

**From:** Gina Papan

**Sent:** Thursday, May 21, 2026 2:27 PM

**To:** Sue Noack; Andrew Fremier; Alix Bockelman

**Subject:** Before Finalizing Phase One of the Efficiency Review

**\*External Email\***

Dear Chair Noack and Efficiency Review Committee Members,

Before finalizing Phase 1 of the Financial Efficiency review please add more specific language on the early action strategy related to increasing revenue and boosting ridership.

Exploring retail and amenity partnerships has never obtained any results.

Operators need to commit to removing existing barriers that prevent retail and amenities in stations. The operators need to develop plans for activation of stations and existing kiosks for retail and amenities.

This more specific addition would clearly strengthen the Opportunities for Early Action Strategies, enhancing focus on near-term, high-impact, and politically viable action that aligns the goals of SB 63 and will be a meaningful improvement to customer experience.

Please take this action to lead with specificity.

Sincerely,

Gina Papan

MTC Commissioner for Cities in San Mateo County