FREE MUNI FULL SERVICE (FMFS) Chapter Priority Campaign Resolution

Table of Contents

1.0 Introduction	1
2.0 Summary	2
3.0 History of FMFS Group	2
4.0 The Vision	
5.0 Working Points of Unity	3
6.0 Leadership and Project Structure	
7.0 Timeline	5
8.0 Budget	6
9.0 Measuring Effectiveness	
10.0 How other DSA SF Committees Could Be Involved	
Appendix A: Detailed Team Descriptions and Responsibilities	8
Appendix B: Detailed Campaign Timeline	
Appendix C: Notes regarding feasibility of a Ballot measure /Legislation	

1.0 Introduction

The need for an equitable transit system is intersectional with other class struggles, namely, wealth inequality, labor justice, climate justice, and criminalization of poverty. Transit's intersection with so many struggles makes it an excellent issue for the chapter to work together on.

Accessible transit is essential to providing us access to our jobs, to our basic needs, and to our communities. While SFMTA and Mayor Breed claim we cannot have fare-free transit AND full Muni service restoration, we believe that this is a false choice. In the midst of a self-declared climate emergency and one of the worst economic crises in US history, the City must prioritize Free Muni AND Full Service restoration to pre-pandemic levels. As we draw attention to the capitalist inequalities that divide us, we will build momentum for our movement by creating solidarity among transit riders, operators, anti-poverty activists, non-English speakers, day laborers and other working class groups.

2.0 Summary

The goal of this campaign is to engage in community outreach, rapid response, direct action and vision translation beginning in May 2022, build a transit justice coalition similar to the People's Transit Alliance in the East Bay, and come to greater understanding in terms of community support for FMFS. We will then make an

assessment about whether a ballot initiative or other legislative solution is the best approach to achieving FMFS.

To make that determination, between June and October 2022, we will assess whether a ballot initiative is:

- The strategy most aligned with a broad transit justice coalition's vision, specifically reaching out and listening to the visions of San Francisco's transit community, disability justice community, abolitionist community, labor community, and climate justice community.
- 2. The most effective approach to achieving a socialist vision of transit;
- 3. The most feasible strategy politically and financially.

This research and assessment will culminate in a report on Viability of Ballot/legislation to be completed October 2022, to be reviewed by the Steering Committee and the Electoral Board.

If at the end of our assessment, we determine a ballot measure does not meet these criteria, we will look to other strategies. We will look to our direct action team to explore ways that direct action can play a role in reaching transit justice goals. We will also collaborate with members of this broader transit justice coalition we have been building community with to identify the strategy that is most aligned with community vision, most effective and most feasible politically and financially. Then we will pursue this strategy for the remaining time in our campaign. Although we are only asking the chapter to support this work for one year, there is a strong likelihood the strategy developed by this campaign will require ongoing work beyond May 2023.

3.0 History of FMFS Group

The FMFS group started as a group of Ecosocialist members who were angry that Mayor Breed vetoed the Free Muni Pilot program, sponsored by DSA endorsed supervisor Dean Preston in 2021, with minimal backlash, even though it passed through the board of supervisors, had a federal funding source, and was a unique opportunity to see how the community would use public transit if it was free. The group held a rally outside Mayor Breed's home protesting her decision. Since then, we have been meeting regularly and discussing what our socialist vision of public transit might look like and what we need to address this daunting issue. The Ecosocialist book club read *Street Fight* to better understand the history of public transit in San Francisco. We discussed the need to center voices from labor and the disabled community as well as historically excluded neighborhoods such as the Tenderloin, the Bayview, and the Mission. We discussed the need to be in coalition with local groups that touch various parts of our mobility system, such as bike and pedestrian advocates and taxi drivers. In January 2022, the Ecosocialist Committee voted to make FMFS a priority campaign

within the committee. However, we quickly realized that meeting the goals of the proposal would require support from more members of the chapter.

4.0 The Vision

- 1. Build a solid, long lasting coalition, involving the many Muni stakeholders.
- 2. Educate our community about the corruption of the Mayor's office as it relates to MTA and how this impedes mobility justice.
- 3. Put forward a vision of socialized public transit and a just mobility system.
- 4. Abolish fare enforcement officers and end criminalization for non-payment, which disproportionately harms our BIPOC community members.
- 5. Democratize SFMTA.
- 6. Create an environmentally just and climate friendly transit system.
- 7. Require equity and justice for ALL transit workers.
- 8. Achieve Free Muni, Full Service.

