BLUE RIBBON
TRANSIT RECOVERY
TASK FORCE

375 Beale Street, Suite
800
San Francisco, CA 94105

Meeting Agenda

Blue Ribbon Transit Recovery Task Force

Monday, June 28, 2021 | **1:05 PM** | **Board Room 1st Floor (REMOTE)**

The Blue Ribbon Transit Recovery Task Force will meet on Monday June 28, 2021 at 1:05 p.m., in the Bay Area Metro Center (Remotely). In light of Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak and in accordance with Executive Order N-29-20 issued by Governor Newsom on March 17, 2020 and the Guidance for Gatherings issued by the California Department of Public Health, the meeting will be conducted via webcast, teleconference, and Zoom for Task Force members who will participate in the meeting from individual remote locations.

A Zoom panelist link for meeting participants will be sent separately to Task Force members.

The meeting webcast will be available at http://mtc.ca.gov/whats-happening/meetings Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Task Force Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: https://bayareametro.zoom.us/j/82900263882
Join by Telephone: 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)
Webinar ID: 829 0026 3882
International numbers available: https://bayareametro.zoom.us/u/kcympgpp0U

Detailed instructions on participating via Zoom are available at: https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom.

Members of the public may participate by phone or Zoom or may submit comments by email at info@bayareametro.gov by 5:00 p.m. the day before the scheduled meeting date. Please include the committee or board meeting name and agenda item number in the subject line. Due to the current circumstances there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.

1. Roll Call / Confirm Quorum

A quorum of this Task Force shall be a majority of its voting members (17)

2. Chair Comments

Commissioner Jim Spering

3. Consent Calendar

3a. 21-0863 Minutes of the May 24, 2021 Meeting

Action: Approval

Attachments: Minutes of the May 24, 2021 Meeting

Adopted BRTF Roles and Responsibilities_May 2021

3b. 21-0864 BRTRTF #13 Meeting Summary (May 24, 2021)

Action: Approval

Attachments: BRTRTF #13 Meeting Summary (May 24, 2021)

Roles and Definitions Amended

3c. 21-0937 Minutes of June 10, 2021 and June 21, 2021 with Transit Operators

Action: Approval

Attachments: Minutes BRTRTF Special Meeting Large Transit Operators.06102021

Minutes BRTRTF Special Meeting Small Transit Operators 06212021

4. Network Management Evaluation

The consultant team will provide an update on the Network management evaluation work. Based on the June 16th Ad Hoc Network Management Alternatives Workshop, a proposed set of evaluation criteria and network management alternative options will be presented to the Task Force for discussion.

4a 21-0866 Network Management Evaluation

Action: Information

Presenter: VIA Architecture

Attachments: Item 4 Memo

Item 4 Presentation

5. Transformation Action Plan

A review of outcomes and draft list of actions will be presented.

5a. 21-0867 Outcomes and Draft List of Actions

Action: Information

Presenter: Steve Kinsey, CivicKnit

Attachments: Item 5 Memo

Item 5 Action Plan Presentation

6. Public Comments / Other Business

*Task Force Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9.*

6a. 21-0865 Transit Agency Ridership Updates

Attachments: Transit Operator Ridership Update

Public Comments received

7. Meeting Summary

Steve Kinsey, CivicKnit

8. Adjournment / Next Meeting

The next meeting of the Blue Ribbon Transit Recovery Task Force will be held Monday, July 26, 2021 at 1:05 p.m. remotely and by webcast as appropriate. Any changes to the schedule will be duly noticed to the public.

Public Comment: The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

Meeting Conduct: If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

Record of Meeting: Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site (mtc.ca.gov) for public review for at least one year.

Accessibility and Title VI: MTC provides services/accommodations upon request to persons with disabilities and individuals who are limited-English proficient who wish to address Commission matters. For accommodations or translations assistance, please call 415.778.6757 or 415.778.6769 for TDD/TTY. We require three working days' notice to accommodate your request.

可及性和法令第六章：MTC 根據要求向希望來委員會討論有關事宜的殘疾人士及英語有限者提供服務/方便。需要便利設施或翻譯協助者，請致電 415.778.6757 或 415.778.6769 TDD / TTY。我們要求您在三個工作日前告知，以滿足您的要求。

Acceso y el Titulo VI: La MTC puede proveer asistencia/facilitar la comunicación a las personas discapacitadas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la Comisión. Para solicitar asistencia, por favor llame al número 415.778.6757 o al 415.778.6769 para TDD/TTY. Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

Attachments are sent to Committee members, key staff and others as appropriate. Copies will be available at the meeting.

All items on the agenda are subject to action and/or change by the Committee. Actions recommended by staff are subject to change by the Committee.

Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	21-0863	**Version:**	1	**Name:**	
Type:	Action Item			**Status:**	Committee Approval
File created:	6/1/2021			**In control:**	Blue Ribbon Transit Recovery Task Force
On agenda:	6/28/2021			**Final action:**	
Title:	Minutes of the May 24, 2021 Meeting				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	Minutes of the May 24, 2021 Meeting Adopted BRTF Roles and Responsibilities_May 2021				

Date	Ver.	Action By	Action	Result

Subject:
Minutes of the May 24, 2021 Meeting

Recommended Action:
Approval

Attachments:

BLUE RIBBON
TRANSIT RECOVERY
TASK FORCE

375 Beale Street, Suite
800
San Francisco, CA 94105

Meeting Minutes - Draft

Blue Ribbon Transit Recovery Task Force

Monday, May 24, 2021 **1:05 PM** **Board Room 1st Floor (REMOTE)**

1. Roll Call / Confirm Quorum

Present: 28 - Chair Spering, Member Pedroza, Member Josefowitz, Member Papan, Member Rabbitt, Member Worth, Member McMillan, Member Hursh, Member Powers, Member Mulligan, Member Tree, Member Whelan, Member Halls, Member Baker, Member Wu, Member Kinman, Member Chiu, Member Kim, Member Lindsay, Member Murphy, Member Griffiths, Member Wunderman, Member Rotchy, Member Ford, Member Grisby, Member Tran, Member Mau, and Member Bouchard

Absent: 4 - Member Ramacier, Member Tumlin, Member Chavez, and Member Cortese

2. Chair Comments

3. Consent Calendar

Upon the motion by Member Hursh and second by Member Worth, the Consent Calendar was approved. The motion carried by the following vote:

Aye: 28 - Chair Spering, Member Pedroza, Member Josefowitz, Member Papan, Member Rabbitt, Member Worth, Member McMillan, Member Hursh, Member Powers, Member Mulligan, Member Tree, Member Whelan, Member Halls, Member Baker, Member Wu, Member Kinman, Member Chiu, Member Kim, Member Lindsay, Member Murphy, Member Griffiths, Member Wunderman, Member Rotchy, Member Ford, Member Grisby, Member Tran, Member Mau and Member Bouchard

Absent: 4 - Member Ramacier, Member Tumlin, Member Chavez and Member Cortese

21-0727 Minutes of the April 26, 2021 Meeting

Action: Approval

Attachments: Minutes of the April 26, 2021 Meeting

21-0726 BRTRTF #12 Meeting Summary (April 26, 2021)

Action: Approval

Attachments: BRTRTF #12 Meeting Summary (April 26, 2021)

4. Current Regional Initiatives (Action Plan Goal 4)

4a. 21-0816 Regional Initiatives Update Presentation

Action: Information

Presenter: Therese McMillan, MTC

Attachments: Regional Initiatives Presentation

The following individuals spoke on this Item:
Adina Levin; and
Roland Lebrun.

5. Network Management (Goal 3)

The following individuals spoke on this Item:
Joe Kunzler;
Adrian Branat;
Laura Tolkoff;
Dave Sorrell, Associations for Community Transportation NOR CAL Chapter; and
Remi Tan.

5a. 21-0728 Network Management Evaluation Process and Workshop

Action: Information

Presenter: Steve Kinsey, CivicKnit and VIA Architecture

Attachments: NM Consultant Team Introduction
Memo

5b. 21-0801 Final Draft Prioritized Roles and Responsibilities

Action: Approval

Presenter: Steve Kinsey, CivicKnit

Attachments: Memo

Near-term Priority Roles and Responsibilities for NM Evaluation

PRIORITY ROLES & RESPONSIBILITIES Presentation

Consultants R and R Comments

Member Chiu departed during Item 5. Nicole Restmeyer acted as a delegate and voting member of the Task Force in place of David Chiu. Actions noted below as "Chiu" were taken by Nicole Restmeyer.

Upon the motion by Powers and second by Tran, the focus list of Near-Term Network Management Priority Roles and Responsibilities was approved with the following amendments: the addition of Capital Project Prioritization and Funding Advocacy as a focus and the modification of Mega-project Delivery and Oversight to be a consideration but not a focus. Separately, a request was made for revisions to the Station Design Review definition.

Aye: 28 - Chair Spering, Member Pedroza, Member Josefowitz, Member Papan, Member Rabbitt, Member Worth, Member McMillan, Member Hursh, Member Powers, Member Mulligan, Member Tree, Member Whelan, Member Halls, Member Baker, Member Wu, Member Kinman, Member Chiu, Member Kim, Member Lindsay, Member Murphy, Member Griffiths, Member Wunderman, Member Rotchy, Member Ford, Member Grisby, Member Tran, Member Mau and Member Bouchard

Absent: 4 - Member Ramacier, Member Tumlin, Member Chavez and Member Cortese

6. Research Results: Public Opinion Poll and Community Focus Groups

6a. 21-0729 Research Results

Action: Information

Presenter: Ursula Vogler, MTC and EMC Research

Attachments: Memo

Blue Ribbon Engagement Update: Return to Transit

Agenda Item 6 Presentation

EMC survey results

7. Public Comments / Other Business

7a. 21-0725 Transit Agency Ridership Updates

Attachments: Transit Operator Ridership Update

7b. 21-0822 Network Management Alternatives

Attachments: Memo
1. Bay Area Council
2. Commute.org
3. Metropolitan Transportation Commission (Staff proposal)
5. Seamless Bay Area
6. Transit Operators

7c. 21-0799 Correspondence Received

Attachments: Public Comment-Joint GM
Public Comment-SBA-SVLG-BAC-TransForm-SPUR
Public Comment-Voices for Public Transportation
Public Comment Adina Levin
Public Comment Davis Turner.
Comment Deborah Armstrong
Comment Remi Tan
Comment Shannon Rose McEntee
Public Comment Will Leben

8. Meeting Summary

9. Adjournment / Next Meeting

BLUE RIBBON
TRANSIT RECOVERY
TASK FORCE

Blue Ribbon Transit Recovery Task Force: Priority Roles and Responsibilities For Network Management Alternatives Evaluation

(Adopted with amendments 5/24/21)

Network Management Outcomes	Roles & Responsibilities
Coordinated, equitable fares and simpler payment options that attract more riders	• Fare Integration Policy
Reliable, integrated, customer-focused transit network with coordinated routes, service, schedules, and long-term planning	• Bus Transit Priority • Connected Network Planning • Station Hub Design Review • Data Collection and Coordination • Capital Project Prioritization
Customer Information that attracts more riders due to convenience, uniformity, and real-time accuracy	• Branding, Mapping and Wayfinding • Marketing / Public Information • Technology and Mobile Standards (Real Time Info)
Equitably distributed community transit services that are efficiently and cost effectively administered to maximize customer benefits	• Accessible Services (including Paratransit) • Centralized Program Eligibility Verification
Transit Network Management reforms resulting in efficient, customer-focused policies and operation	• Bus Network Management Reform • Rail Network Management Reform • Mega-project Delivery and Oversight[1]
Increased cost-effectiveness and public transit funding at federal, state and regional levels	• Funding Advocacy

[1] Mega-project Delivery and Oversight was modified by the Task Force to be a consideration but not a focus of the Network Management Alternatives Evaluation.

Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	21-0864	**Version:**	1	**Name:**	
Type:	Action Item			**Status:**	Committee Approval
File created:	6/1/2021			**In control:**	Blue Ribbon Transit Recovery Task Force
On agenda:	6/28/2021			**Final action:**	
Title:	BRTRTF #13 Meeting Summary (May 24, 2021)				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	BRTRTF #13 Meeting Summary (May 24, 2021) Roles and Definitions Amended				

Date	Ver.	Action By	Action	Result

Subject:
BRTRTF #13 Meeting Summary (May 24, 2021)

Recommended Action:
Approval

Attachments:

BLUE RIBBON
TRANSIT RECOVERY
TASK FORCE

TO: Blue Ribbon Transit Recovery Task Force DATE: June 24, 2021

FR: Steve Kinsey, CivicKnit

RE: BRTRTF Meeting #13 Summary

Mutual Understanding from Task Force Meeting #13 (May 24, 2021)

1. The Task Force unanimously agreed to a list of near-term network management roles and responsibilities to be evaluated by the consultants.
2. The Task Force unanimously agreed that MTC's ongoing customer-focused initiatives related to fare integration, mapping and wayfinding, bridge corridor bus priority improvements and the Caltrans Rail Partnership and Governance Assessment grant should proceed as currently organized.
3. The Task Force agreed that the consultants can identify how best to consider mega-projects going forward.
4. Polling support for improving transit was reliability, frequency and connectivity was exceptionally strong.

Additional Information requested to be included in a future Task Force Meeting:

1. Explain the form of the Evaluation consultants' governance recommendations
2. Present specific revised Station Hub Design Review description per Commissioner Papan

Identified Concerns

1. There were contrasting opinions regarding consideration of mega-projects at this time.

Meeting Summary

Chair Spering began by welcoming the consultant team, led by VIA Architecture, who will be evaluating the BRTF's Network Management alternatives. He expressed appreciation for Task force members who submitted alternative structure proposals for consultant consideration. He mentioned upcoming events related to the Task Force, including expanded review of EMC Research's recent transit polling, large and small transit board meetings and the Network Management Ad Hoc Working Group workshop. He acknowledged the letter jointly submitted by several Task Force members calling for a post-BRTF advisory committee to guide the business case evaluation and implementation of the Action Plan, and expressed agreement that such a body would be important. Chair Spering also presented a Resolution in honor of SFMTA Director Tumlin's editorial on getting "stuff" done.

Chair Spering then shared that the California legislature made AB629 a two-year bill and invited Assembly Member Chiu to speak. Mr. Chiu expressed disappointment that his bill would not proceed this year, but mentioned that it provides more time to work out specifics on the

customer-facing improvements and test how much progress can be made without statutory change. He highlighted that EMC Research's survey results show unprecedented support for making transit more convenient and accessible.

MTC Executive Director, Therese McMillan presented the agency's transit customer experience initiatives update. She emphasized the importance of clarifying MTC's existing authority MTC and any additional authority needed to effectively implement these specific projects. The Fare Coordination and Integration Task Force will submit its recommendations this Fall, specific Mapping and Wayfinding pilots can begin during the 1st year of the Action Plan, several bus priority capital projects can begin construction in 2022 if funding is secured and the rail governance grant will be organized so that its recommendations integrate with adopted Action Plan reforms. She supported multi-agency transit management integration being done by SCTA and asked the BRTF to endorse and advance these MTC initiatives.

Task Force comments included Secretary Kim reporting the Governor's May Revise includes $2.5B for transit capital investments. Others mentioned the urgency of addressing these initiatives, supporting more funding, creating better connections between the Action Plan and the regional rail grant, appreciating the continued operator collaboration and making wayfinding projects a high priority. Public comments supported fare integration work and linking BRTF and regional rail.

The facilitator introduced the VIA Architecture consultant team. They described their experience, the value of recent BRTF member interviews and their approach. They identified a four-step process that addresses the Why, What, How and When, crediting the BRTF with mostly completing the first two steps. They will document the rationale behind them, define "accountabilities" associated with the individual roles and responsibilities and develop evaluation criteria. They recognized that limited time and the detailed business case evaluation made it uncertain whether they would identify a preferred governance structure to advance. Task Force comments encouraged specific recommendations and noted that the diversity of the region requires different considerations for specific locations.

The facilitator led the Task Force through final review of its near-term priority Network Management Roles and Responsibilities. He cited potential addition of "Marketing/Public information" to the list based on BRTF direction in April and "Capital Project Prioritization" and "Funding Advocacy" based on VIA's recommendation after review of BRTF work. Members discussed whether to add these roles, the importance of hub stations' design and whether to keep mega-project delivery and oversight part of the consultant evaluation.

A motion was made and seconded to approve the draft list, amended to include "Marketing/Public Information", "Capital Project Prioritization" and "Funding Advocacy" and a revised Hub Station Design Review definition as stated by Commissioner Papan.

A substitute motion was made and seconded to remove Mega-project Delivery and Oversight from near-term Network Management Roles and Responsibilities, leaving in place the balance of the original motion. Discussion between the Chair and the makers of the motion clarified that the consultants could discuss the best venue for further evaluation of the responsibility. The substitute motion passed unanimously. The Initial definitions describing the roles and

responsibilities have been updated to reflect the Task Force's actions and updated Outcomes (see Attachment A).

As the final matter, EMC Research addressed the results of recent public opinion polling and focus groups being done within a larger research effort to collaborate on a return to transit campaign. Across all sources, there was a very strong endorsement of rebuilding with a more integrated transit system that has reliability, frequency and connectivity across service areas. A more detailed, public review of the information was planned later in the week.

BLUE RIBBON
TRANSIT RECOVERY
TASK FORCE

Initial Descriptions on
Near-term Priority Roles and Responsibilities for
Network Management Evaluation

Revised to reflect May 24, 2021 Task Force Action
and Updated -- June 18, 2021

DRAFT

Over the last several months, the Task Force has been considering a list of proposed roles and responsibilities for near-term prioritization. Thus far, the Task Force has indicated support for advancing and prioritizing the ongoing work in these areas in particular: 1) Fare Policy and Collection, 2) Branding, Mapping and Wayfinding, and 3) Bus Transit Priority. The scope of these roles is consistent with the prior discussion and direction of the Task Force (e.g., the concurrent Fare Coordination and Integration Study that is currently underway).

The task force members have requested initial descriptions on several roles and responsibilities to help clarify and guide their feedback on the prioritization of roles and responsibilities. To aid in the Blue Ribbon Transit Recovery Task Force's discussion of network management roles and responsibilities, below is an initial description to advance this discussion. Input and feedback from the Task Force are welcomed and additional definition of the roles and responsibilities will be developed during business case assessment.

