BAAT

BAY AREA AERIAL TRANSIT



BOUNDLESS SAN FRANCISCO

A SCALABLE NEW LAYER OF SAN FRANCISCO MOBILITY

Concept validation, public demonstration, and a path to implementation





BAY BRIDGE — MISSION BAY — CHASE CENTER

PROPOSAL BOOKLET | OCTOBER 2026

BAAT PROJECT GROUP

A Scalable New Layer of San Francisco Mobility

Supporting Housing and Access Through Proven Transportation Technology

An Open Letter to the Boundless San Francisco Review Committee and the Communities BAAT Is Intended to Serve

The BAAT Project Group respectfully submits this proposal to Lever for Change's Boundless San Francisco competition for a scalable new layer of Bay Area mobility. The proposal responds to San Francisco's transportation constraints while supporting housing, neighborhood access, waterfront resilience, and the everyday needs of residents, workers, and visitors.

Bay Area Aerial Transit (BAAT) is conceived not as a tourist gondola or isolated technology demonstration, but as a phased urban transportation network complementing Muni, BART, Caltrain, ferries, buses, bicycling, and walking. By operating above congested or physically constrained corridors, BAAT can provide predictable travel times, new connections, and additional capacity without requiring a continuous new surface right-of-way.

The initial planning concept is an approximately 1.5-mile waterfront route connecting the Bay Bridge area, Mission Bay, and Chase Center, with the potential for later extensions toward Bayview-Hunters Point, Candlestick Point, and Treasure Island. This alignment is a starting point, not a predetermined conclusion. Engineering, agency coordination, environmental review, and meaningful community participation will shape the route, stations, service, fares, and relationship to surrounding neighborhoods.

BAAT will address affordability, accessibility, neighborhood character, displacement risk, construction impacts, privacy, safety, and the equitable distribution of investment. Residents will influence decisions before they are fixed, and the project will report transparently and change course when evidence or community interests require it. Stations, public spaces, architecture, art, and passenger information can also create a distinctly San Francisco civic transportation experience without compromising the system's primary responsibility to provide reliable, accessible, and affordable service.

The Boundless San Francisco award will support Phase I: a five-year program of concept validation, demonstration development, public testing, and independent evaluation. Proven ropeway technology will be examined under San Francisco conditions through ridership, equity, engineering, environmental, financial, and operating analysis. Success will be measured by public benefit, including useful travel-time savings, reliability, equitable access, affordability, safety, community acceptance, environmental performance, and value relative to other transportation investments. The resulting evidence will support a formal recommendation to proceed, modify, conduct further testing, or discontinue the project.

San Francisco has a long tradition of translating bold ideas into practical public benefit. We offer BAAT in that spirit—not as a finished answer, but as a credible opportunity to be examined carefully, shaped collectively, and proven through performance.

Respectfully submitted,

The BAAT Project Group

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Table of Contents

Reference	Section Title	Page
	Open Letter and Project Overview	**1**
1.0	**Executive Summary**	**2**
	Transformative Objectives	2
	Viability	2
	Evidence of Results	3
	Durability	3
	A San Francisco Vision for the Future	4
2.0	**Transformative Objectives**	**5**
	The Challenge Mobility Gaps BAAT Aims to Address	5
	Proposed Solution Beneficiaries and Collaboration	6
	Innovation	7
	Theory of Change and Roadmap for Impact	8
3.0	**Viability**	**9**
	Five Year Phase I Implementation Timeline	9
	Stage 1 Concept Development and Validation	10
	Stage 2 Demonstration Development and Installation	10
	Stage 3 Commissioning Public Demonstration and Evaluation	10
	Why the Timing Is Right and BAATs Broader Significance	11
	Barrier Assessment and Risk Mitigation	11
	Team Qualifications and Unique Positioning	12
	Case for Partnership	13
4.0	**Evidence of Results**	**14**
	Established Technology Local Validation	14
	Lessons from Comparable Operating Systems	14
	What the Existing Evidence Suggests	15
	Applicability and Limits for San Francisco	15
	Evidence BAAT Must Produce	16
	Results Tracking and Impact Measurement	17
5.0	**Durability**	**18**
	Creating Enduring Public Value	18
	A New Civic Transportation Experience	19
	Diversity Equity and Inclusion	19
	Stakeholder and Community Engagement	20
	Scaling BAATs Impact	21
	Beneficiaries Outside San Francisco and the Network Effect	21
	Conditions for Long Term Stewardship	22
	Appendix Materials	**23**

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1. Executive Summary

Transformative Objectives

Bay Area Aerial Transit proposes a new layer of public transportation for San Francisco: an electrically powered aerial-gondola network connecting waterfront communities, major destinations, and regional transit hubs. By moving above congested streets, steep terrain, waterways, rail corridors, and other physical barriers, BAAT can provide reliable travel where conventional expansion is difficult, disruptive, slow, or prohibitively expensive.

The opportunity is particularly timely along San Francisco's eastern and southern waterfront. New housing, employment centers, healthcare facilities, parks, cultural destinations, and event venues are generating additional travel demand, yet many waterfront communities remain dependent upon indirect or unreliable connections. Streets have limited capacity, major rail projects require substantial time and investment, and disruptions to roads, bridges, rail, or ferry service can affect the entire transportation network.

With Boundless San Francisco support, BAAT will plan, develop, and demonstrate an approximately 1.5-mile waterfront access route connecting the Bay Bridge area with Mission Bay and Chase Center. Subject to technical validation, cabins could arrive every 10 to 20 seconds and carry up to 4,000 passengers per hour in each direction. The alignment is a planning basis, not a predetermined route, and will be refined through community engagement, equity screening, engineering, environmental review, ridership analysis, agency coordination, and evaluation of alternative station locations.

The objective extends beyond one route. A successful first corridor would establish a practical model for an accessible, connected aerial-transit network extending through future hubs toward Bayview–Hunters Point, Candlestick Point, Treasure Island, and other locations where geography and infrastructure constrain mobility.

Viability

BAAT combines proven aerial-transit technology with a disciplined development process shaped by the people and places it is intended to serve. Phase I will cover governance, corridor selection, community participation, demand and equity analysis, engineering, environmental review, financing, operations, design, permitting, installation, commissioning, and independent evaluation.

Each stage will include clear decision points. The project can adjust its route, technology, scope, budget, schedule, or demonstration configuration before major funds are committed. This stage-gated process will test technical credibility, economic viability, public benefit, and community responsiveness while identifying weaknesses early enough to address them.

The BAAT leadership team combines deep San Francisco knowledge with international experience in transportation planning, waterfront and destination development, public attractions, technology, economic analysis, and complex project delivery. The application identifies Omprakash, Inc. as Lead Organization and fiscal sponsor. Doppelmayr, a leading international ropeway provider, has participated in preliminary discussions and provided qualified, nonbinding support for continued evaluation of the concept.

BAAT is requesting a $50 million Boundless San Francisco award for the defined five-year Phase I program—not for construction of an entire regional network. Funds will support governance and fiscal oversight, staffing, community participation, technical and environmental studies, engineering, agency review, permitting, site preparation, procurement, installation, commissioning, safety certification, rider testing, and independent analysis.

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Evidence of Results

Aerial transit already operates as public transportation in cities around the world. Relevant United States precedents include the Roosevelt Island Tramway in New York, the Portland Aerial Tram, and the Telluride–Mountain Village Gondola. International systems demonstrate that aerial transportation can provide frequent service, predictable journey times, and useful connections across demanding urban terrain. These precedents establish technological credibility, but they do not predetermine whether BAAT will succeed in San Francisco.

Phase I will determine how effectively these lessons translate to San Francisco's geography, travel patterns, regulations, neighborhoods, and public expectations. During Years 1 and 2, BAAT will define and validate the concept, preferred corridor, demonstration scope, delivery strategy, and operating assumptions. Years 3 and 4 will advance engineering, approvals, procurement, site preparation, and installation of a demonstration segment or connected sections.

From April through September of Year 5, BAAT will conduct a six-month commissioning and public demonstration period incorporating controlled operations, rider testing, community input, and performance monitoring. Independent evaluation will follow in October and November. By December, the project team will issue a formal go/no-go recommendation addressing whether—and under what conditions—BAAT should proceed to broader implementation, modification, additional testing, or discontinuation.

Results will be measured through travel-time savings, reliability, capacity, accessibility, affordability, ridership potential, operating and lifecycle costs, emissions, transit connections, neighborhood effects, and public acceptance. Independent technical review, transparent reporting, and feedback from riders and affected communities will identify both strengths and deficiencies.

Durability

BAAT is designed to create lasting value as conditions, priorities, and technologies change, beginning with one useful corridor and expanding in stages as demand, funding, and partnerships support. Integration with Muni, BART, Caltrain, ferries, buses, walking, and bicycling will strengthen rather than replace the network.