5.0 Working Points of Unity

To be workshopped and decided on by project members:

- FREE not FARES— in full service of the people, not means tested, not created in service of a bureaucracy of staggered rate ladders
- 2. FULL not PARTIAL—full, equitable service, lines to all parts of the city, especially serving neglected majority BIPOC and working class neighborhoods and EJ communities, anti-racist
- 3. PUBLIC not PRIVATE transportation—not for the profit of corporations, corporate entities or private security apparatuses
- 4. CARE not COPS—not in service of any kind of fare and traffic enforcement, and instead part of a decriminalization of crimes of poverty and an affirmative right to the city
- 5. WORKERS not BOSSES—pro-worker, pro-union, always lifting up transit drivers and workers (except police unions)
- MOBILITY over ABILITY—fully accessible to people with disabilities and all types of disability mobility devices
- 7. ABUNDANCE over AUSTERITY—in one of the wealthiest cities on earth there are plenty of resources to provide us with the best, most reliable service; stop understaffing essential services; stop laying off or underpaying workers; tax the rich

8. FUTURE not FOSSIL FUELS—end support for fossil-capitalism and car dependency. Stop out of control climate chaos. Make SF a true multimodal, transit-first city

6.0 Leadership and Project Structure

6.1 Summary

- 1. The group will consist of three bottom-liners and four different teams, each team with its own coordinator.
- 2. The four teams are: Community Outreach Team, Vision Translation Team, Direct Action Team, and Rapid Response Team.
- The bottom-liners will be elected by DSA SF members at large, who will serve six-month terms. Serving two consecutive six-month terms is permitted. Coordinators will be elected by the FMFS campaign team internally, then ratified by DSA SF members.
- 4. The entire FMFS group will meet at least once a month, increasing meeting activity to twice a month as needed. The bottom-liners and coordinators will meet once a month. As necessary, individual teams will host their own additional meetings. The bottom-liner and coordinator roles will be 6 month terms.
- 5. It is important the FMFS campaign leadership, including bottom-liners and coordinators, have flexibility to modify/adapt these team structures as needed.

6.2 Campaign Bottom-liner(s)

- 1. Bottom-liner one: The big picture person. Ensures the group is making meaningful progress towards goals and the priority resolution by:
 - a. Determining topics to be discussed at FMFS meetings
 - b. Regularly checking in with coordinators
 - c. Keeping the chapter updated on the progress of the project
 - d. Onboarding new members
- 2. Bottom-liners two and three: The organizational leads, they keep the project running smoothly by:
 - a. Making sure there is a facilitator and an agenda for every FMFS meeting.
 - b. Sending out several meeting reminders leading up to meetings.
 - c. Ensuring good records and notes are kept and documents are organized so that progress can be easily tracked and reported to the chapter.
 - d. Establishing communication methods for the group.
 - e. Keeping a log of group members and contacts.
 - f. Seeking out tools and processes to keep the group organized.

6.3 Coordinators

1. Onboard and find roles for members of their team.

- 2. Plan, advertise, set agendas for, and host team meetings as necessary.
- 3. Hold the team accountable to meeting team goals by checking in with members.
- 4. Regularly provide updates and check in with bottom-liners.

6.4 Community Outreach Team

Purpose: The purpose of the community outreach team is to gather meaningful input on transit issues from our community, meanwhile creating connections and building foundations for a larger transit justice community. In thinking through the white supremacy principles, we decided it was important to slow down and gather input from the community before jumping into action.

6.5 Vision Translation Team

Purpose: The purpose of the vision translation team is to effectively spread the word about this project, to research and educate the chapter on transit and transit policy issues in San Francisco, help the group develop and refine our socialized vision of public transit, and potentially lead the charge in developing a ballot measure.

6.6 Direct Action Team

Purpose: The purpose of the direct action team is to convene members who want to organize around transit outside of formal political channels. Because organizing in electoral structures can sometimes be the default, the direct action team is here to ensure that the group considers other strategies. This group can also serve as a place for discussion and learning about direct action in general.