DRAFT Near-Term Priority Definitions

Network Management Outcomes	Roles & Responsibilities	Description
Simpler, consistent, and equitable fares and payment options attract more riders.	Fare Integration Policy	Findings from the Fare Coordination and Integration Study will guide the implementation recommendations for regional fare integration, with an emphasis on increasing equity and transit ridership. Specific actions are to be determined.
Bay Area transit services are equitably planned and integrally managed as a unified, efficient, and reliable network.	Bus Transit Priority	The focus of this work is on projects, programs and policies that enable buses to achieve travel time benefits over private automobiles and/or be protected from the effects of auto congestion. Specific items include dedicated transit lanes on major bridges, bridge approaches, and regional and local arterials; bus-on-shoulder; connections to intermodal transit stations; and buses on HOV/Express Lane facilities. Projects may be advanced on either Caltrans ROW and/or local city streets. This effort may also establish common standards for signal priority equipment and software. Additionally, an important element of this work includes addressing how to streamline approval and implementation of capital projects. Advancing CEQA Streamlining legislation (such as extending and broadening SB 288) would serve to remove project implementation barriers, particularly in relation to transit priority.
	Connected Network Planning	The structure of transit service delivery varies throughout the Bay Area and the pressures on local decision makers to be responsive to local transit demand make it difficult to coordinate a multi-agency view of how cross jurisdictional trips might be better served on a joint basis. The design of the existing Bay Area transit network could be improved with a focused multi-agency effort on regional and subregional service planning to deliver an effective transit system that can attract more riders

Network Management Outcomes	Roles & Responsibilities	Description
(continued…)		and be more reliable, connected, and customer oriented. Elements of this work could include express bus network planning, identification of regional routes, gap identification for interjurisdictional trips, operating and capital connectivity improvements at intermodal hubs, and beyond.
	Station Hub Design Review	Part of this effort overlays with the "Branding, Mapping and Wayfinding" area to facilitate passenger movements but could also make recommendations to improve physical footprint and transfer path of travel. Major capital projects and station access improvements **must be informed by, coordinated with, and supported by the surrounding community**. The intent is to plan and design hubs for ease of use and navigation so that wayfinding becomes more intuitive and **effective and connected with the community**.
	Data Collection and Coordination	Better define data standards, develop common data definitions, and enhance regional data clearinghouse efforts to better make data available to both the region and operators for local and regional network management and coordination.
	Capital Project Prioritization	**Based on regional vision plans and Plan Bay Area 2050 Blueprint, assess, identify, and prioritize transit capital projects for funding and development. The policy would focus on developing a pipeline and sequencing strategies for federal, state, regional and local funding opportunities.**
	Bus Network Management Reform	Develop a transit network management business case and identify specific next steps to deliver public transit network management and governance reforms that will fulfill long-term transit transformation. Bus will be one

Network Management Outcomes	Roles & Responsibilities	Description
		component of the larger regional transit network analysis.
(continued…)	Rail Network Management Reform	Develop a transit network management business case and identify specific next steps to deliver public transit network management and governance reforms that will fulfill long-term transit transformation. Rail will be one component of the larger regional transit network analysis. Through a Caltrans Sustainable Communities Grant, MTC may develop a rail focused analysis that would feed into the Transit Network Management business case assessment.
Integrated mapping, signage and real-time schedule information makes transit easier to navigate and more convenient for both new and existing riders.	Branding, Mapping, and Wayfinding	Develop new regional standards and processes for creating and deploying new harmonized mapping, wayfinding, and branding products. Processes will streamline and expedite delivery for consistent, comprehensive information at a greatly increased number of transit access points throughout the region. The development of mapping, wayfinding, and branding standards builds on elements of MTC's current effort - the Hub Signage Program. Part of this effort overlays with the "Station Hub Design Review" area to facilitate passenger movements but could also make recommendations to improve physical footprint and transfer path of travel.
	Technology and Mobile Standards	Coordinate and administer data and technology Standards encompasses both scheduled and real time passenger information standards, implemented through core and extended GTFS and GTFS-Realtime standards. Coordination with state initiatives and neighboring regions can be done if relevant. Work elements may include support for creation

Network Management Outcomes	Roles & Responsibilities	Description
		of GTFS and GTFS-Realtime feeds for agencies that do not have them and ongoing technical assistance with data feeds such as testing, validation, and QA/QC.
(continued…)	Marketing / Public Information	Regional collaboration on marketing campaign creation and promotion to ensure consistent messaging across all Bay Area transit operators. This may also include market research efforts that are conducted on a regular basis in order to establish regional comparative data.
Transit services for older adults, people with disabilities, veterans and those with lower incomes are coordinated efficiently.	Accessible Services (including Paratransit)	Reduce barriers between different types of services for older adults and persons with disabilities, including both fixed-route and paratransit services. Special consideration should be given to service and public transit infrastructure around destinations frequented by passengers with accessibility needs. Pilot projects should be explored at the regional and sub regional levels to determine functional best practices and ensure program designs are sustainable.
	Centralized Program Eligibility Verification	Cost effectively determining eligibility for ADA paratransit service, age/income-based programs, and other eligibility-based policies through a centralized regional provider. Once verified by the central provider, operators need to be able to confirm individual program eligibility and conditions/restrictions without additional effort from the passenger.

Network Management Outcomes	Roles & Responsibilities	Description
The Bay Area's transit system uses its existing resources more efficiently and secures new, dedicated revenue to meet its capital and operating needs.	Funding Advocacy	**Secure existing and new revenue to assist in the advancement of transit initiatives, the sustainability of transit, and implementation of recommendations from the Blue Ribbon Transit Recovery Task Force**.

Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	21-0937	**Version:**	1	**Name:**	
Type:	Action Item			**Status:**	Committee Approval
File created:	6/16/2021			**In control:**	Blue Ribbon Transit Recovery Task Force
On agenda:	6/28/2021			**Final action:**	
Title:	Minutes of June 10, 2021 and June 21, 2021 with Transit Operators				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	Minutes BRTRTF Special Meeting Large Transit Operators.06102021 Minutes BRTRTF Special Meeting Small Transit Operators 06212021				

Date	Ver.	Action By	Action	Result

Subject:
Minutes of June 10, 2021 and June 21, 2021 with Transit Operators

Recommended Action:
Approval

Attachments:

BLUE RIBBON
TRANSIT RECOVERY
TASK FORCE

375 Beale Street, Suite
800
San Francisco, CA 94105

Meeting Minutes - Draft

Blue Ribbon Transit Recovery Task Force

Thursday, June 10, 2021 | **4:05 PM** | **Board Room - 1st Floor (REMOTE)**

*****Special BRTRTF Meeting with Large Transit Operators Board Members*****

Large Transit Operators invited to this Meeting:

San Francisco Municipal Transportation Agency (SFMTA)
Bay Area Rapid Transit District (BART)
Alameda-Contra Costa Transit District (AC Transit)
Santa Clara Valley Transportation Authority (VTA)
Peninsula Corridor Joint Powers Board (Caltrain)
San Mateo County Transit District (Samtrans)
Golden Gate Bridge, Highway & Transportation District (Golden Gate Transit & Golden Gate Ferry)

1. Rollcall/Confirm Quorum

Present: 18 - Chair Spering, Member Pedroza, Member Papan, Member Worth, Member McMillan, Member Hursh, Member Ramacier, Member Mulligan, Member Whelan, Member Baker, Member Kinman, Member Lindsay, Member Griffiths, Member Rotchy, Member Ford, Member Grisby, Member Mau, and Member Bouchard

Absent: 14 - Member Josefowitz, Member Rabbitt, Member Powers, Member Tree, Member Tumlin, Member Halls, Member Wu, Member Chiu, Member Kim, Member Murphy, Member Wunderman, Member Tran, Member Chavez, and Member Cortese

No Action was taken in this meeting.

2. Chair Comments

3. Presentation on Blue Ribbon Transit Recovery Task Force

21-0862 Presentation on Blue Ribbon Transit Recovery Task Force

Action: Information

Presenter: Commissioner Jim Spering and Executive Director Therese W. McMillan, MTC

Attachments: Memo

Presentation

The following individuals spoke on this Item:
Sheela Gunn-Cushman;
H.E. Christian Peeples, AC Transit;
Warren Cushman;
Richard Hedges; and
Adina Levin.

4. Public Comments / Other Business

5. Closing Remarks

6. Adjournment

BLUE RIBBON
TRANSIT RECOVERY
TASK FORCE

375 Beale Street, Suite
800
San Francisco, CA 94105

Meeting Minutes - Draft

Blue Ribbon Transit Recovery Task Force

Monday, June 21, 2021 | **5:05 PM** | **Board Room - 1st Floor (REMOTE)**

*****Special BRTRTF Meeting with Small Transit Operators Board Members*****

Small Transit Operators Invited to this Meeting:

Altamont Corridor Express (San Joaquin Regional Rail Commission)
Central Contra Costa Transit Authority (County Connection)
Petaluma Transit
Union City Transit
Eastern Contra Costa Transit Authority (Tri Delta Transit)
Fairfield and Suisun Transit (FAST)
Livermore Amador Valley Transit Authority (LAVTA)
Marin Transit
Napa Valley Transportation Authority (VINE)
Santa Rosa City Bus
SF Bay Area Water Emergency Transportation Authority (WETA)
Solano County Transit (SolTrans)
Solano Transportation Authority (Solano Express)
Sonoma County Transit
Sonoma Marin Area Rail Transit District (SMART)
Western Contra Costa Transit Authority (WestCAT)
Vacaville City Coach

1. Roll Call / Confirm Quorum

Present: 17 - Chair Spering, Member Pedroza, Member Josefowitz, Member Papan, Member Rabbitt, Member Worth, Member Ramacier, Member Tree, Member Whelan, Member Halls, Member Baker, Member Kinman, Member Lindsay, Member Griffiths, Member Rotchy, Member Ford, and Member Chavez

Absent: 15 - Member McMillan, Member Hursh, Member Powers, Member Mulligan, Member Tumlin, Member Wu, Member Chiu, Member Kim, Member Murphy, Member Wunderman, Member Grisby, Member Tran, Member Cortese, Member Mau, and Member Bouchard

2. Chair Comments

3. Presentation on Blue Ribbon Transit Recovery Task Force

21-0901 Presentation on Blue Ribbon Transit Recovery Task Force

Action: Information

Presenter: Commissioner Jim Spering and MTC staff

Attachments: Memo

Presentation

4. Public Comments / Other Business

The following individuals spoke on this Item:
Adina Levin; and
Roland Lebrun.

5. Closing Remarks

6. Adjournment

BLUE RIBBON
TRANSIT RECOVERY
TASK FORCE

Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	21-0866	**Version:**	1	**Name:**	
Type:	Report			**Status:**	Informational
File created:	6/1/2021			**In control:**	Blue Ribbon Transit Recovery Task Force
On agenda:	6/28/2021			**Final action:**	
Title:	Network Management Evaluation				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	Item 4 Memo Item 4 Presentation				

Date	Ver.	Action By	Action	Result

Subject:
Network Management Evaluation

Presenter:
VIA Architecture

Recommended Action:
Information

Attachments:

MEMORANDUM

TO	MTC, Blue Ribbon Transit Recovery Task Force
FROM	Tamim Raad (Access Planning), Kate Howe (VIA)
DATE	June 25, 2021
SUBJECT	Regional Network Manager Structures and Evaluation Criteria

Purpose

This memo provides a brief summary of the Consultant Team's proposed structures and criteria for the Regional Network Manager (RNM) Evaluation. This memo accompanies a slide presentation to be given 06-28-2021 to the Blue Ribbon Transit Recovery Task Force which contains more specific detail on the draft Network Management Structures to be considered and criteria for their evaluation.

Background

The consultant team outlined a method and approach for undertaking an evaluation of Regional Network Management Structures at the BRTRTF meeting on the 24th of May. Following this approach, the Consultant team has continued to build upon the work that the Task Force has done to identify, group, define, and prioritize regional network management roles and responsibilities.

Since the May meeting, the Consultant Team has undertaken an evaluation of the work to date, including a review of Task Force and stakeholder documents. The Team also had discussions with a range of Task Force participants to understand their interests and ideas for better regional network management.

One of the activities the Consultant Team undertook was to further probe the delineation of specific decision accountabilities within the various areas of network management responsibility. Within each of the functional areas' roles and responsibilities (e.g., bus transit priority) there are a range of actions and decisions that need to be made at the network management level, operator level and municipal level to implement. Understanding who does what, is important because it has implications for the structures and authorities needed to deliver network management.

These dimensions of decision responsibility were explored at the ad-hoc workshop on the 16th of June. The outcomes from this workshop helped to clarify what, and resolve where, decision authority might rest in when developing proposed structural options. Out of these discussions, and combined with our earlier information gathering, the consultant team identified two recuring ***dimensions of distinction*** common to the various submitted proposals for network management structures. These dimensions are:

- The degree to which the structure formalizes Network ***Management*** activities within a collective group, or whether a ***Network Manager*** centralizes authority within an identifiable entity; and
- Whether or not the RNM roles and responsibilities lie with an ***independent operator*** group, or whether they are closely associated with, or housed within ***MTC***.

Network management structure options
The consultant team has used these dimensions of distinction to synthesize common aspects of submitters proposals into four conceptual proposals with the following contrasting distinctions:

1. **Operator-based Network Management body**, that works *within the operators'* existing legislative and authority framework, under primary direction of the Bay Area' operating entities.
2. **MTC-based Network Management body** works *within the MTC's* existing tools and authorities, with decisions guided by a RNM Council and decisions made by the MTC.
3. **New Network Manager, aside MTC** – *an altogether new organization* with direct accountability, legal authority, and organizational resource to implement full suite of RNM activities.
4. **New Network Manager, within MTC** – *a new organizational unit within the MTC* with MTC providing direct accountability, legal authority, and organizational resource to implement full suite of RNM activities.

Design options and derivatives
Each structure option allows for the possibility of multiple design refinements. These may include and are not limited to:

- Refining to the specific number, or composition of board representatives
- For options not requiring legislation at inception (options 1 or 2), the opportunity for specific legislative 'tweaks' to augment authorities if/when possible; or
- The possibility of incorporating some operating responsibilities (owner-operator role) at a later stage either through new operating functions within the entity or through partial or full operational inclusions with the RNM.

For the purposes of evaluation, the multiple refinements and permutations will not be attributed to a specific option but will be evaluated for forward-compatibility as part of this assessment and scored appropriately.

Evaluation Criteria.
The network management structures will be evaluated against a set of criteria to assess the relative strengths and weaknesses of each structure. These criteria have been designed to support comparative assessment of options against key RNM structure objectives, and support dialogue related to consequences and trade-offs. The proposed list of criteria is contained within the presentation accompanying this memo.

Assessment and next steps
With a confirmed set of alternative structures and assessment criteria, the Consultant Team will conduct an analysis focusing on the respective decision accountabilities required to achieve against the identified activities and priorities. The consultant team will present an initial high-level qualitative comparison of the alternatives against the evaluation criteria, including trade-offs at the July Task Force Meeting.

Agenda Item 4 Presentation

BRTRTF

Date: 06 28 21
RNM Options & Evaluation

BLUE RIBBON

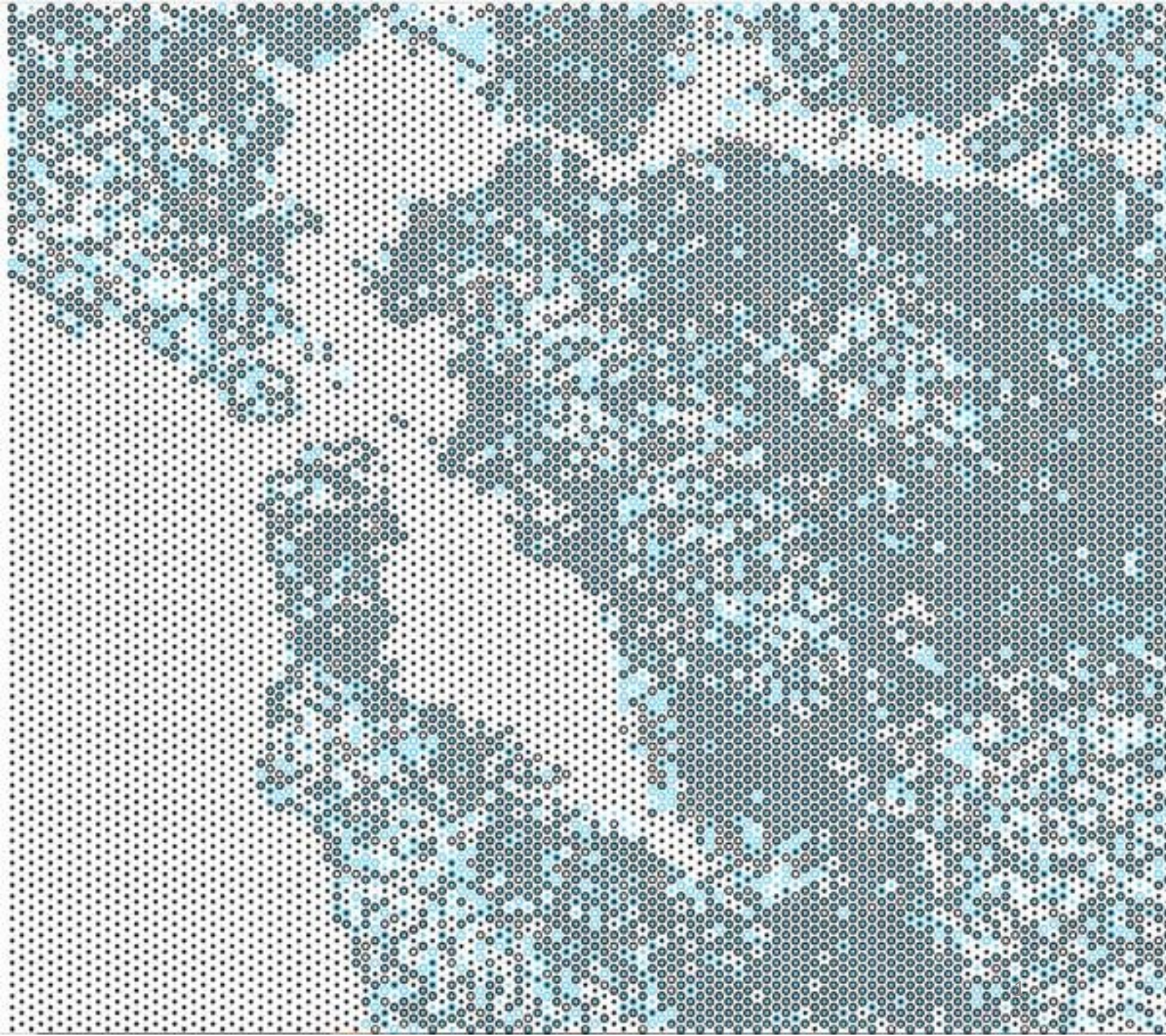
TRANSIT RECOVERY TASK FORCE

VIA

ACCESS.

InfraStrategies

Kevin Desmond



Agenda:

Item and No.	Timing:
1. What we heard from June 16th Ad Hoc session	10 Minutes
2. Review of Structures Consultant team will evaluate in July	60 Minutes
3. Updated Evaluation Criteria	20 minutes

Where we are

01 WHY integrate regionally?

VALIDATION

02 WHAT (Roles & Resp. of RNM)

VALIDATION

Current Focus

03 HOW (Structure Development and Evaluation)

a. **Define regional/local accountabilities for Roles/ Responsibilities**
b. **Sketch level Network Management structures**
c. **Develop and apply Evaluation Criteria**

04 WHEN (Phasing, Priorities, Pathways)

- Define implementation pathways (near to long)
- Define implementation priorities for functional accountabilities

June 16th Ad Hoc – What We Did

- Reviewed lessons learned from other places (Sound Transit, Montreal, London)
- Reviewed key themes and Emerging Directions resulting from work to date.
- Tested concepts in a series of exercises around functional accountabilities for a RNM – found areas of convergence and where more work is needed.
- Provided a high level family of RNM structures for discussion
- Provided a set of Draft Evaluation Criteria for comment

June 16th Ad Hoc – What we Heard

- RNM design needs to respond to the high priority problems
- Need for RNM to ensure operators can deliver on local priorities (to which they're held accountable) - beware of unintended consequences
- Generally – the correct "family" of structures – we have made refinements to reflect comments from Ad Hoc. But ...Devil is in the Details...
- Strong interest in viability, and incremental steps to improve coordination – consider how to do this to create a "virtuous accountability circle"
- Strong desire to act. Looking to business case to fully prove out concepts

Activities

1. System-Level Accountabilities

Q: What is regional, what is local?

- **Strategic vision, plan & policy**
- **Standards and guidelines**
- **Project Prioritization**
- **Project Funding**

- **Infra Development & Design**
- **Infra Delivery**

- **Local network vision**
- **Local network service planning**
- **Operations & maintenance**

2. Roles/Responsibilities:

Q: What should a RNM do? Where on the scale should activities rest? With Local or Region?

Infrastructure	**Services**	**Policy**
E.g. Bus Priority	E.g. Network Planning	e.g Fares

Observations from Activities

1. **Tension between local and regional:** meeting local and regional goals is not mutually exclusive. The region needs to move from '**either/or'** mindset to a '**and/both'** mindset – protect local needs, be aware of unintended consequences, while advancing regional goals.

2. **Desire for RNM have some teeth to get things done:** Make sure new governance structure has authority to mandate. Broad areas of consensus what to do and how.

3. **Form follows finance:** Ensure that accountabilities for transit match where policy is set and revenues are raised.

4. **Accountabilities and structures needs to have resources to deliver:** The RNM governance structure should have commensurate scope and have effective representation; new funding should be explored for regional services.

Discussion points – accountabilities activities

Project Delivery

"Expertise needs to be acknowledged as crucial in delivery"

Bus transit priority – need for singular authority for lane approvals

Regional center for excellence for major transit projects?