The demonstration will be coordinated with waterfront and regional initiatives, including coastal-resilience work by the U.S. Army Corps of Engineers and the Port of San Francisco, Bay Bridge and Bay Skyway planning, and eastern and southern waterfront development. This coordination can prevent transportation and resilience investments from proceeding independently where infrastructure, access, and public benefits overlap.

The project will evaluate public ownership, contracted operation, public-private partnerships, and blended financing without assuming a permanent structure. Fare revenue will be assessed conservatively alongside sponsorships, institutional agreements, commercial revenue, value capture, and other sources. Operating plans will address staffing, energy, insurance, maintenance, security, regulatory compliance, reserves, and lifecycle replacement.

If expansion is justified, BAAT will seek additional capital for Phase II. If not, Phase I will still produce technical findings, operating data, community feedback, agency relationships, and a reusable evaluation framework. All grant funds and project assets will remain dedicated to approved charitable purposes, with any retention, transfer, sale, or other disposition governed by the award terms, applicable law, and Omprakash's fiduciary authority.

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A San Francisco Vision for the Future



BAAT imagines a city where geography does not determine opportunity and where residents, workers, students, and visitors can move more predictably among neighborhoods, the waterfront, and the wider region. Its principal public benefits could include dependable travel times, additional transportation capacity, stronger transit connections, improved access to jobs and services, greater network resilience, support for housing and economic development, and reduced dependence upon constrained streets.

A visible first segment would allow the public to experience and evaluate aerial transit directly, replacing abstraction with demonstrated performance. It would give San Francisco the evidence needed to decide whether aerial transportation is viable, affordable, equitable, and appropriate for broader implementation.

BAAT is conceived not as a tourist gondola or isolated experiment, but as a potential first element of a phased urban transportation network. By translating proven technology into a locally tested public asset, BAAT can help San Francisco turn an ambitious idea into measurable public benefit and establish a cleaner, more inclusive, adaptable, and resilient framework for future mobility.

Note: For clarity, Phase I refers to the entire five-year Boundless San Francisco program described in this booklet. Its three internal stages culminate in the December Year 5 go/no-go recommendation. Permanent system construction, additional stations, and geographic expansion will form a separately funded Phase II only if Phase I results support proceeding.

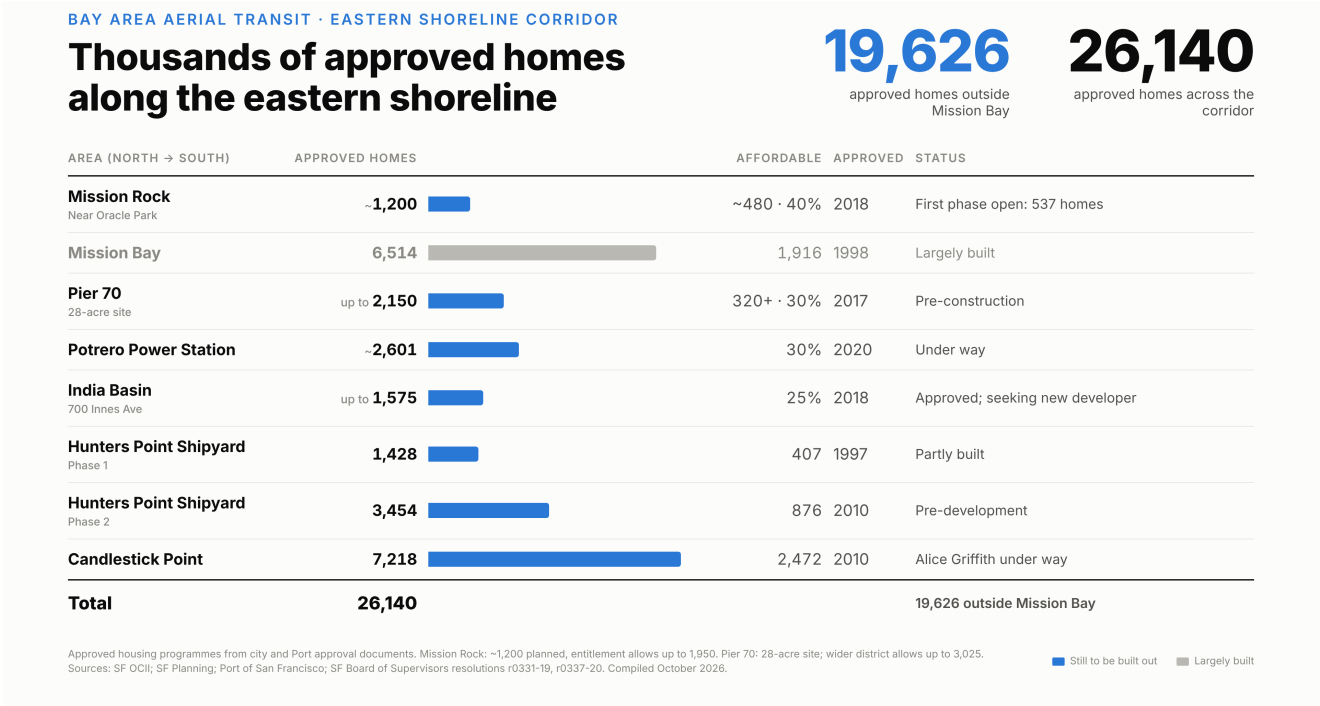
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2. Transformative Objectives

The Challenge: Mobility Gaps BAAT Aims to Address

San Francisco's transportation system does not reliably connect all residents, workers, and visitors with the places they need to reach. The burden falls most heavily on transit-dependent riders, lower-income households, older adults and people with disabilities, shift workers, families without cars, and residents of growing waterfront communities such as Treasure Island and Bayview–Hunters Point. Unreliable travel also limits access to healthcare, education, employment, public services, cultural destinations, and regional transportation and imposes costs on businesses, emergency services, and the wider economy.

Geography contributes directly to the problem. San Francisco is bounded by water, crossed by steep hills, and connected to the wider Bay Area through a limited number of bridges, tunnels, rail lines, and ferry routes. Congested streets require buses and surface rail to compete with cars, deliveries, bicycles, pedestrians, construction, and emergency vehicles. Underground projects can add substantial capacity, but they are costly, disruptive, and slow to plan, approve, finance, and build. Nearly 20,000 new homes are planned for construction along the eastern shoreline corridor.



Responsibility for resolving our transportation challenges is divided among multiple agencies and jurisdictions, making coordinated change difficult. Even a waterfront alignment—which may avoid some of the complications encountered in denser parts of the city—requires coordinated transportation, planning, environmental, utility, waterfront, accessibility, and safety review.

The greatest opportunities lie in the gaps between existing systems: poorly connected waterfront districts, indirect first-and-last-mile links, congested transfers, event destinations, and routes where a single blockage can disrupt thousands of trips. Cooperation among communities, public agencies, transportation providers, developers, and property owners will be essential. Targeted improvements at these points can make the larger network more useful, dependable, and resilient.

Without meaningful action, unequal access to jobs and services will persist as waterfront housing, employment, institutional, recreational, and cultural development places additional pressure on constrained routes.

