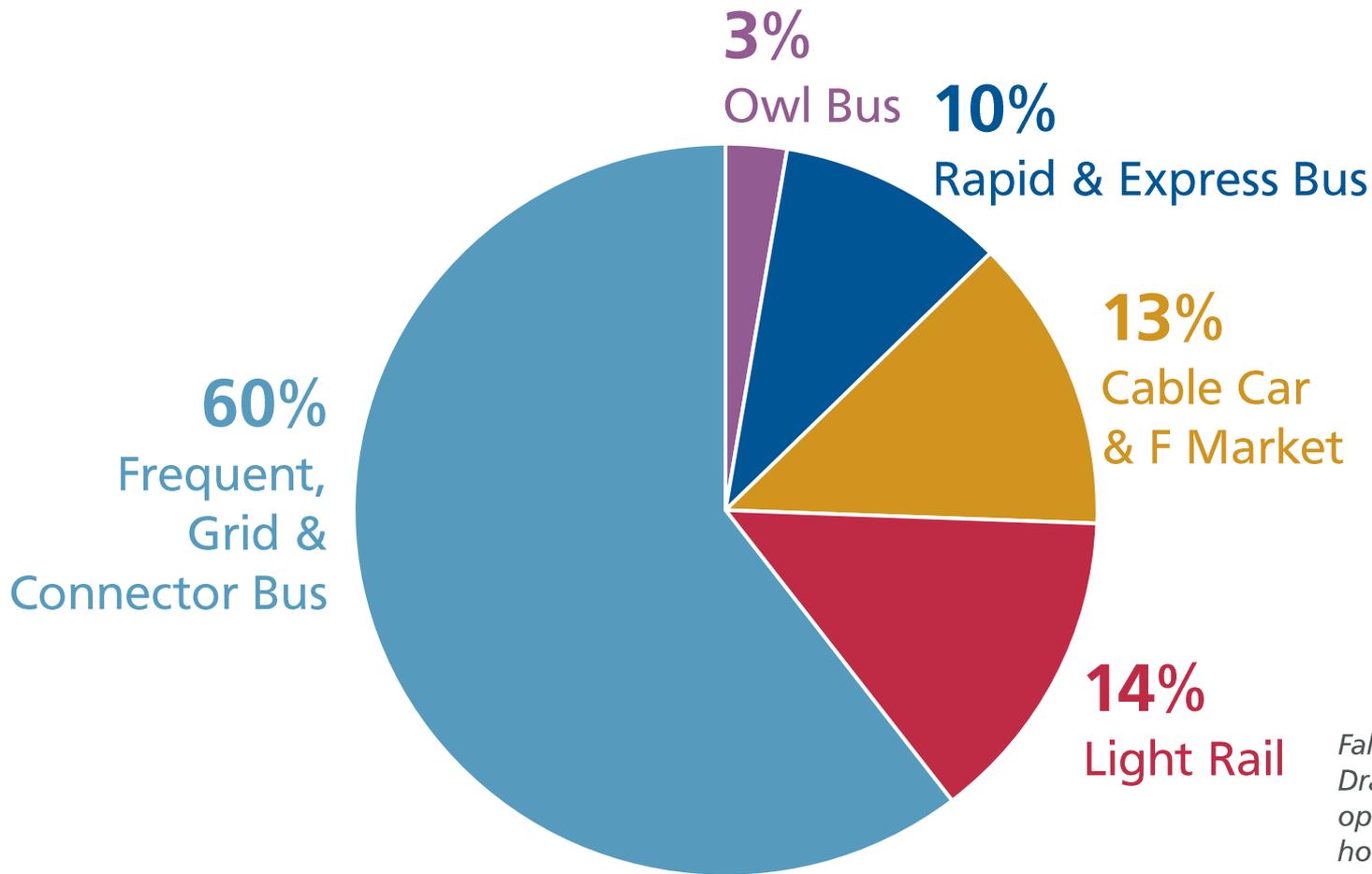
Agency-wide Approach

If one or both ballot measures fail, SFMTA would make cuts in all divisions. However, given that transit is such a large percentage of the overall agency budget, there is no way to close the budget gap without significant Muni impacts.