Definitions of "major" projects and "regional" projects with respect to funding

Prioritization

Prioritization process needs to flow from regional service vision.

Prioritization can balance urban and suburban needs

Equity

Racial justice in transport access

Geographic equity vs rider equity

Funding

"Devil will be in the details - need more information on how the process will work in the future"

Is funding zero-sum? Is local funding getting diverted for regional?

Is this new money or existing – if new money my opinion might change

Fares – agreement that integration and guidelines to be RNM; setting fare price is operator.

3b. Sketch level Network Management structures

3b

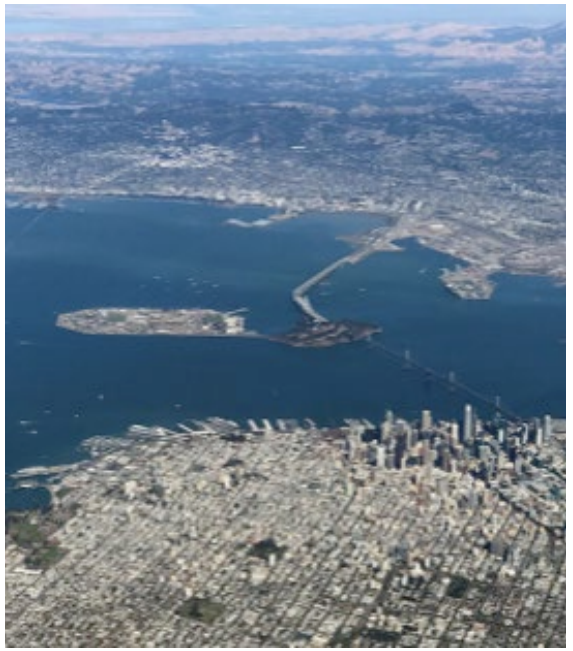
03 HOW (Structure Development and Evaluation)

a. **Define regional/local accountabilities for Roles/ Responsibilities**
b. **Sketch level Network Management structures**
c. **Develop and apply Evaluation Criteria**

Structures & Criteria, from 30k feet

This Phase (May - July 2021)

- Have developed high level concepts/ developing a logic and order to existing proposals (after reviewing submittals)
- Evaluative criteria will be used to analyze specific dimensions of each structure
- Options moving forward determined by consultant team evaluation alongside BRTRTF input
- Framework for Business Case approach



(Q4 2021–2022?)

- Design optimizations
- Detailed evaluation
- Business casing (several or one option)

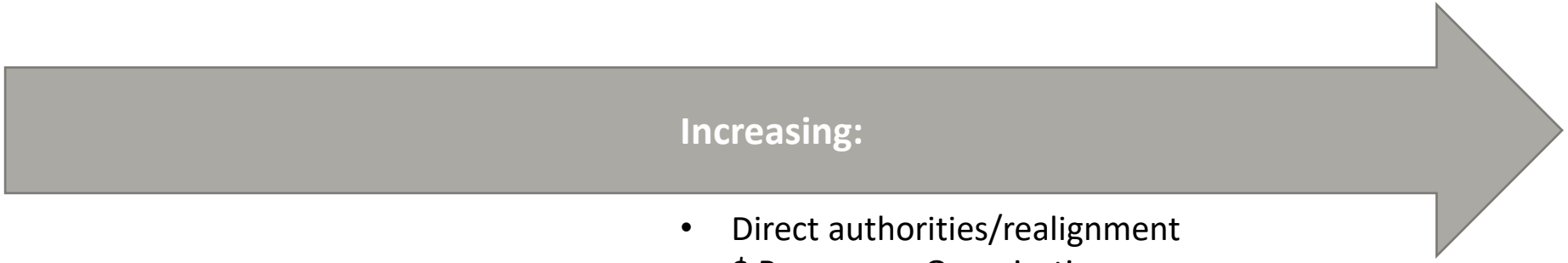
Family of RNM Structure options

Network *Management* Options

- **Design focus** - near term priorities
- **Authority -** largely within existing
- **Organization** - within existing structures
- **Resources –** primarily leverages existing for technical capacity and new investment
- **Evolution -** legislative and resource augmentation possible over time, including transition to Manager

Network *Manager* Options:

- **Design focus** – full suite of RNM roles
- **Authority -** new legislation to fully enable
- **Organization** -new entity with clear accountabilities to RNM outcomes
- **Resources** – new organization, new technical capacity
- **Evolution** – May be 'future state' of either Management option



- Direct authorities/realignment
- $ Resources, Organization
- Time and political will
- Mandate for RNM Functions

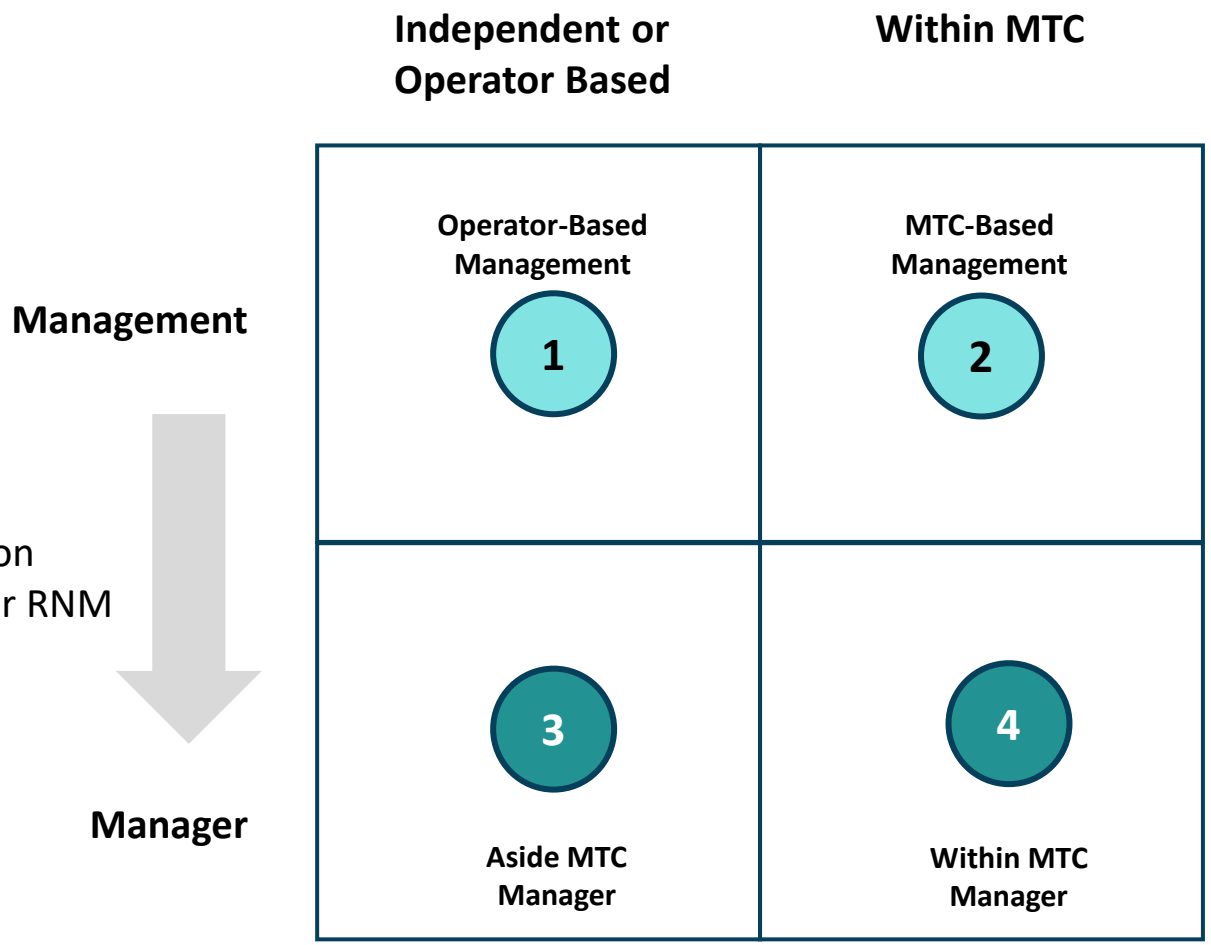
Family of RNM Structure options

Concept Families	Description, scope and responsibility	Authority (legal)	Capacity (technical, organizational)
0. Status Quo (Informal Collaboration) 0	**Working on selected projects collectively, selectively** (e.g. service coordination, Clipper Start) Work within existing structures and mandate to advance on areas of consensus.	Within existing legislation and respective agency mandates. Agencies retain decision rights.	Mostly held within respective organizations, coordinated. Budget to deliver as and when.
1 & 2. Network Management (Formal Collaboration) 1 2	**Expanded scope of activity / work program** e.g. Wayfinding, transit priority. Works within the existing legislative framework and authorities' implementation tools to advance defined RNM priorities	Within existing legislation, with decision responsibility/license through agreements or ***delegation*** from operators and/or MTC. Agencies retain decision rights. Legislative 'tweaks' over time as possible/needed.	Resourcing through existing/ some new staff, with resource sharing with operators. Ad hoc budget to deliver, through formalized mechanisms.
3 & 4 Network Manager (Mandated Entity) 3 4	**More centralized and direct accountability** to take on larger and more challenging RNM roles and Responsibilities	Requires new a legislative directive to centralize authority.	New management entity/ organization with dedicated staffing and expertise within new entities. Dedicated budget to deliver RNM.

Dimensions of Distinction

Increasing:

- Authority
- Resources, organization
- Independent scope for RNM
- Effort



0 Existing structure – Status Quo

Design Objective:

Build on momentum of BRTRTF and Operator Forums for coordinated decision.

No change to agency decision authorities.

Authority:

Legal:

MTC Status quo authorities:

- SB1474 – identify functions to be consolidated
- SB 916 – Requires regional connectivity plan
- Res 3866 – Transit coordination requirements

Operator status quo under

- Various powers and authorities vested within operators depending on structure remain

Representation:

MTC: as is, mostly elected officials

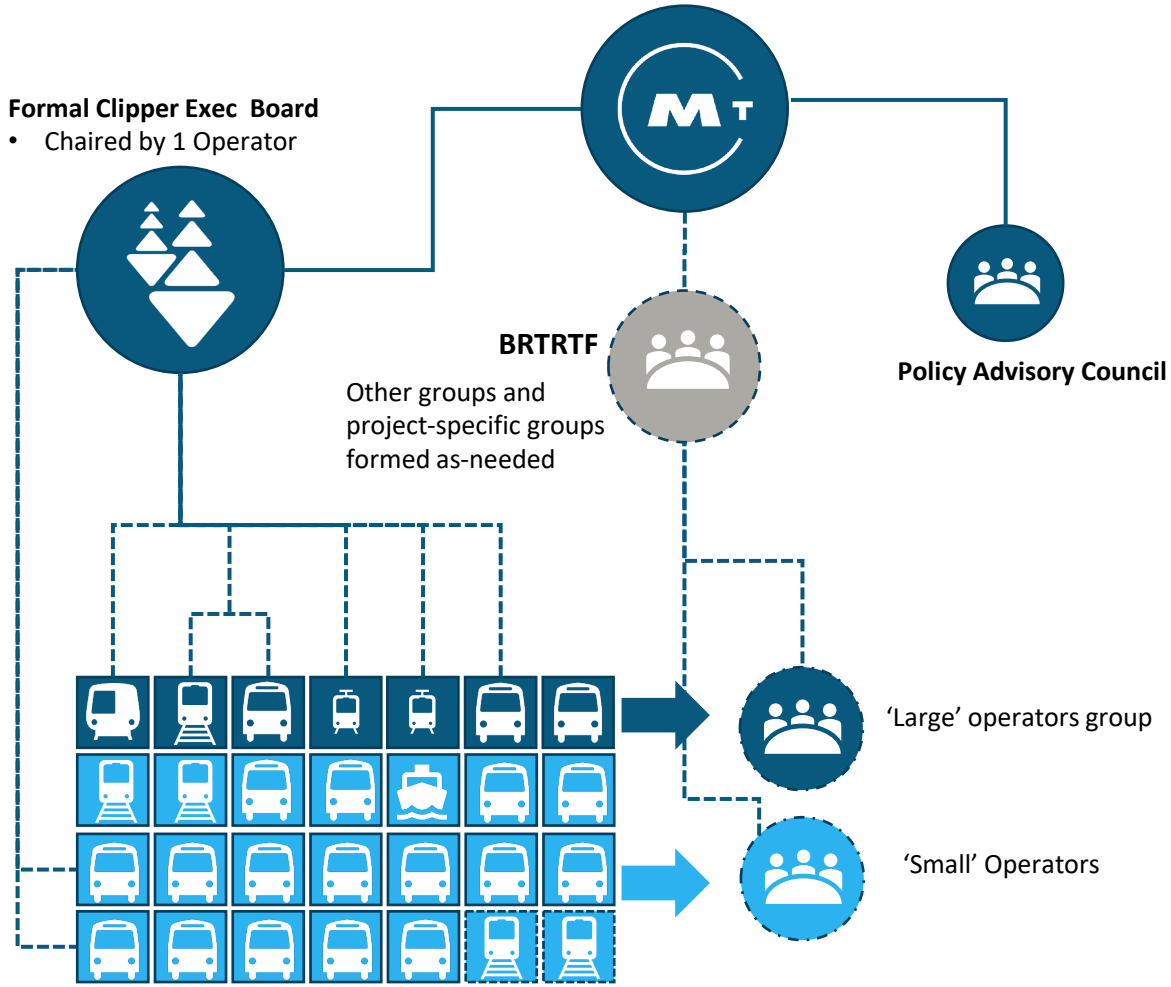
Clipper Board: as is, mostly Transit Agency GMs

Administration / Staffing:

Within existing MTC and Operator staffing

Some sharing of resources to support Clipper Board.

Continued agency-agency coordination



1 Operator-Based Management

Design Objective

Works primarily within the existing legislative framework and *respective authorities'* implementation tools.
Focus on advancing defined **near term** RNM priorities.

Authority

Legal: Maintains existing legal powers within respective entities. Operators, **by agreement, delegate RNM responsibilities** to Board (primarily operator). Agencies ***retain ultimate*** authorities. Ongoing coordination with MTC.

Funding: Operators leverage their existing resources to conduct RNM activities. MTC supports RNM Board through MTC endorsed/funded initiatives.

Capacity: Shared resources between operators. No dedicated staff.

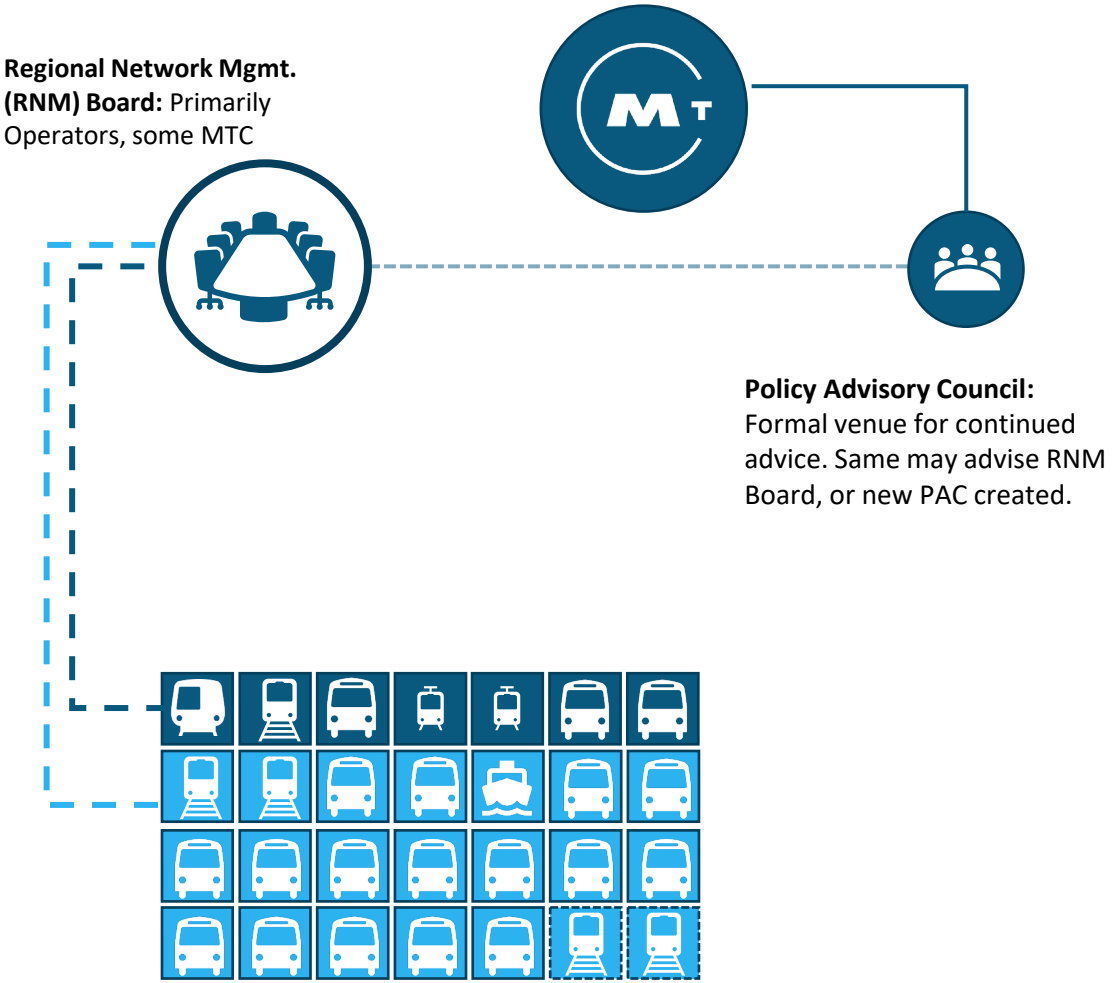
Representation

MTC: As is, no formal linkage

RNM Board: Non elected. Mostly operator GMs, some MTC representatives.

Administration / Staffing

Seconded staff support primarily from within operators. Some MTC support.



2 MTC Based Management

Design Objective

Works primarily within the existing legislative framework, leveraging ***MTC's current*** implementation tools and expanding technical and stakeholder input.

Focus on advancing defined **near term** RNM priorities.

Authorities

Legal: Authorities within respective entities, as is. MTC ***delegates RNM decision recommendation*** to 'Council,' accepting or arbitrating recommendations. MTC takes steps to further ***affirm its decision authorities*** to support implementation.

Funding: MTC leverages existing resources, may redirect existing funds for RNM priorities; focus on new resources.

Capacity: Some new funded technical capacity to implement in line with RNM priorities. Operator supported provided/funded.