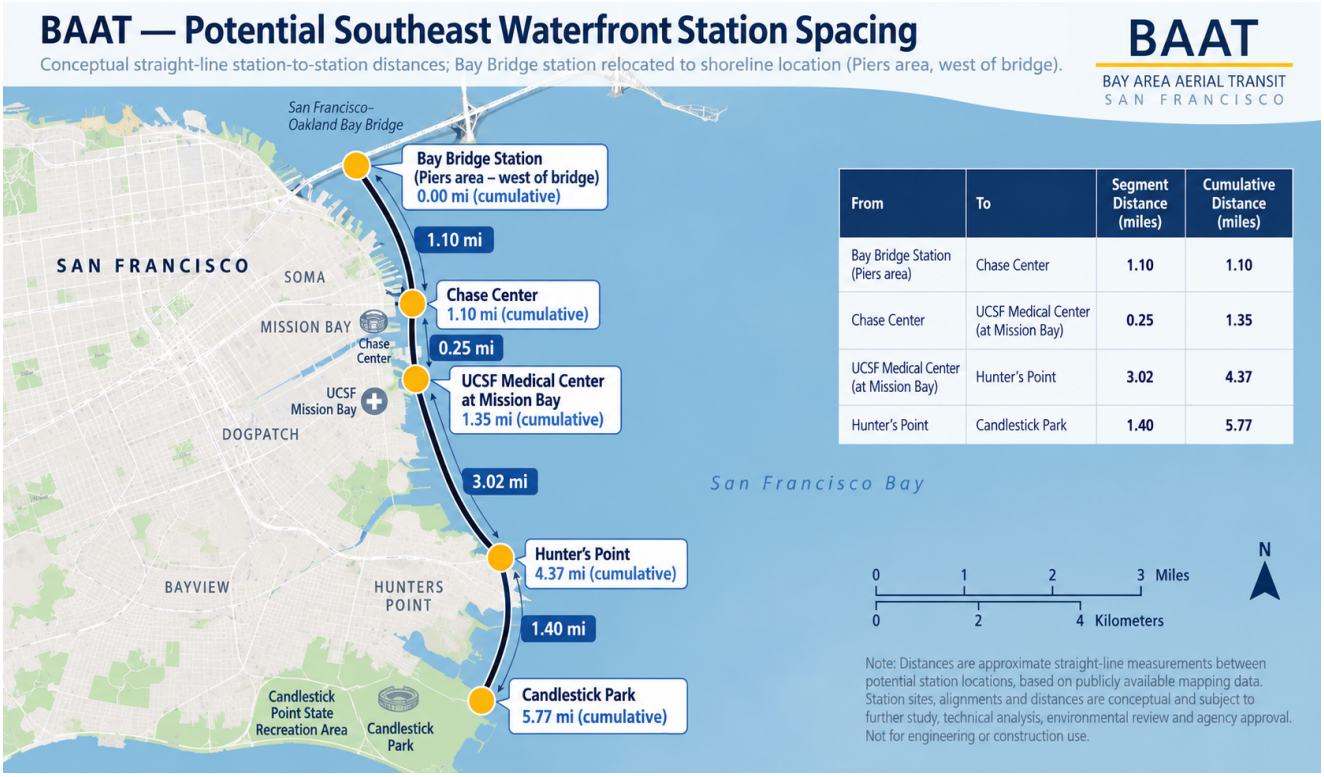
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Increased vehicle traffic will bring higher greenhouse-gas emissions, poorer air quality, greater energy use, additional noise, and mounting public frustration. San Francisco will also remain vulnerable to accidents, construction, extreme weather, sea-level rise, and other disruptions. Too many trips depend upon too few corridors—and that is a growing risk for the city, its residents, future development, and the environment.

Proposed Solution, Beneficiaries and Collaboration

Bay Area Aerial Transit is a proposed electrically powered aerial-gondola network linking important destinations across San Francisco and, over time, the wider Bay Area. Cabins will travel continuously on overhead cables between accessible stations, carrying passengers above congested streets, waterways, rail corridors, and other physical barriers.

The initial planning concept is an approximately 1.5-mile waterfront access route connecting the Bay Bridge area with Mission Bay and Chase Center. Subject to engineering and technical validation, cabins could arrive approximately every 10 to 20 seconds and provide capacity of up to 4,000 passengers per hour in each direction. The alignment and station locations are not predetermined; community participation, equity screening, demand analysis, environmental review, agency coordination, engineering, and property and operating requirements will guide their refinement.



The first corridor connects with existing transportation wherever practicable and establishes a basis for future hubs serving Bayview–Hunters Point, Candlestick Point and other destinations. Modular segments can expand the network as performance, demand, funding, partnerships, and public support develop.

Residents, workers, students, visitors, and businesses can benefit from more predictable travel and stronger connections to waterfront neighborhoods, employment centers, healthcare, public services, cultural and recreational destinations, event venues, and regional transit. Early benefits will be concentrated among people using the initial corridor, particularly transit-dependent riders and those facing indirect or unreliable journeys.

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Expected outcomes include shorter and more dependable trips, improved accessibility, and added transportation capacity. These benefits can reduce pressure on congested streets, lower emissions, and improve resilience during disruptions. A quiet elevated ride and panoramic views can also create a high-quality passenger experience and distinctive civic asset while BAAT remains, first and foremost, public transportation infrastructure.

Delivery requires coordinated action among communities, public agencies, transportation providers, property interests, technical partners, prospective operators, funders, and the project's fiscal sponsor. This cross-sector structure aligns public needs, regulatory responsibilities, community priorities, technical expertise, property access and operating capacity, with capital milestones and objectives.

Travel time, capacity, reliability, accessibility, affordability, cost, emissions, ridership, neighborhood effects, public acceptance, and transit connectivity will determine whether aerial transit can operate safely, equitably, and cost-effectively under Bay Area conditions. Evidence—not novelty—will determine whether BAAT proceeds, changes, requires more testing, or is discontinued.

Innovation

BAAT's innovation is not simply the use of aerial gondolas. It is the application of proven ropeway technology as a phased, interconnected mobility network designed around San Francisco's distinctive geography and existing transportation system.

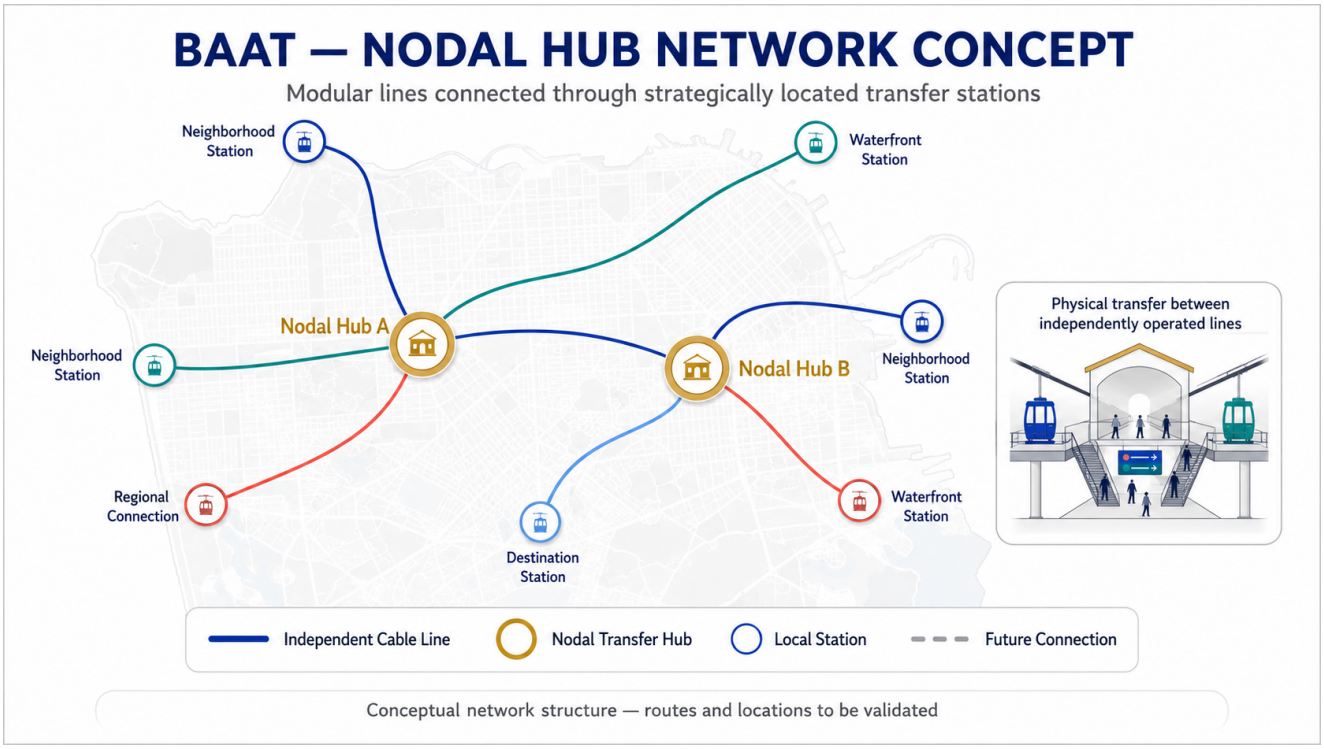
By operating at an additional—or 'plus-one'—level above streets, hills, waterways, and other barriers, BAAT can create new capacity without requiring a continuous surface right-of-way. The system will be designed to connect and strengthen Muni, BART, Caltrain, ferries, buses, bicycle routes, and pedestrian networks rather than substitute for them.

Unlike street-bound expansion or major tunnel construction, BAAT could begin with one carefully selected, high-value corridor and grow through modular links as performance, demand, funding, and public confidence are established. This reduces dependence upon a single large capital commitment and allows each stage to respond to community priorities, technical findings, and operating evidence.

Contemporary ropeway technology adds further advantages. A central electric drive moves cabins continuously, producing no local exhaust emissions and permitting electricity to come from renewable sources. Frequent cabins can reduce waiting times, distribute passenger loads, and provide predictable service independent of street congestion. Emerging autonomous-operating capabilities illustrate how the technology may continue to evolve while maintaining appropriate monitoring, staffing, and safety oversight.