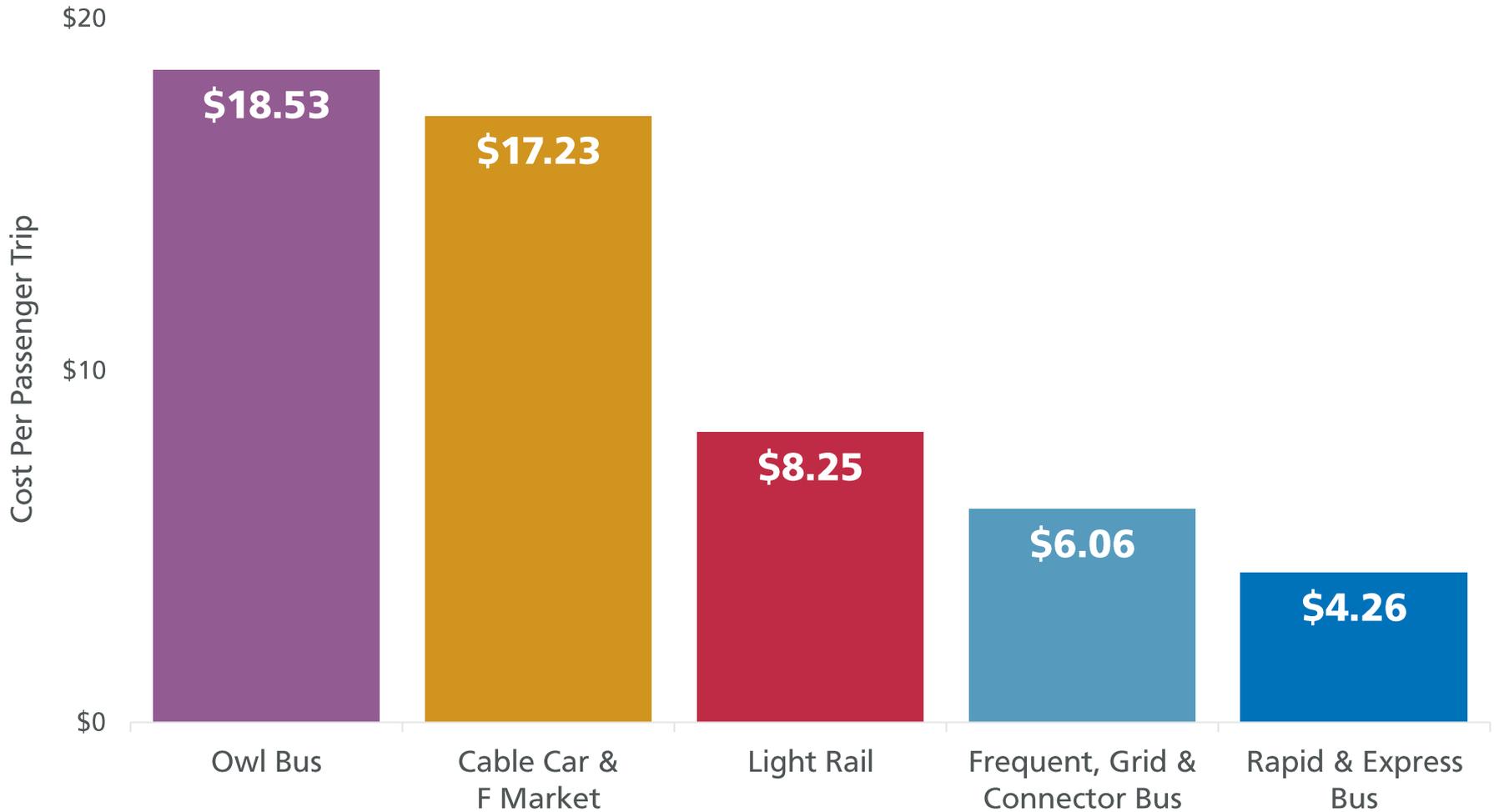
Source: FY25-26 Original Budget (Final), August 2025.
Note: Transit includes paratransit.

FY 24-25 Cost Share by Service Type



*Fall 2025 Schedule,
Draft FY24-25 NTD
operating costs per revenue
hour rates are used.
Rates are subject to change.*

FY 24-25 Cost Per Passenger Trip by Service Category



Draft FY24-25 NTD operating costs per revenue hour rates are used. Rates are subject to change.

Muni is vital to San Francisco



- Muni gets over 500,000 riders every day to jobs, medical appointments and grocery stores
- Approximately 27% of SFUSD students, roughly 14,000, take Muni to get to and from school
- Almost 50% of transit ridership across the nine-county Bay Area is on Muni

Potential Citywide Impacts if one or both initiatives fail



Scenario Planning for the Ballot

if both initiatives **pass**

Connect Bay Area Act

- 1% sales tax in San Francisco
- ~\$155M/year for Muni

Local Revenue Measure

- Square footage-based parcel tax
- ~\$150M/year for Muni

Initiative Outcomes	Muni Service Benefits	Agency Benefits
Both Pass  	<ul style="list-style-type: none"> • Maintain service levels • Targeted service increases that address crowding and pass-ups • Better positioned to respond to ridership growth 	<ul style="list-style-type: none"> • Stabilized workforce • Maintain focus on internal cost-cutting • More resilient budget outlook for unforeseen conditions

Muni Service Options for Cutting Costs

if one or both ballot initiatives fail



Cut up to 20 Muni routes

Corridors with multiple routes, downtown express, hilltop & neighborhood connections

\$70-150M



Double Wait Times

Metro train service, Rapid and Frequent routes

\$30-80M



End Regular Service at 9 p.m.

Owl network only from 9 p.m. to 6 a.m.