6.7 Rapid Response Team

Purpose: The purpose of the rapid response team is to have a network of people ready to call, text, share on social media, and generally spread the word about key moments in the transit justice community, whether they be SFMTA Board meetings, Board of Supervisor Meetings, Direct Actions, etc. Ideally, the rapid response team coordinator would hear of an event, contact group members, and the members would "rapid respond" or, in other words, do whatever they can in that short time period to generate turnout for the given event.

For Detailed Team Descriptions and Responsibilities, see Appendix A.

7.0 Timeline

The project timeline is separated out into quarters. The first two quarters are focused more heavily on coalition building, listening to community input, and assessment of strategy feasibility. Each team's engagement will shift over the course of the year:

- 1. Under this timeline, the Community Outreach Team will be highly active in the first 6 months and move more towards collaboration with other teams in the remaining months.
- 2. The Vision Translation Team will work on recruitment materials and general education in the first 6 months and on incorporating community input into a socialized vision of public transit in the remaining months.
- 3. The Direct Action Team will primarily attend actions and discuss strategy in the first 6 months and may begin planning actions in the remaining months.
- 4. The Rapid Response team will have sporadic calls to action throughout the year.

For Detailed Campaign Timeline, see Appendix B.

7.1 Beyond Year One: May 2023 +

The priority campaign proposed requires significant community building and partnership development, which is why we have allocated approximately six months of the one year campaign. The second six month period of this campaign will be the implementation, taking action towards either a ballot initiative, legislative solution, direct action campaign, or other yet-to-be-identified strategy.

Specifically, beyond year one, we anticipate engaging in the following activities:

- Maintain strong relationships with involved stakeholders/communities and engaging with a transit coalition.
- Continue direct outreach to Muni riders.
- If warranted, continue working on ballot measure.
- Continue attending and planning actions as a group.

For Notes Regarding Feasibility of a Ballot Measure/Legislation, see Appendix C.

8.0 Budget

As part of the development process, FMFS will bring forward a fundraising plan in order to execute a specific campaign, to be approved by the membership. This will include any funds set aside by the chapter as part of the 2022-2023 budget.

We estimate campaign organizing expenses to be approximately \$3,000 for the year, not including specific campaign expenses for a strategy such as a ballot measure campaign.

The following are estimates for anticipated expenses prior to strategy determination (ballot initiative, direct action strategy, etc.), totaling \$3,268 (rounding to \$3,300 for budgeting flexibility).

- Website: \$14/month website (Squarespace), up to \$16/month for Wix. Assuming 12 months, this comes to \$168.
- Printing for posters w/ survey links to post near bus stops in Q1 and Q2: \$700
- Printing for posters and flyers in Q3 and Q4: \$1000
- Translation and design services: \$300
- Videoconferencing, Zoom license for external meetings, TBD. If incorporated into DSA existing accounts: \$0
- Snacks/accommodations for convening, meetings and/or direct actions in Q3 and Q4: \$700
- Coffee and water for volunteers: \$200
- Clipper cards for members who need support with transit costs for fieldwork and research: \$200

9.0 Measuring Effectiveness

The chapter will measure the success of the campaign, analyze the results, and release a report summarizing our campaign's effectiveness. In assessing our campaign's effectiveness, we will aim to measure our effectiveness:

- In increasing support for our Vision and Points of Unity
- In coalition-building with organizations outside of DSA SF
- In sustained member engagement within DSA SF

In terms of a timeline for this measurement of our effectiveness, in Q1, we will develop metrics for project effectiveness and request feedback from FMFS team members, chapter membership, and the Steering Committee. Examples of metrics may include more quantifiable data such as the number of individuals and organizations whose input we solicited, or the number of people who come to actions we organize. It may also include less quantifiable information, such as qualitative feedback from individuals and organizations for whom the FMFS campaign is their first engagement with a DSA project. From Q2 through the end of Q4, we will track our effectiveness using decided-upon metrics and summarize our findings in a report to the Steering Committee and chapter.