BAAT will combine these capabilities with level boarding, universal-design principles, bicycle accommodation, inclusive station planning, community participation, and transparent performance measurement. Accessibility, affordability, travel time, reliability, operating cost, emissions, ridership, neighborhood effects, and public acceptance will guide decisions about whether and where the network expands.

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As cities become denser and conventional rights-of-way increasingly constrained, transportation systems must make better use of limited urban space. BAAT gives San Francisco an opportunity to adapt proven technology into a visible, testable, and future-ready public system—one that adds practical capacity while creating a distinctive passenger experience and a model that other geographically constrained cities could evaluate.

Theory of Change and Roadmap for Impact

BAAT's theory of change is that San Francisco can improve access and resilience without increasing street congestion by using transparent evidence to identify where aerial transit can close mobility gaps and complement existing services.

In the short term, community knowledge, corridor screening, demand, equity, accessibility, engineering, environmental, operating, and cost analyses will identify viable corridors and expose risks. International systems show that ropeways can provide frequent, predictable connections across difficult terrain; BAAT's local demonstration will test whether those advantages translate to San Francisco.

The intermediate objective is shared confidence based on evidence. Communities can assess accessibility, affordability, and neighborhood effects; agencies can coordinate decisions; and partners can evaluate costs, risks, revenues, and expansion.

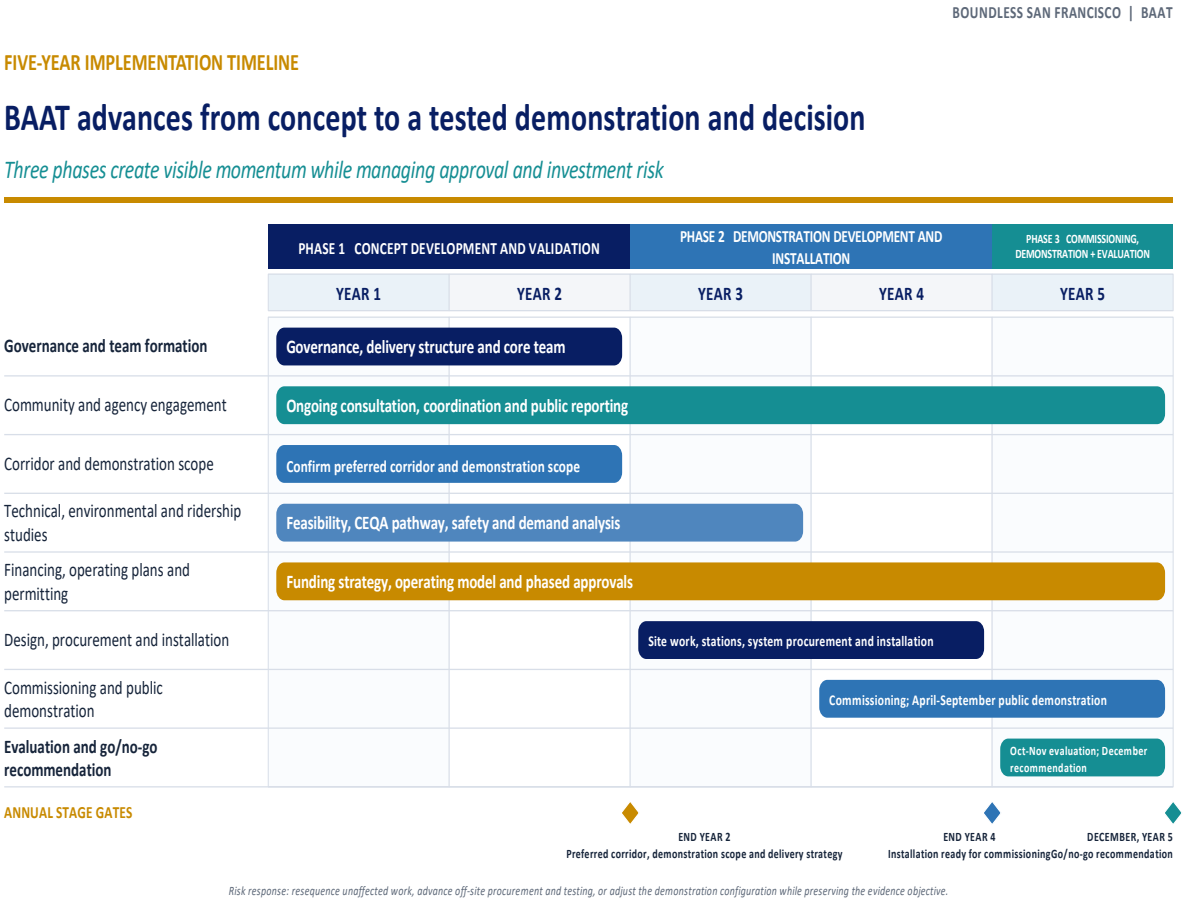
Over time, dependable connections could broaden access to jobs, education, healthcare, housing, services, and regional transportation. They could shift trips from private vehicles, reduce emissions, strengthen existing transit, and provide redundancy during disruptions, with each connection increasing the network's usefulness.

BAAT's impact will reside in its infrastructure, technical findings, institutional knowledge, interagency relationships, workforce capabilities, public familiarity, and reusable Phase I evaluation framework. The objective is a more equitable, resilient transportation network and a disciplined method for determining where aerial transit belongs. Whether BAAT advances, changes, requires further testing, or is discontinued, Phase I will provide credible evidence of how the technology can—or cannot—serve the public interest.

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3. Viability

BAAT's viability does not depend on assuming that every element will work as first envisioned. It depends on a disciplined process for determining what can work, where it can work, what it will cost, and whether it will provide sufficient public benefit. The project combines proven technology, experienced leadership, complementary partners, active risk management, and a five-year framework with decision points before major commitments.



Five-Year Phase I Implementation Timeline

For clarity, Phase I is the complete five-year Boundless San Francisco program. It is organized into three internal stages and will culminate in a formal go/no-go recommendation. Broader permanent construction, additional stations, and geographic expansion will constitute a separately funded Phase II and will proceed only if Phase I evidence supports doing so.

As planning has advanced, it has become clear that the Boundless award is better directed toward the essential front-end work and a controlled demonstration than toward premature construction of three permanent stations.

Phase I will define and test the system concept, validate priority use cases and corridor options, establish realistic costs and schedules, and complete a demonstration segment or connected sections for public testing and evaluation.

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Stage 1 — Concept Development and Validation

Years 1–2

BAAT will establish project governance, assemble the technical and advisory team, conduct community engagement, and coordinate with relevant agencies, property interests, transportation providers, and other stakeholders.

Corridor selection will consider demand, equity, connectivity, feasibility, cost, environmental conditions, neighborhood priorities, and opportunities for integration with existing transportation and waterfront-resilience initiatives. Technical, safety, accessibility, ridership, financial, and environmental studies will inform concept engineering, operating and financing plans, governmental review, and a sequenced permitting strategy.

Alternative alignments, station sites, technologies, and demonstration configurations will remain under consideration until sufficient evidence supports selection. By the end of Year 2, BAAT expects to have identified a preferred corridor, defined the demonstration scope, confirmed an appropriate delivery strategy, established key partnerships, and determined whether the project is prepared to proceed into physical development.

Stage 2 — Demonstration Development and Installation

Years 3–4

Subject to the applicable stage-gate determination, BAAT will advance site preparation, station and support infrastructure, system procurement, fabrication, and installation of a demonstration segment or connected sections.

Engineering, environmental review, permitting, financing, community engagement, agency coordination, and risk management will continue in parallel. Off-site fabrication and testing may proceed while site work and approvals are completed, where doing so is appropriate and does not create premature financial exposure.

By the end of Year 4, the demonstration installation is intended to be substantially complete and ready to enter formal commissioning, safety testing, staff training, and controlled public use.

Stage 3 — Commissioning, Public Demonstration, and Evaluation

Year 5

From April through September, BAAT will conduct a six-month public demonstration period incorporating controlled operations, rider testing, accessibility review, community input, and performance monitoring.

The demonstration will collect evidence concerning travel time, reliability, capacity, operating and maintenance requirements, accessibility, affordability, ridership, passenger experience, emissions, neighborhood effects, transit connections, public acceptance, and comparative cost.

October and November will be devoted to independent evaluation of the demonstration. By December, the project team will issue a formal go/no-go recommendation addressing whether—and under what conditions—BAAT should proceed to Phase II implementation, modification, additional testing, or discontinuation.