\$30M



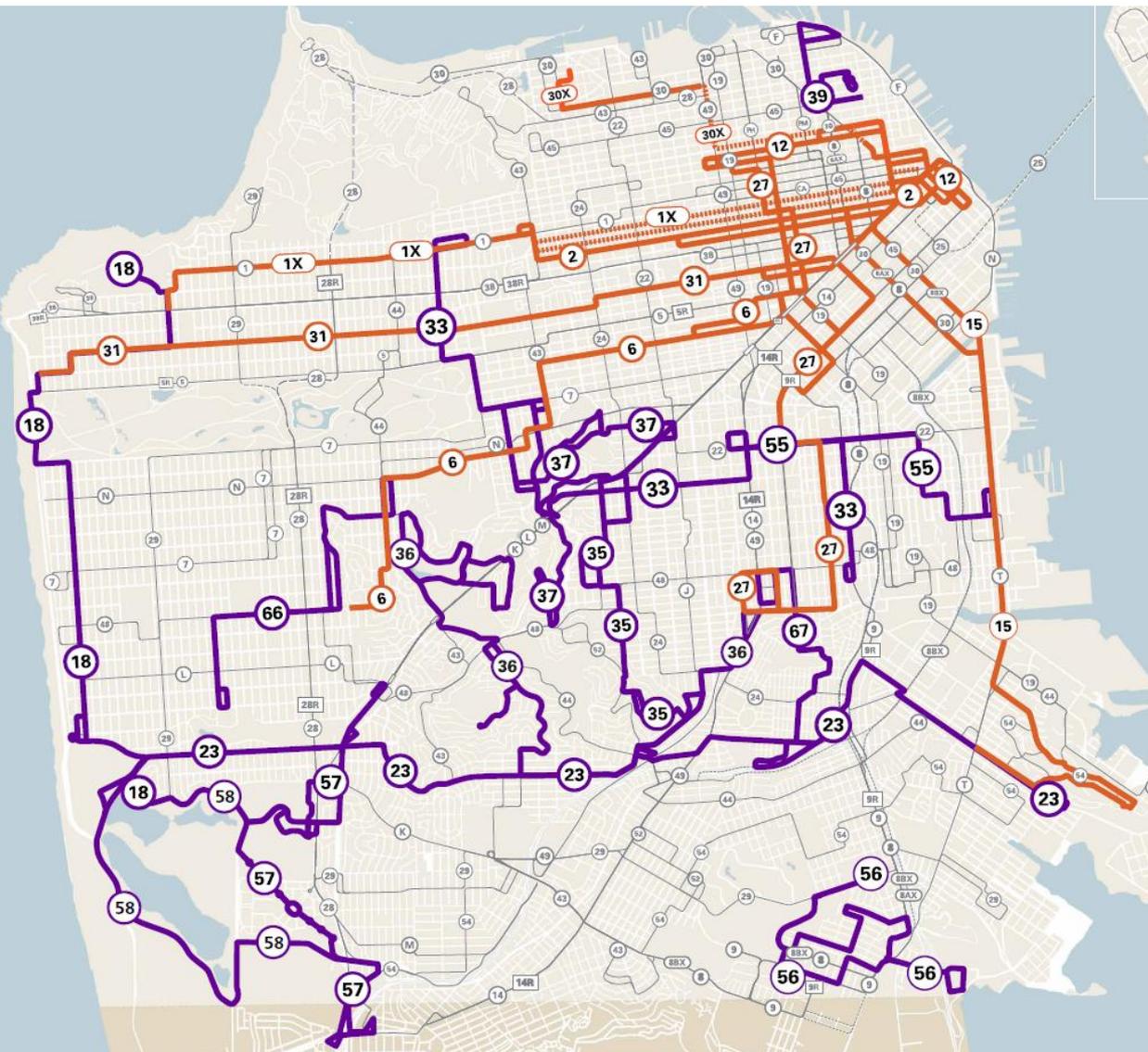
Reduce or Cut Historic Service

3 cable cars lines and F Market & Wharves

\$70-140M

Note: Estimated savings include reduction in administrative services (e.g., accounting, payroll, HR) in proportion to reduction in Muni service