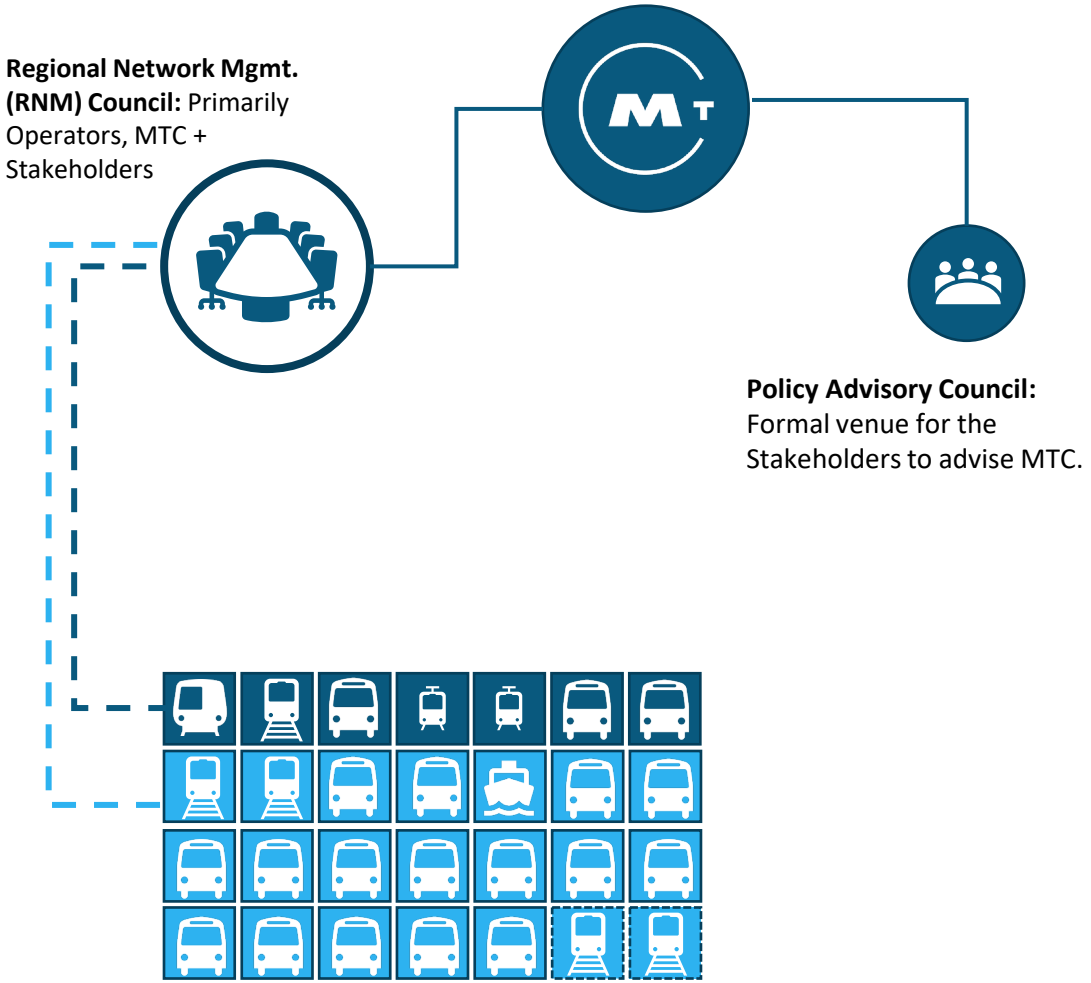
Representation

MTC: As is.

RNM Council: Non-Elected. Transit and MTC GMs, + sector reps. Balance/numbers by group, TBD.

Administration / Staffing

Existing organization/staff + new FTEs, consultant as required



3 New Network Manager, *aside* MTC

Design Objective

Direct accountability, authority, organizational resource to implement ***full suite* of RNM accountabilities** (from easy to difficult), with ***independence of MTC*** but in coordination with MTC as MPO.

Authority

Legal: New entity with specific powers and authorities directly, fully enabling RNM roles.

Funding: MTC still directs MPO mandated funding.
Authority to raise new RNM funding.

Capacity: New entity with technical and administrative capabilities. Houses full suite of planning, delivery and operations expertise, as required. Support RNM functions within operators.

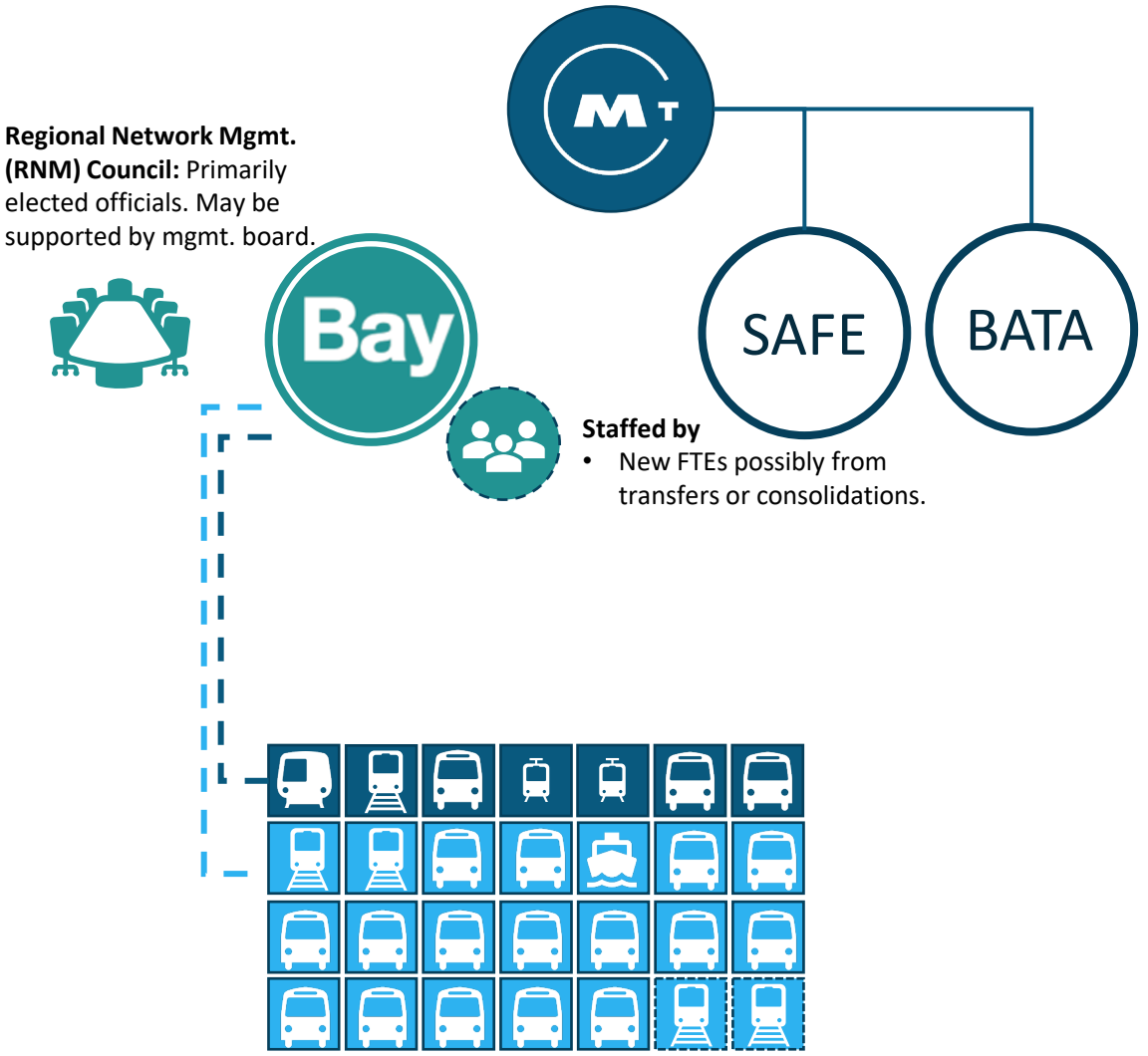
Representation

RNM Board: as policy body, oversight is primarily by elected representatives/delegates.

Balance of representation, supporting management bodies, TBD.

Administration / Staffing

New entity, requires ***ramp up and hiring*** dedicated staffing, administrative, and organizational capacity.



4 New Network Manager, *within* MTC

Design Objective

Direct accountability, authority, organizational resource to implement ***full suite*** of RNM accountabilities, ***within current regional framework***.

Authority

Legal: ***New authority within*** MTC possessing specific powers to directly and fully enable RNM roles.

Funding: MTC integrates MPO mandate funding into its full RNM role. Authority to raise new RNM funding.

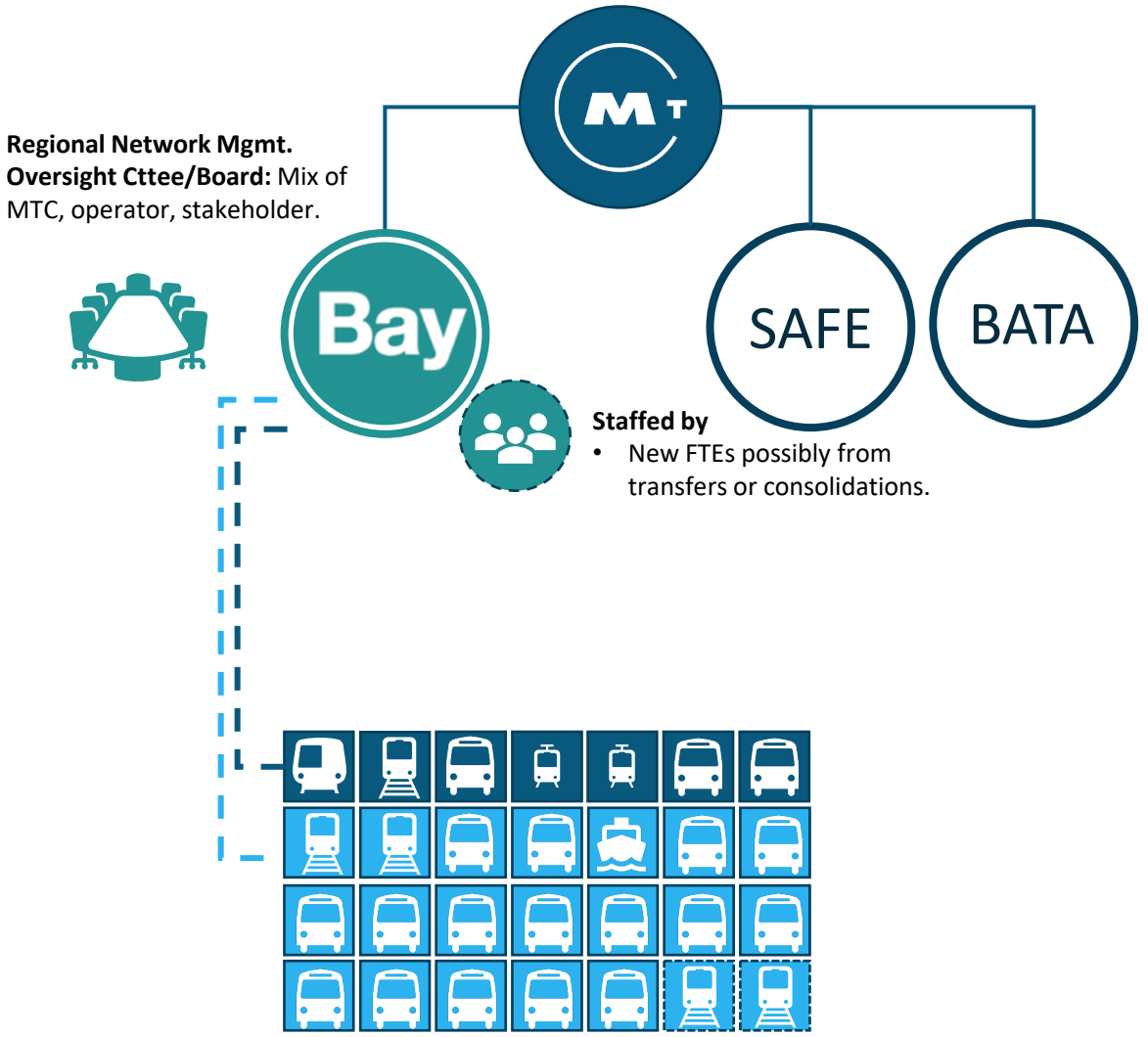
Capacity: New organization unit within MTC, for technical and administrative activities. Houses full suite of planning, delivery and operations expertise, as required. Support RNM functions within operators.

Representation

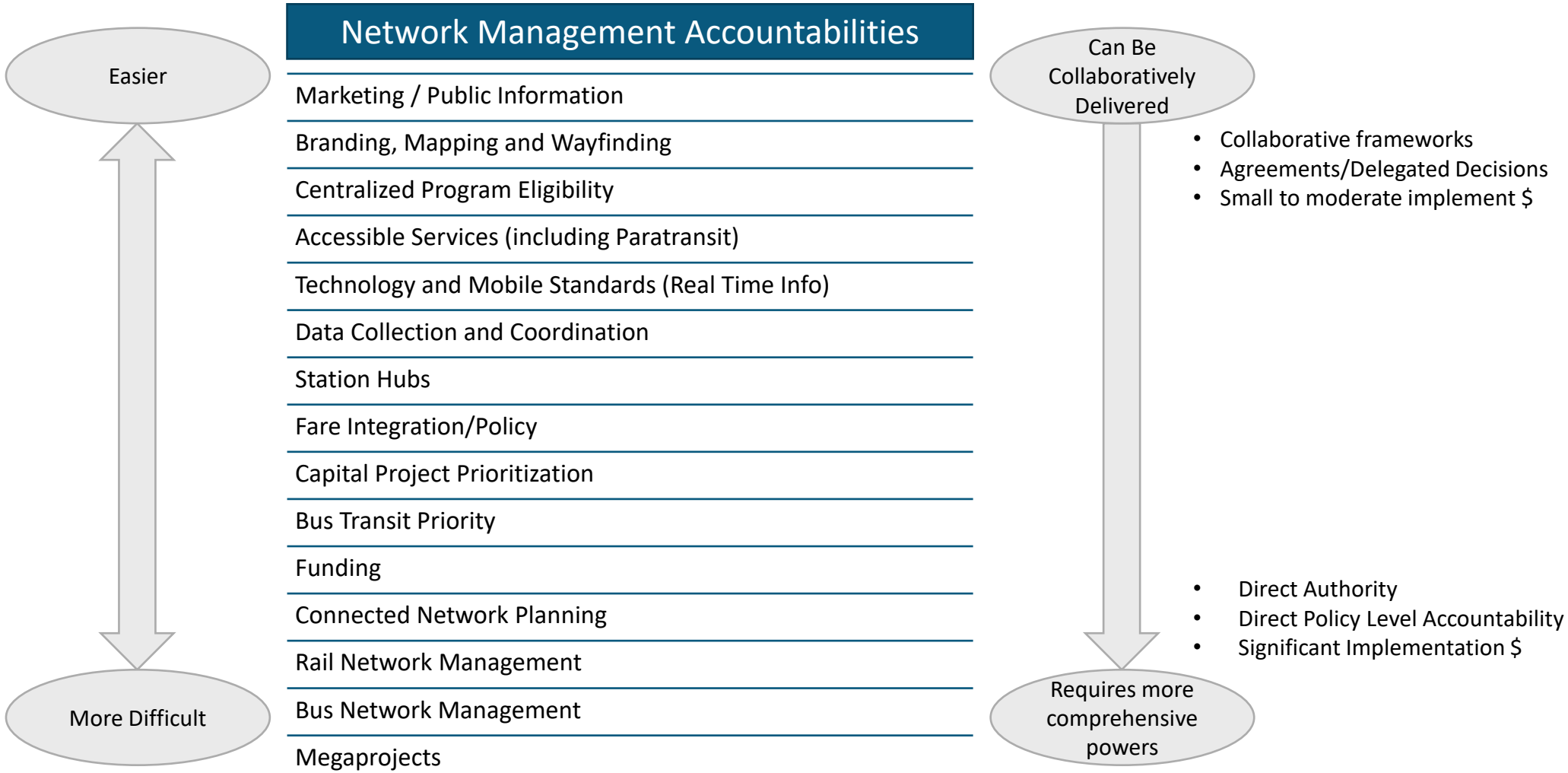
RNM Board: Authority within MTC. Input will be mix of MTC, non-elected, GMs, stakeholder reps. Policy decisions remain with MTC.

Administration / Staffing

New RNM organizational unit within MTC staff.



Accountabilities – Mapping to Powers Needed



3c. Evaluation Criteria

3c

03 HOW (Structure Development and Evaluation)

a. **Define regional/local accountabilities for Roles/ Responsibilities**
b. **Sketch level Network Management structures**
c. **Develop and apply Evaluation Criteria**

Evaluation criteria in context

- Assess the *relative* strengths and weaknesses of structures in meeting key effectiveness and implementation objectives
- Two categories of evaluation, *effectiveness* and *implementation*
- Should reflect key values/priorities for RNM performance expressed by Task Force, and also view of Consultant Team
- For initial, sketch-level assessment (qualitative)
- Should support dialogue to illuminate key consequences and trade-offs
- More detailed assessment through business casing
  - Refined criteria, quantitative and qualitative assessment

Looking for Task Force feedback - completeness, emphasis, relevance

Feedback on evaluation Criteria

	Criteria	Description
Effectiveness	**System outcomes**	• **Transportation:** Improves local and regional mobility outcomes per BRTRTF, including ridership and user experience. • **Equity:** Capable of materially advancing stated goals such as racial and distributive equity, etc. • **Funding:** Capable of generating public confidence in outcomes being achieved, providing standing to drive new funding.
	Governance	• **Oversight systems** embody sound principles and practices for responsiveness, accountability, transparency and trust (productive relationships). • **Appropriately aligns oversight** (political versus management) with decision type (public policy versus operational).
	Institutional Authority	• **Independence:** Possesses financial, policy, technical and administrative authorities to independently deliver on its assigned RNM mandate and duties. • **Policy linkages** make direct, supportive policy and implementation connections between RNM and other formalized Bay Area growth, economic and environment mandates/organizations.
	Durability	• **Sustains** consistent singular vision, clarity of purpose, mission and resources for RNM over time.
	Financial	• **Cost-effectively** deliver RNM outcomes at organization and system levels over time and is affordable.
Implementation	**Readiness**	• **Deliverable in near term** initiating quick implementation of priority RNM, at acceptable cost.
	Capability	• **Possess technical and organization capacity** to implement in transition and steady state operation.
	Adaptability	• **Transition state,** if required, sets stage for future end-state entity. Sets enabling behaviors, accountabilities and structures as 'proof of concept'. • **Forward compatible** with longer-term expanded multi-modal mandate (active modes, micro-mobility, regional roads, etc.).
	Politically supportable	• **Broadly supportable** and capable of gaining necessary authorities for RNM duties; legislation and financial tools/resources.

4. Next Steps

July Consultant team Activities

- Document final structures
- Test final structures against set of confirmed evaluation criteria, using professional judgement and team's understanding of context
- Conduct informal information seeking to fill data gaps as required
- Develop outline for future business case
- Crosswalk and link between BR Task Force Transformation Action Plan
- Develop Final Report

Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	21-0867	**Version:**	1	**Name:**	
Type:	Report			**Status:**	Informational
File created:	6/1/2021			**In control:**	Blue Ribbon Transit Recovery Task Force
On agenda:	6/28/2021			**Final action:**	
Title:	Outcomes and Draft List of Actions				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	Item 5 Memo Item 5 Action Plan Presentation				

Date	Ver.	Action By	Action	Result

Subject:
Outcomes and Draft List of Actions

Presenter:
Steve Kinsey, CivicKnit

Recommended Action:
Information

Attachments:

BLUE RIBBON

TRANSIT RECOVERY TASK FORCE

Agenda Item 5

TO: Blue Ribbon Transit Recovery Task Force Members DATE: June 28, 2021

FR: Steve Kinsey, CivicKnit

RE: Transformation Action Plan

The BRTF is scheduled to approve a Transit Transformation Action Plan at its final meeting on July 26th. The Plan will be submitted to the Metropolitan Transportation Commission for their review and independent action by October 2021. The central product of the Action Plan will be a list of specific near-term actions that the Task Force considers to be priority next steps to achieve the Commission's stated goal of a more connected, more efficient and more user-friendly mobility network across the entire Bay Area and beyond.

A draft list of recommended near-term Action Items will be distributed in the final agenda mailing later this week. The proposed Actions will be keyed to Outcomes, targeted for completion within 1-3 years and achieved through a combination of increased transit agency efficiencies and new funding. To succeed, collaboration among transit agencies and their community partners will need to continue and increase.

In advance of sending out the draft Actions list, we are providing a slide that illustrates the Action Plan's Refined Outcomes and the Task Force's adopted Network Management Roles and Responsibilities associated with each Outcome.

Before the Task Force meeting, please consider the following questions when reviewing the draft Actions list:

- **Are the proposed Actions understandable?**
- **Are there other Actions that should be included?**
- **Should any Actions be removed?**
- **Do the sum of these Actions lead toward "Transit Transformation"?**

Agenda Item 5 Presentation

TRANSFORMATION ACTION PLAN: DRAFT ACTIONS

Steve Kinsey, CivicKnit

June 28,2021

TRANSFORMATION ACTION PLAN: REVIEW OF DRAFT ACTIONS

ACTION PLAN ELEMENTS:

- Expanded collaboration between transit operators with partners is essential
- Actions are keyed to Outcomes
- Network Management reforms subject to Business Case analysis to verify value
- Focused on near-term actions (1-3 yrs.) leading *toward* Transit Transformation
- Calls for increased efficiency and new funding

TODAY'S GOAL – REVIEW and COMMENT

- Are the proposed Actions understandable?
- Are there other Actions that should be included?
- Should any Actions be removed?