Independent review, public reporting, risk tracking, and annual stage-gate decisions will guide Phase I. If approvals, site conditions, funding, or technical findings cause delays, BAAT may resequence unaffected work, advance appropriate off-site testing, or adjust the demonstration configuration while preserving the principal objective: producing sufficient real-world evidence for an informed decision.

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Why the Timing Is Right—and BAAT's Broader Significance

San Francisco's transportation challenges are longstanding, but the opportunity to address them is time-sensitive. Housing, employment, waterfront access, resilience, and neighborhood development require corresponding growth in transportation capacity and connectivity.

The U.S. Army Corps of Engineers' 2026 San Francisco Waterfront Coastal Flood Study advances a recommended $17.8 billion resilience program. Its South Beach/Mission Bay and Islais Creek/Bayview reaches overlap BAAT's study area. As the plan moves from feasibility toward detailed design, mobility, utilities, public-realm improvements, and shoreline resilience can be coordinated before capital priorities are fixed.

Plan Bay Area 2050+, adopted by MTC and ABAG in March 2026, provides a regional framework for transportation, housing, equity, and climate investment. India Basin's approximately 1,250 planned homes underscore the need for stronger connections to jobs, services, and regional transit. Bay Bridge, Bay Skyway, shoreline, housing, and public-realm initiatives will shape waterfront movement for decades. Evaluating BAAT now could identify shared infrastructure and property opportunities and avoid conflicts and costs after alignments and investments are fixed.

BAAT treats open space above geographic and infrastructure barriers as potential transit capacity. A carefully selected first corridor will test travel time, reliability, accessibility, ridership, public acceptance, operating needs, neighborhood effects, and comparative cost before San Francisco considers a larger system. Its modular design supports a visible demonstration that complements existing transit.

Reliable mobility affects access to jobs, education, healthcare, housing, services, and cultural life while supporting business, tourism, emergency preparedness, climate resilience, and emissions reduction. Combining proven technology with local planning, community participation, and existing services to establish a model for cities facing aging infrastructure, constrained rights-of-way, unequal access, climate risk, and costly conventional expansion—and reinforce San Francisco's role in translating innovation into public benefit.

Barrier Assessment and Risk Mitigation

BAAT will manage feasibility through a living risk register, assigned owners, independent review, and stage gates before major commitments. The project can adjust route, scale, schedule, procurement, and demonstration as evidence develops.

Early analysis will cover demand; corridor and station design; environmental, geotechnical, and utility conditions; accessibility and emergency requirements; construction, operations, lifecycle costs, affordability, revenue, and transit connections. Manufacturer inputs will undergo site-specific engineering, benchmarking, and independent review.

Barriers include approvals, environmental review, site control, property agreements, procurement, waterfront restrictions, utilities, construction access, supply chains, labor, cost escalation, ridership uncertainty, and emergency operations. Community risks include visual and construction effects, privacy, neighborhood character, fares, accessibility, displacement, and unequal benefits.

Mitigation will include early agency consultation, alternative alignments and stations, independent engineering, contingencies, phased procurement, community-informed design, multilingual engagement, universal design, affordability planning, privacy safeguards, and construction-management plans. If thresholds are exceeded, BAAT can redesign, resequence, relocate, reduce, or defer elements.

Because Phase I is a limited demonstration, BAAT will explore temporary-use, pilot, phased, or sequenced permitting pathways without assuming availability. Any pathway must satisfy safety, accessibility, environmental, labor, emergency-response, and operating requirements. If unavailable, BAAT will adjust the schedule, budget, or scope before proceeding. The process will expose uncertainty and prevent major commitments until evidence supports proceeding.

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Team Qualifications and Unique Positioning

BAAT requires a multidisciplinary team capable of advancing an unfamiliar transportation concept through technical validation, public engagement, environmental and governmental review, design, financing, implementation, and evaluation. Its leadership combines experienced international project-development professionals with decades of firsthand knowledge and relationships developed by members who have lived and worked in San Francisco and the Bay Area.



This balance provides insight into local mobility constraints, communities, institutions, development patterns, and approval environments while bringing lessons from complex, public-facing projects delivered around the world.

Chi-Hsin Shao contributes more than 40 years of transportation-planning and engineering experience across the United States and Asia, including leadership roles in San Francisco transportation planning and Boston transportation policy. His background provides essential expertise in transportation systems, public-agency processes, corridor evaluation, and regional mobility.

Morten Jensen founded JRDV Urban International in 2003 as an architectural practice collaborating with visionary cities and developers to create transformative and enduring urban places. While often large in scale, his projects are organized around sociable, intimately scaled cores that reflect local history, culture, and sense of place.

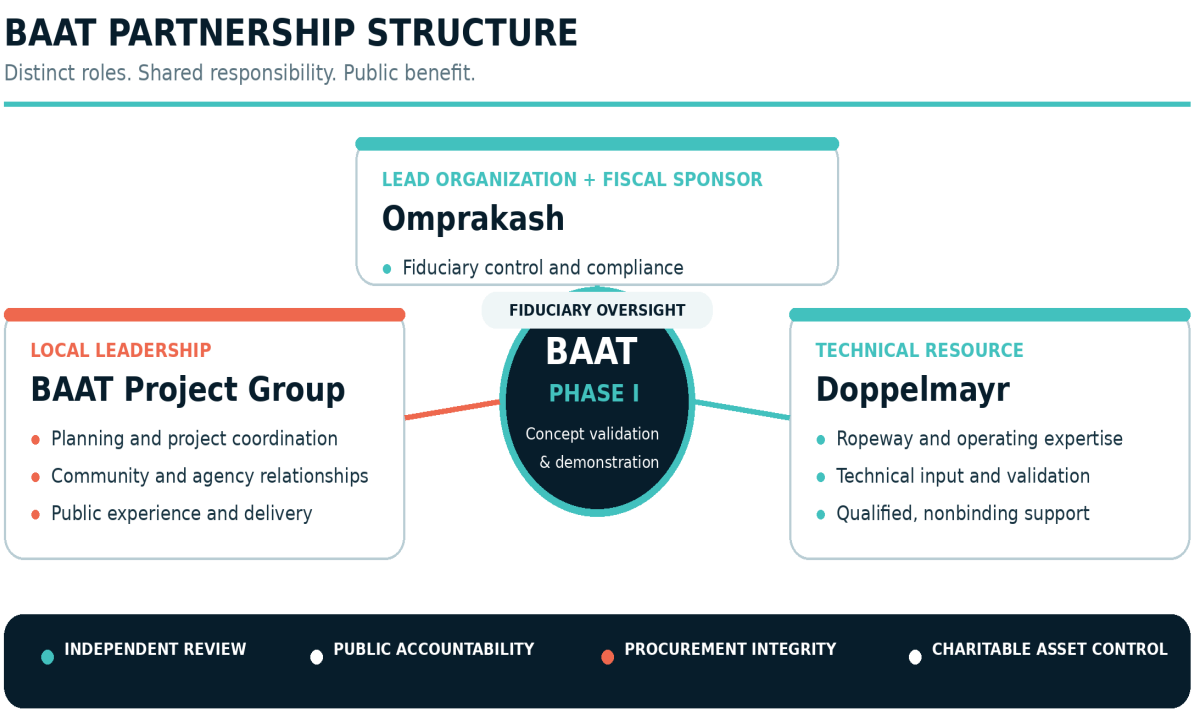
Gordon Linden brings host-city strategy, planning, and delivery experience from more than 50 World Expo projects in over 20 countries. His work provides a broad perspective on large-scale public initiatives, international coordination, governance, fixed-date delivery, and long-term urban legacy.

Ralph Miller brings full-lifecycle creative leadership, coordination, and execution experience for major attractions, public-facing environments, international events, and complex projects for global organizations. His role connects project vision with practical planning, stakeholder communications, public experience, and implementation.

Barry Howard and Jon Fox (not pictured) contribute international interpretive-planning, communications, and design expertise for attractions, cultural institutions, and public environments. Their experience will help make an unfamiliar transportation concept understandable, accessible, and responsive to the people it is intended to serve.

Together, the team combines transportation planning, development strategy, economic analysis, public experience, communications, and practical delivery. These capabilities are necessary to make BAAT technically credible, economically sound, publicly understandable, and appropriate to San Francisco.

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Case for Partnership

BAAT's partnership structure combines nonprofit accountability, local leadership, and ropeway expertise while preserving independence among the roles.

Omprakash, Inc., a 501(c)(3), serves as Lead Organization and fiscal sponsor, controlling grant funds and ensuring charitable use. It will provide fiduciary, compliance, and administrative oversight, while the BAAT Project Group leads daily planning and coordination subject to Omprakash's approval.