Cut up to 20 Muni routes



**\$70-150M
savings**

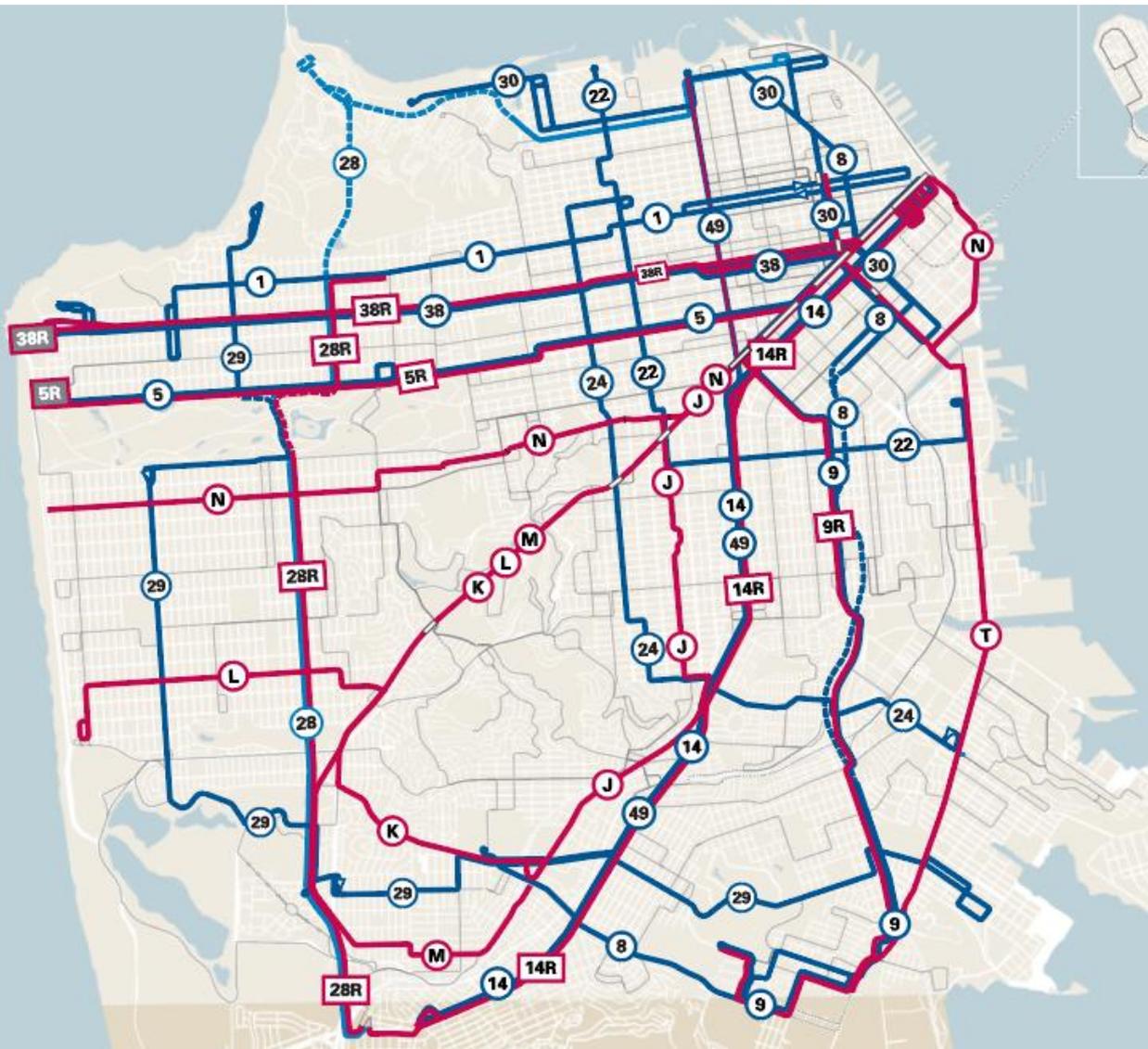
Corridors with multiple routes & downtown express

- 2
- 6
- 15
- 27
- 31
- 1X
- 30X

Hilltop & neighborhood connections

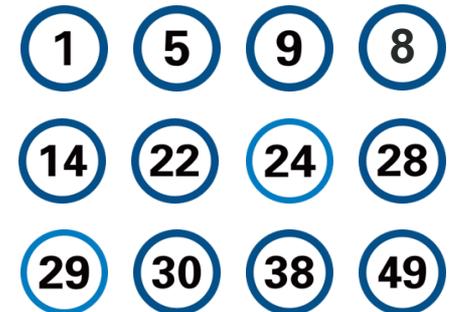
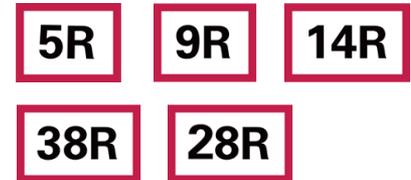
- 18
- 23
- 33
- 35
- 36
- 37
- 39
- 55
- 56
- 57
- 58
- 66
- 67

Double Wait Times



\$30-80M
savings

Metro train service, Rapid & Frequent routes



Timeline for Muni service cuts if one or both measures fail

Pre-Election

Present-November 2026

- Refine scenarios for Muni service cuts in the event one or both measures fail

Winter 2027

- Prepare service cut options for outreach
- Begin outreach and community briefings

Spring 2027

- Share final Muni service cut options with public
- SFMTA Board approval (w/ Title VI Analysis)
- BOS approval (Route Abandonments and/or Fare Changes)

Summer 2027

- Develop final service plan and schedule materials
- Conduct outreach to inform customers of coming service cuts