TRANSFORMATION ACTION PLAN: **REFINED OUTCOMES**

BLUE RIBBON
TRANSIT RECOVERY TASK FORCE

The Action Plan will be organized to advance these Transit Transformation outcomes in the near-term.

NETWORK MANAGEMENT OUTCOMES	ROLES & RESPONSIBILITIES	
I. **FARES AND PAYMENT:** Simpler, consistent, and equitable fares and payment options attract more riders.	▪ Fare Integration Policy	
II. **CUSTOMER INFORMATION:** Integrated mapping, signage and real-time schedule information makes transit easier to navigate and more convenient for both new and existing riders.	▪ Branding, Mapping and Wayfinding ▪ Technology and Mobile Standards ▪ Marketing / Public Information	
III. **TRANSIT NETWORK:** Bay Area transit services are equitably planned and integrally managed as a unified, efficient, and reliable network.	▪ Bus Transit Priority ▪ Bus Network Management Reform ▪ Rail Network Management Reform ▪ Connected Network Planning	▪ Station Hub Design Review ▪ Capital Project Prioritization ▪ Data Collection and Coordination
IV. **ACCESSIBILITY:** Transit services for older adults, people with disabilities, veterans and those with lower incomes are coordinated efficiently.	▪ Accessible Services (including Paratransit) ▪ Centralized Program Eligibility Verification	
V. **FUNDING:** The Bay Area's transit system uses its existing resources more efficiently and secures new, dedicated revenue to meet its capital and operating needs.	▪ Funding Advocacy	

TRANSFORMATION ACTION PLAN: **ACCELERATED ACTIONS** (DRAFT)

BLUE RIBBON
TRANSIT RECOVERY TASK FORCE

I. FARES AND PAYMENT

Fare Integration Policy

- Act on the Fare Coordination and Integration Study (FCIS) recommendations, including selecting and funding pilot projects, **by December 2021**.
- Determine whether existing authority is sufficient to support uniform implementation of FCIS recommendations **by December 2021**.
- Seek state legislation for additional authority, if needed, to ensure uniform and timely implementation of FCIS recommendations **by mid-2022**.

Active Efforts —
Continue to invest in and improve existing programs (Clipper, Clipper START, inter-operator transfer policies)

TRANSFORMATION ACTION PLAN: **ACCELERATED ACTIONS** (DRAFT)

BLUE RIBBON
TRANSIT RECOVERY TASK FORCE

II. CUSTOMER INFORMATION

Mapping and Wayfinding

- Fund and develop regional mapping and wayfinding standards for application across all operator service areas **by mid-2023**.
- Fund and complete 2-3 consistently-branded North and East Bay subregional mapping and wayfinding pilot projects and adopt timeline **by December 2024** for subsequent regionwide deployment across all service areas.
- Fund and develop a regional mapping data services digital platform, to facilitate the standardization of digital and paper maps across all transit services **by late 2024**.

Active Efforts –
Continue partnering with operators on: Return-to-Transit and future regional marketing campaigns, 511 infrastructure, Business Groups' employer surveys

TRANSFORMATION ACTION PLAN: **ACCELERATED ACTIONS** (DRAFT)

BLUE RIBBON
TRANSIT RECOVERY TASK FORCE

III. TRANSIT NETWORK

Bus Transit Priority (speed & reliability)

- Request a Caltrans Deputy Directive that expedites State right-of-way bus priority Design Exceptions **by December 2021**.
- Sponsor legislation to remove barriers to transit priority implementation **by early 2022**.
- Fund design and delivery of prioritized near-term Bay Area Forward projects **by mid-2022**.
- Select near-term HOV lane operating policies to advance **by mid-2022**.
- Define a Cooperative Agreement process that expedites travel time improvements on arterials and bus rights-of-way **by late 2022**.

Active Efforts –
Regional Transit Priority and Arterial Investment programs

TRANSFORMATION ACTION PLAN: **ADDITIONAL ACTIONS** (DRAFT)

BLUE RIBBON
TRANSIT RECOVERY TASK FORCE

III. TRANSIT NETWORK

Bus/Rail Network Management Reform

- Establish and support an MTC advisory group to guide the Network Management Business Case analysis **by October 2021**.
- Provide financial incentives for Solano and Sonoma counties to complete their Integration Efficiencies initiatives **by December 2021**.
- Deliver Phase 1 Rail Partnership and Governance Assessment grant **by late 2021** and Final Assessment **by mid-2023.**
- Fund and complete a Business Case analysis of potential network management reforms, including resource requirements and implementation steps, **by early 2022**.
- Adopt Transit Equity Principles and a process for institutionalizing them **by mid-2022**.

Active Efforts —
Blue Ribbon Task Force and related collaborations; Transit Sustainability Project (TSP)

TRANSFORMATION ACTION PLAN: **ADDITIONAL ACTIONS** (DRAFT)

BLUE RIBBON
TRANSIT RECOVERY TASK FORCE

III. TRANSIT NETWORK

Connected Network Planning

- Adopt a standardized hub design review framework that includes coordination with local community planning policies **by late 2023**.
- Fund and adopt a Transit Priority Policy and Corridor Assessment for a Bus Rapid Transit Network focused on high-transit-volume corridors **by late 2023**.
- Develop and adopt a Bay Area Connected Network Plan that includes transit service and hub categories, funding requirements and next steps **by late 2024**.

Active Efforts —
Synchronize schedule changes across operators; Operator's schedule and hub transfer coordination improvements; Regional Annual Transit Passenger Survey (O-D)

Data Collection and Coordination

- Establish common platform and protocols for uniform GTFS-Realtime data collection. Fund technical support needed to bring all agencies to uniformity **by mid-2023**.

TRANSFORMATION ACTION PLAN: **ADDITIONAL ACTIONS** (Draft)

BLUE RIBBON
TRANSIT RECOVERY TASK FORCE

IV. ACCESSIBILITY

- Designate a Mobility Manager in each county **by mid-2022**.
- Fund additional subregional one-seat paratransit ride pilot projects and develop cost-sharing policies for cross jurisdictional paratransit trips **by late 2022**.
- Adopt standardized eligibility practices for programs that benefit people with disabilities (paratransit and Clipper RTC) **by late 2022**.

Active Efforts —
Regional Transit Connection Card (RTC discount); Integration of paratransit on Clipper Next Generation

TRANSFORMATION ACTION PLAN: **ADDITIONAL ACTIONS** (DRAFT)

BLUE RIBBON
TRANSIT RECOVERY
TASK FORCE

V. FUNDING

- Identify cost-saving efficiencies and Network Management funding needs as part of Business Case analysis **by early 2022**.
- Support efforts to organize a transportation funding ballot measure that includes new funding for transit **in November 2024**.

Active Efforts —
Continue state and federal advocacy efforts for increased transit funding.

TRANSFORMATION ACTION PLAN: NEXT STEPS

BLUE RIBBON
TRANSIT RECOVERY TASK FORCE

- Revise draft Actions based on today's review
- Integrate Evaluation Consultant comments and network management evaluation
- Task Force final review, revision and adoption at July 26th Blue Ribbon meeting
- Celebrate your Task Force's dedication and conclusion
- Begin Business Case by Fall '21

TRANSFORMATION ACTION PLAN: **QUESTIONS AND COMMENTS**

- Are the proposed Actions understandable?
- Are there other Actions that should be included?
- Should any Actions be removed?

www.mtc.ca.gov/mtc.ca.gov/blue-ribbon-transit-recovery-task-force

Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	21-0865	**Version:**	1	**Name:**	
Type:	Report			**Status:**	Informational
File created:	6/1/2021			**In control:**	Blue Ribbon Transit Recovery Task Force
On agenda:	6/28/2021			**Final action:**	
Title:	Transit Agency Ridership Updates				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	Transit Operator Ridership Update Public Comments received				

Date	Ver.	Action By	Action	Result

Subject:
Transit Agency Ridership Updates

Attachments:

Bay Area Transit Operator Ridership Update

Agenda Item 6a

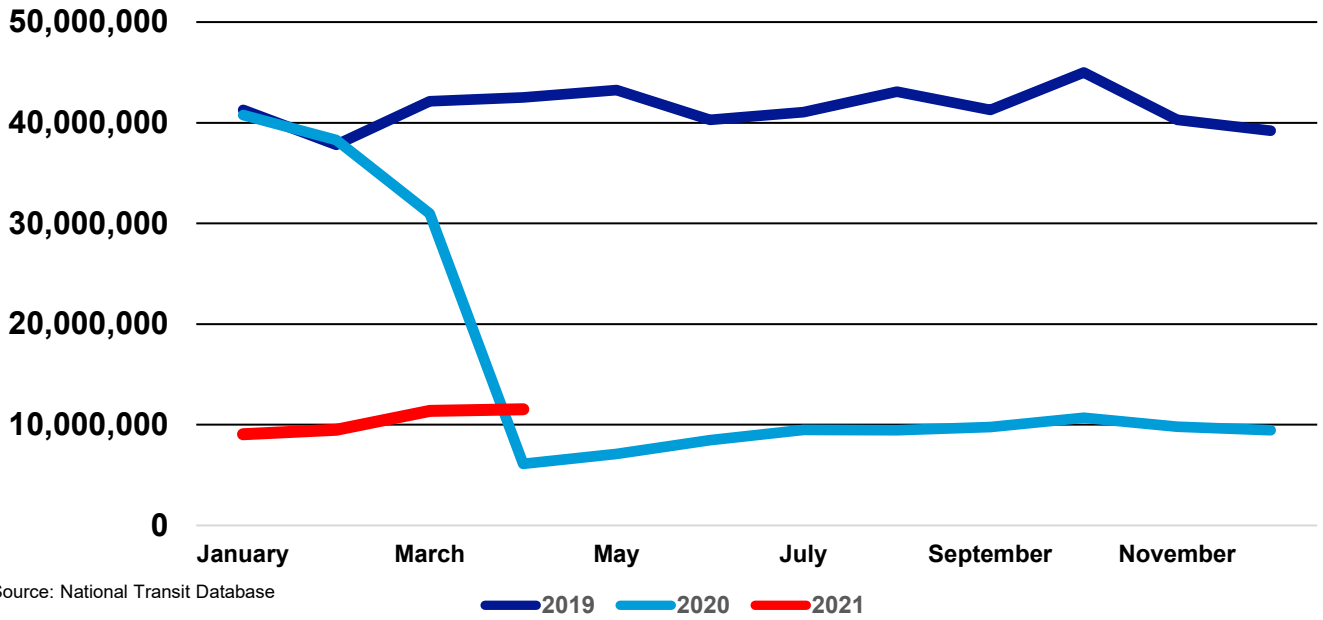
BLUE RIBBON TRANSIT RECOVERY TASK FORCE

June 28, 2021

Bay Area Transit Ridership (all operators)

April Ridership Down 73% from Pre-COVID-19 Levels

Ridership has plummeted from a 2019 average of over 40 million trips per month, to an average of 9 million since the onset of the COVID-19 pandemic.



Source: National Transit Database

Ridership and Service Impacts for Big 7 Operators

Data for April 2021 (vs. April 2019)

SFMTA
Ridership: -69%
Muni Metro service slowly being restored.

BART
Ridership: -85%
Service ends at 9:00 pm.

AC Transit
Ridership: -63%
Most Transbay service suspended.

VTA
Ridership: -64%
Operating reduced service.

SamTrans
Ridership: -54%
Operating modified schedule.

Golden Gate
Ridership: -87%
2/3 of routes suspended.

Caltrain
Ridership: -91%
Operating modified schedule.

Source: National Transit Database

From: Setsuko Amann
To: MTC-ABAG Info
Subject: Support Network Manager
Date: Sunday, June 27, 2021 11:27:43 AM

External Email

Please support for creating Network Manager for the Bay Area.

Thank you,
Setsuko amann

From: Salman Ansari
To: MTC-ABAG Info
Cc: Amy Worth
Subject: New Regional Network Manager
Date: Sunday, June 27, 2021 3:14:00 PM

External Email

Hi there,

I hope you're doing well and staying safe. I wanted to reach out to express support for exploring new regional network manager options. Specifically, regarding the approaches we take and opting for best practices, I think Options 3 & 4 need to be the ones we pick to move forward into business cases.

I've lived in the Bay Area for over a decade. I've lived in [redacted] and now live in [redacted]. Regardless of where I've lived, I've felt the pain of a disconnected transit system. If my origin and destination happened to land perfectly on a BART line or a Muni line or Caltrain, things are okay…but otherwise it is a really tough process to navigate multiple agencies in many cases.

I appreciate your time reading this and your efforts to bring Bay Area transit closer to where it needs to be.

Thank you.

:.
Best,
Salman Ansari | [redacted] [redacted]

From: Nancy Arbuckle
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting
Date: Sunday, June 27, 2021 4:18:40 PM

External Email

- **To Whom It May Concern: I am writing today to urge you to establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares. In addition, I am asking that you focus on Options 3 and 4 a future business case study of network management**

I am a member of Seamless Bay Area. Thank you for the opportunity to weigh in.

Sincerely,

Nancy Arbuckle
[redacted]

From:	Sara Barz
To:	MTC-ABAG Info
Cc:	njosefowitz@spur.org; jimzspering@solanocounty.com; Gina Papan; Cindy Chavez; Alfredo Pedroza; Amy Worth; David Rabbitt
Subject:	June 28 Blue Ribbon Transit Recovery Task Force Meeting
Date:	Sunday, June 27, 2021 4:26:41 PM

External Email

Dear Blue Ribbon Transit Recovery Task Force,

The definition of insanity is doing the same thing over and over again and expecting a different outcome.

The Bay Area has been playing with some flavor of formalized collaboration since the 1970s, yet transit outcomes for riders like me have only marginally improved in that time period. Our transit mode share (4% of trips, 11% of commute trips) is very low and has been falling over the past decade even without the pandemic. Unless we create a bold vision and institution to steward our transit system, we will not live up to our climate change goals.

We need a regional transit system with integrated fares, service, and customer experience that will make transit easier to use. To get that regional system, we need to pursue network manager options that are proven to work in other regions, and that lead to the best possible outcomes for riders.

In the business case, please include a "New Regional Network Manager" option, which studies a network manager led by an agency that unifies two or more of the Bay Area's existing transit agencies.

Sincerely,
Sara Barz

[redacted] resident, BART, Muni, and Caltrain rider

--
Sara K. Barz
[redacted]

From:	Rick Nahass
To:	board@samtrans.com; MTC-ABAG Info
Cc:	Debbie Ruddock; Deborah Penrose; Gina Papan; HRarback@hmbcity.com; john@commute.org; Robert Brownstone; city.clerk@cityofsanrafael.org; citycouncil@ci.pacifica.ca.us; cpeeples@actransit.org; districtsecretary@goldengate.org; eortiz@actransit.org; jbeckles@actransit.org; jjimenez@hmbcity.com; jwalsh@actransit.org; jyoung@actransit.org; mawilliams@actransit.org; novatocouncil@novato.org
Subject:	Bay Area Transportation Network Manager Decision - BRTF Jun 8
Date:	Friday, June 25, 2021 2:24:30 PM

External Email

TO: Blue Ribbon Task Force and SamTrans Board
CC: Transit Operators and Elected Officials

In the upcoming Jun 8, 1PM Blue Ribbon Task force meeting , agenda item 4a Network Management Evaluation, the direction of a central owner for coordinating one Bay Area Transit system may be decided.

It is imperative that the Blue Ribbon Task Force focus the effort of evaluation and planning on a completely new organization/structure, Network Manager, that holistically supports all public transit operations. This would mitigate the current inequitable MTC support for rail over bus operations and downtown corporate commuting over small business/community public transit.

Systematic in the perhaps decades of unconscious bias against bus operations:

(1) Support for Bus Transit Corridors missing or de-prioritized on initiatives:

- Support for Dedicated right of ways for Rail %100, for Bus %0
- Rail - BART Central Transbay Corridor - **$1Billion Funding in 2020**
- Rail - Dumbarton Caltrain Southern Transbay corridor - **$1Billion Plan**
- Bus - GG Transit '40' San Rafael - Del Norte BART Northern Transbay Corridor Exists, $0 new funding
- Bus - AC Transit 'M' Hayward to Half Moon Bay $0 Planning - work commute, only rides half way
- Bus - Half Moon Bay to Novato Western Corridor - $0 Planning, does not exist (needs collaboration from 4 Bus operator agencies)

(2) Clipper - SF Bay Bus operator fare box has more in common with bus transit operations in Tokyo, New York and London than with SF Bay Rail fare collection. Clipper was built as a closed system for rail gates and the resulting after thought accomodation for buses restricts bus operators from consideration of open payment fare collection using off-the-shelf processes and equipment like the one successfully implemented by Monterey Salinas Transit.

An independent Network Manager could facilitate bus operator collaboration and equitable policy attitude for Transit Corridors and fare box open payment with merger to eventual $500M upgrade cost to accommodate open payment for rail/Clipper-2.

Thank You for your consideration,

Rick Nahass

[redacted]

From: Lauren Bennett
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting
Date: Sunday, June 27, 2021 5:00:08 PM

External Email

This email is in support of creating a network manager position(s) for our Bay Area transit agency coordination. --
Thank you,

Lauren Bennett
[redacted]

From:	Remi Tan
To:	MTC-ABAG Info
Subject:	Blue Ribbon Task Force - Regional Transit comment for Monday"s meeting
Date:	Sunday, June 27, 2021 2:05:46 PM

External Email

Dear Task Force Members:

I would like to request that the Task force only consider and focus on Options 3 and 4 a future business case study of network management.
Establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares.

Ideally the entire public transport system in the bay area should be one regional operator with a single board made up of county representatives, one administration and operations organization. It would merge BART, CalTrain, ACE, Capital Corridor, and SMART rail along with all of the dozens of bus and light rail agencies that would feed the main rail services. This would go a long way for truly integrated regional transit that prioritizes riders, minimizes duplication of administrations and lines, coordinate just-in time transfers, seamless fare structure, unified branding, and schedules, economies of scale in purchasing power, making equipment and systems similar as much as possible thus reducing maintenance costs. As we are embarking on electrification of remaining diesel rail and buses, with major capital costs, this is critical to coordinate these purchases and upgrades.

Thank you and Best Regards,

Remi Tan, AIA, LEED AP BD+C
Manager and Member
S.A.A. Equities, LLC
Architecture, Green/Sustainability Consulting, and Real Estate Investment

[redacted]

From:	Raayan Zarandian Mohtashemi
To:	MTC-ABAG Info
Cc:	Gina Papan
Subject:	Blue Ribbon Transit Recovery Taskforce Meeting, Item 4
Date:	Sunday, June 27, 2021 2:58:07 PM

External Email

Dear Blue Ribbon Transit Recovery Taskforce,
My name is Raayan Mohtashemi, and I'm a [redacted] Resident. I regularly take regional trips on transit, especially SamTrans, Caltrain, and BART.
I am dismayed as to how uncoordinated our regional transit systems are. It is a problem that we must pay multiple fares to get from point A to point B, whereas such a fare structure does not exist for our seamless, regional roadway network. I know so many people who say they would take more trips on transit if it were more convenient, seamless, and/or affordable. I myself am discouraged from taking trips with transit especially due to a lack of coordinated schedules and easy wayfinding.
I also note how a lack of regional network management makes it harder and more expensive to plan and construct larger regional projects that will have huge benefits to riders across the Bay Area.
Recent governance issues with Caltrain provide just the most recent episode in how local factionalism in our balkanized transit system causes serious issues for riders when disputes arise between different factions who are not putting the needs of the transit system/riders they are managing first.
I strongly support integrated fares, integrated service, and integrated customer experience that will make transit easier to use. This must go *well beyond* smale schedule coordinations such as was achieved by BART and Caltrain at Millbrae after years of complaints from riders.
MTC/The Bay Area should pursue network manager options that are proven to work in other regions, and that lead to the best possible outcomes for riders.
Any business case for a network manager should study "New Regional Network Manager" options, including a network manager led by an agency that unifies two or more of the Bay Area's existing transit agencies, such as Caltrain and BART, which form the backbone of our region's crucial rail network.
To this end, I strongly urge the board to further study options 3 and 4 presented by staff.