10.0 How other DSA SF Committees Could Be Involved

Without being prescriptive to other caucus/committees' work, there is substantial potential for overlap within DSA SF:

- AfroSocialist Support transit services for and understand the needs of Black, Indigenous, and People of Color transit riders, particularly in underserved, predominantly Black neighborhoods such as Bayview Hunters Point
- **Communications** help craft visuals, print media, storytelling, and social media to discuss importance of campaign
- **EcoSocialist** support the priority, connect with climate and environmental justice groups, do political education
- Education Board develop readings on policy and justice related to campaign
- **Homelessness** advocate for services and fair treatment of unhoused transit users; full service to access key services
- Justice develop an anti-carceral approach to transit and traffic enforcement;
- Labor help make connections with and advocate for transit unions, unions with members who utilize transit (public workers, nurses, etc.), BayWheels and other non-union transportation workers

Appendix A: Detailed Team Descriptions and Responsibilities

Community Outreach Team

1. Purpose: The purpose of the community outreach team is to gather meaningful input on transit issues from our community, meanwhile creating connections and building foundations for a larger transit justice community. In thinking through the white supremacy principles, we decided it was important to slow down and gather input from the community before jumping into action.

2. Tasks:

- a. Develops a community outreach plan. The community outreach plan would utilize several outreach methods (online surveys sent via email and posted on social media, in person engagement, QR codes on buses and at Muni stops) tailored to various communities. A survey might work best in one community but talking to people at a bus stop might work better in another community, etc. It would be designed to:
 - Build relationships with key communities/stakeholders (i.e. eco justice groups, transit organizers, neighborhood groups, local government, the disabled community)
 - ii. Gather information/data about:
 - 1. What our community wants to see in their mobility system
 - 2. The most urgent mobility needs
 - 3. Methods of action that make our community members feel empowered
- b. Synthesize data and information collected from the Community Outreach Plan
- c. Stay up to date on SFMTA board meetings and plans.
- d. Keeps in touch with relevant Supervisors to see if there are opportunities for collaboration.

3. Additional Responsibilities of the Community Outreach Team Coordinator:

- a. Helps communicate different communities' wants to other project teams.
- Helps ensure that project actions are representative of what the community has expressed a desire/need for, especially underrepresented communities
- c. Eventually works to convene all stakeholders

4. Responsibilities of team members:

- a. Assist in the preparation of a community outreach plan.
- b. Conduct ongoing outreach (and ideally building/maintaining a relationship) with a number of communities and stakeholders.
- c. Assist in the evaluation of data gathered in order to assist other teams.

5. Who might want to join this team?

a. This team is ideal for folks who have a relationship with other organizations who have a stake in transit issues, such as neighborhood action orgs, unions, transit and mobility access groups, car-free groups, city departments and government, etc.

Vision Translation Team

1. Purpose: The purpose of the vision translation team is to effectively spread the word about this project, to research and educate the chapter on transit and transit policy issues in San Francisco, help the group develop and refine our socialized vision of public transit, and potentially lead the charge in developing a ballot measure.

2. Tasks:

- a. Develops outward facing messaging that reflects the goals and vision of FMFS.
- b. Researches transit systems and SF transit history
- c. Creates educational materials that reflect the data gathered by the community outreach team.
- d. Begins developing a socialized vision of public transit via a website, zine series, or whichever form of media is deemed fit

3. Additional Responsibilities of the Vision Translation Team Coordinator

a. Ensures communication materials are ready to go, impactful, easy to grasp, that they reflect the interests of the group, and, when applicable, that they reflect the data collected by the community outreach team.

4. Responsibilities of Team Members

a. Assist in the creation of the group's messaging and educational materials.

5. Who might want to join this team?

a. This team is ideal for writers, educators, wonks, coms/graphic design experts, and people with legal backgrounds.

Direct Action Team

1. Purpose: The purpose of the direct action team is to convene members who want to organize around transit outside of formal political channels. Because organizing in electoral structures can sometimes be the default, the direct action team is here to ensure that the group considers other strategies. This group can also serve as a place for discussion and learning about direct action in general.

2. Tasks

- a. Explores pathways and strategizes for transit justice outside of electoral politics and established political channels such as:
 - i. Mutual aid (i.e. fundraising for Muni passes, providing PPE for Muni operators).

ii. Protests (i.e. fare strikes, rallies, joining slow rides, and other forms of disruption)

3. Additional Responsibilities of the Direct Action Team Coordinator

- a. Ensures that direct actions are in alignment with any known wants of the community (using data from community outreach).
- b. Works closely with the Rapid Response Team Coordinator when it is time to mobilize.

4. Responsibilities of the Direct Action Team Members

- a. Keep up to date on transit actions in the Bay Area
- b. Explore methods of direct action and help the larger FMFS consider alternatives for action outside of formal political channels.
- c. Help plan actions
- d. Help with any mutual aid coordinated by the group

5. Who might want to join this team?

a. This team is ideal for people who want to volunteer their time for action and mutual aid and for people who want to organize outside of formal political channels.