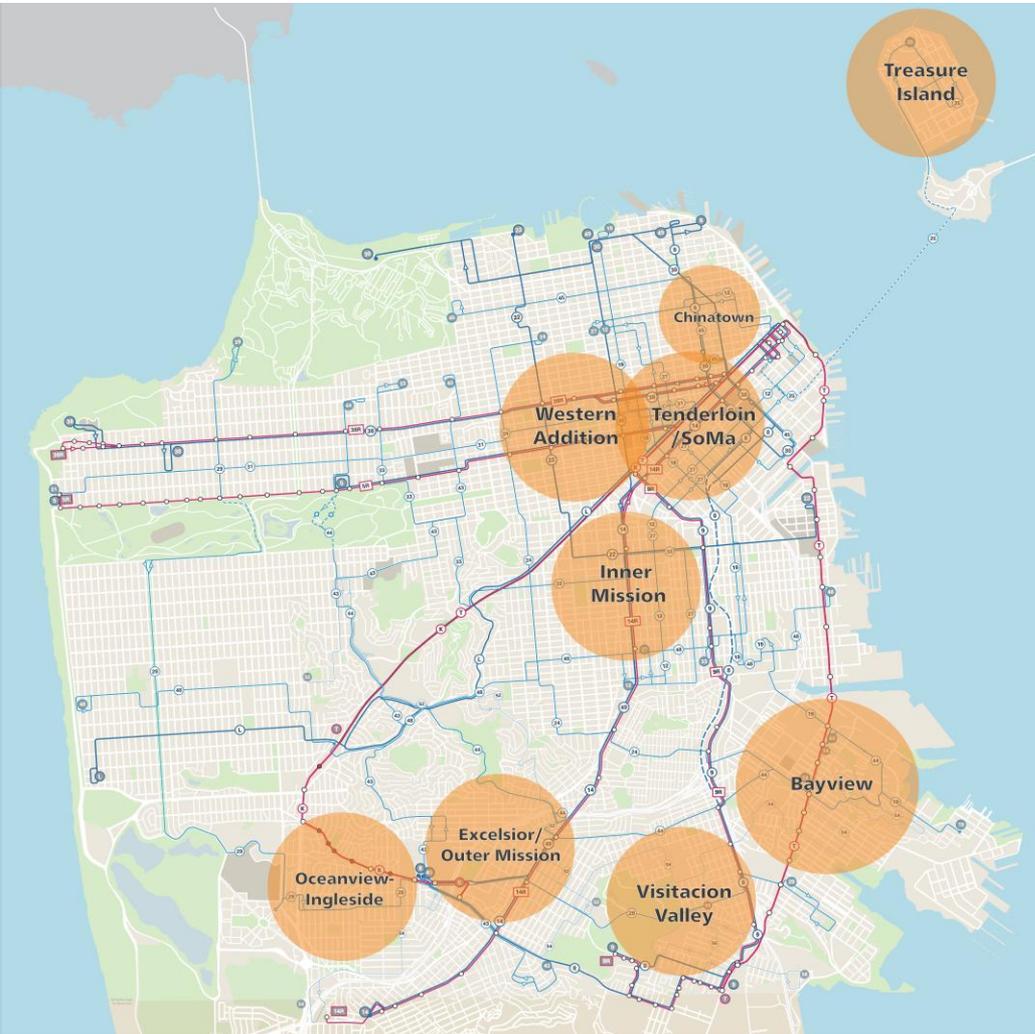
Fall 2027

- Implement approved Muni service cuts

Conclusion

- Preferred funding plan for FY26-27 and FY27-28 preserves Muni service and continues ongoing commitment to internal cost reductions
- Because FY26-27 will be balanced with minimal new ballot revenue, funding plan enables sufficient runway to implement major service reductions
- If unsuccessful at the ballot major impacts would be unavoidable, but SFMTA would work with the Board and stakeholders to evaluate other funding options explored by Muni Funding Working Group such as:
 - New internally generated revenues
 - Reduced subsidies and increased fares
 - Smaller ballot initiatives

Equity Strategy Background



Rooted in Muni Service Equity Policy

Builds on Title VI requirements

Neighborhood based approach with access for people with disabilities addressed city-wide

Policy developed in collaboration with transportation equity and affordable housing advocates

Ensures that investment in Muni system benefits people who rely on transit and need it most

Updated every two years and timed to inform the SFMTA's biennial budget

Equity Strategy Neighborhoods & Routes

Citywide Accessibility	8, 8AX, 8BX, 9, 9R, 14, 14R, 30, 31, 38, 38R, 49
Bayview	T, 15, 19, 23, 24, 29, 44, 54, 56, 91 Owl
Chinatown	1, 8, 8AX, 8BX, 12, 30, 45, 91 Owl
Excelsior-Outer Mission	8, 8AX, 8BX, 14, 14R, 29, 43, 44, 49, 52, 54, 91 Owl
Inner Mission	9, 9R, 12, 14, 14R, 22, 24, 27, 33, 48, 49
Oceanview-Ingleside	K, M, 29, 54
Treasure Island	25
SoMa-Tenderloin	12, 14, 14R, 19, 27, 31, 38, 38R, 49
Visitacion Valley	T, 8, 8AX, 8BX, 9, 9R, 29, 56, 90 Owl, 91 Owl
Western Addition	5, 5R, 6, 7, 22, 24, 31