Doppelmayr, a leading global ropeway manufacturer, has provided support for BAAT's evaluation. Its urban-system experience includes Paris, London, Mexico City, and Portland. Doppelmayr contributes technical, safety, commissioning, and operating knowledge; BAAT contributes local planning, economic analysis, community relationships, public-experience design, and project delivery.

Doppelmayr's support does not predetermine technology, feasibility, pricing, procurement, or participation, which will require site-specific study. Omprakash must also review benchmarking, applicable approvals, mutually acceptable terms, and definitive agreements. No equity interest is anticipated.

This structure provides manufacturer knowledge while preserving independent review, public accountability, and procurement integrity. As BAAT advances or is discontinued, grant funds and charitable assets will remain under Omprakash's control and dedicated to approved charitable purposes.

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4. Evidence of Results

Established Technology, Local Validation

BAAT's confidence begins with an important distinction: aerial cable transportation is established technology, but its application to a particular San Francisco corridor remains to be proven.

Urban aerial systems already operate in cities with difficult terrain, constrained rights-of-way, waterways, dense development, and underserved communities. A World Bank study compiled technical, operating, financial, and business-model information for 21 systems, providing comparative evidence across technologies, ownership structures, route conditions, and public-transportation uses.

Doppelmayr's October 2026 Letter of Testimony provides additional industry validation. Drawing on experience with nearly 16,000 installations in approximately 100 countries, the company describes BAAT as a technically credible planning concept worthy of further evaluation. Its qualified, nonbinding support includes continued technical discussions, validation of preliminary assumptions, and identification of appropriate next steps if BAAT advances.

Neither international precedent nor manufacturer support establishes the feasibility of BAAT's route, stations, budget, schedule, ridership, or operating plan. They establish that the technology is mature and relevant enough to justify structured local evaluation. Phase I will produce that evidence before San Francisco makes a permanent-system commitment.

Lessons from Comparable Operating Systems

The most useful precedents do not provide a single model for BAAT. Collectively, they demonstrate how aerial transportation has been adapted to different geographic conditions, passenger needs, transportation networks, ownership arrangements, and public objectives.

The La Paz–El Alto Mi Teleférico system provides strong evidence of aerial transit at network scale. The World Bank reports that its ten lines extend more than 30 kilometers and carry an average of approximately 160,000 passengers per day. This use demonstrates that aerial transportation can serve as a significant part of an urban mobility network rather than solely as a recreational attraction.

A study based on a 2015 La Paz–El Alto mobility survey estimated reported commute times approximately nine minutes, or 22 percent, shorter for cable-car journeys than for comparable trips by other modes. An Inter-American Development Bank evaluation also found shifts toward public transit, commute-time savings, and increased self-employment activity, with the strongest measured effects among residents of El Alto. These historical findings are relevant precedents, not forecasts for BAAT.

Medellín's Metrocable and Bogotá's TransMiCable demonstrate the value of integrating aerial lines with larger transit systems and improving connections across difficult terrain. An Inter-American Development Bank evaluation of Medellín examined travel time, household spending, employment formality, healthcare use, and perceived quality of life. These measures provide useful precedents, although aerial transit alone cannot be credited with every observed social or neighborhood change.

Two United States systems offer different but relevant institutional lessons. Portland's Aerial Tram connects the South Waterfront with Marquam Hill and operates within the city's transportation network. Cabins ordinarily depart about every five minutes, and the trip takes about four minutes. The system also illustrates the need for annual maintenance, established operating procedures, and alternative transportation during shutdowns.

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The Roosevelt Island Tramway provides a useful durability precedent. Opened in 1976 as an interim connection between Roosevelt Island and Manhattan, it became a permanent part of New York's transportation network. In 2026, the Roosevelt Island Operating Corporation reported more than 85 million passengers during the tram's first 50 years. Its history shows how an immediate connection can become both an enduring service and part of community identity.

International systems also provide delivery and financing benchmarks. The World Bank reports that Guayaquil's 4.1-kilometer Aerovía was completed in approximately 24 months. Other systems illustrate public operation, private concessions, and publicly sponsored projects with contracted operators. These examples show available models, not forecasts for BAAT. San Francisco's labor costs, waterfront conditions, foundations, property rights, utilities, environmental review, procurement, and agency requirements require local analysis.

What the Existing Evidence Suggests

The international and domestic precedents support several conclusions relevant to BAAT.

First, aerial transportation can attract substantial and sustained ridership when it solves a clearly defined geographic or network problem. Its usefulness depends not simply upon cabin speed or theoretical capacity, but upon the complete passenger journey: access to stations, waiting and transfer times, service frequency, reliability, operating hours, fare integration, and the location of employment, housing, services, and other destinations.

Second, aerial transit can improve access for communities poorly served by conventional surface transportation. Evidence from La Paz and Medellín supports examining travel-time savings, access to employment and services, changes in transportation behavior, affordability, and distribution of benefits. It does not establish that transportation infrastructure alone will produce housing, neighborhood investment, economic mobility, or equitable development. Those outcomes depend upon land-use policy, fares, public investment, community participation, and protections against displacement.

Third, construction of the physical system is only one part of successful implementation. Operating precedents demonstrate the continuing need for trained personnel, preventive maintenance, scheduled service interruptions, inspections, component replacement, spare-parts planning, emergency procedures, passenger communications, and replacement transportation during shutdowns. BAAT must evaluate these requirements before determining that a proposed system is financially or operationally sustainable.

Fourth, electric propulsion provides a potential pathway toward lower-emission mobility but does not, by itself, establish a net environmental benefit. BAAT's analysis must consider construction impacts, embodied materials, electricity sources, passenger occupancy, maintenance, lifecycle replacement, and the number and type of automobile or other trips actually displaced.

Finally, safety and reliability claims require comparable data. Individual systems provide useful operational experience, but BAAT should not rely upon isolated accident counts, maintenance records, or availability percentages without accounting for system type, passenger volume, operating hours, route conditions, weather, reporting standards, and exposure. Independent review will be required before quantitative safety or reliability comparisons are presented as evidence for a San Francisco route.

Applicability—and Limits—for San Francisco

BAAT differs in purpose from a tourism-oriented gondola. Its proposed function is everyday public mobility for residents, workers, students, patients, event patrons, and visitors traveling to neighborhoods, jobs, healthcare, public services, cultural destinations, and regional transportation.

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Panoramic views and the novelty of the experience may attract visitors, strengthen initial ridership, and create supplemental revenue. Those qualities can contribute to the project's public appeal, but they should not determine route selection or operating policy. Success must be evaluated principally through useful connections, reliable year-round service, accessibility, affordability, and public benefit.

San Francisco also presents conditions that cannot be resolved by reference to hillside systems alone. Waterfront and island connections require separate analysis of wind, seismic exposure, saltwater conditions, foundations, navigation clearances, emergency access, property interests, visual effects, environmental requirements, and multiple regulatory jurisdictions. Experience elsewhere helps identify the questions and possible solutions; it does not establish the feasibility of any specific BAAT alignment.

BAAT should also be distinguished from emerging electric vertical takeoff and landing aircraft. BAAT proposes fixed-route, continuously circulating, shared transportation between established stations. eVTOL aircraft would operate as aviation services between suitable landing facilities. Federal Aviation Administration guidance identifies aircraft certification, airspace integration, operating requirements, and vertiport infrastructure as central to their deployment.

The modes could compete for certain passengers, sites, investment, or public attention and could potentially complement one another at transportation hubs. Their likely fares, passenger throughput, noise, energy use, weather sensitivity, accessibility, infrastructure needs, and regulatory requirements differ substantially. BAAT's primary comparison should remain with the bus, rail, ferry, bicycle, pedestrian, and roadway improvements capable of addressing the same transportation need; a more detailed comparison with eVTOL services can be included in the alternatives analysis or technical appendix.

Evidence BAAT Must Produce

Phase I will convert international precedent into locally relevant evidence. Through concept development, engineering, installation, commissioning, and public demonstration, BAAT will determine:

- Whether sufficient passenger demand exists along the proposed corridor;
- Whether the service produces meaningful door-to-door travel-time savings;
- Whether residents, workers, and visitors are willing and able to use it;
- Whether stations can connect effectively with existing transportation;
- Whether benefits and burdens are distributed equitably;
- Whether the route and station sites are technically and environmentally feasible;
- Whether wind, seismic, flood, security, and emergency conditions can be managed;
- Whether anticipated capacity and reliability can be achieved in practice;
- Whether the system is accessible to people with disabilities, older adults, bicyclists, other users;
- Whether fares and operating costs can be made affordable and sustainable;
- Whether environmental benefits remain positive after lifecycle analysis; and
- Whether BAAT compares favorably with improved bus, rail, ferry, roadway, bicycle, pedestrian, or other alternatives.