Thank you,
Raayan

From: Dana B
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting
Date: Thursday, June 24, 2021 8:04:22 PM

External Email

Hello,
My name is Dana Bolstad, and I have been a resident of [redacted] for over 20 years. Five years ago, I sold my car, and since then have been able to use various modes of public transit, car share and bike share programs to commute to work and manage my personal needs. Before the covid pandemic, I used mostly Caltrain and sometimes BART, in combination with company shuttle buses, to commute to work in [redacted]. Without these public transit options, I would need a car. I appreciate that I can use the Clipper Card (now in my iPhone wallet) to ride Caltrain, BART and Muni.

I strongly support integrated fares and services that make transit easier to use and propose that the Bay Area pursue network manager options that are proven to work in other regions and lead to the best possible outcomes for riders. This may include a new agency that unifies two or more existing transit agencies.

Kind regards,
Dana Bolstad

From: Judy Borcz
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting
Date: Saturday, June 26, 2021 5:26:44 PM

External Email

To Bay Area Metro:
Please be sure to consider a bold, new regional network manager option for our Bay Area transit system, and include this case in business plan development. I strongly support integrated fares, service, and a customer experience that will make transit easier to use. With our current network having greater than 20 agencies operating, and complex fare structures, the system is quite difficult to use. A business case for a network manager should study "New Regional Network Manager" options, including a network manager led by a new agency that unifies two or more of the Bay Area's existing transit agencies.

Thanks for your consideration.
Judith Borcz
[redacted] CA

From:	Noah Rumbaoa
To:	MTC-ABAG Info
Cc:	njosefowitz@spur.org; Gina Papan; Cindy Chavez; Alfredo Pedroza; jimzspering@solanocounty.com; Amy Worth; David Rabbitt
Subject:	BRTF Item 4A
Date:	Sunday, June 27, 2021 12:33:25 PM

External Email

Hello,

Please read my comment aloud during the public comment period.

Public Comment
Hello members of the Blue Ribbon Task Force. My name is Noah Rumbaoa (rum-BAU-uh), and I am a [redacted] resident and [redacted] student studying city planning.

Due to the cost of living in the inner Bay Area, I will be forced to commute from my [redacted] home to school everyday this upcoming school year. I don't really like driving, and I *hate* driving in traffic. Honestly, it would be much easier for me to take transit. But when it takes twice as long to take transit, when I'm forced to transfer from SolanoExpress (which is operated by both Soltrans and FAST?!) to BART to AC Transit, it gets very confusing real quickly.

I can't believe how complicated it is to have to coordinate what time I have to leave to make it to class on time or even keep track of how much I'm spending on these services. At least Clipper exists so that I don't have to worry about getting the right amount of money every time to pay the different fares.

I *love* using transit. It's relaxing and I don't like driving. I would *rather* use transit, but right now, it's *soo much easier* to drive. But when it's as complicated as it is right now, imagine how many other people who *would* use transit that are not because of how complicated it is.

I strongly urge that the Bay Area look into and create a new Regional Network Manager to ensure that our region has coordinated and integrated fares and transit service. Our current system is a mess and we should be looking at other systems that *work* to increase universal accessibility to the opportunities that exist here in the Bay Area.

Thank you!

Noah Rumbaoa
he/him/his
B.A. Urban Studies
[redacted]

From: Jason Cerundolo
To: MTC-ABAG Info
Cc: Alfredo Pedroza; jimzspering@solanocounty.com
Subject: Support Regional Network Manager Options
Date: Friday, June 25, 2021 10:59:49 AM

External Email

I am writing to you about the Network Management Evaluation item on Monday's agenda. I strongly urge you to include a New Regional Network Manager in the business case studies going forward.

I live in [redacted] Oakland. Before the pandemic, I would have to take three different transit systems to get to work: AC Transit, BART, and SFMTA. These days I'm starting a new business in [redacted] building computers for spacecraft. So now I'm thinking about how my future employees will commute here. Because of how fragmented our transit system is, I can only reasonably expect people to commute from SF or the East Bay. Getting between East Bay and South Bay with our current system is just not practical. Even if all the trains are on time, it will take hours. And if a single link in the chain has a problem, they would miss a connection and be delayed significantly. A lot of these problems can be solved with a more integrated system.

I strongly support integrated fares, service, and customer experience that will make transit easier to use for riders. We should be focusing on what's best for riders instead of squabbling over jurisdictions. I grew up in Boston where there is one transit authority, the MBTA. When I moved out here and learned that there were DOZENS of transit authorities, I was flabbergasted. The Bay Area should pursue network manager options that are proven to work in other regions. There is no reason for our fractured system other than our lack of will to change it. Please add a business case for “New Regional Network Manager” options, including a network manager led by an agency that unifies two or more of the Bay Area’s existing transit agencies, to the list of studies going forward. We need fewer agencies not status quo.

Thank you,

Jason Cerundolo

From: Nathan Chan
To: MTC-ABAG Info
Subject: Network Manager Needed for Integrated Transit
Date: Sunday, June 27, 2021 4:30:31 PM

External Email

Hello,

We have tried for decades to integrate the Bay Area's transit agencies through voluntary efforts and the lack of results speak for themselves. The Blue Ribbon Task Force needs to consider appointing a Network Manager to be responsible and accountable for this. Options 3 and 4 are the only ones being considered that include this component.

Tomorrow, please:

- Establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares.
- Focus on Options 3 and 4 a future business case study of network management.

Thank you,

Nathan Chan

From: Helena Chang
To: MTC-ABAG Info
Cc: Alfredo Pedroza; jimzspering@solanocounty.com
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting
Date: Friday, June 25, 2021 8:00:20 AM

External Email

To whom it may concern,

I am Helena Chang representing The Center for Independent Living (TheCIL) in the East Bay. We travel-train our community members (mostly people with disabilities and seniors) how to ride public transit, especially AC Transit and BART. The lack of connectivity for our community members between different transit agencies is detrimental for their safety and equity. Public transit is many of their main modes of transportation, but long wait times between transfers or unsafe waiting areas or crosswalks to get to stops make transit much more inaccessible for those with disabilities.
We strongly support development for a more seamless and equitable transit system through integrated fares, services and customer experience that will make transit easier to use. We also support pursuing different network manager options to ensure better and smoother transit services, as seen from other regions and countries. We believe that a business case for a network manager should study "New Regional Network Manager" options, including a network manager led by a new agency that unifies two or more of the Bay Area's existing transit agencies.

Thank you so much for your time!

--
Helena Chang
Interim Senior Program Manager
The Center for Independent Living, Inc.
2490 Mariner Square Loop, Ste 210
Alameda, CA 94501
(510) 841-4776 x3103
www.thecil.org

From:	Ryan Chui
To:	MTC-ABAG Info
Date:	Sunday, June 27, 2021 11:25:32 AM

External Email

To whom it may concern,

I'm writing in support of the establishment of a network manager to unify our disparate public transportation systems into a more integrated one. The current system is bloated and does not reflect the forward thinking nature or provide the level of service that residents desire. I believe this will help to lower costs, unify fares and schedules, and improve the overall satisfaction of public transportation ridership around the Bay as a whole.

Please focus on considering options 3 and 4 for a more centralized management and greater direct accountability for our agencies.

Best,

Ryan Chui
[redacted], CA

From:	Ann Chung
To:	MTC-ABAG Info
Cc:	Cindy Chavez
Subject:	June 28 Blue Ribbon Transit Recovery Task Force Meeting
Date:	Sunday, June 27, 2021 11:40:10 AM

External Email

Hello,

Please:

- **Establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares.**
- **Focus on Options 3 and 4 a future business case study of network management.**

at today's meeting!

Thank you,

Ann

[redacted]

From: Peter Ciccolo [redacted]
Sent: Sunday, June 27, 2021 3:05 PM
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

I am writing to express my support for a Network Manager role in the upcoming task force meeting, and to express support for options 3 & 4 in the RNM structure options.

Thank you,
-Peter Ciccolo
[redacted], CA

From:	George Spies
To:	MTC-ABAG Info; Alfredo Pedroza; jimzspering@solanocounty.com
Subject:	comment on Bay Area Regional Network Management
Date:	Sunday, June 27, 2021 10:00:01 AM

External Email

To whom it may concern,

I am writing to support Options 3 & 4 for a new regional network manager. This must be studied as a viable business case, because in my view a regional network manager with authority is a much more effective model than one that makes cooperation across 27 transit agencies both voluntary and on a case by case basis.

I am a consistent transit user, as I have eliminated my car and rely on transit + my bicycle for transportation around the Bay Area: for work, for errands, and for recreation and visiting family and friends. I live in [redacted] in [redacted], and I use AC Transit, BART, and SF Muni, and on occasion Caltrain. A coordinated system that makes the choice I made viable and easy for others is critically important to addressing climate change, as vehicle miles travelled remains a substantial contributor to carbon and other pollution.

In addition, a regional network manager with decision-making authority will be able to direct ongoing development as well as improved service, and the placement and creation of new stations will help open up opportunities for transit-oriented housing development that can also reduce car dependency.

Please, I urge you to include and emphasize the study and creation of a fully empowered regional transit network manager with the ability to coordinate service schedules, and centralize planning to make transit safe, reliable, seamless, equitable, and widespread.

Thank you,

George Spies
[redacted], CA

From:	Andrea Horbinski
To:	MTC-ABAG Info
Cc:	Amy Worth
Subject:	comment on Bay RNM structures
Date:	Saturday, June 26, 2021 5:34:25 PM

External Email

Dear Task Force members,

I am writing to encourage you in the strongest possible terms to endorse generating a business case study for the "New Regional Network manager" option in the proposed Bay Area Regional Network Managers structures. I live in [redacted] and regularly commute to various points in the Bay Area on BART, AC Transit, and Muni and urge you to support the option that offers the best support for integrated fares, integrated operations, and integrated growth and development of the Bay Area's 27 transit agencies so that the system as a whole can grow. Having lived in [redacted] as well as other regions which have demonstrated conclusively that a regional network manager is the most effective way to make sure that transit systems operate seamlessly for the benefit of current and future riders. Integrating fares, schedules and agencies will vastly improve the passenger experience and make transit a much more competitive alternative to driving. The business case for the new regional network manager should study the concept of a network manager led by a new agency that unifies two or more of the Bay Area's existing transit agencies--we can't afford to continue any form of the current fragmented reality where the 27 agencies work together only on a voluntary and ad hoc basis, worsening the customer experience and making transit harder rather than easier to use.

Transit is key to keeping the Bay Area livable for people of all income levels, sustainable development, and mitigating climate change. We have a priceless opportunity to shape transit recovery in the Bay Area for the better for the future permanently. Please vote to study the "New Regional Network manager" option at the meeting on Monday to put the Bay Area on the path to the world-class integrated transit system that it needs and deserves. Thank you.

sincerely,

Dr. Andrea Horbinski, PhD
[redacted]

[redacted]

From: Rory Cox [redacted]
Sent: Sunday, June 27, 2021 12:01 PM
To: MTC-ABAG Info
Cc: Alfredo Pedroza; jimzspering@solanocounty.com
Subject: Support for creating a new network manager

External Email

Hello,

I live in [redacted] and regularly use BART, AC Transit, and SF Muni. On occasion I also use Cal Train, the Capital Corridor, and GG Transit Ferry. My life would be a lot easier if all of this was operated by one entity rather than 6. That's a lot of bureaucracy, and a lot of difficulty getting around.

- For this reason,

- -I strongly support integrated fares, service, and customer experience that will make transit easier to use.

- -The Bay Area should pursue network manager options that are proven to work in other regions, and that lead to the best possible outcomes for riders

- -A business case for a network manager should study “New Regional Network Manager” options, including a network manager led by an agency that unifies two or more of the Bay Area’s existing transit agencies.

Please--let's try to take the first steps in untangling the knot that we now call public transit in the Bay Area.

Thank you,

Rory Cox
[redacted]

--
****
Rory Cox
Ph: 510.459.0933

From:	Hunter Oatman-Stanford
To:	MTC-ABAG Info
Cc:	njosefowitz@spur.org
Subject:	Create a Network Manager for better Bay Area transit
Date:	Sunday, June 27, 2021 2:29:21 PM

External Email

Hi there,

As a [redacted] resident who relies on transit and does not own a car, I am excited about the potential to reform our disjointed 27 agencies.

I am writing to urge you to focus on Options 3 and 4: Establish a Network Manager that can create a seamless transit system with integrated routes, service, and fares.

Voluntary collaboration within the existing legislative framework is NOT working for riders, and has made the Bay Area a car-centric region because transit is too fragmented. Please push for a mandated Network Manager.

thanks,
Hunter Oatman-Stanford

[redacted]

From: Shannon Dodge [redacted]
Sent: Friday, June 25, 2021 7:50 AM
To: MTC-ABAG Info; njosefowitz@spur.org
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Dear Mr. Josefowitz and Blue Ribbon Transit Recovery Task Force,
My name is Shannon Dodge and I am [redacted] resident, longtime transportation advocate, and mom. I am a regular (in non-pandemic times) rider of BART and Muni, and in the past have regularly used SamTrans and GGT as well. Because transit is so horribly fragmented in the Bay Area I hesitate to use it to travel to many destinations, or to new one. And many people I know also find transit (other than BART) inconvenient and confusing, and dislike paying twice when transferring from one system to another. This is in strong contrast to what I see when I am a tourist in places like NYC, Vancouver, or London where various modes like bus and rail are well integrated and well used by people of all stripes.

I enthusiastically support integrated fares, service, and customer experience that will make transit easier to use. I believe that the Bay Area ought to adopt a network manager option that's proven to work elsewhere - that leads to the best possible experience for passengers.

I urge you to ensure that a business case for a network manager will study "New Regional Network Manager" options, including a network manager led by a new agency that unifies two or more of the Bay Area's existing transit agencies.

Thank you for your work to not just get transit back to where it was last year, but to make our transit system more unified and one that we can be proud of.
Shannon Dodge
[redacted]

[redacted]

From: Armand Domalewski [redacted]
Sent: Sunday, June 27, 2021 4:06 PM
To: MTC-ABAG Info
Subject: Please advance options 3 + 4: Regional Network Manager Options

External Email

Please please please advance options 3 and 4. I've lived in the Bay Area my entire life, and struggled to navigate a complex and confusing transit system for over 30 years now. I love public transit—it should be easy to see my parents in [redacted], visit my college friends in Santa Clara, and go home to [redacted]. Options 3 and 4 are the best choices to build a better future for public transit

Sent from my iPhone

[redacted]

From: Edmund [redacted]
Sent: Sunday, June 27, 2021 11:37 AM
To: MTC-ABAG Info
Subject: June+28+Blue+Ribbon+Transit+Recovery+Task+Force+Meeting

External Email

Hello,

I am writing to express my support for the creation of a Network Manager entity to manage an integrated fare and service plan for the Bay Area's future transit system.

Any plan that relies on voluntary cooperation among the region's disparate transit operators will not lead to the level of service that the Bay Area needs.

Thanks,
Edmund

[redacted]

From: Shay Elkin [redacted]
Sent: Sunday, June 27, 2021 4:15 PM
To: MTC-ABAG Info
Cc: Amy Worth
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Dear members of the task force,

I'm writing to you to support the creation of a network manager for transit (concepts 3 & 4 in the RNM structure options).

For almost seven years I've been living in the Bay Area, I've been mostly commuting by public transit, and would like to keep doing so. But our current transit is fragmented and hard to navigate – to travel from my home in [redacted] to my employer in [redacted], I have to use three unsynchronized and different transit agencies.

For public transit to be successful, it has to be coordinated. I urge and hope you'd consider prioritizing the creation of such mandatory syncrhonization, by prioritizing concepts 3 & 4 this upcoming meeting.

Thanks you.
Shay Elkin,
[redacted] CA.

[redacted]

From: Richard Gallo [redacted]
Sent: Sunday, June 27, 2021 1:53 PM
To: MTC-ABAG Info
Cc: Seamlessbayarea Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

I am emailing to request a Network Manager entity for the Bay Area transit for a better transit coordination and planning.

I am a transit rider and use transit in [redacted] from [redacted] and Bay Area transit agencies. We need a much better ridership for our transit riders. As a person with disabilities it's critical, it is important to vote on Option 3 and 4.

Thank you for your consideration

Respectfully,

Richard Gallo
[redacted]

Sent from Yahoo Mail on Android

[redacted]

From: Ilya Gurin [redacted]
Sent: Sunday, June 27, 2021 3:32 PM
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

To whom it may concern:

As a Bay Area resident and pre-COVID transit rider, I urge the Transit Recovery Task Force to pursue option 4, the creation of a new Network Manager position, within MTC, with statutory authority. Bay Area residents do not structure their daily routines around jurisdictional boundaries. A balkanized transit system does less to provide useful transit than to keep local bureaucrats in their comfort zones. Local transit authorities are funded by local tax revenue, and their authority will not go away, but we also need a central, highly visible leader whose remit extends across jurisdictional boundaries.

Regards,
Ilya Gurin
[redacted]

[redacted]

From: Greg Hensley [redacted]
Sent: Sunday, June 27, 2021 2:00 PM
To: MTC-ABAG Info
Cc: njosefowitz@spur.org; Gina Papan; Cindy Chavez; Alfredo Pedroza; jimzspering@solanocounty.com; Amy Worth; David Rabbitt
Subject: June 28, 2021 Blue Ribbon Transit Recovery Task Force item 5

External Email

Task Force Members:

I am a city of [redacted] resident, I use BART, AC Transit, SFMuni regularly.

As a retired person, I rely on transit to make trips to the area. The challenges of poorly coordinated transit make it nearly impossible to use transit to travel to the North Bay or San Jose area. Smaller cities and areas are totally out of the question as it is too confusing, time consuming and cumbersome to use transit to travel outside the urban centers.

I think it is essential that transit be made more convenient for transit riders. Residents of the Bay Area view our world as a region, not a collection of independent trains, ferries, buses all operated by different entities. We need integrated fares, schedules, and customer experience to encourage us to use transit more frequently. This is essential to reduce greenhouse gases and improve our relationship to the environment.

I strongly implore you to include a **New Regional Network Manager** as an option for study. This has proven to work well in many other regions both in North America and worldwide. We should investigate the best possible options to ensure that the political environment of locally elected officials bears responsibility for the vision and finance but not the operation of world class transit as befits the innovation capital of the world.

The committee has worked tirelessly to formulate great effective plans to recover from the Covid pandemic, let's make sure we continue those broad strokes as we look for ways to think, operate, and most especially plan as a region

Thanks for your consideration.

Gregory Hensley
[redacted]

[redacted]

From: Logan Herrera [redacted]
Sent: Sunday, June 27, 2021 1:53 PM
To: MTC-ABAG Info; Cindy Chavez
Cc: info@seamlessbayarea.org
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Hello, this is Logan Herrera. I live in [redacted] and regularly use VTA, Caltrain, and BART. I wish I could use them more. Their fragmented scheduling and routes means I have to spend the time/dollars/stress/risk to maintain a car.

Regarding the new Network Manager entity under discussion, only Options 3 and 4 actually create a Network Manager for Bay Area transit with a mandate and direct authority to unify fares, routes, & schedules. This is exactly what I want - it will enable us to transform Bay Area transit and build a rider-focused system.

Please establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares.

Best regards

Logan Herrera

[redacted]

From: dawn hightree [redacted]
Sent: Sunday, June 27, 2021 11:21 AM
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Dear Sir/Madam,

It seems there may be a good reason to have added management to transit. Please review the issues surrounding this need.