10 Years of Equity Strategy

FY17 & FY18

Focus on operationalizing equity policy

FY19 & FY20

Focus on outreach and program awareness

FY21 & FY22

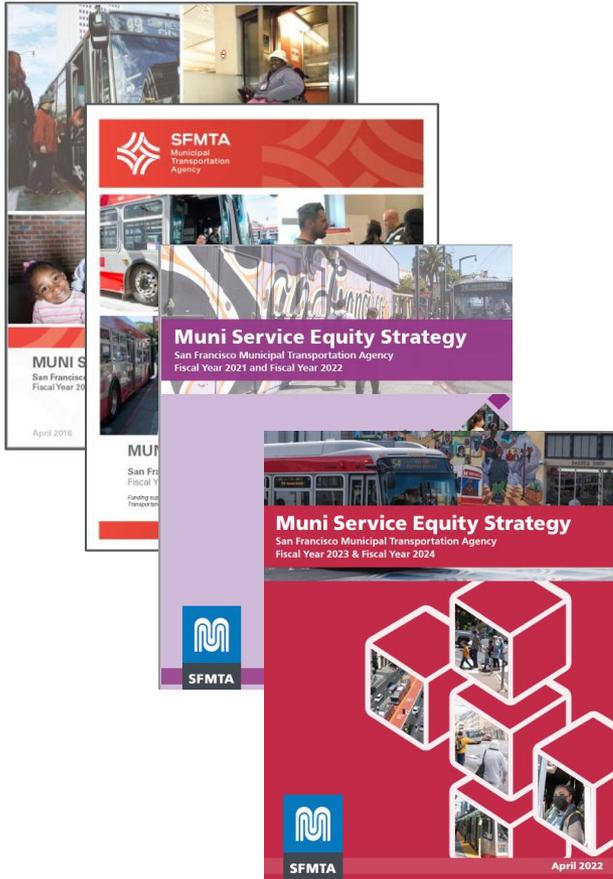
Focus on all aspects of transit planning informed by equity principles

FY23 & FY24

Focus on applying equity strategy principles in Covid service recovery/expansion

FY25 & FY26
FY27 & FY28

Focus on using equity strategy principles to respond to service needs cost-neutrally



Improvements Made in FY25 & FY26

Given the FY25 & FY26 operating budget, all service improvements were implemented cost-neutrally by reallocating resources where they were needed most.

Operational service improvements on **11 Equity Routes**

- Cost-neutral frequency adjustments or additional trips to address peak crowding
- Route/stop changes to improve reliability and access

Transit Priority projects benefiting **17 Equity Routes**

- Quick-build projects, transit lanes, bus bulbs and signal priority to improve reliability and travel times

Muni Service Improvements

Additional Peak Trips



New Stops to Increase Access



Route Changes to Improve Reliability



Safer Boarding Islands



Muni Route Service Categories

Service Category	Definition	Typical Weekday Frequency
Metro/Rapid	Heavily used lines form the backbone of the Muni system. Vehicles arriving frequently, delivering speed and reliability.	10 mins or less & skip stop service
Frequent	May overlap with rapid routes but with more stops along the route. Provide premium, frequent service.	10 mins or less
Grid	Combine with Rapid network to form an expansive core system that lets customers get close to their destinations. Typically operates less frequently than the Rapid Network routes.	12-30 mins
Connector	Predominantly circulate through hillside residential neighborhoods, filling in gaps in coverage and connecting customers to major transit hubs.	30 mins

Note: Specialized (express) and Historic are additional service categories which were not included in the performance analysis on subsequent slides to focus instead on core services.

Data Review: Service Delivery



% Service Delivered

% of scheduled hours delivered (revenue hours)

Muni Equity route service filled and delivered similar to non-equity routes in the same service category.

Service Category	% of Weekday Hours Delivered
Metro/Rapid	98%
Equity Routes	98%
Non-Equity Routes	98%
Frequent	99%
Equity Routes	99%
Non-Equity Routes	99%
Grid	99%
Equity Routes	99%
Non-Equity Routes	99%
Connector	98%
Equity Routes	98%
Non-Equity Routes	98%

Source: Sept-Oct 2025 weekday service data

Data Review: Crowding



% Trips Over Capacity

Trips with at least 5% of stops over crowding capacity for vehicle size

Muni Equity route crowding is similar or better to non-equity routes in the same service category.

Service Category	Weekday Daytime* Avg % Trips Over Capacity
Metro/Rapid	4%
Equity Routes	4%
Non-Equity Routes	3%
Frequent	7%
Equity Routes	7%
Non-Equity Routes	13%
Grid	5%
Equity Routes	5%
Non-Equity Routes	4%
Connector	0%
Equity Routes	0%
Non-Equity Routes	0%

*Daytime Service: 6am-7pm

Fall 2023 Source: Sept-Oct 2025 crowding data

Data Review: Performance

Gaps data for routes managed on headway schedule



Headway Adherence

% of evenly spaced arrivals

Muni Equity route performance is similar to non-equity routes in the same service category.

