

**From:** [Setsuko Amann](#)  
**To:** [MTC-ABAG Info](#)  
**Subject:** Support Network Manager  
**Date:** Sunday, June 27, 2021 11:27:43 AM

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**\*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

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**\*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

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**\*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



**From:** [Sara Barz](#)  
**To:** [MTC-ABAG Info](#)  
**Cc:** [njoosefowitz@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

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**\*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

 resident, BART, Muni, and Caltrain rider

--

Sara K. Barz



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

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**\*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

**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

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**\*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



**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

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**\*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*



**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

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**\*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* small 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

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**\*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

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**\*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

CA

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

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**\*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](mailto:jimzspering@solanocounty.com)  
**Subject:** Support Regional Network Manager Options  
**Date:** Friday, June 25, 2021 10:59:49 AM

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**\*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

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**\*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](mailto:jimzspering@solanocounty.com)  
**Subject:** June 28 Blue Ribbon Transit Recovery Task Force Meeting  
**Date:** Friday, June 25, 2021 8:00:20 AM

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**\*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](http://www.thecil.org)

**From:** [Ryan Chui](#)  
**To:** [MTC-ABAG Info](#)  
**Date:** Sunday, June 27, 2021 11:25:32 AM

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**\*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

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**\*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]

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**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

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**\*External Email\***

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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](mailto:jimzspering@solanocounty.com)  
**Subject:** comment on Bay Area Regional Network Management  
**Date:** Sunday, June 27, 2021 10:00:01 AM

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**\*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

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**\*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]

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**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

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**\*External Email\***

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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]

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\*\*\*\*\*

Rory Cox  
Ph: 510.459.0933

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

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**\*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]

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**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]

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**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]

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**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

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**\*External Email\***

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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]

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**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

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**\*External Email\***

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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 synchronization, by prioritizing concepts 3 & 4 this upcoming meeting.

Thanks you.  
Shay Elkin,  
[REDACTED] CA.

[REDACTED]

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**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

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**\*External Email\***

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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]

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**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]

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**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]

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**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

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**\*External Email\***

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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]

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**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]

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**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

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**\*External Email\***

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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](mailto:jimzspering@solanocounty.com)  
**Subject:** I support a new regional network manager  
**Date:** Sunday, June 27, 2021 12:10:32 PM

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**\*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]

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**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](mailto:ian@seamlessbayarea.org)  
**Subject:** June 28 Blue Ribbon Transit Recovery Task Force Meeting  
**Date:** Thursday, June 24, 2021 3:23:32 PM

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**\*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

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

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**\*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



**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]

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**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]

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**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]

[REDACTED]

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**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

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**\*External Email\***

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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]

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**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]

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**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]

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**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]  
[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]

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**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

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**\*External Email\***

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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](mailto:njosefowitz@spur.org)  
**Subject:** Network Manager request  
**Date:** Sunday, June 27, 2021 1:16:22 PM

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**\*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

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*PhD Student,* [REDACTED]  
*Graduate Student Researcher,* [REDACTED]

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

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**\*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

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**\*External Email\***

The San 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



**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

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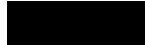
**\*External Email\***

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





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

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**\*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

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**\*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

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**\*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]

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**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]

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**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

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**\*External Email\***

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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

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**\*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]

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**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)

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**\*External Email\***

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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 region. In 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](mailto:jimzspering@solanocounty.com); [info@seamlessbayarea.org](mailto:info@seamlessbayarea.org)  
**Subject:** Region needs a Transit Network Manager  
**Date:** Sunday, June 27, 2021 11:15:42 AM

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**\*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](mailto:jimzspering@solanocounty.com)  
**Cc:** [MTC-ABAG Info](#)  
**Subject:** Regional Network Manager Options  
**Date:** Thursday, June 24, 2021 4:09:24 PM

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**\*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 Caltrain 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 Angeles, 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]

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**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]

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**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]

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**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

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**\*External Email\***

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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]

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**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]

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**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]

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**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](mailto:jimzspering@solanocounty.com)  
**Subject:** Support a Network Manager at the Blue Ribbon Task Force  
**Date:** Sunday, June 27, 2021 2:39:47 PM

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\*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](mailto:jimzspering@solanocounty.com)  
**Subject:** Support Regional Network Manager Options  
**Date:** Friday, June 25, 2021 10:59:49 AM

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**\*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]

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**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

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**\*External Email\***

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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]

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**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

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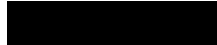
**\*External Email\***

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



**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

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\*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]

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**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

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**\*External Email\***

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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]

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**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

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**\*External Email\***

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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

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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]  
[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 manager to ensure that the Bay Area leads on seamless transportation for all.

Sincerely,

Susan Gladwin

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]