Sincerely,

Dawn Hightree

[redacted]

From: Rachel Horst [redacted]
Sent: Sunday, June 27, 2021 11:51 AM
To: MTC-ABAG Info
Cc: Gina Papan
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Dear Task Force Members,

I'm a [redacted] resident and transit rider who very much looks forward to improved Caltrain service and more integrated service overall between Bay Area transit agencies (specifically SamTrans, Caltrain, BART), both for myself and for others who rely on it to get around.

The current model doesn't work - we have a fragmented system that is costly, complicated, and completely not user-friendly. Like any agency or group of agencies, this rolls up to the governance structure.

That is why I am asking you to establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares. Judging by the experience of other transit regions, this is the only way Bay Area public transit will become a realistic alternative to driving and take pressure off of our roads and freeways. We're not there yet. As a housing advocate, it is very difficult to make the case for "transit-oriented development" when the transit falls short.

Please focus on **Options 3 and 4 in the menu of Bay Area transit governance reform, i.e. a business case analysis involving a New Regional Network Manager.**

Thank you.

Sincerely,
Rachel Horst

From:	Jonathan Gabaut
To:	MTC-ABAG Info
Cc:	Alfredo Pedroza; jimzspering@solanocounty.com
Subject:	I support a new regional network manager
Date:	Sunday, June 27, 2021 12:10:32 PM

External Email

Hello,

My name is Jonathan Gabaut. I love in [redacted] and, when there isn't a pandemic, use AC Transit to go from my house to [redacted], then get on a Bay Wheels bike to the office.

Part of the reason why I don't use Mini much in SF is because it would be very expensive to pay for both AC Transit and Mini fares every day.

I also often use BART, for example to go to the airport. I have used BART extensively in the past, as well as Mini when I lived in SF and often switch between them and also paid multiple expensive fares.

I support a more integrated approach to transit where all of these various operators wouldn't matter to users and it would feel like one seamless integrated system instead.

I've seen other places where fare and service is coordinated and integrated. For example when I visited London, every line and train had consistent signage and fares between various modes of transportation. In Paris, the same agency handles both intra and inter-city transportation.

I support a new regional network manager option for our area. I'm sure I'm not the only one who travels between cities and counties and switch between agencies and have to pay multiple fares or deal with trains and buses that are not synchronized.

I know we can do better.

Thank you.

[redacted]

From: Nickie Irvine [redacted]
Sent: Sunday, June 27, 2021 1:38 PM
To: MTC-ABAG Info
Cc: Gina Papan
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

I am writing to urge you to create a Regional Network Manager for our Bay Area transit system. We need a commitment to integrating the various transportation systems into a transit system that works well together and is faster and more efficient. We also need fares to be integrated. It is way too difficult to get around now with our current system. Simply formalizing collaboration as in Option 1, will not be an efficient way to make needed changes.

I live on the Peninsula and have used Caltrain (coupled with my bike) for many years. But I cannot always use my bike to make up for the shortcomings of the transit design, and the amount of time it takes to go anywhere other than the Peninsula is really onerous. Getting where I need to go in San Francisco or across the Bay is really difficult.

It has been mystifying to me why our own transit system works so poorly, when it works well in other parts of the country (including New York City where I grew up and Washington DC), and in Europe where I have visited.

Many years ago, I was very impressed with the European system of transit, which I experienced on a visit to Switzerland in the 1990s. Not only are the various transit systems well integrated - it is easy and quick to get from the airport to the center of town and connect to other area - but the payment system is both well integrated and also very reasonable for residents versus tourists. Citizens can pay a single yearly amount, which is quite cheap, and encourages use of the public transit system.

I had no trouble using buses either, and they were reasonably priced, on a visit to Scotland. They came frequently I'm Edinburgh (about every 10 minutes) even to more remote parts of the city and allowed visitors and residents to get around quickly and easily. Yet I note that the the bus system is both not very frequent or convenient and very poorly integrated with Caltrain in our neck of the woods. A half hour between buses is completely unacceptable for a rapid and integrated system. This is a real weak point in the current Bay Area system. It not only works poorly on its own, but also integrates badly with other systems like BART and Caltrain.

Options 3 and 4 of the RNM Structure options you are considering are the only ones that mandate a more centralized approach to making changes with a Network Manager. This is an important first step and I urge you to move in this direction quickly!

Thank you so much - I hope you prioritize needed changes and make this happen! Making public transit work will reduce congestion on the roads, contribute to our fight against climate change, and just make life more convenient. Let's start by merging transit providers and creating a Network Manager position.

Best,

Nickie Irvine
[redacted]

From:	Matthew Tiscareno
To:	MTC-ABAG Info
Cc:	ian@seamlessbayarea.org
Subject:	June 28 Blue Ribbon Transit Recovery Task Force Meeting
Date:	Thursday, June 24, 2021 3:23:32 PM

External Email

Hi. As a rider of VTA and Caltrain, I strongly urge the Blue Ribbon Task Force to consider and follow the recommendations of Seamless Bay Area for a more functional and more integrated transit system for the Bay Area.

Thanks, -Matt

Matthew Tiscareno, [redacted] CA (he/him/his)

From: Elliot Schwartz
To: MTC-ABAG Info
Subject: June+28+Blue+Ribbon+Transit+Recovery+Task+Force+Meeting
Date: Sunday, June 27, 2021 2:31:53 PM

External Email

Hello, please:

- **Establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares.**
- **Focus on Options 3 and 4 a future business case study of network management.**

Thank you,

Elliot Schwartz
[redacted]

[redacted]

From: Wendi Kallins <wkallins@igc.org>
Sent: Sunday, June 27, 2021 4:24 PM
To: MTC-ABAG Info
Subject: Blue Ribbon Task Force

External Email

I have been attending the Blue Ribbon Task Force meetings and I am the vice chair of the Fare Integration Advisory Committee. I am very excited about the possibility to finally get a working transit system in the Bay Area. As someone who both takes and encourages transit, biking and walking, I know how broken our current transit system is. This is an important first step to establishing a transit system that works for the riders and future riders.
To that end I encourage the Task Force to:

- Establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares.
- Focus on Options 3 and 4 for a future business case study of network management.

If you complete your task force with these two main outcomes I believe it will be a job well done

Wendi Kallins
Env. Rep. MTC Citizens Advisory Council

[redacted]

From: Joanna Katz [redacted]
Sent: Sunday, June 27, 2021 1:23 PM
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Please support a new network manager to unify fares, routes and schedules to build a rider-focused Bay Area transit system.

Thank you,

Joanna Katz
[redacted]

[redacted]

From: Jack Kurzweil [redacted]
Sent: Sunday, June 27, 2021 3:48 PM
To: MTC-ABAG Info
Cc: Alfredo Pedroza
Subject: Supporting a Network Manager for Bay Area Transit

External Email

Dear MTC Commissioners,

I am writing in support of the proposal to institutionalize a New Network Manager for Bay Area Public Transit.

As I understand the alternative that you are considering, that means support for Concept Families 3 and 4.

I am Jack Kurzweil, Professor (emeritus) of Electrical Engineering at [redacted].

My experience, both as a user of public transit and as having participated in formal studies of Bay Area Public Transit, has made me convinced that only a central authority that can rationalize fares, connections, routes, and the like can meet the needs of an increasingly economically connected Bay Area.

I do not think that voluntary cooperation among multiple agencies can meet the goal of a coordinated system that takes automobiles off the road and encourages those who commute to work to take public transit. It will take a Network Manager to accomplish this goal.

Please do the right thing for the future of the San Francisco Bay Area.

Respectfully,

Jack Kurzweil
[redacted]

[redacted]

[redacted]

From: Stephen P. Lambe [redacted]
Sent: Sunday, June 27, 2021 4:31 PM
To: MTC-ABAG Info
Cc: njosefowitz@spur.org
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Hello Blue Ribbon Task Force and Commissioner Josefowitz,

I live in [redacted] and use SFMTA and BART (and occasionally Caltrain) as part of my regular commute to the peninsula for work and to get around the city. As a non-car owner, transit is essential for my mobility.

Fragmented fare structures add complexity to my transit planning and lack of coordinated schedules means more waiting when going between systems.

The Bay Area must pursue network manager options that are proven to work in other regions, and that lead to the best possible outcomes for riders. Please establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares, and **focus on Options 3 and 4- a future business case study of network management.**

Thank you for your time and consideration,

Stephen P. Lambe

[redacted]

From: Will Leben [redacted]
Sent: Sunday, June 27, 2021 2:03 PM
To: MTC-ABAG Info
Cc: Alfredo Pedroza; jimzspering@solanocounty.com
Subject: Comment for June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

I'm writing to ask you to support creating a Network Manager as a mandated entity for Bay Area transit whose mandate will include direct authority to unify fares, routes, & schedules.

In addition to the complex practical problem of helping area residents get around, the MTC faces the vastly more challenging problem of getting us out of our cars. A 7% reduction of commuter auto traffic from 2000 to 2018 (https://www.vitalsigns.mtc.ca.gov/commute-mode-choice) is a good sign. Still, a 43% rising trend in area fatalities from crashes (https://www.vitalsigns.mtc.ca.gov/fatalities-crashes) shows that a more dramatic shift toward transit is needed if the MTC is to act to improve public health and safety.

MTC commissioners will, I believe, recognize that government attempts over the past two decades to reverse the effects of climate change have largely fallen flat. We need better solutions. Serious coordination at the highest level will help our transit providers provide more attractive and practical alternatives aiming at serving the region better.

I'm a resident of [redacted] whose work in normal times takes him by transit to [redacted] in Santa Clara County and whose consulting job takes him to [redacted] in Marin County. I've been getting around by transit for three decades, and over that stretch of time, connections have become better, getting to and from home from BART by shuttle or bikeshare has become easier, and (thanks to Google Maps) trip planning has become easier.

These improvements have gotten me out of my car. In fact, these improvements made it possible to get rid of my car in 2008. There are many more people like me, though some have switched to Uber and Lyft, imperiling the progress made to date in increasing transit ridership.

The enemies of public transit are a powerful and growing threat. Please adopt measures—including a Network Manager with direct authority to unify fares, routes, and schedules—to fight these enemies for the good of everyone in the region.

Best wishes,
Will Leben
[redacted]

[redacted]

From: Alex Li [redacted]
Sent: Sunday, June 27, 2021 2:02 PM
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Hi Blue Ribbon Task Force,

I am in support of an establishment a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares, focusing on options 3 and 4 for a future business case study of network management.

Alex Li

[redacted]

From: Derrick Low [redacted]
Sent: Sunday, June 27, 2021 4:52 PM
To: MTC-ABAG Info
Cc: njosefowitz@spur.org; David Rabbitt; Alfredo Pedroza; jimzspering@solanocounty.com
Subject: New Regional Network Manager options

External Email

Hi,

I'm a long time Bay Area resident, currently living in [redacted] in [redacted] Previously, I've lived in [redacted].

As a Bay Area resident, I've been a regular user of no fewer than 7 separate Bay Area transit agencies, including BART, Muni, AC Transit, Golden Gate Transit, SMART, the SF Bay Ferry, and Sonoma County Transit. In the past, I've also been a regular user and member of Bay Area Bike Share/Bay Wheels.

With transit service split over so many agencies, I've run into plenty of hurdles trying to take public transportation. This includes higher fares, additional transfers, longer wait times when routes are not synchronized, and unnecessarily long walks between platforms managed by different agencies (this is especially true in shared BART/Muni stations!).

I strongly support integrated fares, service, and customer experience that will make transit easier to use in the Bay Area. The Bay Area should pursue network manager options that are proven to work in other regions, and lead to the best possible outcomes for riders. The business case for a network manager should study "New Regional Network Manager" options, including a network manager led by an agency that unifies two or more of the Bay Area's existing transit agencies.

Thank you,
-Derrick Low

[redacted]

From: Kevin Ma [redacted]
Sent: Sunday, June 27, 2021 4:10 PM
To: MTC-ABAG Info
Cc: Cindy Chavez
Subject: Comment on 4a of the Blue Ribbon Transit Recovery Task Force

External Email

Dear Task Force Members,

As a [redacted] resident that takes VTA and Caltrain, I support a mandated entity acting as a Network Manager.

The existing system we are in is very fragmented, with neighboring transit agencies rarely working together in an effective manner (e.g. SamTrans' Caltrain Connection not actually timed with Caltrain, VTA and the BART extension getting delays and cost overruns). This leads to rider frustrations, from different fare structures to long waiting periods, with the end result generally dissuading people from taking transit across counties; this is problematic due to our general sprawl. We need a transit system that is efficient and convenient, one that can get people to use it rather than choosing to drive. "Local Control" has not demonstrated itself to create good outcomes in this context, and MTC's existing mandate isn't used effectively given the current governance and political structure.

As such, I ask for support for Options 3 (outside MTC) and 4 (within MTC), the Network Manager options.

Sincerely,
Kevin Ma

From: Tyler Pullen
To: MTC-ABAG Info
Cc: njosefowitz@spur.org
Subject: Network Manager request
Date: Sunday, June 27, 2021 1:16:22 PM

External Email

Hello,

I am a [redacted] resident (zip code: [redacted] emailing to express my explicit support for 1) Establishing a network management/governing institution that supports seamless Bay Area transit systems operations (through integrated roles, schedules and fare coordination), and 2) options 3 and 4, specifically, for future business case studies on network management. Put simply, continuing to rely on the *voluntary* cooperation of the infuriatingly fragmented transit agencies that support the region is perhaps the most surefire way to ensure that "Bay Area" transit will continue to poorly serve Bay Area *residents*. An independent network management agency (*with teeth*) seems to me to be the most substantive and promising first step towards truly integrated public transit services across the entire Bay Area.

Thank you for your work!

Best,
Tyler Pullen
--
PhD Student, [redacted]
Graduate Student Researcher, [redacted]

From: John Minot
To: MTC-ABAG Info; njosefowitz@spur.org
Subject: Network manager with teeth
Date: Sunday, June 27, 2021 11:37:25 AM

External Email

Hi MTC / BRTF,

My name is John Minot. I live in [redacted] and regularly use AC Transit and BART.

I am writing to urge you to keep analyzing the regional network manager options where the manager has its own authority rather than relying on voluntary collaboration among the 27 transit agencies - meaning, we need to keep studying Options 3 and 4 in the business case. I think regional integration will be toothless otherwise, rather like the US under the Articles of Confederation, each agency jealously guarding its own prerogatives to the detriment of the whole.

I attend AC Transit board meetings and see frequently at these meetings how lack of coordination between cities and transit districts makes opportunities slip through our fingers, even when they share goals. There must be much more like this that I don't see because there's no opportunity for it to come up. I think staff and executives have grown too used to this state of affairs and think it's inevitable when it's not; we need to think bigger.

The Bay is one of the most balkanized and hard-to-combine transit systems in the country, frankly embarrassing compared to experiences in most other US metros. I once thought integration into a single agency was the only balm, but then I learned about the network manager model and how it has empowered similarly polycentric metro areas to have good integrated transit while retaining multiple agencies, so I realized I was thinking too narrowly. A network manager seems the most realistic way to make progress - but even that will be nipped in the bud if we prioritize existing fiefdoms over riders.

Thanks,
John

From: Michelle DeRobertis
To: MTC-ABAG Info
Subject: Network Manager
Date: Sunday, June 27, 2021 2:53:54 PM

External Email

TheSan Francisco Bay Area needs a Public Transit network manager.

According to data from the national transit database, 6 of the 8 regional transit providers in California are in the SF Bay Area.
If that alone doesn't speak volumes, I don't know what will.
In addition, while many metropolitan areas in Europe have 20 or more local transit providers, what they have that we don't have is a transit corridor , (i.e. network manager), for the metropolitan area.

Thank you

Michelle

Michelle DeRobertis, PhD, P.E.
Transportation Engineering/Planning Consultant
[redacted]

From: Jon New
To: MTC-ABAG Info
Cc: David Canepa; Gina Papan
Subject: New Network Manager entity for the Bay Area.
Date: Sunday, June 27, 2021 12:42:09 PM

External Email

Hello, as a frequent Caltrain and BART rider, I would like to express support for creating a New Network Manager institution that can create a seamless transit system with integrated routes, service, and fares for the Bay Area. Only Options 3 and 4 actually create a Network Manager for Bay Area transit with a mandate and direct authority to unify fares, routes, & schedules that will set our region up to actually be able to quickly transform Bay Area transit and build a rider-focused system. Options 1 and 2 continue to rely on a voluntary collaboration of 27 transit agencies to get things done - this will not lead to the type of change riders like myself desperately calling for.

Please focus on Options 3 and 4.

Thank you.

Jonathan New
[redacted]

From: Lauren Bernstein
To: MTC-ABAG Info
Subject: New Regional Network Manager options
Date: Friday, June 25, 2021 9:47:53 AM

External Email

Hello,

My name is Lauren Bernstein. I'm a regular BART rider and I sometimes ride AC Transit and Muni. Fragmented transit service and schedules across the region prevent me from being able to rely on transit to take me where I need to go, and I don't even consider using Caltrain to visit friends in San Mateo because of its lack of integration with BART. I strongly support integrated fares, service, and customer experience that will make transit easier to use. It is egregious that BART operates in 5 counties but that only 3 are represented on the Board, and that there are no technical experts on the BART Board. The Bay Area should pursue network manager options that are proven to work in other regions, and that lead to the best possible outcomes for riders. In particular, a business case for a network manager should study “New Regional Network Manager” options, including a network manager led by a new agency that unifies two or more of the Bay Area’s existing transit agencies (likely BART and Caltrain, and ideally all regional services). While it should be studied, MTC's existing governance structure supports parochial local interests, lacks sufficient transit expertise, and does not support customer-focused outcomes, so we must not proceed with considering MTC to be the default TNM option. Thank you for your consideration.

Kind regards,
Lauren

From: Kyle Jordan
To: MTC-ABAG Info
Cc: Cindy Chavez
Subject: New Regional Network Manager
Date: Friday, June 25, 2021 6:16:14 AM

External Email

Hello,

I regularly travel from [redacted]. I've taken this trip via transit exactly once, and it was a harrowing 3 hour trip. From the bus, to the train to BART. IT was a scheduling nightmare, and I was constantly sure I'd miss my connection and have to wait 20-40 minutes for the next one., There are no integrated fares, and no customer service to help across these services.

I strongly support integrated fares, service, and customer experience that will make transit easier to use.

I strongly believe the Bay Area should pursue network manager options that are proven to work in other regions, and that lead to the best possible outcomes for riders

A business case for a network manager should study "New Regional Network Manager" options, including a network manager led by an agency that unifies all of the Bay Area's existing transit agencies.

Best,
Kyle Jordan
[redacted]

From: Shannon Rose
To: MTC-ABAG Info
Subject: Options for Improving Bay Area Public Transportation
Date: Sunday, June 27, 2021 1:15:43 PM

External Email

Dear Blue Ribbon Task Force:

It is an existential imperative that we improve our Bay Area transit system. It needs to be simpler, more efficient, intuitive and affordable if we really expect to get people out of their cars and onto trains, Bart and buses.

In your family of RNM Structure Options, **only Options 3 and 4 actually create a Network Manager with a mandate and direct authority to unify fares, routes, and schedules** that will set up our region to be able to quickly transform Bay Area transit and build a rider-focused system. Options 1 and 2 rely on voluntary collaboration of 27 transit agencies to get this done -- it won't happen!

Thank you for your hard work and dedication. I'm counting on you to make this happen.

SIncerely,

Shannon Rose McEntee
[redacted]

[redacted]

From: Cora Palmer [redacted]
Sent: Sunday, June 27, 2021 11:53 AM
To: MTC-ABAG Info
Subject: Fwd: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

hello!
As someone who relies on transit - I'm actually writing aboard the Capitol Corridor train - I ask that you seriously consider creating a new regional network manager to help improve transit functionality for the entire Bay Area. Please consider the following:

- **Establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares.**
- **Focus on Options 3 and 4 a future business case study of network management.**

Thank you for your service!