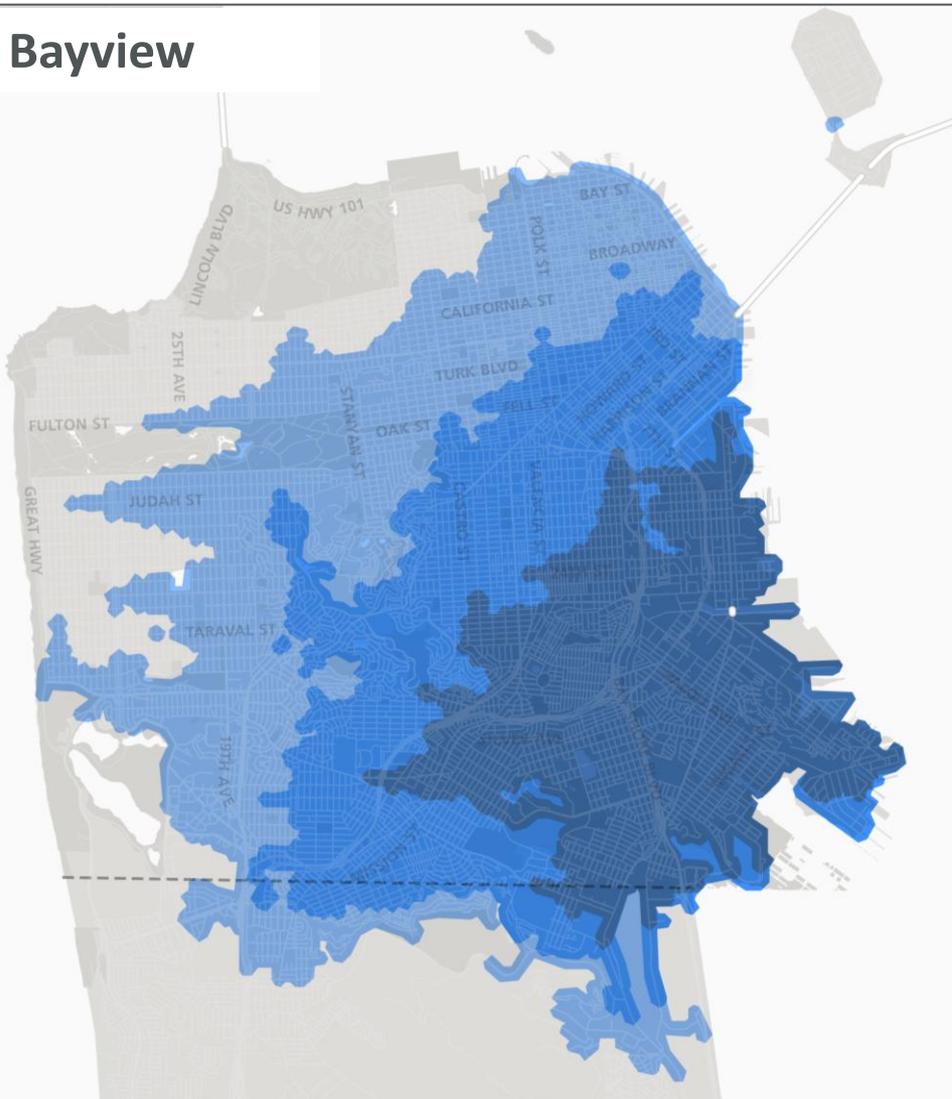
Service Category	Weekday Daytime* Avg Performance
Metro/Rapid	89%
Equity Routes	89%
Non-Equity Routes	90%
Frequent	87%
Equity Routes	87%
Non-Equity Routes	83%

Source: Sept-Oct 2025 performance data

**Daytime Service: 6am-7pm*

Data Review: Travel Time & Access

Bayview



Muni Travel Time

- 0-30 minutes
- 30-45 minutes
- 45-60 minutes

Destinations Accessible by Muni from the Bayview

Category	30 min	45 min	60 min
Jobs	64,000	455,000	716,000
Grocery Stores	88	251	448
Community Resources	17	70	115
Medical	3	6	11
Parks & Recreation	58	140	226
Higher Education	1	13	20
Libraries	8	15	25

Initiatives Continuing into FY27 & FY28

Muni Equity Working Group

- First meeting held in February 2024, meet at least bi-monthly
- Members represent equity strategy neighborhoods and various transit dependent populations
- Focus on systemwide evaluation development
- Serve as sounding board for service proposals, i.e. Summer Service Cuts