Rapid Response Team

- 1. Purpose: The purpose of the rapid response team is to have a network of people ready to call, text, share on social media, and generally spread the word about key moments in the transit justice community, whether they be SFMTA Board meetings, Board of Supervisor Meetings, Direct Actions, etc. Ideally, the rapid response team coordinator would hear of an event, contact group members, and the members would "rapid respond" or, in other words, do whatever they can in that short time period to generate turnout for the given event.
- **2. Tasks:** Mobilizing the chapter and coordinating with transit groups quickly for pressing, one-off actions such as protests, emails to MTA board members or City supervisors, or public comment at government meetings.

3. Additional Responsibilities of the Rapid Response Team Coordinator:

- a. Keeps abreast of crucial board meetings related to SF Transit.
- b. Drafts call/email scripts
- c. Contacts team members when it is time to mobilize for an action.
- d. Plans text or phone banking events when necessary.
- e. Coordinates with Direct Action Team to help mobilize for protests
- f. Establishes effective communication channels and structure to facilitate rapid responses to events.

4. Responsibilities of Team Members

- a. Notify community about actions or crucial board meetings brought to attention.
- b. Assist Coordinator with call/email scripts.

- c. Be on call to send texts, make phone calls, and post on social media to publicize actions when they arise.
- d. Attend phone and text banking events as well as direct actions when they occur.
- e. Contribute to generating turnout at one-off events as much as possible.
- **5. Who might want to join this team?** This team is ideal for folks who want to mobilize periodically in short bursts but don't have capacity to regularly meet. This team is a great opportunity for all chapter members to contribute to the campaign periodically.

Appendix B: Detailed Campaign Timeline

Quarter 1: Foundations and Internal Engagement

1. Community Outreach Team:

- a. Take inventory of where FMFS and DSA members have connections in the transit justice community.
- b. Researches how to conduct effective community outreach.
- c. Finalize and initiate a Community Outreach Plan that utilizes several outreach methods tailored to various communities.
 - i. Engage other teams to see what questions they want to be asked.
- d. Build connections in the transit/labor/abolitionist/disability justice communities and other communities relevant to transit.
- e. Reach out to other transit groups.

2. Vision Translation Team:

- a. Finalize our points of unity in collaboration with FMFS members.
- b. Develop and read through a syllabus to better understand transportation/sf transit history background.
- c. Create basic website and/or one page flier/zine explaining why FMFS is important. This would be used to generate volunteers and contact information for those interested.

3. Direct Action Team:

- a. Attend transit related actions (i.e. slow rides)
- b. Works with rapid response team to publicize direct actions we are supporting.
- c. Begin brainstorming direct action strategies and tactics.

4. Rapid Response Team:

- a. Host an initial meeting or two to discuss how the team will function and execute rapid responses.
- b. Develop training for rapid response team members, providing basic skill-building training around how to support partner community organizations (transit, disability justice, abolitionist, labor, etc.)
- c. Rapid respond to any relevant opportunities to call in, attend protests and rallies, etc.

Quarter 2: Outreach

1. Community Outreach Team:

- a. Divide roles (partially based on connections members already have) and launch the Community Outreach Plan.
- b. Gather as much information about the transit wants/needs in our community as possible.
- c. Keep record of information gathered from Community Outreach Plan.
- d. Attend SFMTA Board Meetings

e. Initial outreach to supervisors

2. Vision Translation Team:

- a. Education sessions on FMFS' role within the larger transit ecosystem of the Bay.
- b. Connect to and understand our role in relation to SFTRU, People's Transit Alliance, etc.
- c. Continue to research transit/policy.
- d. Continue to develop and add to our communication materials, such as a website, as more research is done.
- e. Stand by for information gathered from the community outreach team.

3. Direct Action Team:

- a. Works with Community Outreach team to learn about other actions going on in the community.
- b. Attend transit related actions (i.e. slow rides) and raise opportunities to support direct actions of groups we want to be in coalition with.
- c. Works with rapid response team to publicize direct actions we are supporting.
- d. Continue brainstorming about what forms of direct action will be most effective in this space.
- e. Based on interest, growth, and tactical opportunities available, plan actions.
- f. Begin exploring mutual aid opportunities.