Cora Palmer
[redacted]

[redacted]

From: Devan Paul [redacted]
Sent: Sunday, June 27, 2021 1:29 PM
To: MTC-ABAG Info
Cc: njosefowitz@spur.org; Alfredo Pedroza; jimzspering@solanocounty.com
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Hi,

I'm writing to express support for including New Regional Network Manager options within a future business case. I often use Muni and Golden Gate Transit and see how much a fragmented transit system affects others' proclivity for transit. Fares, service, and the like should be integrated to improve experience.

The Bay Area needs to consider network manager options that are shown to work elsewhere, and any business case should study New Regional Network Manager options. **Particularly network managers that involve an agency unifying 2+ of our existing agencies.**

Thanks,
Devan

From:	Davis Turner
To:	MTC-ABAG Info
Cc:	Gina Papan
Subject:	Public Comment on Item 4a for the Blue Ribbon Task Force Meeting 6/28
Date:	Sunday, June 27, 2021 1:16:23 PM

External Email

Dear Blue Ribbon Task Force,
I thank you for your time and consideration of new governance models that have the power to shape Bay Area transit in the future. My name is Davis Turner, a high school student and resident of [redacted] I am writing again today to voice my support for Options 3 and 4, the "New Regional Network Manager", discussed with regards to item 4a.

The "New Regional Network Manager" likely paves the way for merged transit agencies, perhaps BART and Caltrain, or even a merger of all 27 Bay Area transit agencies. Right now SamTrans and Caltrain seem entirely separate. For example, this past week, instead of taking the [redacted] SamTrans directly to San Bruno Caltrain, I was dropped off a quarter mile away at the nearest SamTrans stop. This is a common theme across the peninsula with SamTrans, Caltrain, and stop locations. The transfers are not timed either, since I had to wait fifteen minutes for the train, and had I missed the first [redacted] it would have been a 45 minute wait for the next Caltrain. I understand that frequencies might be poorer as a result of COVID, but there should be at least some concern on behalf of the agencies for riders and making sure they make their connections with ease and convenience.

Frequency and headways have become such a problem for me in San Mateo County that I have to plan ahead which SamTrans bus I will take to be on time, but I don't have to plan ahead when using MUNI buses. Transit should never be this way—we should just be able to walk to the station and know that a bus will be there soon. In Vancouver, Canada, where there is a regional network manager, there is frequent service in addition to coordinated schedules. It is important to note that in Vancouver with a similar network manager, there were clear relationships between jurisdictions, agencies, and managers. The Bay Area can learn a lot from this, and it would be wonderful if they could follow suit.

It is also clear that infrastructure projects can't be completed on time or on budget in the Bay Area with current governance models. The Berryessa BART extension, the Central Subway, and now Caltrain electrification have all fallen victim to poor governance and execution. A regional network manager would make it easier to oversee infrastructure projects and would ensure that funding reaches the desired locations. I was gutted when I heard electrification was delayed; I had obtained the VR headset, I attended community meetings, and I looked forward to riding the system in my senior year of high school on trains that ran more frequently such that I could access more parts of the Bay Area within a day. Now I may not have a use for it should I attend college out of state. Thousands of Bay Area residents would have benefitted as well, but those benefits are delayed until 2024.

Agency unification is the only way forward to resolve governance disputes and make riders proud of the system they use. Right now I can't say that is the case. As mentioned above, regional network managers are empirically proven to improve the quality of public transit while putting riders first—just look to Stockholm, Barcelona, and Vancouver. Options 3 and 4 would mandate *and* direct authority to unify fares, routes, & schedules that will set our region

up to actually be able to quickly transform Bay Area transit and build a rider-focused system. Formalized collaboration (Option 1) has never been successful in creating high quality transit, and the status quo shows that no unification (Option 2) leads to unhappy riders, high fares, and poor service. I hope that as a result of this meeting, the task force members recommend the studying of "New Regional Network Manager" options within the Business Case as there are numerous rider benefits and riders are actually put first.

Once again I thank you for your time and consideration.

Sincerely,
Davis Turner

[redacted]

From: Hansen Qian [redacted]
Sent: Sunday, June 27, 2021 4:57 PM
To: MTC-ABAG Info
Cc: njosefowitz@spur.org; Cindy Chavez; Gina Papan; Alfredo Pedroza; jimzspering@solanocounty.com
Subject: Support for New Regional Network Manager (Options 3 and 4)

External Email

Hi members of the task force,

I'm a current resident of [redacted] who grew up in [redacted] (still frequently commuting via Caltrain there to see family!), travels to Alameda County to see friends via BART and AC Transit, and commutes to work via SFMTA. As someone who's lived in the Bay Area for the past few decades, I'm intimately familiar with the Bay Area's different transit systems.

I try to use transit as much as possible, but often times driving a car is just so much easier, simply because of misaligned schedules, different fare prices, and complexity across the entire region. Whenever I try to convince my friends or tourists to give transit a shot, I'm faced with hard opposition over how inconvenient it is, how it's so confusing to figure out, and how they have to transfer in order to get to their destination. Even just within SF, I see SamTrans buses taking the same routes as SFMTA and Golden Gate Transit buses, but even someone like me who uses transit has no idea how to use these buses. It pains me to see this as the response to our world class region's transit system.

We have a once-in-a-lifetime opportunity to consolidate and reimagine our region's transit needs. **I strongly support moving forwards with a New Regional Network Manager**, as this is the only option that has been proved successful in other regions and can make concrete and beneficial changes to our regionIn the past decades I've lived here, not a single thing has changed between our myriad transit agencies, and this is the only way to solve that! We need a solution that can **move fast, has integrated fares, synchronized schedules, and an unified map** in order to move forwards as a region, not different agencies fighting turf wars across the entire region.

I hope to see the Options 3 and 4, the ones involving a new regional network manager, moved forwards for further study.

Thank you,
Hansen

From: Peter Lydon
To: MTC-ABAG Info
Cc: Alfredo Pedroza; jimzspering@solanocounty.com; info@seamlessbayarea.org
Subject: Region needs a Transit Network Manager
Date: Sunday, June 27, 2021 11:15:42 AM

External Email

Dear responsible regional authorities/MTC,
Unified, well thought out management of the Bay Area's many transit assets is long overdue. I hope you will support the creation of an effective Network Manager and provide the office with ample authority to bring a better order out of the present lack of coordination. A strong mandate is needed. With best regards, Peter Lydon, [redacted]

From: David Shiver
To: Alfredo Pedroza; jimzspering@solanocounty.com
Cc: MTC-ABAG Info
Subject: Regional Network Manager Options
Date: Thursday, June 24, 2021 4:09:24 PM

External Email

Dear Mr. Pedroza and Spering:

I am a resident of [redacted] in [redacted] and regularly use AC Transit and BART, as well as Caltain occasionally.

The Bay Area's transit system is poor and suffers from a lack of coordination. Each of the 27 transit agencies competes for funding and capital investment dollars. Other regions have integrated, regional transit agencies. Los Angles, for example, has accomplished incredible progress with LA Metro.

It's time for the Bay Area to reform how public transit is delivered in the region. I fully support Bay Area Seamless' proposed family of *New Regional Network Manager* options for study in a future business case. We can't let the parochial interests of each agency undermine the broader regional good.

David Shiver

[redacted]
[redacted]

[redacted]

From: Cory [redacted]
Sent: Sunday, June 27, 2021 5:15 PM
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Dear Folks,

As a Bay Area resident for more than 25 years, can I say that until we have a Bay Area Transit Network Manager we will never be able to solve the problems that plague our nine-county community? It seems obvious that since all these years of however many individual fiefdoms of micro-local transit has gotten us to this situation of overlapping and incompatible transit systems, any solution that only asks those transit systems to voluntarily consider creating the seamless transit system with integrated routes, services, maps and fares is just going to continue our proud history of failure.

I have lived in areas that do it well. Even in the middle of the 2017 Paris transit strike, I could get from the heart of Paris to Charles de Gaulle airport more easily than I can get from my home in [redacted] to any Bay Area airport on any given day. In 1988, I could get from my apartment east of Tokyo to an address on the farthest west edge of the city with one monthly pass that covered four different transit systems both public and private. 1988! 33 years ago! We can do better and we need to do better.

Sincerely,

Coriander Reisbord

[redacted]

From: Cory [redacted]
Sent: Sunday, June 27, 2021 5:16 PM
To: MTC-ABAG Info
Subject: We need a Network manager!

External Email

Dear Folks,

As a Bay Area resident for more than 25 years, can I say that until we have a Bay Area Transit Network Manager we will never be able to solve the problems that plague our nine-county community? It seems obvious that since all these years of however many individual fiefdoms of micro-local transit has gotten us to this situation of overlapping and incompatible transit systems, any solution that only asks those transit systems to voluntarily consider creating the seamless transit system with integrated routes, services, maps and fares is just going to continue our proud history of failure.

I have lived in areas that do it well. Even in the middle of the 2017 Paris transit strike, I could get from the heart of Paris to Charles de Gaulle airport more easily than I can get from my home in [redacted] to any Bay Area airport on any given day. In 1988, I could get from my apartment east of Tokyo to an address on the farthest west edge of the city with one monthly pass that covered four different transit systems both public and private. 1988! 33 years ago! We can do better and we need to do better.

Sincerely,

Coriander Reisbord

[redacted]

From: Steffen Rochel [redacted]
Sent: Sunday, June 27, 2021 10:49 AM
To: MTC-ABAG Info
Cc: Gina Papan
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Please focus your work to establish a Network Manager institution that can create a seamless transit system with integrated routes, service, and fares.
Please focus on Options 3 and 4 for a future business case study of network management.

Regards,
Steffen Rochel

[redacted]

From: Steven W Russell [redacted]
Sent: Sunday, June 27, 2021 11:40 AM
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

I believe we need a regional manager with specific (not voluntary) powers to oversee projects and operations. In particular I want to see fewer agencies that focus on more frequent and robust services on all days and at all hours-with funding shared widely.

Sent from my mobile device-apologies about any typos

[redacted]

From: Dan Schulman [redacted]
Sent: Sunday, June 27, 2021 3:21 PM
To: MTC-ABAG Info; Amy Worth
Subject: Support for new regional network manager

External Email

Hello,

I am a resident of [redacted], and a regular user of BART, AC Transit, SF Muni, and occasionally Amtrak and ferry service as well. I am writing in strong support of a New Regional Network Manager.

The fragmentation of Bay Area transit is very frustrating to me as a rider. Transfers are often not timed or convenient, fares are confusing, and any sort of coordination regarding large projects gets bogged down in bureaucracy and turf wars. This makes riding transit more difficult, and ultimately leads to increased car traffic and pollution.

Please consider riders in your recommendations and decisions. Regional Network Managers work, and we should use best practices from other regions to design ours.

Thank you,
Daniel Schulman
[redacted]

Sent from Outlook

[redacted]

From: Petra Silton [redacted]
Sent: Sunday, June 27, 2021 3:09 PM
To: MTC-ABAG Info
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Please create a Network Manager! We need real change and real commitment and that will happen only if there is an independent Network Manager.

From:	Ben Keller
To:	MTC-ABAG Info
Cc:	Alfredo Pedroza; jimzspering@solanocounty.com
Subject:	Support a Network Manager at the Blue Ribbon Task Force
Date:	Sunday, June 27, 2021 2:39:47 PM

External Email

Good afternoon,

My name is Ben Keller; I am an [redacted] resident and a frequent user of BART, AC Transit, and Capitol Corridor (as well as an infrequent user of SF Muni, Golden Gate Transit, Caltrain, and VTA). The current fragmented nature of Bay Area transit makes it more difficult for me and my family to get around for work and play, so I was encouraged to learn that MTC is considering changes to Bay Area transit that would better integrate service across these and other transit agencies in order to improve experiences for riders and ultimately increase transit ridership.

The Bay Area can have a world-class transit system if it pursues options that are proven to work in other regions and lead to the best possible outcomes for riders. I hope that as the MTC Blue Ribbon Task Force moves forward, you will focus on the options that include a true Network Manager with both the mandate and the authority to unify fares, routes, and schedules throughout the Bay Area.

Sincerely
Ben Keller
[redacted]

From: Jason Cerundolo
To: MTC-ABAG Info
Cc: Alfredo Pedroza; jimzspering@solanocounty.com
Subject: Support Regional Network Manager Options
Date: Friday, June 25, 2021 10:59:49 AM

External Email

I am writing to you about the Network Management Evaluation item on Monday's agenda. I strongly urge you to include a New Regional Network Manager in the business case studies going forward.

I live in [redacted]. Before the pandemic, I would have to take three different transit systems to get to work: AC Transit, BART, and SFMTA. These days I'm starting a new business in [redacted] building computers for spacecraft. So now I'm thinking about how my future employees will commute here. Because of how fragmented our transit system is, I can only reasonably expect people to commute from SF or the East Bay. Getting between East Bay and South Bay with our current system is just not practical. Even if all the trains are on time, it will take hours. And if a single link in the chain has a problem, they would miss a connection and be delayed significantly. A lot of these problems can be solved with a more integrated system.

I strongly support integrated fares, service, and customer experience that will make transit easier to use for riders. We should be focusing on what's best for riders instead of squabbling over jurisdictions. I grew up in [redacted] where there is one transit authority, the MBTA. When I moved out here and learned that there were DOZENS of transit authorities, I was flabbergasted. The Bay Area should pursue network manager options that are proven to work in other regions. There is no reason for our fractured system other than our lack of will to change it. Please add a business case for "New Regional Network Manager" options, including a network manager led by an agency that unifies two or more of the Bay Area's existing transit agencies, to the list of studies going forward. We need fewer agencies not status quo.

Thank you,

Jason Cerundolo

[redacted]

From: Matthew Tiscareno [redacted]
Sent: Sunday, June 27, 2021 11:01 AM
To: MTC-ABAG Info
Cc: info@seamlessbayarea.org; Cindy Chavez
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Hi. As a VTA and Caltrain rider and a [redacted] resident, I am writing to ask that the MTC and the Blue Ribbon Task Force follow the recommendations of Seamless Bay Area and chose to study Options 3 and 4, leading to a New Network Manager entity for the Bay Area.

It's time for the Bay Area to act like the world-class city that it is and create a unitary transit system that allows residents to smoothly and conveniently move throughout our megalopolis without a car.

Thank you, -Matt

Sent from my iPhone

[redacted]

From: Karl Voelker [redacted]
Sent: Sunday, June 27, 2021 11:02 AM
To: MTC-ABAG Info
Cc: Cindy Chavez
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

To the BRTF:

My name is Karl Voelker and I live in [redacted] Using public transit for regional trips within the Bay Area is slow, expensive, confusing, and in many cases simply impractical. The evidence is clear that only a strong regional network manager can solve these issues: our many fragmented agencies have failed to deliver seamless service through cooperative approaches, and other metropolitan regions around the world have shown many times over that a network manager with real authority is the only way to deliver an integrated regional transit system.

I use VTA, Caltrain, BART, and Muni services, but taking a trip of any significant distance is so slow that I almost always have to resort to driving. This is in large part due to a lack of coordinated schedules.

Our region needs integrated fares and integrated services stitched together into a true network so that we can all access its many great destinations without relying on cars. Nothing else will reduce traffic congestion and the ensuing pollution and accident fatalities it produces.

Major regions around the world have created network managers with the authority and expertise to deliver this level of integration. The Bay Area currently has no such agency, and our reliance thus far on inter-agency cooperation is a demonstrable failure. So it is critical that the “New Regional Network Manager” options are included in your upcoming business case study.

Sincerely,

Karl Voelker

From:	Michael Abramson
To:	MTC-ABAG Info
Cc:	Cindy Chavez
Subject:	We need a Network Manager for the Bay Area!
Date:	Sunday, June 27, 2021 12:54:48 PM

External Email

Dear Blue Ribbon Task Force Members!

We have a unique opportunity to create something that we never had before in the Bay Area: a seamless area-wide public transit system with fast and convenient service, integrated fares and schedules, more effective management, and cheaper and faster project construction. The best way to achieve this goal would be to establish a new Regional Network Manager, as suggested by RNM structure options 2 and 3. I urge you to assess these options in a future business case.

Thank you for your consideration.

Michael Abramson
[redacted]

From: Scott..blanks
To: MTC-ABAG Info
Cc: Amy Worth
Subject: Writing in support of transit net work managers for the bay area
Date: Sunday, June 27, 2021 12:52:26 PM

External Email

Greetings to everyone,

I live in [redacted], and travel to most of the bay area counties for work or pleasure. I am totally blind and my travel experience has been negatively impacted by the lack of coordinated transit service across the dozens of bay area transit agencies. Establishing a network manager could lead to many positive changes. Fare and service integration will minimize or eliminate many of the access challenges which face riders with disabilities who must transfer between agencies as much as any traveler. At your upcoming meeting on the 25th, please consider a longer look at options which include a transit network manager. We must move away from fragmented transit, and towards a system which is efficient and seamless.

Thank you,
Scott Blanks
[redacted]

Sent from my iPhone

[redacted]

From: Justin Yang [redacted]
Sent: Sunday, June 27, 2021 4:36 PM
To: MTC-ABAG Info
Cc: Nick Josefowitz; Cindy Chavez
Subject: BRTF - Support for New Regional Network Manager options

External Email

Hi there,

I am writing to express my support for New Regional Network Manager options when the task force evaluates network management options (agenda item #4).

I frequently take public transit within SF and around Palo Alto/SCC, and I end up using various transit agencies, primarily Muni, Caltrain, VTA, and BART. Currently, the fragmented nature of regional transit means that inter-agency transfers are clunky and difficult, with long wait times and high fares. For instance, one trip I frequently take requires that I pay full fares on Muni, Caltrain, and VTA. At other times, this fragmentation means I have to navigate a complicated and time-consuming maze of stairs and fare gates to transfer between, say, BART and Muni at the same station.

I urge the task force to consider New Regional Network Manager options that will lead to fare and schedule integration between the many Bay Area agencies that currently exist, as has been done in other metro areas, making it faster, cheaper, and less confusing for riders.

Sincerely,
Justin Yang
[redacted]

[redacted]

From: Robert Young [redacted]
Sent: Sunday, June 27, 2021 3:48 PM
To: MTC-ABAG Info
Cc: njosefowitz@spur.org; Gina Papan
Subject: June 28 Blue Ribbon Transit Recovery Task Force Meeting

External Email

Blue Ribbon Transit Recovery Task Force Members,

I feel strongly that we need a unified, integrated transit system to allow the Bay Area to thrive, and ask you to consider a New Regional Network Manager to move us in this direction.

I currently commute from [redacted] to [redacted], and previously commuted from [redacted] to [redacted]. In both cases, I've taken multiple legs of transit across several agencies, and have seen how important integration (or lack thereof) of transit agencies is in making transportation by transit feasible. The free VTA pass with my Caltrain monthly pass made my past commute straightforward. Now, I'm stuck with poor schedule alignment between SFMTA buses, Caltrain, and the [redacted] shuttle to my office. It's so bad that it's faster and more reliable for me to bike 5-10 miles rather than use transit for the non-Caltrain legs.

I strongly support integrated fares, service, and customer experience that will make transit easier to use. I believe that you should pursue network manager options that are proven to work in other regions, and that lead to the best possible outcomes for riders.

Thank you,
Robert Young

From: Wally Charles
To: Wally Charles
Subject: FW: Support for "New Regional Network Manager" options within the Business Case
Date: Friday, June 25, 2021 10:26:12 AM

From: **Susan Gladwin** <[redacted]
Date: Fri, Jun 25, 2021 at 10:09 AM
Subject: Support for "New Regional Network Manager" options within the Business Case
To: [redacted]

Dear BRTF members,

I am a resident of [redacted] and frequently use the [redacted] bus to go to San Francisco, as well as the ferries from Sausalito and Larkspur. Fragmented transportation means I and my children (who also use these) will have to resort to cars. We would also be quite interested in having non-car services from Marin to the East Bay.

We strongly support integrated fares, service, and customer experience that will make transit easier to use. We ask you as leaders to pursue network manager options that are proven to work in other regions, and that lead to the best possible outcomes for riders. Please refer to "New Regional Network Manager" options, including a network manager led by an agency that unifies two or more of the Bay Area's existing transit agencies for a business case for a network manger to ensure that the Bay Area leads on seamless transportation for all.

Sincerely,

Susan Gladwin
[redacted]

[redacted]