The analysis will include willingness-to-ride research, origin-and-destination studies, ridership forecasts, travel-time comparisons, equity analysis, engineering and environmental review, operating simulations, lifecycle costing, accessibility evaluation, and direct observation during the public demonstration.

Weak or unfavorable findings will be treated as results, not failures of the evaluation. They may lead to changes in the route, stations, technology, service plan, financing, demonstration scope, or schedule. If the evidence does not support a viable public service, the stage-gate framework will allow BAAT to be modified, tested further, or discontinued before greater resources are committed.

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Results Tracking and Impact Measurement

BAAT will use a results framework tied directly to its theory of change. Each principal measure will have a baseline, data source, annual target or expected range, decision threshold, review schedule, and assigned party responsible for collection and analysis. An independent evaluator will help establish the methodology, verify findings, and determine whether the project is producing public benefit rather than merely completing scheduled activities.

Quantitative measures will address travel time, ridership, capacity, reliability, accessibility, affordability, cost and schedule performance, funding, emissions, safety, transit connections, participation, and implementation progress. Where appropriate and legally permissible, results will be analyzed by geography and demographic characteristics—including income, disability, race or ethnicity, and age—to determine whether benefits and burdens are equitably distributed.

Qualitative evidence will be gathered through rider surveys, interviews, focus groups, public meetings, accessibility reviews, partner assessments, complaints, and community observation. These findings will provide context for the numerical results and identify passenger, neighborhood, or operating issues that aggregate data might obscure.

A public dashboard will report major indicators and stage-gate findings. An internal scorecard, risk register, schedule, budget report, and decision log will support project management and create a transparent record of how evidence affects project choices.

The team will review data monthly and conduct quarterly learning sessions with partners and community advisors. Warning thresholds—including declining public support, unresolved accessibility concerns, cost escalation, schedule delays, weak ridership forecasts, permitting obstacles, or unacceptable neighborhood effects—will trigger corrective action. BAAT may revise station locations or routes, strengthen engagement, adjust service or fare assumptions, resequence work, or narrow the demonstration configuration.

Each stage will conclude with a review against agreed criteria. The six-month public demonstration in Year 5 will provide direct evidence of passenger response, operating requirements, accessibility, reliability, and community effects. Independent analysis during October and November will lead to the December go/no-go recommendation.

The resulting implementation playbook will document methods, decisions, changes, and lessons. This feedback cycle will strengthen any future BAAT corridor while creating transferable knowledge for San Francisco and other cities considering aerial transportation.

The central measure of success is therefore not whether BAAT confirms every original assumption. It is whether the program produces credible evidence that enables communities, agencies, funders, and operators to make an informed decision about aerial transit’s appropriate role in San Francisco.

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5. Durability



Creating Enduring Public Value

BAAT's durability will be measured by more than the lifespan of its cabins, cables, towers, and stations. A durable transportation investment must remain useful, maintainable, financially supportable, publicly valued, and able to adapt as neighborhoods, travel patterns, technology, climate conditions, and community priorities change.

BAAT is both infrastructure and an evolving public service. Its modular structure will allow San Francisco to begin with one useful corridor, assess performance, and expand through Phase II only as evidence, demand, funding, partnerships, and public confidence justify doing so. Standardized technology, controls, operating procedures, and maintenance systems can support expansion, while routes and stations respond to their specific neighborhoods and operating conditions.

Integration with Muni, BART, Caltrain, ferries, buses, walking, and bicycling will strengthen the existing transportation network rather than replace it. Long-term benefits can include added capacity, improved access to jobs and services, reduced dependence on constrained roads, stronger interagency coordination, resilience during disruptions, and a reusable framework for future corridors.

Durability also depends upon public acceptance. People must understand the system, feel secure using it, see their communities reflected in it, and regard it as a useful part of everyday life. For that reason, station architecture, public-realm integration, passenger experience, art, interpretation, and community participation are not decorative additions. They are elements of BAAT's long-term civic value.

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A New Civic Transportation Experience

BAAT presents an opportunity to create a distinctly San Francisco transportation experience: practical enough for a daily commute, welcoming enough for first-time riders, and memorable enough to become part of the city's public identity.

The experience will begin before passengers enter a cabin. Stations will provide clear, accessible, and reassuring transitions from the street or waterfront. Architecture, lighting, visibility, staff presence, wayfinding, shelter, queuing, and passenger information will build confidence from arrival. The station environment will explain what riders can expect and how safety and accessibility provisions work.

Major terminal or transfer stations may provide enclosed reception and orientation areas, restrooms, seating, weather protection, and appropriately scaled passenger services. Where demand, location, and space permit, selected stations may also support cafés, small retail or community uses, information, exhibits, and educational programs. Intermediate stations can use lighter structures while maintaining consistent standards of safety, accessibility, legibility, comfort, and identity.

The elevated journey will offer a perspective unavailable from other transportation modes. Riders may see the shoreline, bridges, hills, neighborhoods, maritime activity, landmarks, development areas, and waterfront adaptation work. Interpretation reveals the city's Indigenous and multicultural histories, patterns of migration and development, hidden infrastructure, Bay ecology, and the continuing transformation of the waterfront.

These stories may be communicated through carefully selected art, graphics, audio, digital media, and changing station exhibitions. Content will be optional, accessible, and subtle enough to enrich rather than overwhelm the trip. Commuters can choose a quiet journey, while riders seeking greater understanding can encounter deeper layers of information.

Programming can vary by station, corridor, season, neighborhood, or cabin and evolve with the city. Community organizations, artists, historians, educators, scientists, youth, and cultural institutions can help develop content that reflects lived experience. The system can become an educational platform for transportation, engineering, climate resilience, Bay ecology, neighborhood history, public art, and the future of cities.

The arrival-to-exit experience must remain consistent. Station design, ticketing, fare integration, boarding, information, accessibility, onboard comfort, transfers, and the surrounding public realm will function as one coordinated journey.

Tourism and destination appeal can support ridership, visibility, and supplemental revenue, but they will not displace BAAT's transportation purpose. Memorable views and civic storytelling must remain compatible with reliable service, affordable fares, efficient transfers, and everyday utility. Done well, the experience can help residents understand, accept, use, and ultimately embrace an unfamiliar mode.

Diversity, Equity, and Inclusion

To serve diverse communities effectively, BAAT will treat diversity, equity, and inclusion as operating principles rather than as a separate outreach activity. BAAT aims to expand access to jobs, education, healthcare, public services, cultural destinations, and regional transportation, particularly for transit-dependent residents and communities that historically have received fewer transportation investments. Equity analysis will guide corridor and station decisions by considering transportation need, affordability, travel-time savings, disability access, neighborhood effects, displacement risk, and the distribution of both benefits and burdens.

These commitments align with Omprakash's mission to facilitate relationships, dialogue, and learning among social-change agents and to help grassroots organizations amplify their work. As Lead Organization and fiscal sponsor, Omprakash can help BAAT develop relationships with community organizations, share knowledge among partners, and extend the project's reach while maintaining fiduciary and charitable oversight.

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Community members will influence priorities rather than merely react to completed plans. Multilingual and accessible communications, neighborhood meetings, rider interviews, online and offline participation, and collaboration with trusted local partners will accommodate disabilities, varied work schedules, limited internet access, differing levels of transportation knowledge, and distrust of formal public processes.

Universal-design principles will inform stations, cabins, boarding, wayfinding, passenger information, communications, and emergency procedures from the outset. Affordability and integration with existing transit fares will be treated as core operating requirements so that BAAT does not become a premium service available primarily to higher-income passengers or visitors.

BAAT will seek diverse representation among staff, advisors, consultants, contractors, artists, content contributors, and institutional partners. Local hiring, workforce-development pathways, education programs, and inclusive procurement can create opportunities for workers, students, community organizations, artists, and businesses that historically have been underrepresented in major infrastructure projects.

Engagement findings and equity measures will be reported publicly. Where appropriate and legally permissible, outcomes will be examined by geography, income, disability, race or ethnicity, and age. This transparency will help determine whether access, influence, employment, investment, benefits, and burdens are being shared equitably.

Stakeholder and Community Engagement

Early conversations with transportation professionals, public-agency advisors, civic leaders, technical providers, and development stakeholders have helped identify jurisdictional, engineering, operating, financing, and implementation questions. This professional consultation is only a starting point. Broader community participation must help determine whether, where, and how BAAT advances.

BAAT will be developed with the people who will use, shape, build, operate, and live near it. Priority participants include transit-dependent riders, waterfront and underserved communities, older adults and people with disabilities, workers, students, families, local businesses, and people whose schedules or mobility needs are not adequately served today. Community and labor organizations, agencies, property interests, technical partners, prospective operators, educators, cultural institutions, media, and funders will add further perspectives.