4. Rapid Response Team:

- a. Continue growing the FMFS community and list of individuals who are prepared to be activated as a member of the rapid response team.
- b. Continue rapid response to any relevant opportunities to call in, attend protests and rallies, etc.

Quarter 3: Synthesize and Share

1. Community Outreach Team:

- a. Synthesize data from the Community Outreach Plan.
- b. Works closely with the Vision Translation Team to come up with a socialized vision of public transit that communicates community input.
- c. Works with the Direct Action team to share information and help them better understand what methods of direct action would be most effective.
- d. Organize at least one larger convening bringing together different community stakeholders.
- e. Continue upholding connections built with various organizations and stakeholders.
- f. Attend SFMTA Board Meetings

2. Vision Translation Team:

- a. Continues developing communication materials, managing website, social media, and communications, as well as researching transit/policy in connection to activities of the direct action team, community outreach team, and rapid response team.
- b. Continues adding to reading syllabus to understand transportation/sf transit history background, engaging in more education of our members and those interested in learning more outside of DSA as well.
- c. Putting together a website/zines/other publicizing material is dependent on collecting information based on the community outreach process depending on the needed product (which should be informed by the results of the process).

3. Direct Action Team:

- Now that Community Outreach team has more information, identify what methods of direct action would most interest and best serve the community.
- b. Continue to participate collectively in other actions put on by other transit, labor, disability justice, and abolitionist groups.
- c. Works with rapid response team to publicize direct actions we are supporting.
- d. Based on interest, growth, and tactical opportunities available, plan actions.
- e. If a need is identified, create some sort of mutual aid network.

4. Rapid Response Team:

- a. Continue growing the FMFS community and list of individuals who are prepared to be activated as a member of the rapid response team.
- b. Continue rapid response to any relevant opportunities to call in, attend protests and rallies, etc.

Quarter 4: Action

1. Community Outreach Team

- a. Continue to convene larger transit community, work with other FMFS teams to incorporate community input into their work, maintain connections and continue holding meetings with community stakeholders.
- b. With finalized collective vision, engage with partner orgs and build coalition support for socialized vision of public transit. This may be achieved through collection of signatures, if we assess that a citizen's ballot initiative is the best way to pursue FMFS, or it may be through advocacy to the SFMTA or Board of Supervisors, or it may be through a direct action campaign such as a fare strike, for example.

c. Assess whether ballot initiative or other means of securing free and full service Muni service is most effective and most in alignment with community vision.

2. Vision Translation Team

a. Implement vision translation strategies in furtherance of collective vision and strategy the full FMFS team has decided upon.

3. Direct Action Team

a. Implement direct action strategies in furtherance of collective vision and strategy the full FMFS team has decided upon.

4. Rapid Response Team

- a. Continue growing the FMFS community and list of individuals who are prepared to be activated as a member of the rapid response team.
- b. Continue rapid response to any relevant opportunities to call in, attend protests and rallies, etc.

Appendix C: Notes re: feasibility of a Ballot Measure /Legislation

- Members of FMFS have been exploring the viability of ballot initiative and/or legislation. This research will culminate in a report on Viability of Ballot/legislation to be completed September 2022.
- For FMFS a charter amendment is likely the most effective means of ensuring this transformation is permanent.
- Charter amendments require 52,000 signatures to get on the ballot. Collection costs are ~\$8 a signature, so cost estimates would be about \$400K.
- At most, DSA volunteers get about 550 signatures per week, so about 2 years to collect signatures.
- Charter amendment would require 50%+1 votes for approval.
- A set aside tax would not require over 66% of the vote if like the vacancy tax it was a citizens initiative. This would require 9,000 or so signatures.
- Other measures (such as a tax or special district to fund muni) require a higher vote percentage.
- A citizen's initiative could also work to fund portions of muni but could not fund all of muni. Note: The SF chamber of commerce is trying to get rid of citizens' initiatives.
- A supervisor could put the measure on the ballot, but not sure what the interest is for it. Dean Preston's Free Muni pilot got no support from the mayor. We would need to increase our organizing and outreach to other supervisors on this issue.
- One potential measure is the set aside to buy and reallocate prepaid clipper cards to people in certain neighborhoods. This would make Muni partially free, but not require charter amendment or extensive funding.