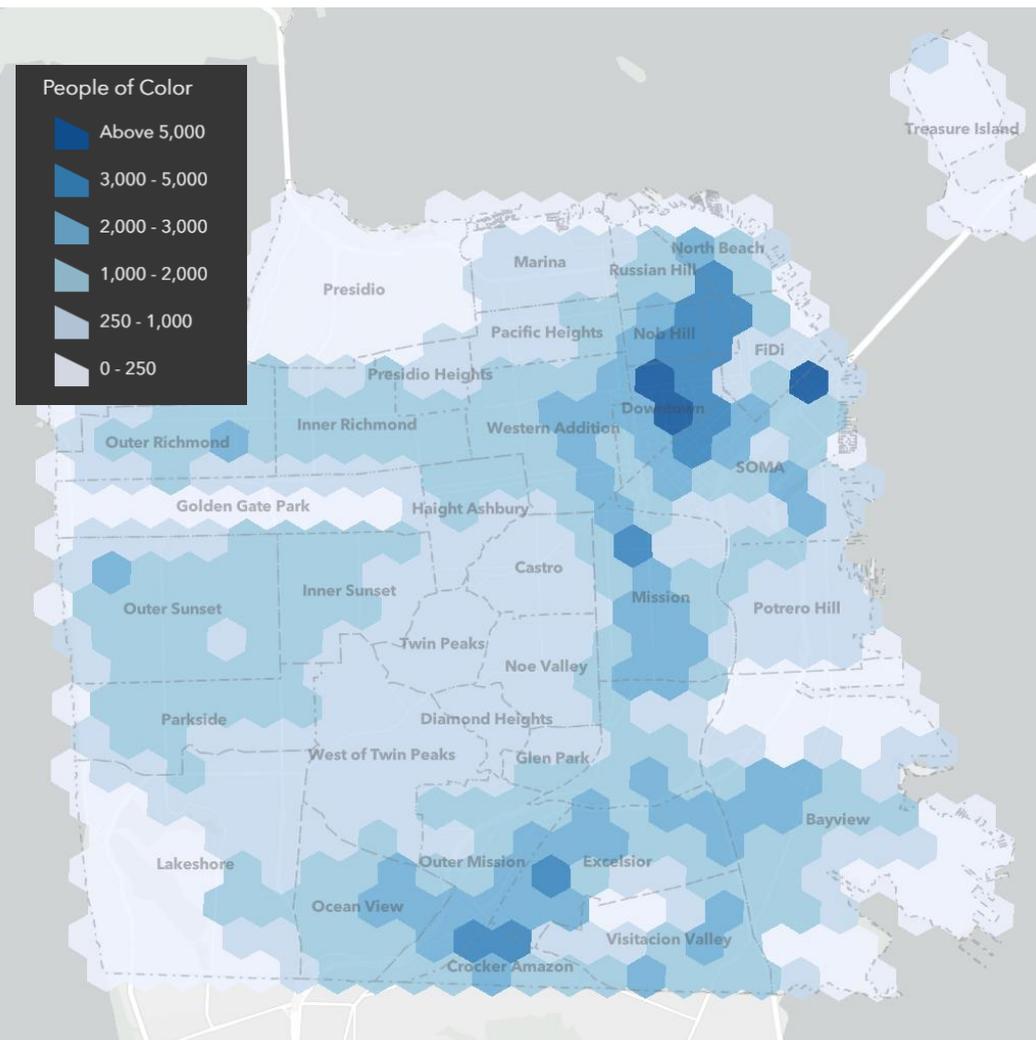


Initiatives Continuing into FY27 & FY28

Systemwide Service Evaluation

- Applying equity strategy principals to systemwide evaluation framework
- Using performance and demographic data to develop data driven approach that expands analysis at route and systemwide level
- Framework will be used to evaluate transit service, identify gaps and prioritize service changes

Sample Demographic Analysis in Progress



FY27 & FY28 Recommendations



- No service changes proposed in FY27 & FY28 operating budget
- Continue to implement service changes cost-neutrally and apply equity strategy principles to prioritize changes
- Identify service efficiency opportunities based on customer demand to reduce agency operating expenses
- Finalize systemwide evaluation framework in collaboration with Muni Equity Working Group

Next Steps

- Approve FY27 & FY28 Equity Strategy at April 7 MTAB Meeting
- Finalize Systemwide Service Evaluation in Fall 2026
- Return for board guidance on how to structure and scale service when needed



Thank You





Appendix

Muni Route Service Categories

Service Category	Definition	Typical Peak Frequency
Light Rail	Heavily used metro lines form the backbone of the Muni system. J, K, L, M, N, T	10 mins or less
Rapid	Rapid network delivers speed and reliability whether customers are heading across town or simply traveling a few blocks. 5R, 9R, 14R, 28R, 38R	10 mins or less & skip stop service
Express	Routes augment existing service during AM and PM commute times to serve travel demand. 1X, 30X, 8AX and 8BX	Based on demand
Frequent	May overlap with rapid bus routes but with more stops along the route. Provide premium, frequent service. 1, 7, 8, 14, 22, 24, 28, 30, 38, 49	10 mins or less
Grid	Combine with Frequent and Rapid network to form an expansive core system that lets customers get to their destinations with no more than a short walk or seamless transfer. 2, 5, 6, 9, 12, 15, 18, 19, 21, 23, 27, 29, 31, 33, 43, 44, 45, 48, 54	12-30 mins
Connector	Predominantly circulate through hillside residential neighborhoods, filling in gaps in coverage and connecting customers to major transit hubs. 25, 35, 36, 37, 39, 52, 55, 56, 57, 58, 66, 67	30 mins
Historic	Historic street cars and cable car routes, have added complexity of serving citywide residents, as well as high numbers of tourists. F Market & Wharves, California Cable Car, Powell/Hyde Cable Car, and Powell/Mason Cable Car	Based on demand
Owl	Operate overnight between the hours of 12am and 6am and are made up of segments of daytime routes, full routes and special owl routes. 5, 14, 22, 24, 25, 38, 44, 48, L Owl, N Owl, 90 Owl, 91 Owl	30 mins