Working with trusted community partners, BAAT will map affected stakeholders and establish a representative advisory structure for the initial corridor. Neighborhood workshops, small-group meetings, rider interviews, multilingual surveys, accessible digital tools, station-area walk-throughs, temporary demonstrations, and public design sessions will provide multiple ways to participate.

Engagement will be connected to identifiable decisions. Participants will be asked to help shape corridor and station selection, accessibility and safety standards, neighborhood integration, service hours, public-realm improvements, interpretive content, community uses, construction protections, and measures of success.

BAAT will publish what it heard, explain how community input affected decisions, and identify concerns that remain unresolved. Continued feedback and performance data will guide design revisions, operations, and any future expansion. This approach is intended to ensure that BAAT is shaped with communities rather than presented to them after its principal features have been decided.

Community participation can also strengthen durability by creating familiarity, shared knowledge, and a sense of ownership. A system that reflects local priorities, stories, culture, and daily needs is more likely to earn the sustained public and institutional support required for long-term operation.

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Scaling BAAT's Impact

BAAT will scale through a prove, connect, and expand strategy. Phase I must first show that a useful corridor can provide measurable public benefit under San Francisco conditions. Phase II expansion will proceed only when performance, demand, affordability, technical feasibility, community support, approvals, and financing justify it.

Scalability begins with Phase I decisions. Standardized technology and controls, adaptable station components, a practical maintenance base, trained personnel, repeatable operating procedures, and an identified hierarchy of future corridors can reduce the cost and complexity of later expansion. A long-range network plan will show how individual segments can connect through nodal hubs without requiring the entire system to be designed or funded at once.

Benchmarks for travel time, capacity, reliability, accessibility, affordability, cost, emissions, ridership, neighborhood effects, and public acceptance will determine whether expansion is justified. Demonstrated results will give agencies, funders, operators, property partners, and communities a stronger basis for evaluating further investment.

Growth will require durable governance, a qualified operator, integrated fares and passenger information, property and agency agreements, lifecycle maintenance funding, and repeatable station, cabin, and control-system elements. Standardization should control costs and simplify operations without imposing a uniform architectural or cultural solution on every neighborhood.

Every proposed corridor will require site-specific review of wind, seismic conditions, topography, water crossings, land ownership, utilities, views, accessibility, neighborhood character, environmental effects, and agency requirements. The system will repeat what works while adapting what must be locally responsive.

BAAT could also deepen its impact without geographic expansion. Longer operating hours, integrated fares, stronger first-and-last-mile connections, bicycle access, station-based community services, affordability programs, public art, education, and improved passenger information could increase the usefulness and reach of existing infrastructure.

International experience supports this incremental approach. Multi-line systems in Medellín and La Paz demonstrate how connected routes can increase the usefulness of aerial transportation, while the Roosevelt Island Tramway shows how a service initially conceived as temporary can become a permanent and valued component of an urban transportation network. The applicable lesson is not that BAAT will follow the same path, but that expansion and permanence must be earned through demonstrated value and institutional support.

Beneficiaries Outside San Francisco and the Network Effect

Phase I will primarily serve San Francisco. A later Phase II may extend the waterfront route south toward Bayview–Hunters Point and Candlestick Point and east toward Treasure Island, connecting growing communities with employment, healthcare, education, public services, cultural destinations, recreation, and regional transit.

During the following decade, if demand, feasibility, public benefit, community support, approvals, and financing justify expansion, BAAT could evaluate connections from Treasure Island toward East Bay destinations. Such links could provide East Bay residents with another route into San Francisco while improving San Franciscans' access to employment, education, recreation, and communities across the Bay.

Expansion can produce a network effect: each useful station, transfer, or corridor increases the value of the connected system. A point-to-point segment provides limited utility; a hub serving several destinations gives riders more possible journeys and strengthens the network as a whole.

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BAAT will complement rather than replace BART, ferries, buses, bridge travel, bicycling, or walking. Its regional role will be to close selected gaps, improve transfers, add reliable capacity, and provide redundancy where geography or constrained rights-of-way limit alternatives.

Regional expansion will remain secondary to BAAT's San Francisco-first mission. No cross-bay or regional corridor will proceed solely because it enlarges the system. Each proposed connection must demonstrate transportation need, technical feasibility, equitable public benefit, community support, financial sustainability, and value relative to competing investments.

The knowledge produced through BAAT could benefit communities beyond the reach of any future physical network. Its corridor-evaluation methods, engagement practices, equity measures, operating data, architectural approaches, interpretive planning, and implementation playbook could provide a reusable model for other Bay Area jurisdictions and geographically constrained cities.

Conditions for Long-Term Stewardship

Durability requires clear responsibility for ownership, governance, operations, maintenance, financing, safety, and public accountability. Before opening, BAAT will require a qualified operator and approved plans for revenue, personnel, performance, lifecycle maintenance, and capital replacement. Conservative fares may be supplemented by public support, institutional agreements, sponsorships, concessions, advertising, naming rights, events, and station-area value without compromising affordability, service, or public identity.

System design will address evacuation, cybersecurity, privacy, seismic performance, extreme wind, sea-level rise, backup power, communications, security, and emergency response from the outset. Lifecycle plans will incorporate inspections, preventive maintenance, spare parts, component replacement, and scheduled shutdowns.

Construction and station investment must consider housing costs, small businesses, neighborhood character, and displacement risk. Community benefits, local hiring, inclusive procurement, affordability protections, construction mitigation, and coordination with housing and economic-development policies will help share BAAT's value broadly. The initial corridor will remain flexible until public benefit, feasibility, property access, partner readiness, and measurable impact are established, avoiding an alignment unsupported by later evidence.

The charitable-purpose framework will continue whether BAAT advances to Phase II, changes course, or is discontinued. Omprakash will control grant funds and charitable assets throughout Phase I. Their retention, transfer, sale, or other disposition must comply with the award terms, applicable law, and Omprakash's fiduciary obligations; no asset may be distributed for private benefit. Transfers may be made only to eligible public, nonprofit, or authorized charitable recipients, while private firms may participate only through properly reviewed arrangements.

BAAT's lasting value lies in useful infrastructure and in the knowledge, relationships, workforce experience, and decision framework created through Phase I. Whether the system expands or stops, these resources will remain directed toward public benefit and the communities BAAT is intended to serve.

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Letter of Testimony

Salt Lake City, October 2026

Bay Area Aerial Transit System (BAAT) – Boundless San Francisco

To Whom It May Concern,

On behalf of the Doppelmayr Group, we are pleased to provide this letter of testimony to acknowledge our preliminary discussions with the BAAT Project Group regarding the proposed Bay Area Aerial Transit System, and the group's submission to the Boundless San Francisco competition.

With a history of more than 130 years, the Doppelmayr Group has been dedicated to the development, installation, and operation of state-of-the-art ropeway solutions worldwide. During this time, we have successfully completed close to 16,000 ropeway installations across 100 countries, serving a wide variety of applications – from iconic mountain regions, impressive tourist attractions and cultural landmarks to natural wonders and leisure destinations as well as urban settings. This long-standing experience forms the foundation of our technological leadership and our deep understanding of how ropeways can provide reliable mobility solutions in urban areas.

Based on the information shared with us by the BAAT project Group, and our experience with urban ropeway systems worldwide, the proposed application of aerial ropeway technology represents a technically credible planning concept that merits further evaluation. BAAT offers a promising basis for exploring how proven ropeway technology could complement San Francisco's existing transportation network by creating additional connections across geographic and infrastructure barriers.

Doppelmayr supports the proposal's advancement for further development within the Boundless San Francisco award framework. Should BAAT be selected to proceed to the next stage, we would welcome the opportunity to continue working with the BAAT Project Group through high-level technical discussions, validation of preliminary planning assumptions, and identification of appropriate next steps. This cooperation could help inform a viable, cost-effective, and community-responsive approach to planning, designing, funding, and ultimately implementing BAAT in San Francisco.

This letter is a nonbinding expression of support for BAAT's proposal and of Doppelmayr's interest in continuing to evaluate and develop the concept with the BAAT Project Group. It does not constitute a final determination of the feasibility of any particular route, alignment, design, cost, schedule, or operating plan, nor does it commit Doppelmayr to provide engineering, pricing, equipment, services, financing, or project participation.

Any future involvement would remain subject to site-specific study, further review, internal approval, mutually acceptable terms, and appropriate definitive agreements.

We wish the BAAT Project Group every success with its Boundless San Francisco submission and look forward to the opportunity to continue our discussions should the proposal advance.

Sincerely,

Shawn Marquardt
Sr Director of Sales
Doppelmayr USA, Inc

On behalf of the Doppelmayr Group Worldwide